



Update on Improvement Vision

In trying to distinguish the key differences between average performing sites and best performance sites we have discovered the values and importance of Vision

We have realised the most successful sites progressing their Improvement journey have developed and clearly articulated 3 further Visions to complement their Company / Site Vision:

1. Improvement Vision
2. Operator Excellence Vision
3. Operations Vision

Most sites we work with have a Company / Site Vision however it is these 3 further Visions, which differentiate the good from the average.

The Power of Vision

In his video The Power of Vision, Joel Baker makes the following comment:

Vision without Action is merely a Dream

Action without Vision just passes the Time

Vision with Action can change the World

So what is a Vision? Our definition for Vision is:

What do we want to achieve, and by when?

Recognising the most successful people or companies have a long term perspective, or in other words, their Visions span considerable time.

For example, a person leaves high school and sets a vision for their career: "I want to be a truck driver" or "I want to be a doctor" Which vision has the longest time perspective and which career is deemed to be the most successful in our community? In the workplace what business time perspective do your shopfloor people have compared to your managers?

For the above reasons we encourage sites to embrace realistic 3-5 year Visions.



What are these 3 further Visions trying to achieve?

1. Improvement Vision – what do we want to achieve from our improvement journey and when do we want to achieve this?
2. Operator Excellence Vision – what do we want our operators to be able to do or what standard of operator do we need and by when to achieve our Improvement Vision?
3. Operations Vision – how do we want to operate our plant and when do we want to achieve this?

Creating an Improvement Vision

The concept of the Improvement Vision is to have something to strive for regarding your improvement journey. We have found sites can be very good at improvement, or very average.

When asked, ‘what does it take to be world class at improvement?’ we use the simple analogy of being world class in sport. For example obtaining a Gold Medal at the Olympics is recognised as being world class. To achieve a gold medal you need 3 basic things in place:

- The Vision of the Gold Medal
- A good Coach with a good Training Plan
- The Discipline to follow the Training plan

In striving for a gold medal, successful athletes set milestones to gauge their progress towards their ultimate goal:

Win at the District Competition;
Win at the State Championships;
Win at the Nationals;
Win at the Asian Championships;
Win at the Olympics.

It is for this reason we created the 5 Level Milestone TPM³ Excellence Award to assist sites to evaluate how good they are at Formal Continuous Improvement. It also provides the motivation to ensure the discipline is put in place.

In conducting the verification audits, we always say to our clients, ***if there is anything in the assessment sheets that you believe will not assist in your Improvement Journey***, challenge us, and if we can’t explain where it fits in and why it is important to assist your site, we will remove it from the assessment. This way we are continuously capturing opportunities to enhance the 5 Level Milestone TPM³ Excellence Award assessment sheets.

Each year we also formally review the assessment sheets and update them.



Other Key Elements of an Improvement Vision

We see two other key elements of an Improvement Vision:

1. **Engagement of all employees** in formal continuous or on-going improvement activities – can be easily measured each cycle using the CTPM % Improvement Time Spreadsheet; and
2. The achievement of agreed **Key Success Factors** – should be displayed on the Site Scoreboard as headings for your performance measures and the 3-5 year targets should be displayed on your Site Baseline Analysis Sheet.

Example Improvement Vision

Within 5 years be a site that has achieved:

- Our world class targets for all our Key Success Factors / Goal Aligned Performance Measures and Ratings (Operations, Maintenance, Culture)
- All employees engaged at least 10% of their normal working time in Formal Continuous Improvement activities (eg 5% Cross-functional Team and 5% Area Based Team)
- Recognition as world class in formal continuous improvement by gaining Level 5 of the 5 Level Milestone TPM³ Excellence Award

Creating the Operator Excellence Vision and Operations Vision will be covered in our future E-Tech articles

For more information about CTPM's learnings regarding the need for an Improvement Vision please do not hesitate to contact your CTPM Navigator or CTPM Head Office on +61 2 4226 6184 or email to ctpm@ctpm.org.au.