

PERFORMANCE COACHING

An Aptean CI Resource, Exclusively for Factory MES Customers

DATA SHEET

COACHING & WHY IT'S IMPORTANT

Coaching is a vital tool to drive Continuous Improvement initiatives across your business but it is often seen as one of those *nice-to-haves*, getting pushed to the bottom of the priority list in favor of what are perceived as more pressing issues, or due to lack of resources or understanding of what coaching offers an organization.

However, linking accurate, relevant and standard data from Factory MES to inform actions will allow you to focus on the most important issues, allowing you to concentrate on results that are essential to improving operational efficiency, build a competitive advantage in your marketplace, and ultimately improve your bottom line.

The Factory MES Coaching Initiative from Aptean is a proven resource that will help you get results, reaching and potentially exceeding your targets. Facilitated by a specialized performance coach to serve as a partner, we help your business develop a vision to guide your actions and engage your staff to identify problems as opportunities for improvement.



HOW FACTORY MES AND COACHING WORK TOGETHER

Factory MES

- Spotlights the problem
- Tells the narrative
- Prompts Interaction to inform action
- Provides feedback for countermeasure success
- Leverages meetings to standardize new processes

Coaching

- Focus & prioritize opportunities
- Clarify the narrative with guided inquiry
- Get to the root cause
- Develop & deploy countermeasures
- Standardize new processes
- Create teams of problem solvers

COACHING PHASES:

Our phased approach to coaching follows a structured framework but is designed to be **configurable** to your individual needs and your unique situation.

#1 DEFINE THE BUSINESS CASE

Coaching helps to connect your *front line* to the *bottom line*: We start by working with you to define the long-term vision for your organization. In doing so, we are able to establish a basis and standard for specific performance improvement targets. Coaching focuses on aligning real-time/in-shift and Continuous Improvement activities with the stated objectives. The outcomes of this phase include:

- Gaining buy-in at the executive level
- Recognizing key performance indicators (KPIs) that are relevant to the vision
- Defining reports needed to inform appropriate actions and monitor progress
- Aligning objectives to Factory MES: Labor, Materials, OX and Quality Compliance

#2 IDENTIFY DATA GAPS

A focused effort to analyze system use and system configuration after going live will be employed to ensure that you are obtaining relevant, accurate and standard data. In this phase we focus on auditing the current state of data acquisition to determine gaps and inform action items required to close them. Activities include:

- Asking “What are the specific gaps?”
- Constructing and assigning action items with accountability checks
- Aligning KPIs to Factory MES capabilities: Labor, Materials, OX and Quality Compliance

#3 CLOSE DATA GAPS

Following the audit, you and your coach will use given information from the gap analysis to pursue planned targets. At this point we have shined a light and identified the issues that are critical to obtaining solid data. Taking the opportunity to act brings us closer to our goal of having the information needed to drive activities. This phase of coaching focuses on creating action items to address the outstanding issues, acting and reassessing until targets are met. We ask:

- Who is responsible for each action item?
- What is the status and timeline for each item?
- Are additional resources or specifics needed?

NOTES ON COACHING

- A coach is a partner through your journey, not a consultant. You are the expert in your business.
- A coach will help you solve problems, but should be equally focused on *creating problem solvers*.
- Focus on solutions: Problems are stories that need to be told and understood. Coaching shifts the focus to finding and deploying effective solutions.
- Expand interactions across the organization for open exchange of ideas.
- Encourage shop floor walks to experience the issue in its environment.



#4 ENGAGE OPERATIONAL RHYTHM

Communication between you and your team is a critical opportunity to leverage data and ensure that all improvement and operational activities are aligned with your stated vision. Consistent interaction leveraging a standard source of data is an essential tool to equip your organization to better sustain momentum and energy in change efforts. In this phase we:

- Use all interactions and meetings as opportunities to leverage data and inform actions
- Seek to better listen to the shop floor to inform our understanding of problems, improving the probability of success with countermeasures
- Construct and assign action items to improve interaction with accountability checks
- Focus attention to achieve uniform standard data for reports and dashboards (Single Source when possible)

#5 CONTINUOUS IMPROVEMENT ACTIVITY

Once system use and configuration use issues are resolved, we now have the ability to utilize data to intelligently drive activity and realize results. At this phase, coaching focuses on identifying the right opportunities that make sense to act on (ROI). We investigate to better understand the issues by using the appropriate problem solving tools to determine root causes, deploy counter measures and monitor and make adjustments... then repeat.

- What are the low hanging fruit opportunities? Best ROI?
- Construct and assign improvement projects and campaigns with measures of success and roadmaps
- Monitor progress with KPIs and continue to ask if these actions align with our stated vision

#6 NEXT LEVEL PERFORMANCE

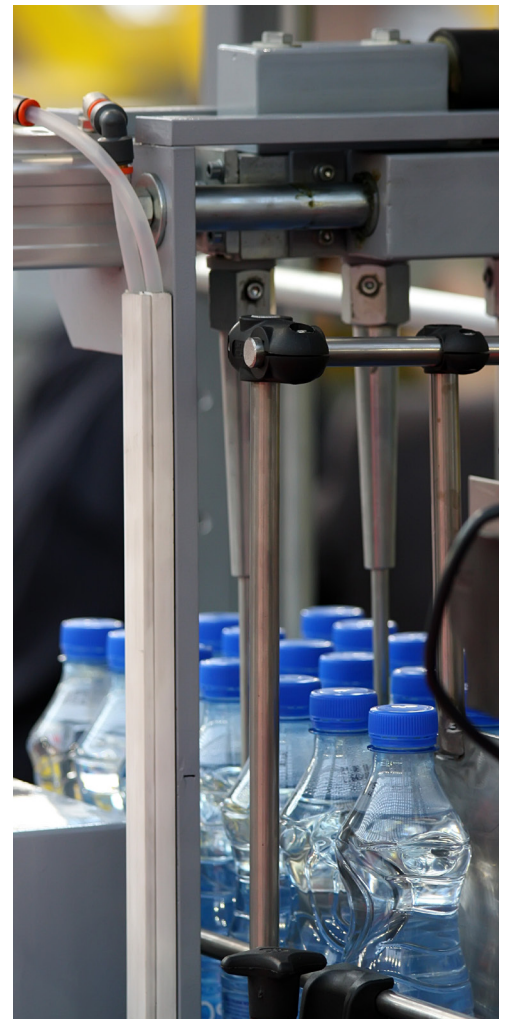
Now, many of the initial targets are achieved, and gaps are closed. It is time to reflect and consider big projects that previously were deemed not achievable. Let's think about breakthrough opportunities and not the incremental targets that we continue to focus on.

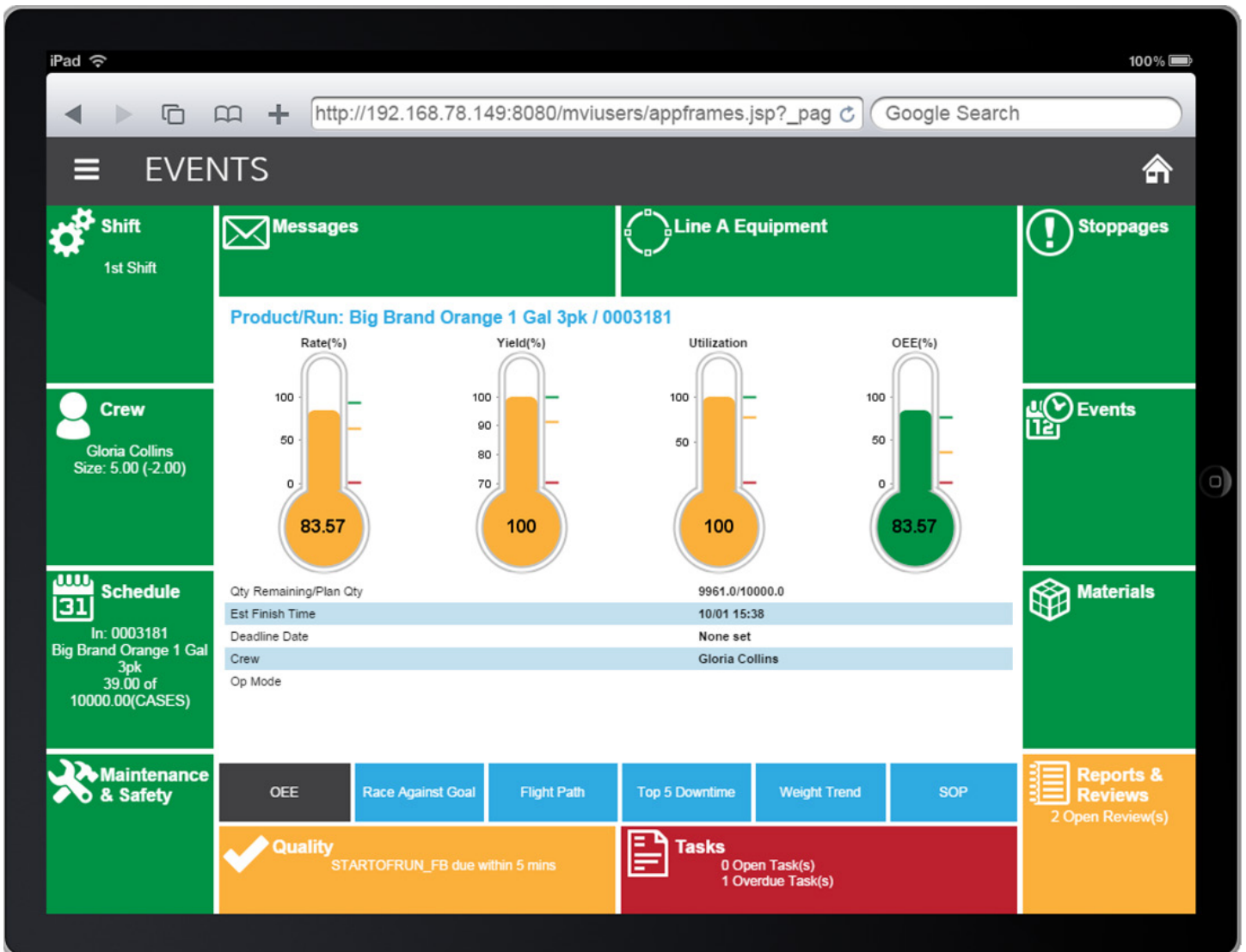
Coaching in this phase focuses on identifying step gains—opportunities for major performance gains that your organization now has the experience, using the Factory data, to undertake and realize. Equally important is to ensure that we standardize improvements to maintain achievements.

- Identify BIG goals... Dream BIG!
- Construct a roadmap on how to get there
- Standardize processes across business units and plants

NOTES ON CONTINUOUS IMPROVEMENT

- Problems = Opportunities.
- When a problem occurs (safety incident, reject, delay, downtime, etc.), something about the process has failed and is in need of adjustment.
- Numerous small steps, over time, achieve large improvements.
- CI is a focused discipline and is not about indiscriminately using tools to improve processes.
- CI is a journey of experimentation toward perfection...not a destination.





TAKE THE NEXT STEP

The Factory MES Coaching Initiative provides your team an experienced partner to work with you to leverage the operational data from Factory to intelligently drive your improvement activities. The initiative is focused on developing your talent to become a team of problem solvers who know how to use the operational data from Factory to inform intelligent, effective action. This phased approach develops capability in your team to identify operational reality, determine best actions to take to close the gaps and a means of monitoring countermeasure effectiveness. Please contact your account manager to learn more and get started with this valuable service.



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