

The Right System

“...takes the mystery out of managing people”

*How to design and implement the
right Management Operating System
for your business*

The Right MOS

The Right System is the means for you to design and implement a MOS...

A Management Operating System (MOS) specifies how the business is go be managed to convert its strategic goals into:

- the right work to be done,
- at the right time, and
- in the right way,

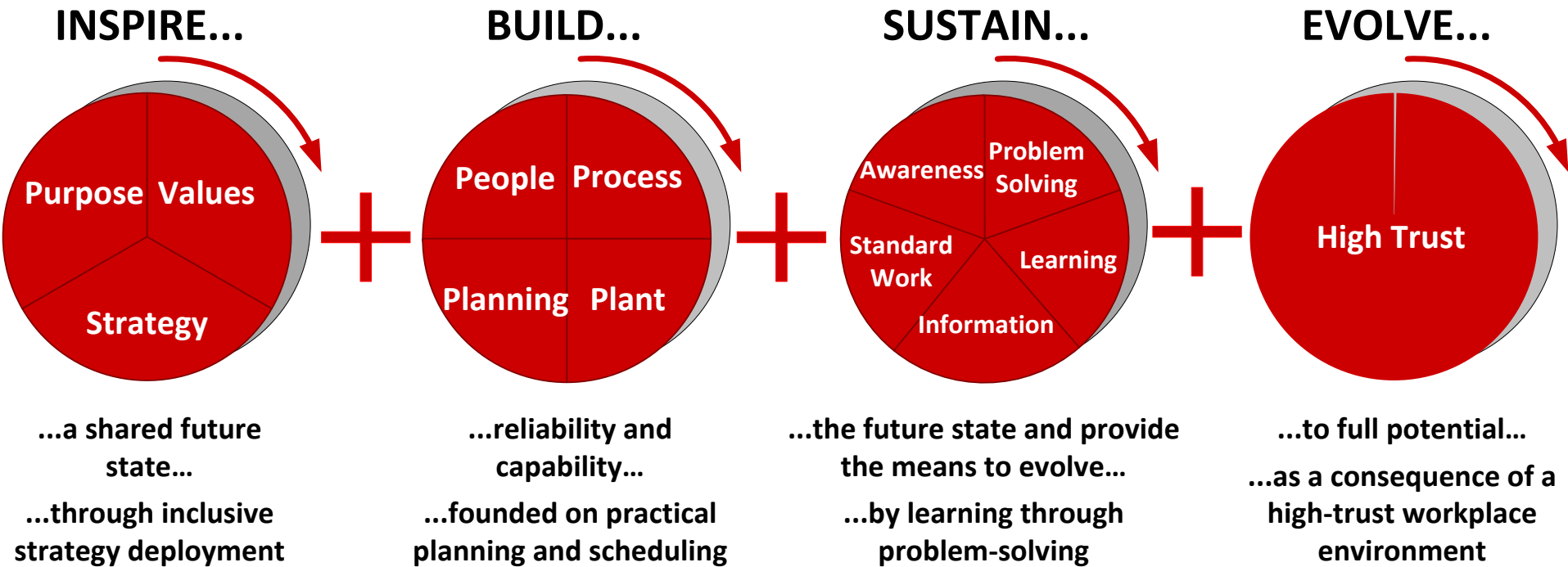
to deliver to purpose both now and into the future.

...that engages all employees and is right for your business

(You don't need to buy and impose a 'one size fits all' MOS!)

The Four Dimensions

Shared strategy deployment, practical planning, problem-solving & high trust...



...creating a workplace of excellence, where organisation and individual can achieve full potential

INSPIRE

Inspire a shared future state...



INSPIRE
through
inclusive
strategy
deployment

- For an organisation to really thrive, its leaders need a way to ensure all employees share their purpose, values and vision of a future state...
- ...and always know how their individual tasks contribute to that overall purpose.
- ***Practical strategy deployment*** involves all employees from CEO to worker, to their level of capability, in a way that inspires a shared sense of ownership in the developed strategy and its successful execution.

...through inclusive strategy deployment

INSPIRE through Inclusive Strategy Deployment

Accountability	Input	Process	Outcome	Physical Output
Board, CEO Stratum VI, V*	Opportunity, Purpose and Values	Decide how the organisation will take advantage of the strategic opportunity	Defined Future State	Business Expectations and Targets; Vision and Mission; CEO A3 Plan on a Page
* Depending on organisation size, the accountability for this level outcome may change; or developing this level of strategy and the one below may be the accountability of the same role holder.				
Stratum VI, V, IV	Long-term Context and Current State	Strategic planning and selection of options to achieve the Future State	Strategic Goals	Strategic Plan and Str V A3 Plan on a Page
Stratum V, IV, III	Ten-year Context and Current State	For the 10-year business context, identify what must be done to reach the Strategic Goals	Objectives	Five Year Plan and Str IV A3 Plan on a Page
Stratum IV, III, II	Five-year Context and Current State	For the 5-year business context, analyse status and critical issues to be resolved to achieve the Objectives	Tactics	12-18 Month Execution Plan, Budget, Schedules and Str III A3 Plan on a Page
Stratum III, II, I	Two-year Context and Current State	Resolve Critical Issues with <i>Practical Planning</i> and develop actions to turn Tactics into reality	Tasks	Tasks scheduled in the operations schedule; Str II A3 Plan on a Page
Stratum I	Three-month Context and Current State	Provide input to task identification, planning, scheduling and resourcing; Execute tasks to standard	Reliable production and improvement	Correctly executed tasks

BUILD

Build reliability and capability...



BUILD
with practical
planning and
scheduling

- Managers need a way to interact with their teams about the work to be done...
- ...that ensures team members feel confident to invest discretionary effort in planning their work to get it 'right first time' and 'better next time'...
- ...thus building the reliability and capability of people, process and plant.
- ***Practical planning*** is the catalyst, combining internal energy of all employees to produce an outcome greater than the sum of its parts.

...founded on practical planning and scheduling

BUILD with Practical Planning

Manager, Support Staff and Business Systems

Listening and feedback for
Planning

Set the Schedule
(what is to be done and when)

Listening and feedback for
Learning

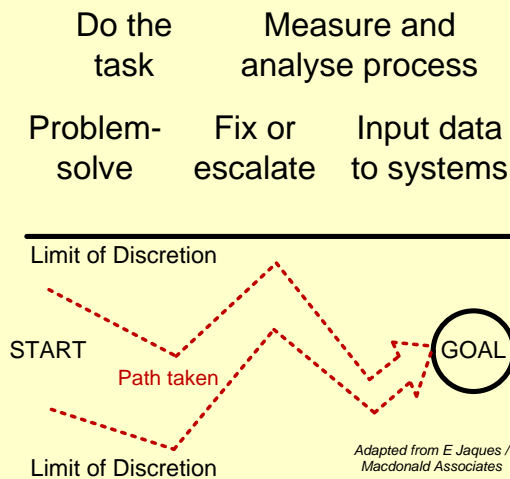
Team members
invest discretionary effort in
planning the task...

Work context	Conflicts & Synergies	Work cycle control
Task identification	Risks and Hazards	Workplace setup
Current state	Skills and Resources	Final readiness
	Pre-work needed	

...to get it right first time.

PLAN

Team members
use judgement while
doing the task...



...to do it to standard.

DO

Team members
invest discretionary effort in
improving the task...

Measures

Process / Outcomes

Recognition / Accountability

Continuous improvement ideas

Problem-solving reviews

Waste for elimination


Mentoring

...to get it better next time.

CHECK and ADJUST

SUSTAIN

Sustain the future state and provide the means to evolve...

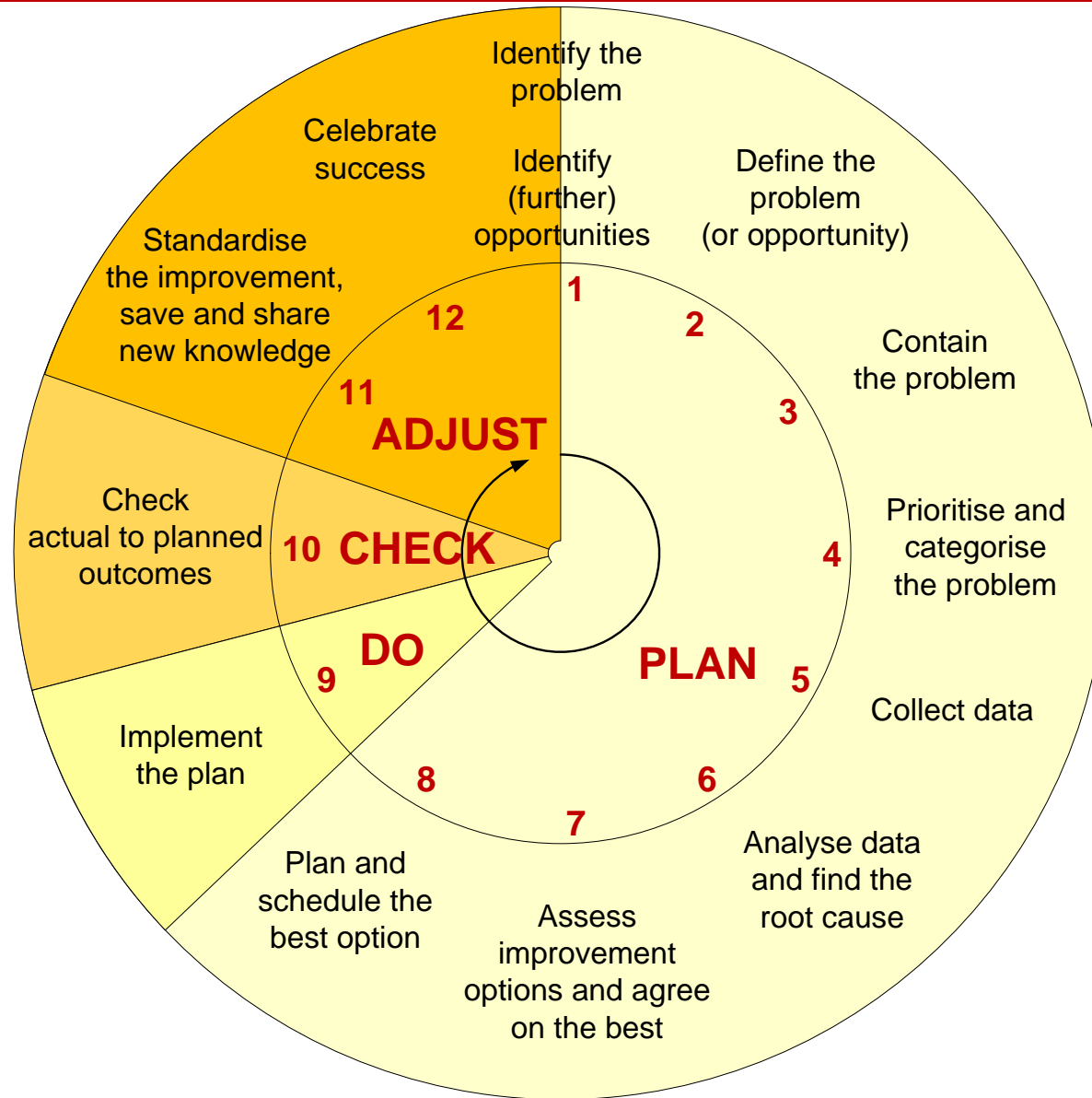


SUSTAIN
by learning
through
problem-
solving

- The need to solve a problem, or make a task safer, easier, or more efficient, triggers a learning process...
- ...provided that the people with the need are involved in finding and implementing a solution.
- In response to that need, ***practical problem solving***, used as a standard business process, sustains the gains already made and drives further individual, team and organisation learning and improvement.

...by learning through problem-solving

SUSTAIN with Practical Problem Solving



EVOLVE

Evolve to a workplace of excellence at full potential...

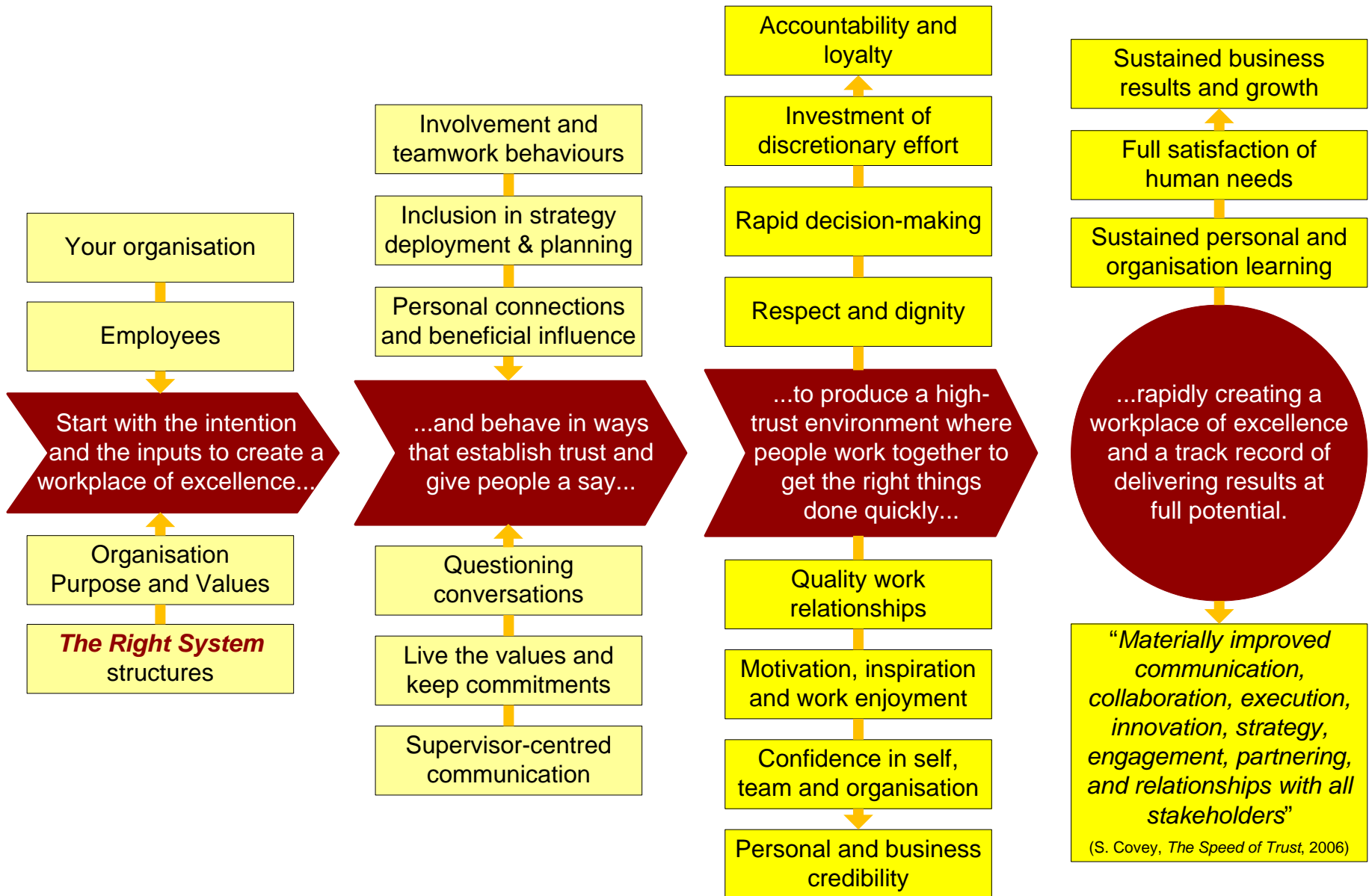


EVOLVE
as a
consequence
of a high-trust
environment

- Start with the intention and the inputs to create a workplace of excellence...
- ...and behave in ways that establish trust and give people a say...
- ...to produce a **high-trust** environment, where people work together to get the right things done quickly...
- ...and sustain the evolution to a **workplace of excellence**, with a track record of delivering results at full potential.

...as a design consequence of a high-trust workplace environment

EVOLVE as a consequence of High Trust



Why use *The Right System*?

Your own team leads a process driven by business and individual needs...

- Takes the mystery out of managing people
- Your teams can build on what they already know and own
- Step-by-step tasks with built-in checks, measures, high trust habits and template examples of 'right' MOS components and behaviours
- Learning by discovery and doing – discover the need, learn at just the right time and, in taking action, learn how to sustain the gains
- Visibility – at all times, see whether you are achieving what you set out to do
- Simplicity – you can explain it and do it, while still doing your 'usual work'

...ensuring the right points of focus and ownership of the change

Implementation

Implementation follows a PDCA sequence...

PLAN

DO

CHECK

ADJUST

Develop and deploy strategy from CEO to workforce as Execution Plans

Develop practical planning and scheduling capability

Develop practical problem solving capability for ongoing learning

Create a high reliability environment of information and awareness

Establish standard work routines and behaviours for high trust

Evolve routines & behaviours

Adjust structures and systems to support excellence

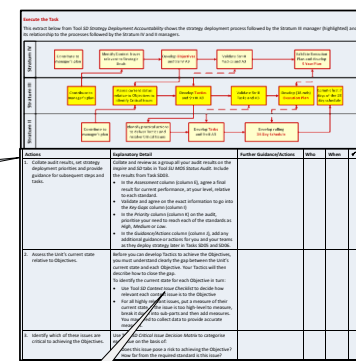
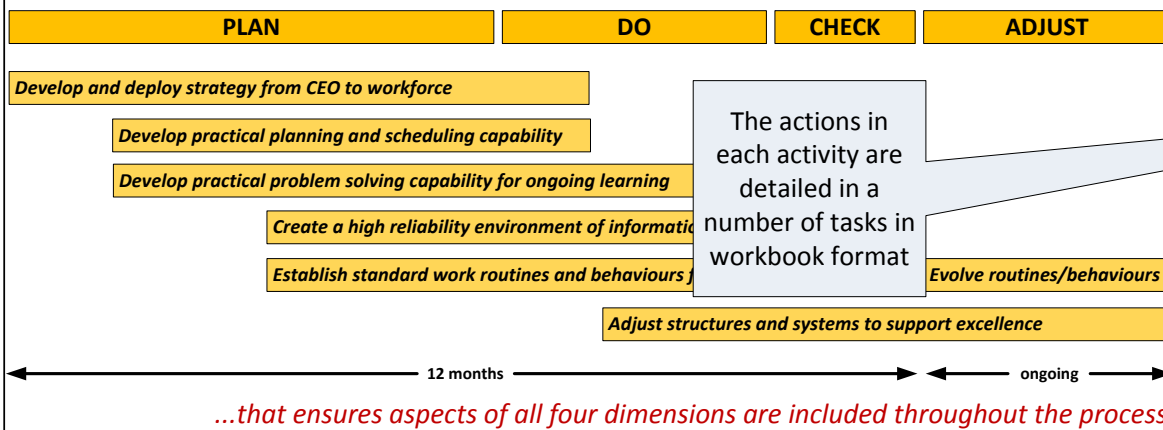
12 months

ongoing

...that ensures aspects of all four dimensions are included throughout the process

Architecture

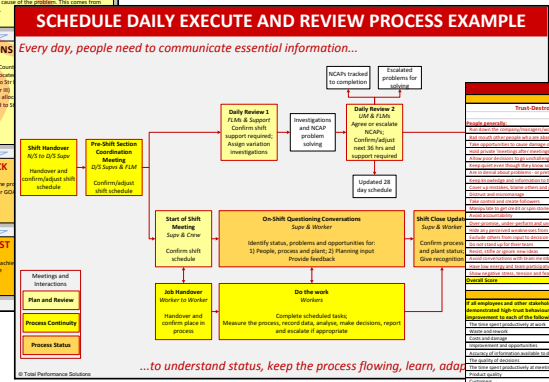
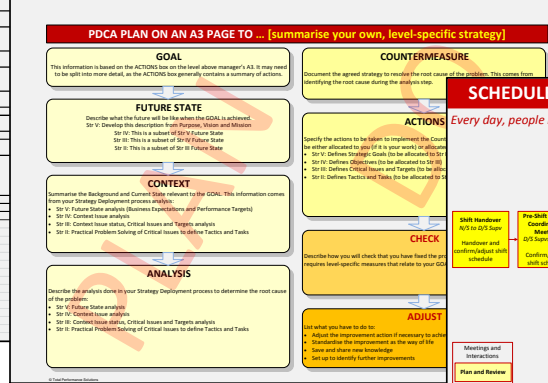
Implementation follows a PDCA sequence...



The tasks include measures, sustaining actions and behaviours

Tasks link to user-friendly templates, guidelines and tools

Risk Assessment Template Checklist				
Identified Risk	Existing Scenario	Controlled Scenario		
		Low	Medium	High
Capacity and readiness of the organization for the change, including ability to sustain required production during the implementation				
Capacity and readiness of the immediately impacted capabilities for the change				
Personal obligations about change				
Changes to operational team and working arrangements				
Resources external to the change group that will have to be used				
Resource management practices and roles that may conflict with those of the change group				
Unrealistic expectations and insufficient guidance and help				
Whether any existing KPIs for such an incentive and reward system will drive behaviour contrary to the program success				
External parties who may need convincing of the business case				
External areas with mutually different cultures				
Other areas that have tried successfully or not to implement change programs				
Dependencies between capabilities/activities				
Strong understanding of operations process, roles and strategy, activities				
Flexible responses - eg absence of response internal learning communities, lack of confidence among investors, lack of genuine curiosity among the organization about what is going on during...				



MOS Audit - High Trust			
Trust Destroying Behaviours	Trust Creating Behaviours	Key Area	Performance
...

One Page of Theory

The structure of the four dimensions provides the framework...

INSPIRE *a shared future state through inclusive strategy deployment*

- **Purpose** must engage all stakeholders in ‘what we are here for’
- **Values** frame each person’s interpretation of information, decision-making and actions
- **Strategy** will deliver purpose – but only if effectively deployed

BUILD *reliability and capability, founded on practical planning and scheduling*

- **People** are the business – it relies on them for competitive advantage
- **Processes** are needed for reliable, safe, sustainable, routine and lean outcomes
- **Planning** is a key component of every role and the catalyst of internal energy
- **Plant** must be able to support reliable output from all processes

SUSTAIN *the future state and provide the means to evolve, by learning through problem-solving*

- **Awareness** enables each employee to immediately see a variation from the standard
- **Problem solving** creates individual, team and organisation learning and improvement
- **Learning** underpins achievement of full potential by individual and organisation
- **Information** is needed for people at every level to make the right decisions
- **Standard work** for all roles includes workplace behaviours aligned with values and systems

EVOLVE *to full potential as a design consequence of a high-trust workplace environment*

- **High trust** is the catalyst for speed of communication, decision-making, relationships and achievement of outcomes



Four more pages
of Theory

...for customising the system implementation to be exactly right for the business

The Essence of a Workplace of Excellence

IMAGINE

A workplace

- Where both the organisation and individual employees develop to full potential
- The organisation achieves its goals, delivers at capacity, sustains and thrives
 - Work is enjoyed
 - Success is shared.

That you can create, by having

- All stakeholders pulling together in the right direction
- Capable people, processes, plans and resources
- A way to continually learn and improve, and
- All of these accelerated by a high-trust working environment.

The Right System

—Not *'another'* system—just a process you use to ensure you evolve a Management Operating System (MOS) that is exactly *'right'* for your business.

This unlocks the prize available when:

- Employees share a purpose, values and vision of a future state at full potential
- Structures, systems and behaviours all support delivery of results
- People trust each other and work together to get the right things done quickly
- Employees choose to engage, invest their discretionary effort and contribute at full capability.

A workplace of
excellence

A MOS that takes the
mystery out of managing
people

A simple and practical way
to create high-trust and
evolve to full potential

Why *The Right System* plus *Fewzion*?

*Get the full potential benefits from a **Fewzion** implementation...*

- ***The Right System*** is the step-by-step means to implement the right Management Operating System
 - Converts strategic goals into the right work to be done—at the right time and in the right way—to deliver to purpose both now and into the future
 - Unlocks the prize when employees choose to engage and invest their discretionary effort
 - Creates a workplace of excellence, where organisation and individual can achieve full potential
- ***Fewzion*** makes the wiring easy
 - Puts information in the hands of the people who do the work
 - Supports involvement and high-trust behaviours
 - Makes hard work visible

...by fusing it into the right Management Operating System