
The **P** – **A** – **C** – **E** Engagement Process



We work with our clients, primarily small and medium sized manufacturing and service organizations, hands-on and side-by-side to achieve their strategic and operational goals and objectives through the innovative application of Operational Excellence principles, methods, and tools.



An Integrated Business Execution System

An organization pursuing an Operational Excellence strategy needs to be able to establish a Business Execution System that successfully integrates the four building blocks of Operational Excellence - Strategy Deployment, Performance Management, Process Excellence, and High Performance Work Teams.

Operational Excellence can be achieved and sustained with the right attitude, the right mindset, and the right competencies.

Well designed, efficient, and effective Management, Value Chain, and Support Processes are necessary to deliver world-class results.

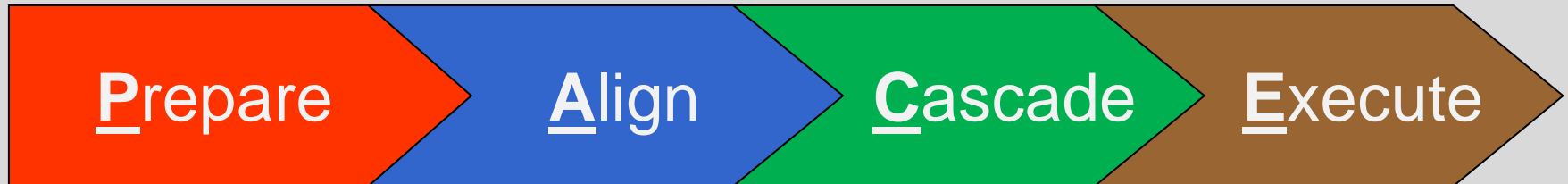


Strategy or Policy Deployment is the process that aligns and links business strategy and execution.

Performance Management is the process that translates strategic initiatives into measurable objectives and goals.



The **P** – **A** – **C** – **E** Engagement Process: Overview



Prepare

Objective: Build shared understanding of execution challenges & opportunities.

Align

Objective: Communicate. Gain Commitment. Establish & Approve the Plan.

Cascade

Objective: Communicate the Plan. Set clear Expectations. Initiate Execution.

Execute

Objective: Execute the Plan. Manage Execution. Take Counter Measures.



Prepare Phase: Build shared Understanding

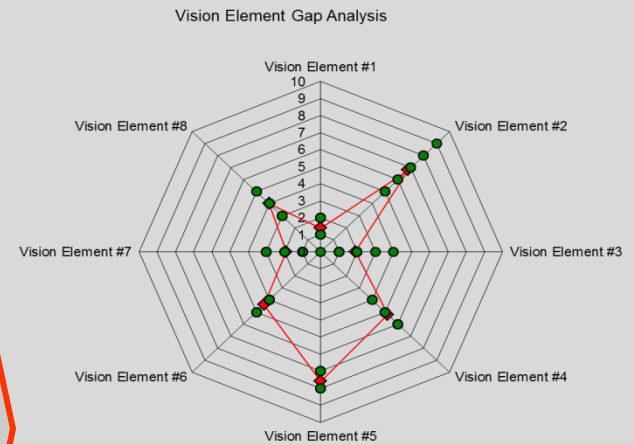
Prepare

Align

Cascade

Execute

- #1 Capture existing Vision & Strategic Objectives
- #2 Build Inventory of current Initiatives & Performance Indicators
- #3 Perform initial Operational Excellence 360° Assessment TM
- #4 Run SBU Leadership Team Planning & Training Workshop(s)
 - ✓ Clarify Vision & Strategic Objectives
 - ✓ Review Execution Challenges, Opportunities & Risks
 - ✓ Articulate 2-4 Strategic Breakthrough Objectives
 - ✓ Develop Strategy Maps and SBU Balanced Scorecard
 - ✓ Identify Key Initiatives & Draft initial Project Charters
 - ✓ Identify Steering Group, Champions & Key Resources
 - ✓ Develop Deployment Training for Leadership Team



Key Outputs:

- ✓ Initial 360° Assessment Results
- ✓ 2-4 Breakthrough Objectives
- ✓ Key Initiatives & Champions
 - ✓ SBU Balanced Scorecard
- ✓ Key Resources & Initial Timelines



Align Phase: Establish & Approve the Plan

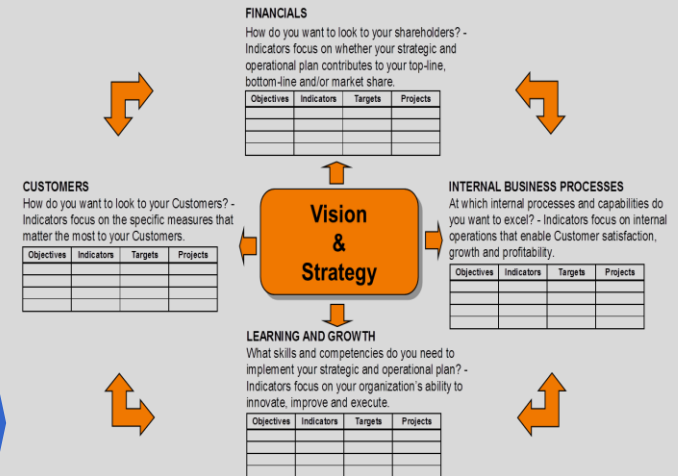
Prepare

Align

Cascade

Execute

- #1 Run Functional “Catch-Ball” & Value Stream Mapping Workshops with Champions and their Teams
- #2 Perform Operational Excellence 360° Assessment™ on Breakthrough Objectives
- #3 Develop Functional Balanced Scorecards
- #4 Finalize Project Charters, Resource Planning & Timeline
- #5 Estimate projected Impact of all Initiatives on Functional and SBU Balanced Scorecards
- #6 Identify Functional Training Requirements & Schedule
- #7 Develop Deployment Training Plan for Champions & Key Resources
- #8 Review final Plans with SBU Leadership Team and gain Approval and Commitment



Key Outputs:

- ✓ Functional Balanced Scorecards
- ✓ Final Project Charters
- ✓ Training Requirements & Schedule
- ✓ Approved Plan by SBU Leadership Team



Execute Phase: Execute the Plan & Manage Execution

Prepare

Align

Cascade

Execute

- #1 Deploy Training Plan
- #2 Facilitate Project Management & Execution
- #3 Establish & implement SBU Leadership Execution Management Process
- #4 Develop Reward & Recognition Approach
- #5 Track & Review SBU Balanced Scorecard
- #6 Evaluate Projected & Actual Project Impact
- #7 Review Resource Requirements & Allocation
- #8 Take Corrective Actions & Counter Measures, as necessary
- #9 Celebrate Success & Establish Lessons Learned

OPERATIONAL EXCELLENCE CONSULTING		Bowling Chart		Last Update: _____															
				Author: _____															
Strategic Breakthrough Initiative: _____																			
Initiatives - Programs - Projects			Baseline 20xx				Results (Actual vs. Target) 20xx												
Initiative	Target	Unit	Q1	Q2	Q3	Q4	Plan	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Increase Fabricator Uptime	82	%	80	82	83	80	Plan	60	62	64	66	68	70	72	74	76	78	80	82
							Actual	61	65	68	66	67	72						
							Plan												
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							Plan												
							Actual												

Key Outputs:

- ✓ Track SBU Balanced Scorecard
- ✓ SBU Execution Reviews & Action Plan
- ✓ Corrective Actions & Counter Measures
 - ✓ Reward & Recognition



Integrated Business Execution System Transformation



“Perfection is not attainable, but if we chase perfection we can catch excellence.”

- Vince Lombardi

