SBS Technique -
Introducing A3 Flow and a Mission Control Cell

…Building Strategic Advantage through Enterprise Wide Improvement…
Quality-checks-as-we-go

- By the end of this module we will have covered…
- Why we need a Mission Control Cell
- What are the targets of our mission control cell
- Typical points of failure
- What commitment is required
- How does the mission control cell work
  - A3 Management
  - Countermeasures
  - Benefits Tracking
- What are the Go/No Go criteria
- Insights
- Next Steps
In addition what questions do you need answers for?

- Based on what you know about Mission Control what specific questions do you want answered today?

Let's capture these questions and ensure we have answered them at the end.
Why do we need a Mission Control Cell?

- The nerve centre of your mission or transformation – literally the process you use to manage your change activity
- Created and used in partnership with your Sensei
- Integrates all of the Simpler Business System®
- Embodies standard work, pull, flow, visual management and A3 thinking
- Allows you to lead by example

Manage the journey to irreversible change
Typical Starting Point

- Change initiated at value stream level
- Future state and strategy disconnected
- No big picture showing progress of multi-value stream activity
- Previous efforts have often moved the numbers but the culture is not changing
- Is the core team running the transformation or the leader?

Leaders need a method to manage their transformation
Target State

- Clear targets and successful execution of each activity creates a pull for future events
- Each tactical activity is linked to top level goals and tracked to completion
- Ownership of the change activity remains with Senior Leadership
- Clear linkage of Strategy, Goals, Activities and Results

Simple, visual method to manage change
Avoids typical causes of failure

- Reluctance of leaders to engage
- Uncertainty about how to engage
- Running events that will not create the future state
- Failure to adequately prepare events
- Failure to track overall benefits
- Running too many events
- Not learning from our mistakes
- Losing sight of the True North metrics
- Poor visibility of improvement

Mission control prevents small problems becoming big problems
What commitment is required?

- Ownership and passion from the leadership team
  - Attention to detail
  - Timely action, built into the diary
- Set Frequency
  - Best = daily
  - Better = weekly
  - Good = bi-weekly
- Set Agenda
- Frequent updates by owners
  - Make information flow

<table>
<thead>
<tr>
<th>Who owns the:</th>
</tr>
</thead>
<tbody>
<tr>
<td>TPOC</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>TPOC Reviews</td>
</tr>
<tr>
<td>Mission Reviews</td>
</tr>
<tr>
<td>Activity Reviews</td>
</tr>
<tr>
<td>Countermeasure Reviews</td>
</tr>
</tbody>
</table>

Lets define owners and frequency right now.
Link Activities to Missions

- Disciplined use of A3 thinking.
- Owned by the Leader, coached by the Sensei
- Every tactical activity contributes to the mission targets
- Benefits from each tactical activity accumulate to create overall improvement at mission level

Activity targets must align with mission targets
Quality-how are we doing?

- Why we need a Mission Control Cell?
- Starting point?
- What are the targets of our mission control cell?
- Typical points of failure?
- What commitment is required?
- How often do you need to do it?

Do we have common understanding?
Have we answered any of your questions yet?
Learn by doing

- Understand the principle
- Design your mission control board
- Define your standard work for Mission Control Cell
- Assign ownership within the team
- Run the process using your standard work
- Identify, implement and review improvements

Apply the principles to make them work for you
What does the Mission Control Cell look like?

- Dynamic, active Cell
- A3 Pyramid
- Countermeasures
- Lean Metrics
- 6S Status

Functional, Logical, Accurate and Visual!
Mission Control Cell

A3 pyramid structure
- Driven by PD and TPOC
- Flow of activity A3s
- Event hopper feeds new activity
- A3 flow and pull
To “pulse” or not to “pulse”.

- The event team should use the criteria to signal a loss of integrity in the event.
- A green andon denotes the A3 or A3 box running on plan
- A red circle should prompt immediate management action to resolve the issue.

**Go NoGo Criteria**

- ![Red Circle] Box not started or in Progress
- ![Green Circle] Box completed & satisfies Go/NoGo
- ![Red Circle] STOP ALL ACTIVITY
  Act to restore flow

The rules that govern the flow!
Mission Control Cell

Countermeasure Review
- Review activity A3s upwards to create pull
- Look for red andons and generate countermeasures
Mission Control Cell

Benefits Tracking
- Review captured benefits from activities
- Check link to True North Metrics

Benefits Tracker

<table>
<thead>
<tr>
<th>Event</th>
<th>Manpower Savings</th>
<th>Other Savings</th>
<th>Working Capital @ 10%</th>
<th>Capital Cost Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total ($) Review Upwards

Countermeasure Plan

<table>
<thead>
<tr>
<th>Problem Statement</th>
<th>Root Cause Improvement Action</th>
<th>Owner</th>
<th>TT (Hrs)</th>
<th>Schedule</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target not achieved</td>
<td>Standard work not followed</td>
<td>A3</td>
<td>4</td>
<td>12, 13</td>
<td>Complete</td>
</tr>
<tr>
<td>Not capturing benefits</td>
<td>Lean sustainability</td>
<td>A2</td>
<td>2</td>
<td>15</td>
<td>Complete</td>
</tr>
<tr>
<td>Leadership not engaged</td>
<td>Not known</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sustain 30 Days
Sustain 90 Days

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Mission Control Cell

Mission Control Board

Lean KPIs Maturity Assessment
- Tracked using activity data
- Contribute to TPOC review

Lean KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>S</th>
<th>L</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Engagement</td>
<td>50%</td>
<td>80%</td>
</tr>
<tr>
<td>Event Pace</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>FT Lean Resources</td>
<td>80%</td>
<td>60%</td>
</tr>
<tr>
<td>1-5 Events</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>5+ Events</td>
<td>60%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Facility Assessment

Benefits Tracker

<table>
<thead>
<tr>
<th>Event</th>
<th>manpower savings</th>
<th>Other savings</th>
<th>working capital</th>
<th>working capital @</th>
<th>Capital cost avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Countermeasure Plan

6S Audit
A3’s and Measures up to date
Actions up to date
Visual controls used correctly
Mission Control process improved

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Mission Control Cell

Mission Control Board

True North Metrics

Review PCB

Lean KPI's

Benefits Tracker

Maturity Assessment

Countermeasure Plan

6S Audit

A3's and Measures up to date
Actions up to date
Visual controls used correctly
Mission Control process improved

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Mission Control Board – Go/No Go

Go= Maturity assessment updated every 90 days
No Go = no current facility assessment

Go= standard set of lean KPI’s updated every 90 days
No Go = no current set of lean KPI’s

Go= updated every 90 days, clear andon status, plan with owners and dates, finance buy-in
No Go = out of date, plan not linked to gap

Go= defined, updated
No Go = not defined, out of date

Go= clear consolidated financial benefits from each A3
No Go = no summary of benefits, delta between expected benefits and actual benefits not known

Go= actions to maintain and improve board defined with clear visual status
No Go = no actions, no visuals

Go= visual review structure with times and owners
No Go = no visual or defined structure

Go= clear problem statement, root cause, improvement action, owner, touch time, visual status and completion plan, defined max WIP
No Go = no clear problem statement, root cause, improvement action, owner, touch time and completion plan, defined max WIP

Go= summary ‘hard’ benefits captured
No Go = no overall benefit statement
Running the Mission Control Review

Best Practice

- Daily reviews are quick reviews
- Stand up reviews are quick reviews
- Leadership attendance is mandatory
- Speak with data
- Manage by exception - reviews last no longer than 30 minutes
- Start and finish time is precise
- A3s / red Andons do the talking
- Specialists are invited

Small deviations are easier to correct
Insights

- Too often internal change teams end up “leading” the transformation.
- Encourages reflective thinking and ownership for transformation.
- Maintain the trajectory of change.
- Make progress visual and facilitate small course corrections to stay on track

Achieve maximum rate of change with minimal risk
Next Steps

- Agree on Concept
- Nominate Leadership team
- Design your cell
- Trystorm
- Start the journey

- Use the recipe cards………….

Just Do It!
Quality-checks-as-we-go

Do you now understand:

- Why we need a Mission Control Cell?
- What the targets are for our mission control cell?
- Typical points of failure?
- What commitment is required?
- How does the mission control cell work?
  - A3 Management
  - Countermeasures
  - Benefits Tracking
- What are the Go/No Go criteria?
- Insights?
- Next Steps?
## Go/NoGo Criteria - Mission A3

### 1. Reasons for Action
- Scoping Event has been conducted
- Clearly Defined Business Case including Future State timeline, Intent, Boundaries, customers and deliverables expressed with metrics.
- Balanced (incl. wild cards & customers) team established/attendance confirmed.
- VSA participants received VSA and basic training before the event.

### 2. Initial State
- Agreed base line data collected.
- Graphs, pictures or words in that order of preference that…
- …describe the initial state of ALL deliverables in business case; (e.g. graph showing variation in last 12 months KPI performance).
- Data must be both complete & correct!

### 3. Target State
- Facsimile of box two but indicating future desired target rather than past performance (e.g. create capacity to grow the business by xx).

### 4. Gap Analysis
- Clear analysis of gap influences between Target and Initial State (Current State Waste Summary, Hand off diagram, Fishbone diagram, Consumption Map).
- Tools that identified Root Cause (e.g. fishbone) shown.
- Root causes defined.

### 5. Solution Approach
- Solution (or counter measure) identified.
- Ideal & Future State process mapped (layout represented where applicable)
- Solution approach meets SBS Principles (stated and ticked off)

### 6. Rapid Experiments
- Rapid Experiments have been identified (e.g. schedule of rapid experiments (trials required to confirm process improvement prior to investment /roll out).
- Hypothesis of improvement effect relating the impact each improvement will have on the VSA target KPIs and/or deliverables.

### 7. Completion Plans
- Actions, Owners and Due dates defined.
- Customer has agreed Completion Plan format (avoid rework in reformatting)
- Activity A3 boxes 1-3 have been completed for events.
- Check that balance of work across the team is reasonable (i.e. WIP/team member is manageable).

### 8. Confirmed State
- The team have adopted the Mission KPIs.
- The team have a visual management process and medium to track KPIs.
- The team are updating the tracking medium (e.g. graphs).
- A benefits statement is included showing the primary measurable e.g. £/$s saved

### 9. Insight
- Insight matrix completed.
- Actions to address issues recorded in box 7.
- Box 9 Recipe card used.
## Mission Control Kit

<table>
<thead>
<tr>
<th>Materials</th>
<th>QTY</th>
<th>Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Magnetic Whiteboard</td>
<td>4 x (1800x1200mm)</td>
<td>Dymo printer</td>
</tr>
<tr>
<td>Screws / brackets</td>
<td>To hang above</td>
<td>Laminator</td>
</tr>
<tr>
<td>Perspex sheet (2mm thick)</td>
<td></td>
<td>Screwdrivers</td>
</tr>
<tr>
<td>to fit A3 (612 x 450mm)</td>
<td>4 + (10 per mission)</td>
<td>Drill</td>
</tr>
<tr>
<td>to fit A4 (326 x 240mm)</td>
<td>11</td>
<td>Steel Rule (min 30cm)</td>
</tr>
<tr>
<td>Spacers</td>
<td>to suit</td>
<td>Sharp knife (Craft/Stanley)</td>
</tr>
<tr>
<td>Superglue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gridding tape</td>
<td>20m</td>
<td></td>
</tr>
<tr>
<td>Drywipe pens</td>
<td>4 (assorted)</td>
<td></td>
</tr>
<tr>
<td>Pen holder</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Magnetic board cleaner</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Magnets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Red</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Green</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Yellow/Orange</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Dymo tape (black on yellow)</td>
<td>6 reels</td>
<td></td>
</tr>
</tbody>
</table>