

My First PDCA

Plan (30 Days)				Do	Check	Act	
Appreciative	Discovery: Identifying your positive core the best of “What is”			Dream: Images of shared visions on how group will function. “What might be?”	Design: Align values, structures and process into the ideal. “What should be”	Destiny: Co-construct sustainable learning competencies “How to empower, learn & adjust/	
	Design Strategy		Charter Teams thru Policy Deployment		Conduct the Experiment		
Focus	Create strategy as an experimental design by identifying truly critical factors and their interaction effects .		Engage the entire team in conducting the experiment by formally chartering teams as needed.		Transform Organization through Training		
	Standardized work provides controlled conditions for execution of the experiment. Promote adherence through intensive training in productivity and quality methods before initiating.		Empower your team to check results and make adjustments in real time. Manage exceptions through your operating system.		Make new knowledge part of standardized work through PDCA embedded in daily operations. Coach and mentor to develop leaders at every level.		
Hoshin Team				Team Leader & Operational Teams			
Define one or two specific goals that would make a difference in 90 to 120 days. 1. Consider Possibilities 2. Rank by impact 3. Evaluate top ideas 4. Define the Idea A. Current Result B. Desired Result C. Deadline D. Rank	Build a set of Leading Measures identified by		Make it Visible		Outline Weekly Meetings		
	A. Small Outcomes B. Leveraged Behaviors 1. Consider Possibilities 2. Rank by impact 3. Test top ideas 4. Define the best ideas, key steps. A. Current Result B. Desired Result C. Deadline D. Rank The people that are accountable for these must be part of this process.		1. Choose a theme for keeping score: Pie/Bar Chart, Speedometer, Andon, 2. Create a simple design 3. Assign responsibility for updates 4. Locate online/offline but visible		1. Report 2. Review 3. Plan Team Leader 1. Finalize plans 2. Prepare for the meeting 3. Introduce the tactical project plan 4. Discuss the operations plan 5. Charter operations teams 6. Study the plan 7. Complete and confirm the operations plan		
Consultants Role	Action Teams		Team Leader		Action Teams		
	1. Regular work continues 2. Hoshin Plan = 10% 3. Act on Lead Measures A. Accountability B. Discipline C. Awareness — Line of Sight D. Clear the Path for others		Develop leaders who can teach • Apprenticeship • Kaizen Note: Teams at all levels participate in leadership development, but responsibility lies with the team leader. Becoming lean cannot be delegated.		1. Manage visually A. Visual project 2. Conduct review meetings Daily 5-minute meeting (if reqd.) Weekly Monthly Quarterly Annual 3. Conduct president's diagnosis Self diagnose Prepare for diagnosis Site visits Analyze and score development Recognize achievement		
90 Minute Introduction to Lean Sales and Marketing				1/2 day Launch workshop		1/2 Day What's Next Workshop	
1 to 2 day workshop				Off Site Support for development of plan in first 30 days.		Provide weekly Instruction/coaching in accordance to 90 Day plan outline	