How to Lead Business Plan Deployment

Value Chain Competitiveness (VCC)

Version: 2

February 2020

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How to Lead Business Plan Deployment

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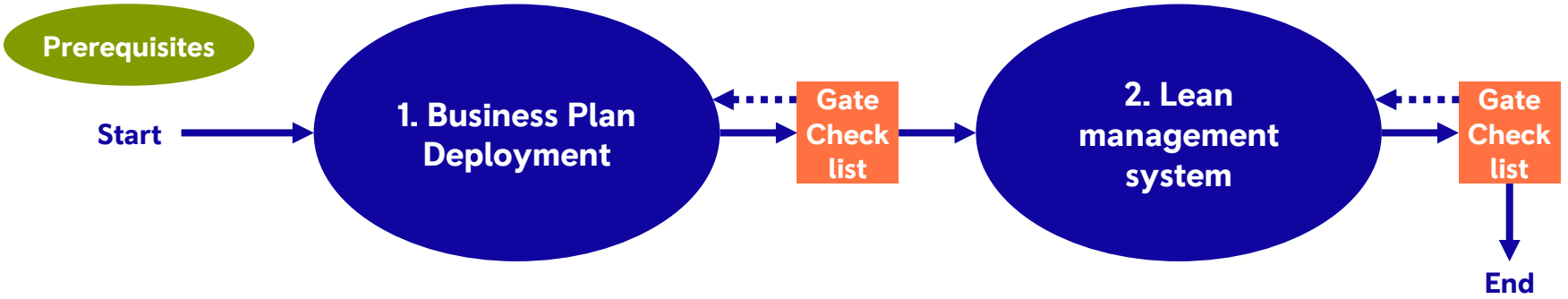
Scope

Objectives & Principles



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Scope

This 'How To' will enable you to:

- Understand the elements defining Business Plan Deployment (BPD)
- Understand the leadership requirements for effective BPD
- Understand elements defining a Lean management system
- Understand the leadership requirements for an effective Lean management system

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Objective and Principles

Lead by coaching: A key part of supporting people to do their job and learn. People know WHY - as important as knowing what.

Full compliance to standards: Reinforce standards - the foundation for improvement and making problems visible.

Do what you said you would do: Build trust, credibility & respect through practical demonstration of what you expect of others

Leadership Actions

Go-Look-See: Be available for your people, spend time in their "territory". Understand the real status and issues to support.

Act on data, not gut feel: Use real facts to Plan-Do-Check-Act. Lead effective root cause problem solving.

Question and challenge: Continually challenge the current way to encourage an improvement thinking way.

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Prerequisites

- Current state understood in relation to the vision, goals, plan and deployment effectiveness
- Current state consideration for leadership, management system and employee engagement

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1. Business Plan Deployment

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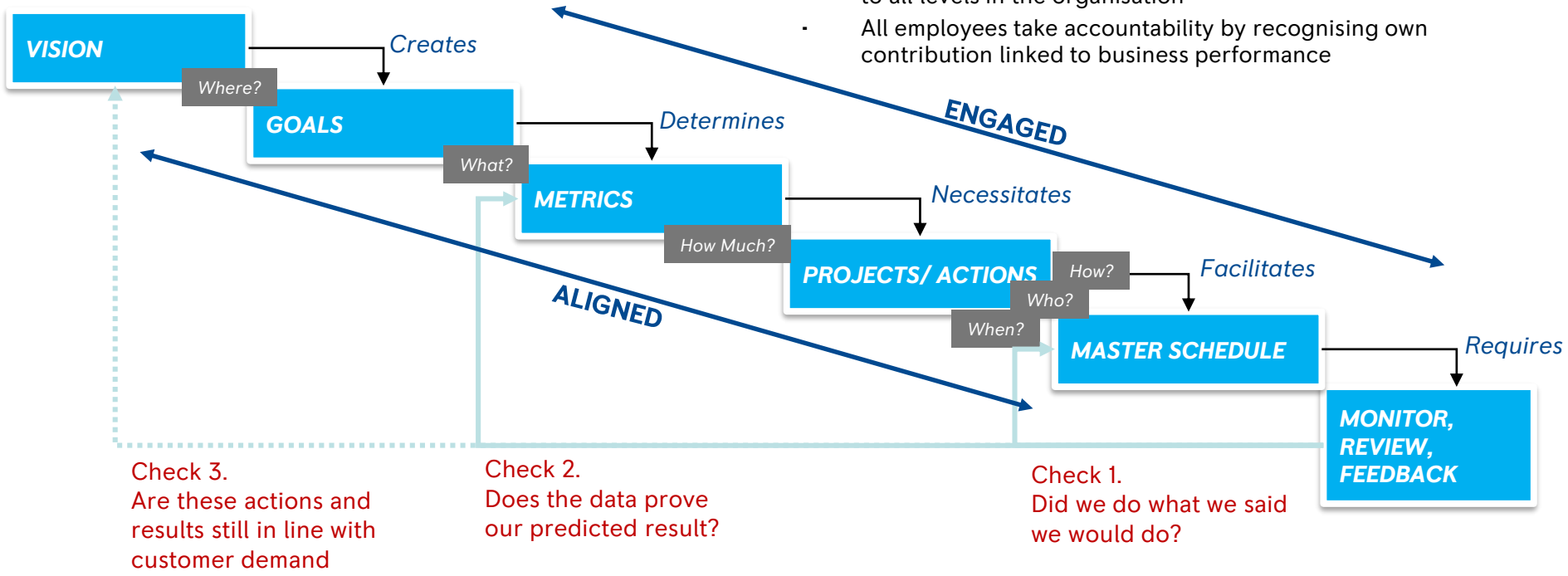
Business Plan Deployment (BPD) purpose:

- To give common direction and drive ownership & responsibility to all levels in the organisation
- All employees take accountability by recognising own contribution linked to business performance



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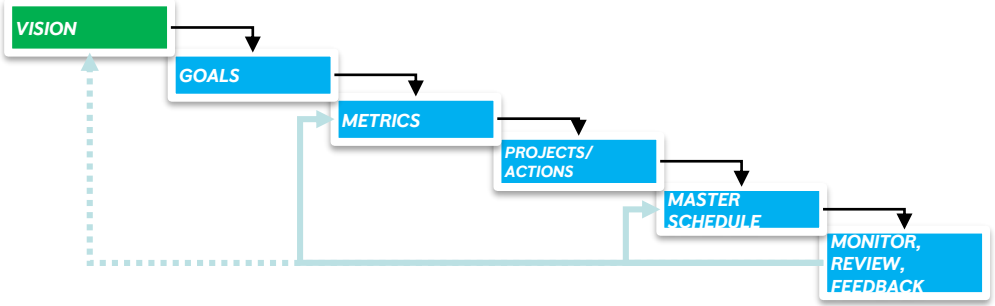
1. Business Plan Deployment

BPD flow down



The vision should

- Clarify the general direction for change
- Motivate people to take action in that direction
- Help to coordinate actions of people in the organisation

Clear 'picture' of what the future looks like

Appealing to the long term interests of employees, stakeholders and customers

States realistic and attainable goals

Is simple and easy to communicate

General enough allowing for initiative and alternatives under changing conditions

Clear enough to provide guidance in decision making

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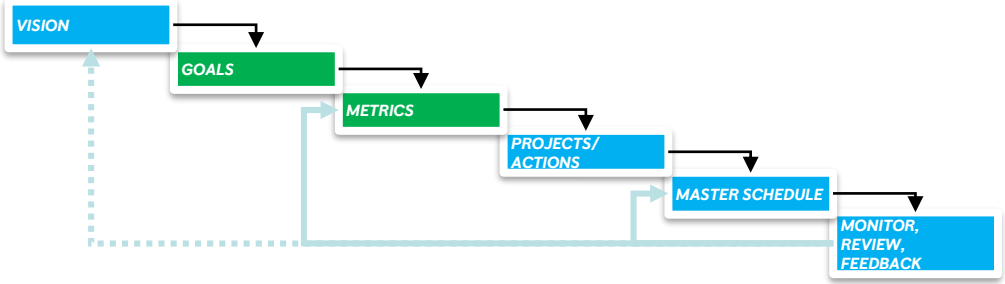
1. Business Plan Deployment

BPD flow down -2

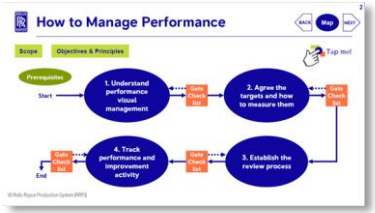


Goals and metrics should

- Connect business and local objectives
- Visually manage performance
- Be used to measure things that can be influenced by the team

Make performance issues visible, solve them and continuously improve

See 'How to Manage Performance'



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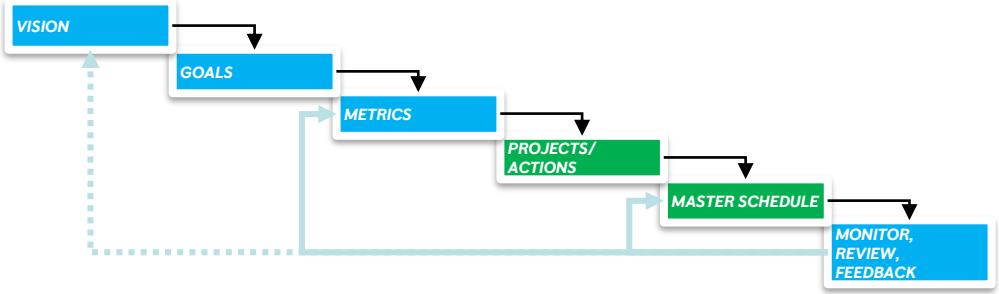
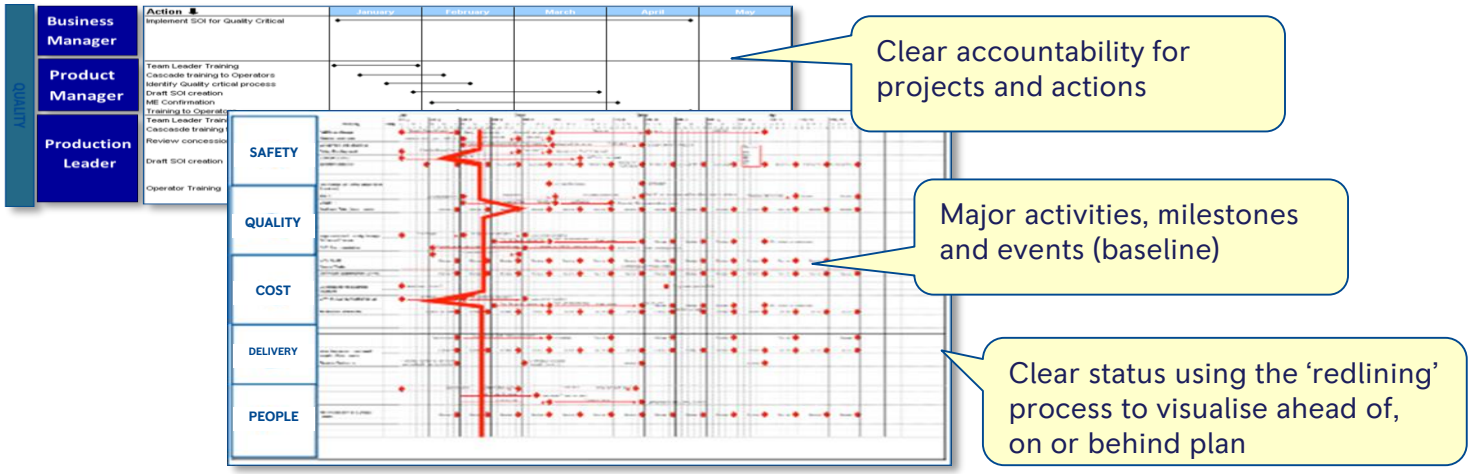
1. Business Plan Deployment

BPD flow down -3



Projects / actions and schedules should

- Apply processes, methods, knowledge, skills and experience to achieve the objectives
- Capture requirements, specify deliverables, and define agreed resources and timescales
- Track progress against plan



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1. Business Plan Deployment

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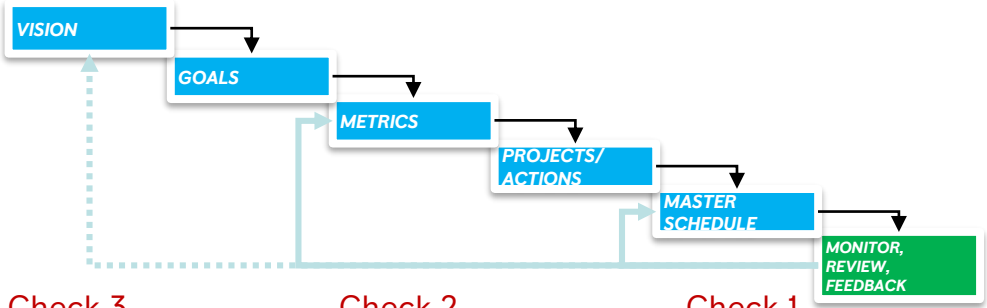


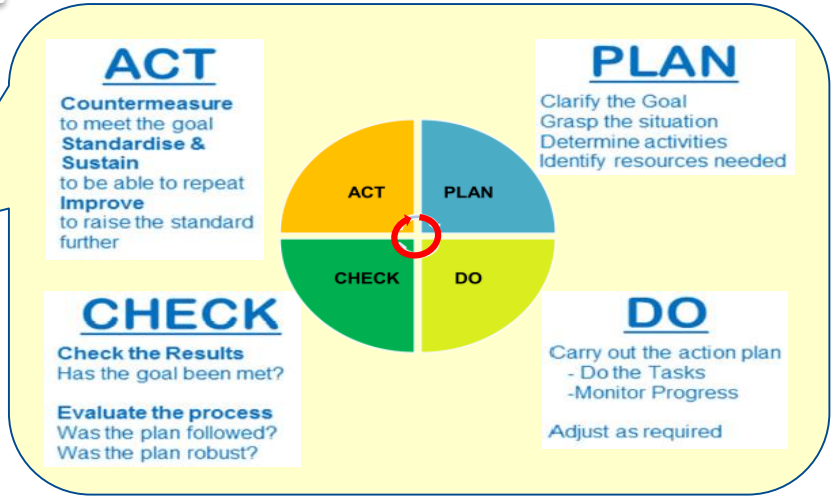
Check 3.
Are these actions and results still in line with customer demand

Check 2.
Does the data prove our predicted result?

Check 1.
Did we do what we said we would do?

Monitor, review & feedback should

- Demonstrate the PDCA (Plan-Do-Check-Act) thinking way
- Accurately reflect the current situation verses plan (schedule, metrics, objectives)
- Enable leadership support and coaching to team members



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1. Business Plan Deployment

BPD flow and escalation support

- Leaders, managers and supervisors accountability for flow-down of BPD
- Giving support for escalation items through performance reviews

Leaders: Conduct market analysis and set long term vision and strategies

VISION

GOALS

Flow-down

Managers: Turn the strategies into objectives and metrics and set targets

METRICS

PROJECTS/ ACTIONS

Flow-down

Supervisors & teams: Create plans and projects to deliver the targets & monitor results

MASTER SCHEDULE

MONITOR, REVIEW, FEEDBACK

Leaders: Conduct quarterly/ annual performance reviews

Support

Managers: Conduct monthly performance reviews

Support

Supervisors & teams: Conduct daily/weekly performance reviews

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Gate checklist 1: Business Plan Deployment

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- ☑ Purpose and process for Business Plan Deployment (BPD) is understood
- ☑ A Vision of company direction and goals is understood by all
- ☑ Leadership accountability and support requirements in place for effective BPD and achievement of goals

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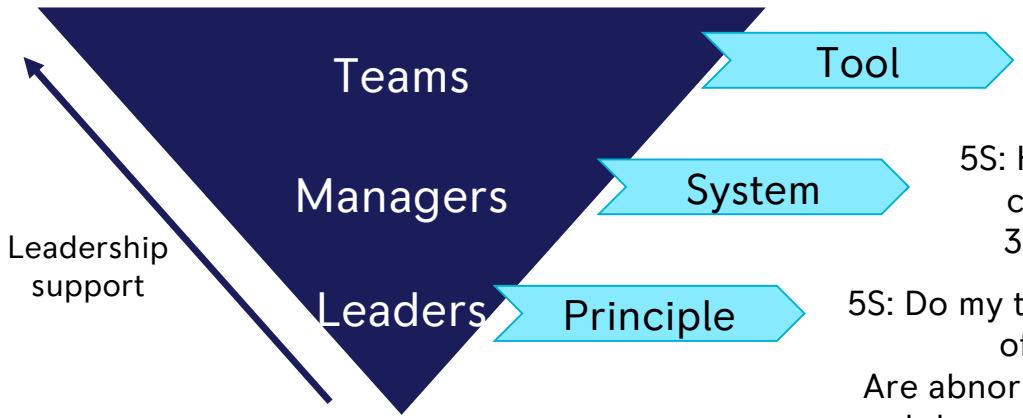
2. Lean management system

- The Lean Management System is the leader's connection to the organisation and the reality of what is actually happening – the real place and status
- Performance reviews are an opportunity for observing behaviour and thinking in relation to performance, standards and target condition. It can enable the teaching and coaching of Principles, Systems and Tools.

Example – Workplace Organisation (5S)



5S: Conformity to standard layout
Required items stored at workplace
No missing items

5S: Have 5S sustainment board checks been completed?
3C charts been updated?

5S: Do my teams understand the principle of "status at a glance"?
Are abnormalities immediately apparent and do we act appropriately at all levels?

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2. Lean management system

Structure and Discipline | Short Interval Control (SIC) | Go -Look -See | Process Confirm-ation | Coach with Questions | Plan, Do, Check, Act (PDCA)

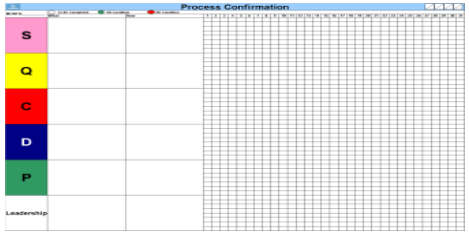
Leadership support through deployment of an effective Lean management system

- Having structure and discipline creates the need to Go-Look-See at a suitable frequency using Short interval Control
- Using each interaction as a Leader opportunity to coach with questions and confirm processes and systems - following cycles of Plan-Do-Check-Act

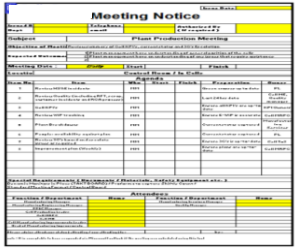
Structure and Discipline

Application examples:

Standard Diary - Dedicated time



Dedicated process confirmation sheets



Standard meeting notice

T card systems

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2. Lean management system

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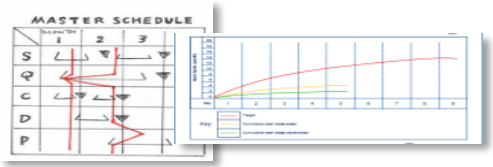
Short Interval Control (SIC)

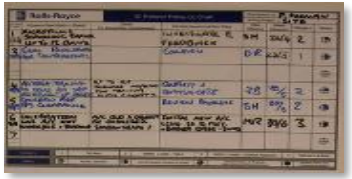
Short interval control: Confirm activities, provide coaching and guidance for the next steps

- Leading to more people, solving smaller problems more frequently at the earliest opportunity, closer to the point of process

RAG status understanding (seconds)



Performance tracking understanding (3 mins)



3C problem solving status understanding (5 mins)

Go -Look -See

Go-Look-See principle: go to the place where an activity is happening to observe, ask questions of the teams to understand the real situation

Go-Look-See is...	
Demonstrating respect for people at all levels in the organisation.	Providing support and recognition.
An opportunity to engage and coach employees by asking logical questions.	Leading by example – positive, relentless encouragement, challenging the 'status quo'.
About demonstrating commitment through consistent confirmation to the standard.	An opportunity to support problem solving & root cause analysis using '5 Why' approach.
An opportunity to embed PDCA thinking.	Confirming the business is aligned in the right direction.

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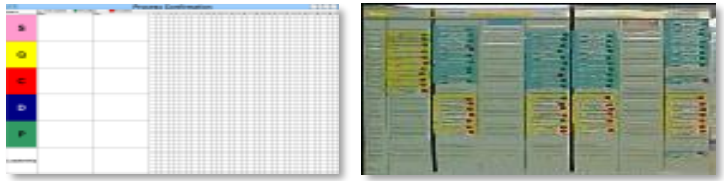
2. Lean management system

Process Confirm-ation

Process confirmation: Confirm activities, provide in-depth coaching to develop the “thinking way” together with people and process capability

- Confirms a deeper understanding for the actual condition and how the results are being achieved



Process confirmation
understanding (1-15 mins)

Coach with Questions

Coaching is a process of supporting others to reach their potential

- Coaching by using questioning to develop thinking and new options, eg.
  - *What is the Target Condition?*
  - *What is the Current Condition?*
  - *What is the Gap? Or Deviation?*
  - *What Obstacle is preventing you?*
  - *How are you addressing this Obstacle?*
  - *What support / help do you need?*
  - *What’s your Next Step, by When?*
  - *What do you Expect when completing this step?*
  - *When can we go and see the results?*
  - *How can you standardise and share the learning?*

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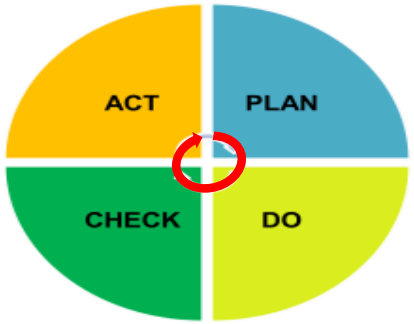
2. Lean management system

BACK Map NEXT

Plan, Do, Check, Act (PDCA)

Using the “Plan-Do-Check-Act” cycle to sustain improvements.

- Process confirmation forms part of the establishment of the wedge (standardise) in the cycle
- Just because a new standard is created it doesn’t mean it will automatically be implemented and sustained



Lean management system

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2. Lean management system

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q¹² – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my job right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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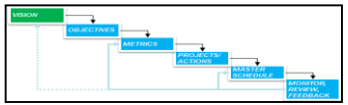
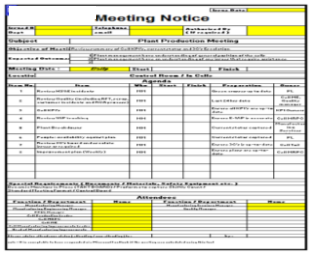
The Gallup's Q¹² survey is the most effective measure of employee engagement and its impact on the outcomes that matter most to your business.

The Lean management system supports this, eg.

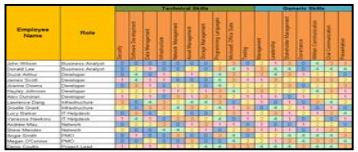


Business Plan Deployment



Standardised Work

Coaching for Continuous Improvement



Skills & Capability Development

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Gate checklist 2: Lean management system

BACK Map

- ☑ Purpose and process for Lean management system is understood - engaged employees enable better performance

- ☑ Leadership accountability and support requirements in place for the Lean management system

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