Focusing on . . .

The Objective

**True**

**North**

The Approach

People

Add value to the organization

* Empower employees to make a difference
* Develop people and partners
* Grow leaders

Philosophy

Ensures long-term views drive activities

* Align activities with priorities
* Uses Hoshin Kanri “Strategic Deployment”

Process Improvement

Produces the right results

* Focus on customer value and increase it
* Identify a value stream and map the current state
* Eliminate waste in identifying future state
* Develop implementation plan
* Strive for continuous improvement

Problem Solving

Drives organizational learning

* Apply A3-Thinking
* Use A3 templates
* Identify the problem before counter-measures
* Involves trying, testing and revising

**Maximize Customer Value**

**Minimize**

**Waste**

**Lean** = A way of thinking and acting