

Reliable methods for the analysis of strategic gaps and quality problems to find root causes, and then conceive, implement, and standardize good solutions.

Team-based methods that ensure reliable performance standards are established, followed, and continuously improved to progressively eliminate variability in production and support processes.

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ Operating procedures generally left to each individual's discretion ▪ No way to tell if job is done the same way twice ▪ Shopfloor data thoroughly unreliable ▪ Statistics are useless, sometimes misleading ▪ Value-adding and non-value-adding operations are not differentiated. ▪ Knowledge and practice of employees is not considered to be part of site technology ▪ Some improvement ideas transmitted by word of mouth 	<ul style="list-style-type: none"> ▪ Operating procedures vaguely standardized in roughly the same order ▪ Standards set for major processes but, for lack of visual controls, are ineffective ▪ Data are improving ▪ People have a common understanding about the nature of waste and begin categorizing and eliminating value-adding and non-value adding activities in every process ▪ Transfer of new methods is done through general teaching materials and examples of improvements in model lines and information boards 	<ul style="list-style-type: none"> ▪ All processes, most operations have standard procedures, but are still unclear to office and online workers ▪ System for updating standards is sound but implementation is ineffective ▪ Data more reliable ▪ Teams in all areas make concrete plans and pursue activities to increase overall value-adding rate by reducing critical wastes ▪ Transfer of new methods is more systematic; special training is conducted with high-level texts and videos 	<ul style="list-style-type: none"> ▪ Standards visually clear ▪ Changes in standards communicated in timely effective way ▪ Standards updated based on input from workers, especially managers and engineers ▪ Data are trusted ▪ Teams adopt a companywide effort to further reduce waste; all improvement activities coordinated to maximize waste reduction ▪ Able to quickly assimilate new methods; high-speed training is based on adult learning techniques; one-point lessons used on the job 	<ul style="list-style-type: none"> ▪ Standards continuously updated based on workers' innovations and input from managers and engineering ▪ Data is reliable and directly supports continuous improvement ▪ Refined system established for continuous training and retraining of office staff and machine operators in best practices