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/

Focus

	Design Strategy	Charter Teams thru Policy Deployment	Conduct the Experiment — Transform Organization through Training	Check Progress in Real Time	Prioritize Standard Work
	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.	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

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

Team Leader & Operational Teams

Action Teams

Team Leader

Action Teams

Build a set of Leading Measures identified by	Make it Visible	Outline Weekly Meetings	Action Teams	Team Leader	Action Teams	

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
			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
						1. Promote adherence to standardized work
						2. Develop leaders and make succession plans
						3. Train, coach, and mentor
						4. Repeat the cycle

Consultants Role

90 Minute Introduction to Lean Sales and Marketing

1 to 2 day workshop   1/2 day Launch workshop   1/2 Day What's Next Workshop

Off Site Support for development of plan in first 30 days.   Provide weekly Instruction/coaching in accordance to 90 Day plan outline