HIGH-PERFORMING ORGANIZATION TRANSFORMATION SYSTEM

Turning operational complexity into predictable execution performance

WHY THIS CONVERSATION NOW

Operational pressure is increasing faster than system capability

Today's manufacturing environments face:

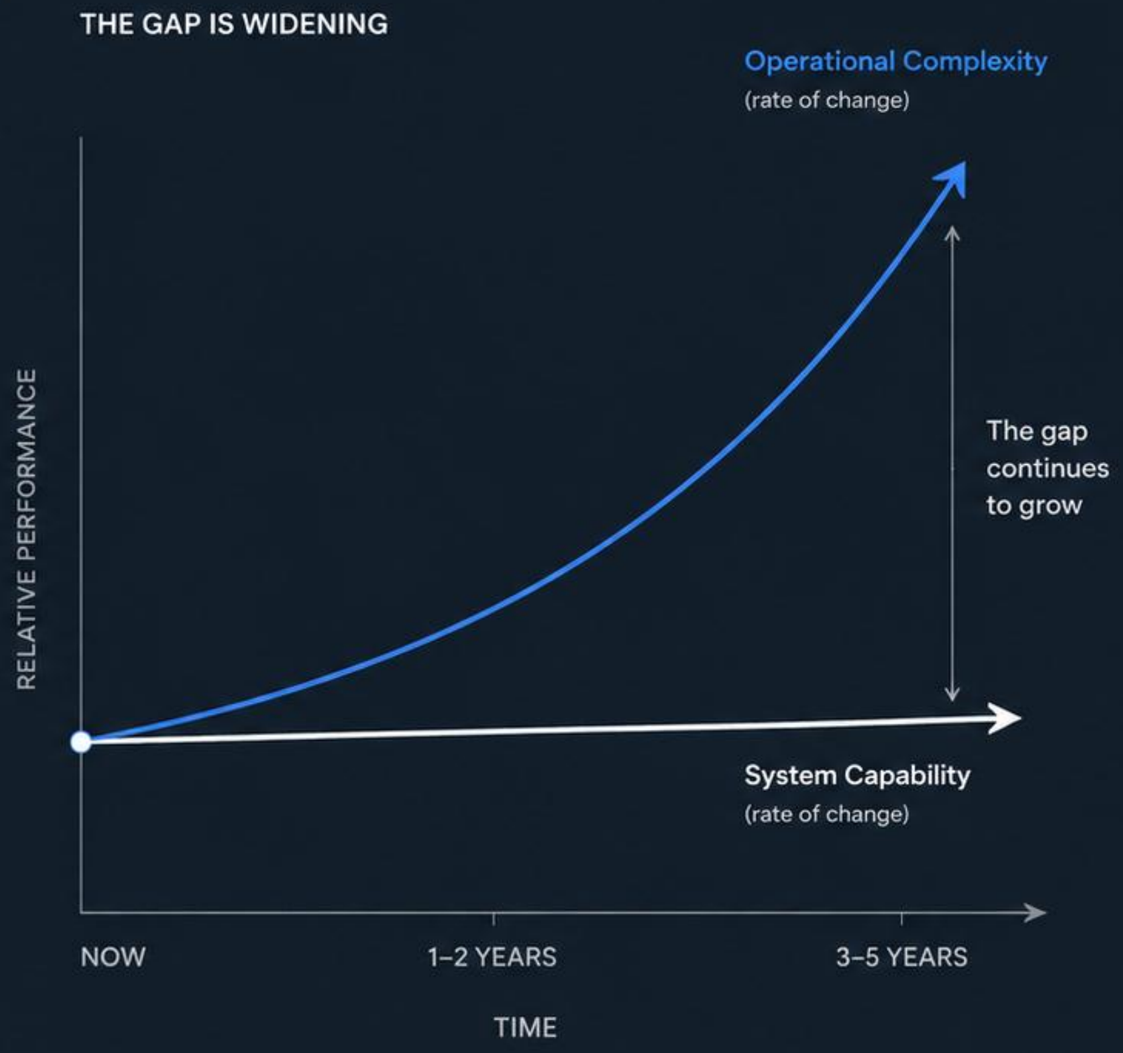
- Rising operational complexity
- Higher volatility and disruption frequency
- Increased cost and productivity pressure
- Growing leadership load in execution

RESULT

Leadership is pulled into execution instead of improving the system

KEY INSIGHT

Complexity is outpacing system maturity.



THE REAL PROBLEM

Performance gaps are not execution failures — they are system design gaps

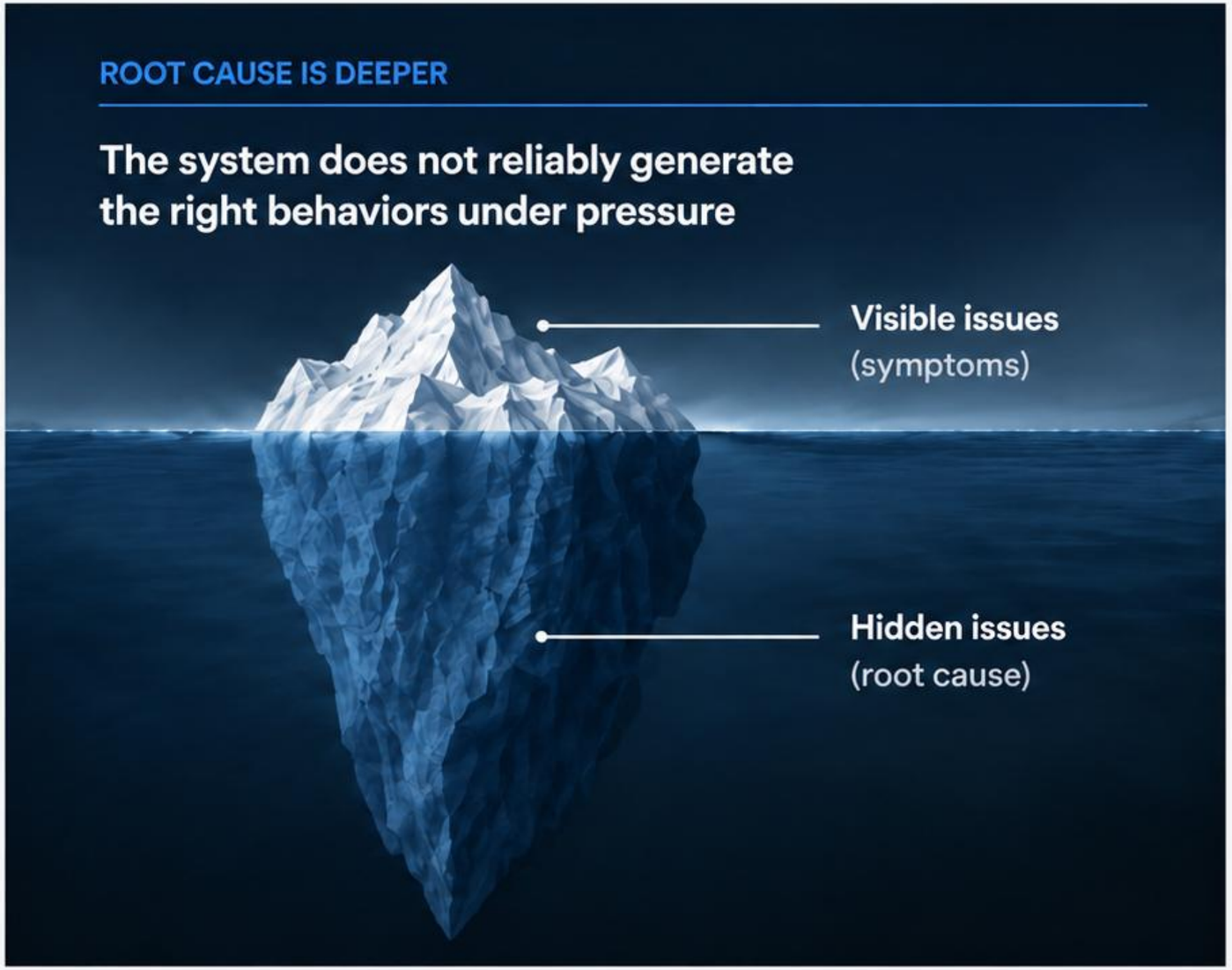
TYPICAL SYMPTOMS

Firefighting
becomes normal

Escalation
increases

Ownership
is inconsistent

Improvements
are not sustained



WHAT BREAKS FIRST IN MOST SITES

Three predictable breakdown points

1 Leadership overload

- Decisions escalate
- Priorities unclear
- Meetings increase without clarity

2 Execution instability

- Standards exist but are not consistently lived
- Variation across shifts and teams

3 Ownership gap

- Teams wait for direction
- Improvement depends on individuals

When these three break, performance suffers — and the organization stays stuck.

CORE INSIGHT

Leaders don’t create performance — they design the system that creates it

PERFORMANCE FOLLOWS:

Leader → System → Behavior → Results

IF THE SYSTEM IS WEAK:

- Leaders become firefighters
- Teams become reactive
- Performance fluctuates

IF THE SYSTEM IS STRONG:

- Execution stabilizes
- Ownership emerges
- Improvement accelerates

STRONG SYSTEMS CREATE PREDICTABLE OUTCOMES.
Leaders shift from fixing problems to designing systems.

TRANSFORMATION PRINCIPLE

Sustainable performance requires alignment of 3 system layers

1

EXECUTION SYSTEM

- TPM / CI tools
- Problem solving
- Maintenance & reliability systems

2

LEADERSHIP SYSTEM

- Daily / weekly management routines
- Gemba-based leadership
- Performance dialogue system

3

BEHAVIORAL SYSTEM

- Ownership mindset
- Accountability culture
- Engagement & discipline

Builds the capabilities, tools and processes that drive performance

Creates the management routines and leadership behaviors that sustain execution

Drives the mindsets and culture that embed ownership and accountability

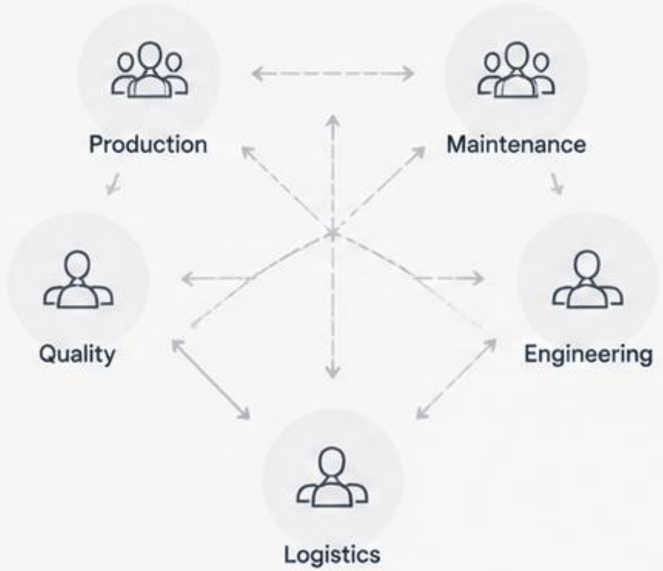
KEY MESSAGE

Most transformations only improve execution tools — not the system that sustains them.

HIGH-PERFORMING TEAM SYSTEM

From functional groups → aligned performance units

FRAGMENTED FUNCTIONAL GROUPS



Silos • Handoffs • Dependencies • Escalations
Low visibility • Slow decisions • Blame culture

CORE SHIFTS

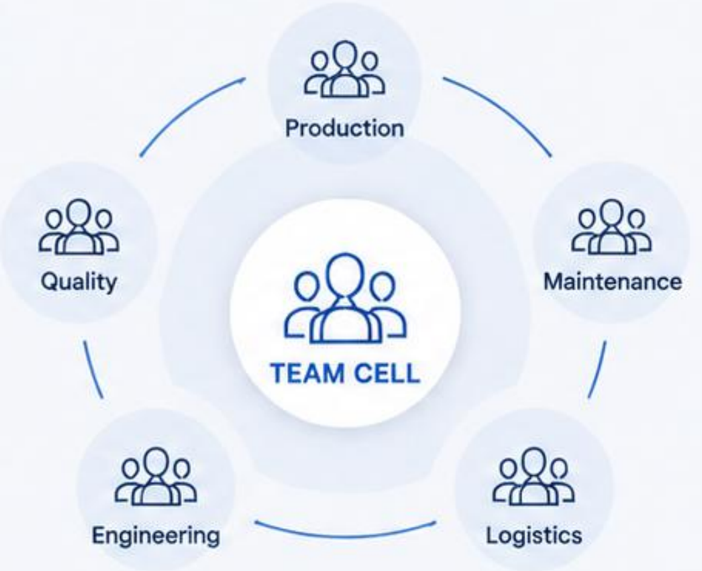
Clarity of purpose
Shared goals and priorities

Internal accountability
Commitment to team outcomes

Peer-driven ownership
Accountability within the team

Active problem ownership
Solve issues, not escalate

ALIGNED PERFORMANCE UNIT (TEAM CELL)



Aligned • Integrated • Shared ownership
High visibility • Fast decisions • Solution culture

BEHAVIORAL SHIFT

External push → Internal pull

From waiting for direction to taking initiative

OUTCOME

Self-correcting, high-engagement teams

Consistent execution • Continuous improvement • Sustainable performance

TRANSFORMATIONAL LEADERSHIP SYSTEM

Leaders design the environment where performance becomes inevitable

1 STRATEGY TRANSLATION

- priorities clarified
- KPI cascade
- visual performance system

2 EXECUTION RHYTHM

- daily tier meetings
- structured reviews
- Gemba leadership

3 ACCOUNTABILITY SYSTEM

- decision rights clarity
- escalation discipline
- ownership boundaries

4 COACHING SYSTEM

- problem-solving capability building
- standard reinforcement
- behavior shaping

KEY SHIFT: FROM PROBLEM SOLVER → TO SYSTEM DESIGNER

Leaders don't fix systems.
They design systems where great performance happens.

TWO DISTINCT TRANSFORMATION SYSTEMS

TPM and Mini-Transformation are fundamentally different operating models

A. TPM SYSTEM (Stability & Reliability Engine)

Purpose: Build stable, reliable, predictable operations

Time horizon: 18–36 months (long-term capability build)

Focus:
- equipment reliability
- operator ownership
- maintenance discipline
- standardization of work

Core pillars:
- Autonomous Maintenance (AM)
- Planned Maintenance (PM)
- Focused Improvement (FI)
- Education & Training (ET)

Outcome:
- stable processes
- reduced breakdowns
- higher OEE
- embedded shopfloor discipline

STABILITY & RELIABILITY ENGINE
Built for the long run. Capability that lasts.

B. MINI-TRANSFORMATION (Performance Acceleration Engine)

Purpose: Deliver fast, measurable performance step-change

Time horizon: 8–16 weeks per wave

Focus:
- value-stream losses
- bottlenecks and constraints
- rapid diagnose → design → implement

Method:
1. Diagnose performance losses
2. Identify high-impact levers
3. Build Tactical Implementation Plan (TIP)
4. Execute in waves
5. Lock-in via management routines

Outcome:
- 10–30% performance improvement potential
- fast impact visibility
- leadership engagement

PERFORMANCE ACCELERATION ENGINE
Built for speed. Impact you can see.

KEY MESSAGE

TPM builds **stability**.
It creates the foundation.

Mini-Transformation unlocks **acceleration**.
It delivers the step-change.

**Two engines.
One system.
Sustainable results.**

TOTAL PRODUCTIVE MAINTENANCE (TPM)

Building a foundation of reliability, ownership and continuous improvement

TPM PILLARS

AUTONOMOUS MAINTENANCE (AM)
Operators take ownership of daily care, cleaning, inspection and basic restoration to prevent deterioration.

PLANNED MAINTENANCE (PM)
Structured, preventive and predictive maintenance to improve equipment reliability and availability.

FOCUSED IMPROVEMENT (FI)
Cross-functional problem solving to eliminate losses and improve performance.

EDUCATION & TRAINING (ET)
Build capabilities and multi-skilled teams to sustain standards and drive continuous improvement.

ULTIMATE OUTCOMES
- Stable processes
- Higher OEE
- Zero breakdown mindset
- Engaged operators
- Embedded shopfloor discipline

TPM STEP-APPROACH

1. **PREPARE**
   Build awareness, clarify objectives, define scope and assess current state.
2. **LAUNCH**
   Kick-off TPM, communicate vision, and define roles and governance.
3. **BUILD FOUNDATIONS**
   Implement 5S, Autonomous Maintenance, standards and visual management.
4. **PILLAR DEPLOYMENT**
   Roll out PM, FI, ET and other pillars in a structured way.
5. **SUSTAIN & IMPROVE**
   Strengthen routines, audit, develop people and drive continuous improvement.

TIME HORIZON
18 – 36 MONTHS
Long-term capability build

START SMALL. PROVE FAST. SCALE SMART.

PILOT LINE APPROACH

- Select a pilot line with leadership and operator support
- Implement TPM step-by-step and measure impact
- Standardize and scale to other lines and areas

WHY IT WORKS

- Builds a strong reliability foundation
- Develops ownership and capability
- Delivers sustainable performance improvement

> TPM creates the conditions for stable operations, high performance and a culture of ownership.

THE SHIFT
From maintenance dependency to operator-driven reliability.

THE RESULT
Reliable equipment.
Engaged people. Predictable results.

HOW THE SYSTEM CONNECTS

One integrated performance system

THREE REINFORCING MODULES

1. **HIGH-PERFORMING TEAMS**
   Ownership engine
2. **LEADERSHIP SYSTEM**
   Execution environment
3. **CI SYSTEM (TPM or Mini-T)**
   Improvement engine

HOW THEY WORK TOGETHER

HIGH-PERFORMING TEAMS
Drive daily performance and own results

LEADERSHIP SYSTEM
Creates the environment, clarity and accountability that sustain execution

CI SYSTEM
Removes loss, builds reliability and raises the performance ceiling

TOGETHER THEY CREATE

Stable execution + continuous improvement + scalable ownership

A self-reinforcing flywheel that drives sustained results.

IMPLEMENTATION JOURNEY

Structured transformation path

(not training, not consulting)

1 DIAGNOSE
(Weeks 1–3)

- observe real execution
- identify losses & bottlenecks
- understand leadership gaps

2 DESIGN
(Weeks 4–6)

- define future operating system
- design leadership routines & governance

3 INSTALL
(Weeks 7–16)

- implement system in live environment
- train by doing (shopfloor + leadership)

4 EMBED
(Weeks 17–24)

- stabilize routines
- reinforce behaviors
- reduce dependency

Weeks 1–3 — **Weeks 4–6** — **Weeks 7–16** — **Weeks 17–24**

JOURNEY PRINCIPLES

- See the real situation clearly
- Design for simplicity and impact
- Implement with discipline and speed
- Embed for sustainability

A structured path. Clear milestones. Measurable progress.
We build the system with you — then hand it over to you.

My role is system creation and capability transfer

I WORK ACROSS:

- Leadership team alignment
- Execution system design
- Shopfloor coaching (Gemba)
- Governance & performance rhythm

1. ENABLE

Clarify direction and align

- Diagnose current state
- Align leadership team
- Define priorities
- Create clarity and shared commitment

2. COACH

Build capability through practice

- Coach leaders
- Build routines
- Develop problem-solving capability
- Support execution in real time

3. EMBED

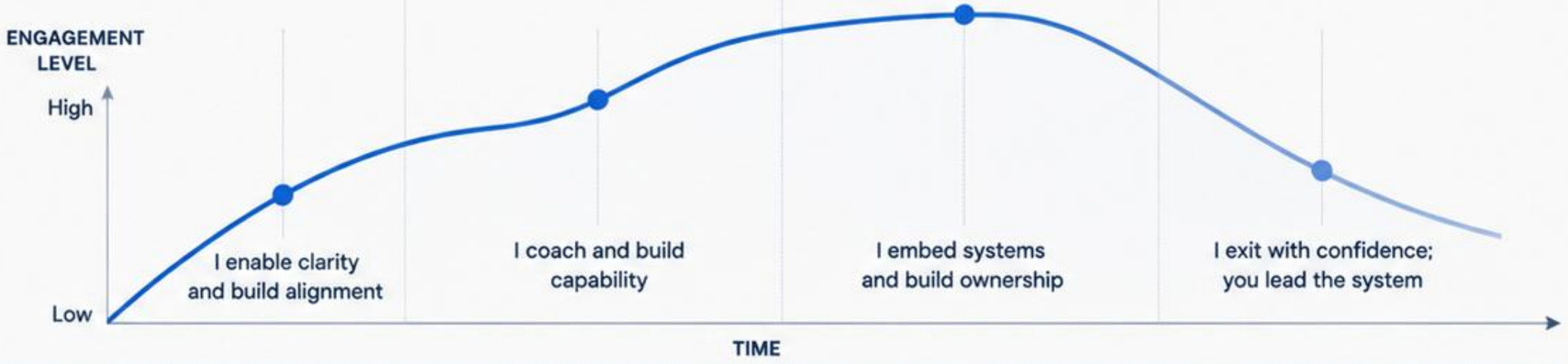
Make the system self-sustaining

- Reinforce behaviors
- Strengthen routines
- Build ownership at all levels
- Stabilize performance rhythm

4. EXIT

Step back with confidence

- Internal team leads the system
- Continuous improvement becomes habit
- I step back; system continues to perform



I DO NOT:

- Run operations
- Own improvements
- Replace internal leadership

I DO:

- Design system
- Coach behavior
- Transfer capability

I don't take over. I build what stays.

My goal is simple: make the system strong enough that my presence is no longer needed.

SITE ROLE ARCHITECTURE

Clear roles are essential for sustainable transformation

1 SITE DIRECTOR

- Sets direction
- Removes barriers
- Owns outcomes

2 OPEX / CI LEADER

- Runs daily system
- Owns KPI rhythm
- Drives implementation discipline

3 PILLAR / STREAM LEADERS

- Execute TPM or CI system
- Lead improvements
- Manage shopfloor routines

4 FRONTLINE TEAMS

- Execute standards
- Identify losses
- Participate in improvement system

When roles are clear, ownership is strong, and the system becomes self-sustaining.

Right role
Right accountability

Strong execution
Strong system

Sustainable results
Scalable performance

WHAT SUCCESS LOOKS LIKE

A clear journey from stabilization to sustained performance

WITHIN WEEKS

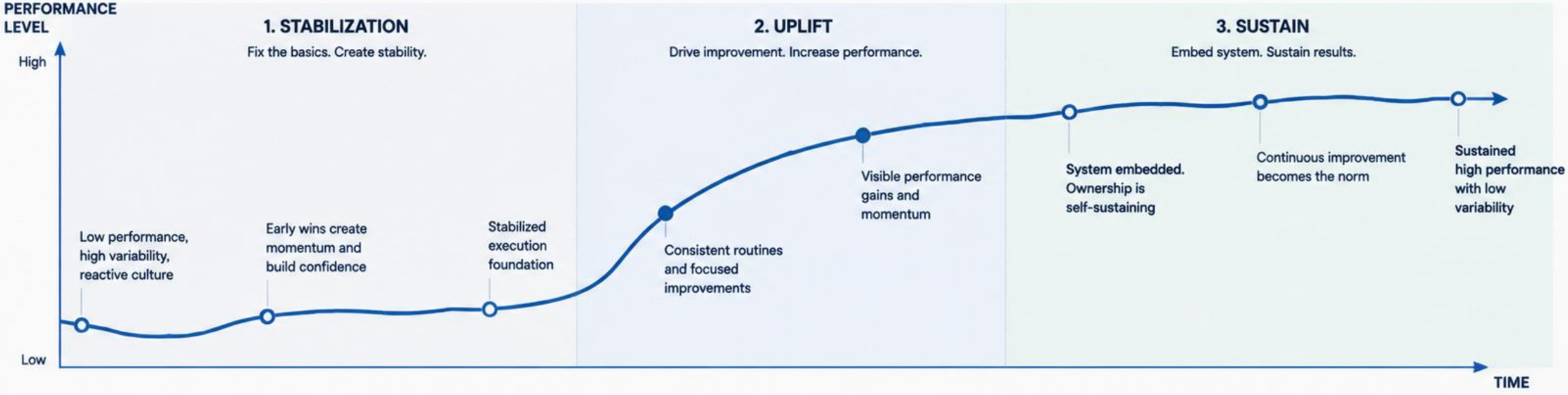
- Clearer priorities
- Reduced escalation load
- Visible ownership shift

WITHIN 3–6 MONTHS

- Stable execution routines
- Measurable performance gains
- Improved cross-functional alignment

WITHIN 6–12 MONTHS

- Self-sustaining performance system
- Embedded continuous improvement culture
- Reduced leadership firefighting



From firefighting to focused execution

From dependency to ownership

From isolated improvements to system-driven results

From short-term wins to long-term impact

Success is not a one-time improvement. It is a system that sustains high performance — every day.

WHY THIS APPROACH WORKS

Because it integrates what is usually fragmented

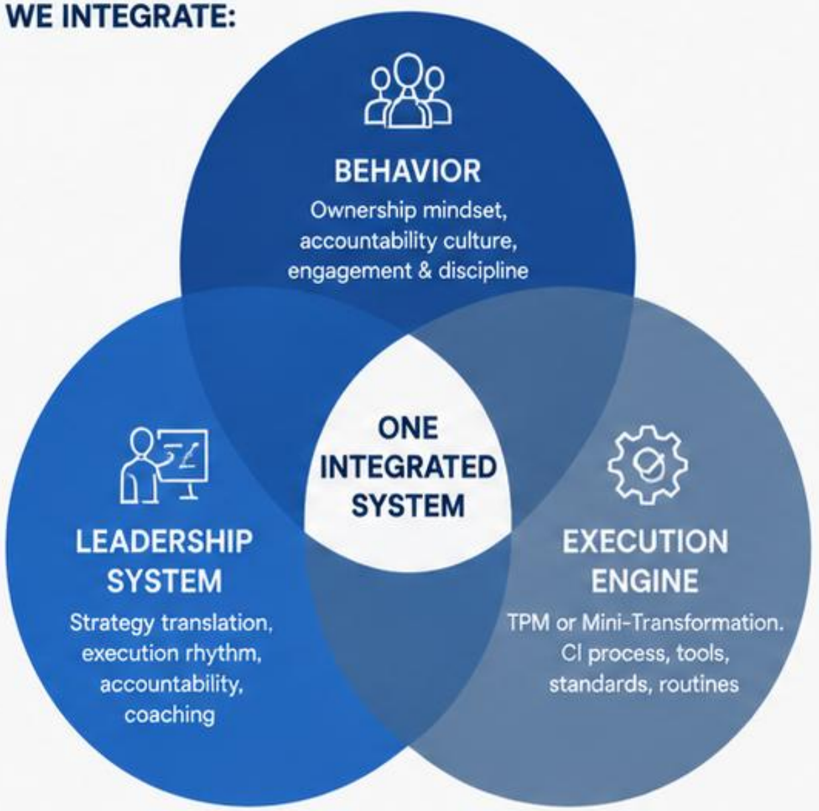
MOST ORGANIZATIONS SEPARATE:

1. LEADERSHIP DEVELOPMENT
Focus on skills and mindset without execution linkage

2. OPERATIONAL EXCELLENCE TOOLS
Tools exist but are used inconsistently

3. CONTINUOUS IMPROVEMENT SYSTEMS
Projects run, but not sustained at scale

WE INTEGRATE:



Aligned people. Clear leadership. Disciplined execution.
All reinforcing each other.

RESULT:

SUSTAINABLE PERFORMANCE
WITHOUT DEPENDENCY

- Self-sustaining system
- Embedded improvement culture
- Less firefighting, more focus
- Scalable across the organization
- Long-term value creation

We connect the people, the system, and the work.

From disconnected efforts to an integrated system.

From short-term wins to sustained performance.

From dependency to ownership

High performance is not implemented — it is designed.

The question is not:

“What tools should we use?”

The question is:

“What system makes performance inevitable?”

Design the system. Build the capability. Sustain the performance.
That is how we make performance inevitable.