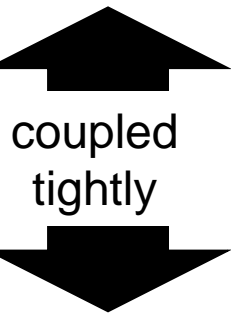# CAPABILITIES OF THE OPERATIONALLY OUTSTANDING SUMMARIZED

How to do work

coupled tightly

How to improve work

C1 – PROCESS DESIGN

- Abnormality Sensitivity
- Visualization

-Prespecification
(Documentation of the specification)

-Embedded Tests
(Makes a problem to the specification visible / known)

-Escalation
(Assigning pathways to respond to embedded tests)

- FOUR Levels of Process Design

> PROCESS OUTPUT (Output of Boundary Area)

> PATHWAY (Who is Responsible)

> CONNECTION (Handoffs between people)

> ACTIVITY (Methods – How to do work)

C2 – PROBLEM SOLVING

- Swarm Problems / Stop and Communicate Abnormalities

Two Types of Problems

1. Abnormality from prespecification
2. Improve prespecification toward TRUE NORTH

- Actual – Product, Process, Place, People and Time
- Use the Scientific Method (logical thinking)
- Rapid / Low Cost Experiments *(Hold, Tape, Clamp, Bolt, Weld)*

1. *Work elements*
2. *Sequence*
3. *Timing*
4. *Location*
5. *Result*

C3 – SHARE KNOWLEDGE

- All people do their work using the enterprises collective knowledge and experience.
- Prespecification of (O, P, C, A) includes the enterprises global knowledge.

C4 – LEADERS DEVELOP PEOPLE

- Sustain process outputs by countermeasuring abnormalities
- Relentlessly improve prespecifications (O, P, C, A) toward True North
- Diagnose the organizations capabilities around C1 – C4
- Develop countermeasures to build C1 – C4 skills in people