



Once again this is a refresher of The Control Tower

This is our Control Tower for The Thinking System - It's only a model but can be very powerful in constructing a new Culture of Continuous Improvement. You will see this model throughout this entire training course of CPI2. We will show you how we built this Control Tower from the ground up and why each piece is an integral part of constructing the Continuous Improvement Culture. It's important to understand that this tower builds the structure for discussing the "What" is required to build the Continuous Improvement Culture but not the "How". That will come later.

Each element can be monitored with metrics. Care must be taken to understand the impact a metric has and create value in their use. The point of metrics is to focus on those that are NOT meeting the target, problem solving, and making improvement. It is NOT about lowering the standard in order to meet the target.

In this Session we will be focusing on People Development and System Connections.

People Development

People Development is about developing Airmen that are motivated and productive and have the ability to gain new knowledge and skills through good “Thinking”

<p>Mutual Trust and Respect</p>	<p>Accountability</p>	<p>Engagement</p>
<p>Grow Airmen through their activity of designing their job, performing their job, and then improving their job</p>	<p>Encourage every Airman to understand the goals and objectives and to contribute in the Air Force</p>	<p>Leaders must maintain open and fair (impartial) attitude and earn the trust of Airmen to develop them to their fullest capability</p>

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The overarching part of People Development is The Thinking System. The Thinking System is all about People Development. And that starts with Mutual Trust and Respect, Accountability, and Engagement.

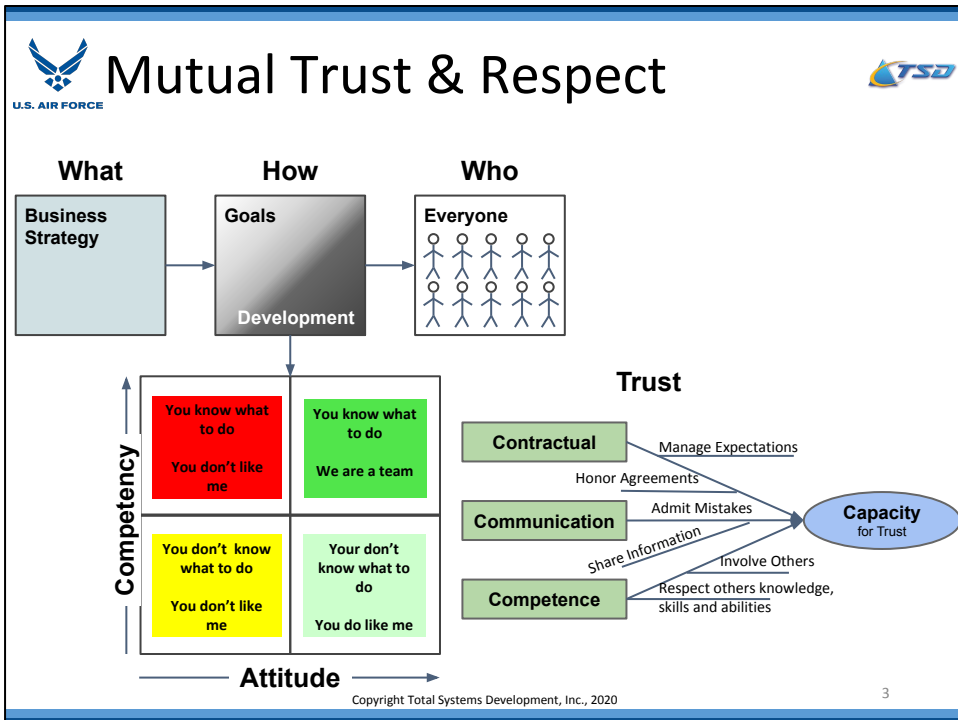
Mutual trust and respect is a two way street. Both the member and their supervisor/ manager have the responsibility to ensure their interaction with the member enhances the value of mutual trust and respect. For the member, trust must be present in their interaction with their supervisor/ manager that they will perform their roles without doing harm to the member.

Conversely, the supervisor / manager must demonstrate respect for the member in all the interactions. For the member the primary source of respect is the request from the manager/ supervisor to help them solve problems. We can all imagine the good feel one gets when someone of importance asks us to solve a problem they have.

This is a vital link for continuous improvement, not just for one problem but for their willingness to do improvement activities. For the leader care must be taken to create a learning environment for the member so they do not get discouraged in the process of solving a problem. The leader must assess the member and their capabilities and continually strive to give them a little bit more than the member believes they can do and coach them into success. To

blame an individual create negative energy that does not translate into positive improvement.

- Mutual Trust
 - Promote two-way communication and information sharing to establish a solid relationship of mutual trust between Airmen and their leaders
 - Create a safe and positive environment while maintaining and/or improving work conditions from both a mid and long-term perspective
 - Pursue the growth of both Airmen and the Air Force through their self-motivation of activities and teamwork
 - Airmen can achieve their own development through OJT
 - Airmen must trust that their leadership is doing their job so they can focus on their own job and vice versa



Underlying the behaviors are the conditions of mutual trust and respect. It is defined by leaders doing their job of defining the best future through the Business Strategy and members respecting them for doing it. Once the future is defined, leaders must understand that the best thing they can do to show respect is to ask members to help them solve problems. As competency and attitude is improved, the natural result is that the individual knows what to do and is a part of an aligned team. Teams happen when a group of individuals have an aligned purpose. Purpose felt is defined by the trust they have for their leaders in defining what is important for the future. If everyone feels this, then improvement is not threatening but engaging.

- Start from the “what” and the “how”
 - It will dictate social changes that are required
 - Identify the unintended consequences of leadership
 - Identify how the people will be understood
 - Anticipate downstream disruptions
 - Teach others how to see and use process wisdom
 - Understand the element of the unknown that incorporates experimentation and learning



People Development



People Development is about developing Airmen that are motivated and productive and have the ability to gain new knowledge and skills through good “Thinking”

- Through Accountability
 - Supportive of the management team
 - Leadership must be held accountable
 - Demonstrate and hold others accountable
 - Educate / Train Airmen to be process improvement leaders
 - Continue to level-up technical skill training while introducing Process Improvement thinking
 - Build a solid foundation to provide knowledge-enhancement training
 - Be faithful to tasks without hiding failures or seeking to avoid accountability
 - Take initiative and make continuous improvements to eliminate activities that create no added value

Accountability is a key attribute of a Continuous Improvement environment. It means that members feel and act responsible. The real victory in accountability is when the members hold themselves accountable for their actions. For this reason organizations who manage accountability well will not impose any sanctions upon the member until they have demonstrated they will not be accountable for their own actions. Organizations that are good at managing this will strive to find the commitment of the member to change and avoid giving them the punishment that allows them to escape the accountability question. If it is clear that the member will not hold themselves accountable then the organization is free to take appropriate action to help the member understand the impact of their lack of accountability.



People Development



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- Through Engagement by
 - Creating the culture and conditions for continuous learning
 - Establishing transfer of knowledge and skills
 - Accepting a culture of learning
 - Understanding each individual’s abilities and aptitudes
 - Providing feedback in a timely manner and pursues common understanding
 - Establishing systems to clarify jobs (who should do what tasks, to what extent, by when and with which resources)

Knowledge is power. Using abilities and aptitudes to balance the team and engage them in a cross functional team. No screaming in the face. Providing feedback in a consistent way to reinforce MT&R is a powerful way to get others to share their concerns and shortcomings. With this knowledge the leader can determine the way forward and begin the process of delegating problems to be solve. Remember that the most powerful way to show respect to the subordinate is to ask them to help you solve problems. They wil consider the request a sign of trust on the part of the leader in their skills and abilities. This, however does not complete the cycle. The still must observe the subordinate doing the problem solving and coach them to success.

The challenge is to tell the story of career in the AFCETP so that continuous improvement is a legitimate part of being capable and ready for the mission. To Fly Fight, Win is to serve this country in a most noble way. To do that and create a better future for the Airman and their fellow Airmen is the aim of continuous improvement.

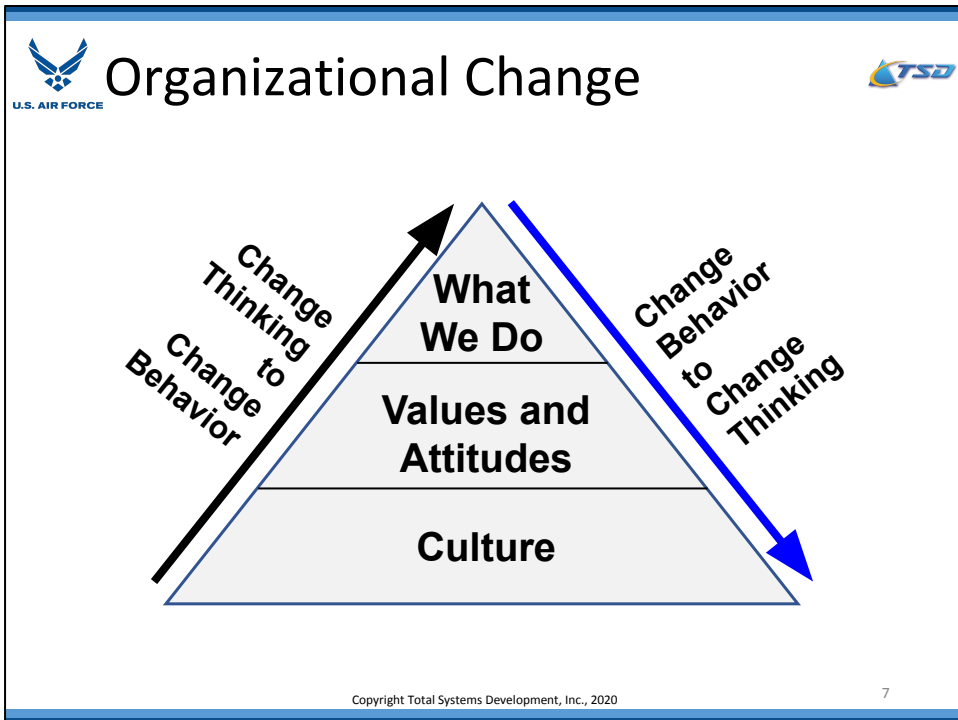


HR Gold Standard- how we treat each other



1. Adult to Adult communications - no parent to child
2. Seek opportunity to resolve problems - problems are good
3. Willing to search for compromise - to achieve a larger goal
4. All people have a contribution to make - belief in people's ability
5. Appreciation that things may get worse before getting better - patience for learning
6. Value diversity - don't waste difference
7. Communication of Vision to all - to understand the future
8. Go and see the problem to gain insight - and connect directly with the facts

When people are involved in an organization care must be taken to ensure their interaction with managers, supervisors and fellow members create the desired effect. It is desired that all members show up, perform their standard work, signal when they experience a deviation from the standard and they continuously improve their job. To accomplish this standards must be present in how they are treated and how they treat other members. Most of these would be considered common sense but they may not be common behavior. For this reason they must be carefully observed and treated as any other standard. Any deviation from them must be alleviated and brought back to the standard.



Behavior is the key to achieving a culture that achieves change. It is the starting point. It is the beginning because new behavior will reinforce values and attitudes and over time with the right reinforcement, values and attitude will create the culture. Culture is made up of **the values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people**. Culture is the behavior that results when a group arrives at and accepts a set of - generally unspoken and unwritten - rules for working together. Once having accepted them these unwritten rules become enacted and a culture is developing. However, this random act is not sufficient to properly engage in the actions appropriate to continuous improvement, so an approach to be explicit about what they need to be is called for. This is then recognized as behavior and is set as the norm. This planning should be the guide to productive values, beliefs, underlying assumptions, attitudes and behaviors. Proof of the existing culture lies in the behaviors for all to see.



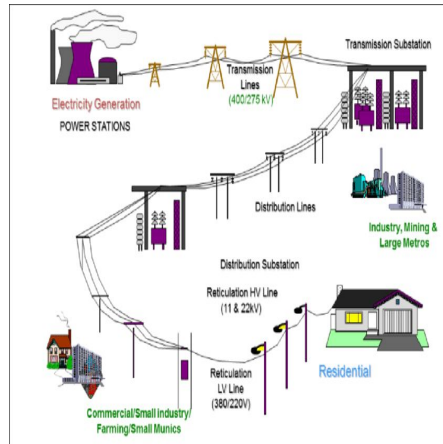
Systems Connections



While the foundation provides a strong, inflexible, and long lasting base, the system connectors provide immediate reinforcement for the current situation

System Connections range from Leadership presence to processes and from tools to immediate action plans. It includes

- Responsibility being greater than authority
- Commitment and initiative to keep CI in motion
- Sense of urgency to find and eliminate waste
- Leadership with vision that does not set up competing elements
- Desire to learn
- Common language
- Always deferring to alignment
- Integrity to do what's right
- Discipline to do the standard precisely every time
- A team committed to a common system



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Systems Connections is defined by how CI supports the system. Think of Systems Connections as the flow of electricity. It requires a well functioning and maintained power system or you don't have electricity in your home.

The support is the key to sustainable progress or continuous flow of electricity. Systems Connections provides the connection between the foundations, all of the Pillars, and the roofs. The system connections start with individual responsibility with everyone feeling that they must not only complete their standard work but must also look around with the attitude of "how can I help. Just as it is important to keep the flow of electricity moving and creating new methods or technology to improve the value stream of electricity.

This is true of leadership, craftsmen and apprentices. By assuming the responsibility, the organization becomes focused on the work to be done. The organization moves from being focused on preferences to being focused on the work to be done.

Almost all people in the organization get their information from what they see vs. what they hear. If they see and experience a sense of urgency around solving problems and supporting those who create the product, then the message of connections comes clear. If they experience a disciplined process then they understand that customer satisfaction then they know their work

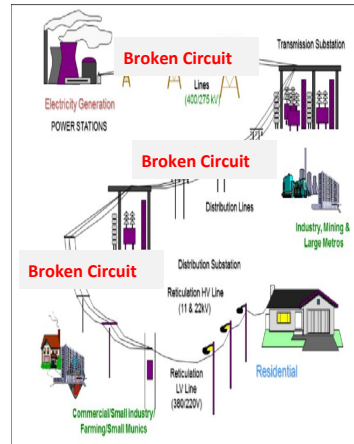
done according to standard is their contribution. If they see the work aligned to the customers they experience purpose. If they see and experience a common language it creates a sense of trust. In total they become a committed team.



System Connections



- The Model of CI is built so that each piece is dependent on the other to build the System
- The KEY point is no individual component of the CI Model can stand alone.
- Think of the connections as a flow of energy back and forth to the point of emphasis. There to reinforce and support the process for the long term gain



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The Model of CI is built so that each piece is dependent on the other to build the System.

A system is a series of components that accomplish a single purpose. If any one of the elements in the series is not operating to their standard then the end purpose is compromised. This dependance creates a critical connection that causes the customer to be satisfied.

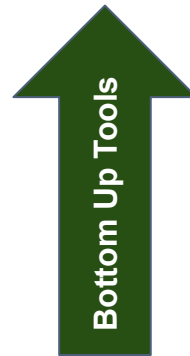
- The KEY point is no individual component of the CI Model can stand alone.
 - Each component in itself is not a system. It is merely a tool or an activity or an event, none of which are sustainable, nor do they build a culture. But when you put them all together you create connectivity, alignment, sustainability and culture.
- Think of the connections as a flow of energy back and forth to the point of emphasis. It is there to reinforce and support the process for the long term gain
 - It is like a flow of electricity through a wire. Disruption at any point along the way will cause the energy to be stopped. It is thinking that causes this disruption to be found and corrected with a sense of urgency that allow the flow to be complete. It is also thinking that causes the flow to be faster to improvement.



Tools For Connection



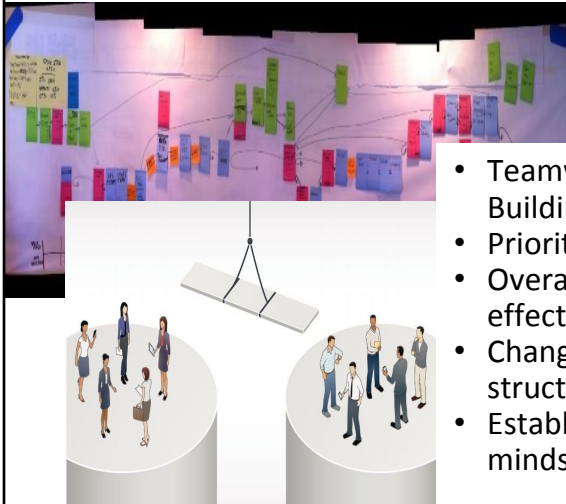
- Belief in unlimited capability
- Alignment / Commitment / Promotion
- Clear support roles
- **Standard work for all processes**
- **Practical Problem Solving**
- Stability in planning and coordination
- No-blame culture
- Willingness to stop the process
- Data / Analysis
- Training, mostly on-the-job
- Participation by all



There are many tools applied in CI to support its implementation. Many are defined from the top down. The tools are by themselves not relevant. They are only relevant when they serve to accomplish goals of the organization if they support improvement. Applications of tools come mostly from the bottom up as required for planned improvement. Remember form, the tools, follows function, the process that creates value.



Create Visual Management



Tear down “silo thinking”

- Teamwork and Team Building
- Priority leveling
- Overall efficiency and effectiveness
- Changing organization structure
- Establishing a preventive mindset.

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One tool to help see the flow and system connection is a value stream map. It is a representation of a series of process steps to create a product or complete value stream. The true value of this is the organization of information that allows the individual or team see where the waste is in a process. From this visual display tasks can be formed to improve the process. For a team, it allows the team to achieve a common understanding of the current situation which is an important step to creating commitment to making the changes. This is a great way to see the connections from process to process, function to function, IT solutions current and future, and to see where the connections are flawed, broken, or non-existent.

Note at the bottom of the map is a time frame and that every process has a data box. These are important elements for doing a detailed analysis of the process. This is possible only because it is visible and visual to those in the value stream mapping process.

- Establish a visual management of goals, metrics, and key process indicators in all three areas in a common location to allow:
 - Focusing on strategic goals and plans.
 - Monitoring overall performance through metrics as necessary.
 - Enabling increased communication flow between teams, agencies and divisions.
 - Reviewing action plans and accountability monthly.

- Integrating customer expectations into each action plan.

In order for Systems Connections to be improved it is important to “eliminate silo thinking”. Tearing down the silos allows:

- Teamwork and Team Building between each of the agencies and teams.
- Priority leveling
- Overall efficiency and effectiveness
- Changing organization structure as necessary to support.
- Establishing a preventive mindset.

A silo is a barrier set up to support an individual or a groups work and does not allow the rest of the team to become engaged. It is usually done to maintain the status quo. It is a major obstacle to continuous improvement. The process of alignment consciously brings these silos into the team by insuring that they do not perpetuate the status quo and that they allow the rest of the organization is considered and enacted in their goals and targets.

As these silos are torn down and teams are formed through problem solving, continuous improvement, and change begins to happen you must keep focused on creating new documented standard work.



Standardize & Reduce



Standardize

- How the leader manages
- Roles and responsibilities
- Training
- Meeting formats
- How gembas are conducted
- All current processes

Reduce

- Duplicating workloads of efforts between agencies
- Numerous admin tasks are generated daily that saturate divisions and AOs requiring constant prioritization and allocation of manpower
- Unnecessary, excessive and redundant efforts
- Costs and waste by using common resources

As you begin to move towards cross functional teams looking at the entire process chain you have to reevaluate and standardize:

How the leader manages in the this new cross functional team environment

The roles and responsibilities in a System Connected Thinking System

The type of Training that is required to perform in a System Connected Thinking System

The role of standardization is to create a process that can be repeatable. If you do this you have the opportunity to see variation. Variation is any action or intent that is not part of the process. This applies to all processes. The overall intent is to make variation visible to the person completing the standardardized process. This is well suited for Conducting gemba activity, meetings, management routines, safety procedures, recurring maintenance and many other applications. What is important is not only can you see variation but you have the opportunity to remove it.

One important lesson is when you see and remove variation or you solve a problem or you find non-value add, make sure the standard changes at the

same time. This allows you to see the impact of improvement and change the expectation from the old process to the new one. We think of this as never losing the learning.

The real value of having System Connections is Reduction of Waste

Reduction is the process that allow the flow of the process to go faster. Reduction does not come from reduction of people. CI organizations consider the person to be a fixed cost. In other words, it cannot change. So reduction becomes the reduction in those things not needed like waste. Waste or non-value added effort is the target for reduction. This not only reduces cost but cause the people to understand that they are of value and important to the process of their standard and the customer.



System Connectors - Examples

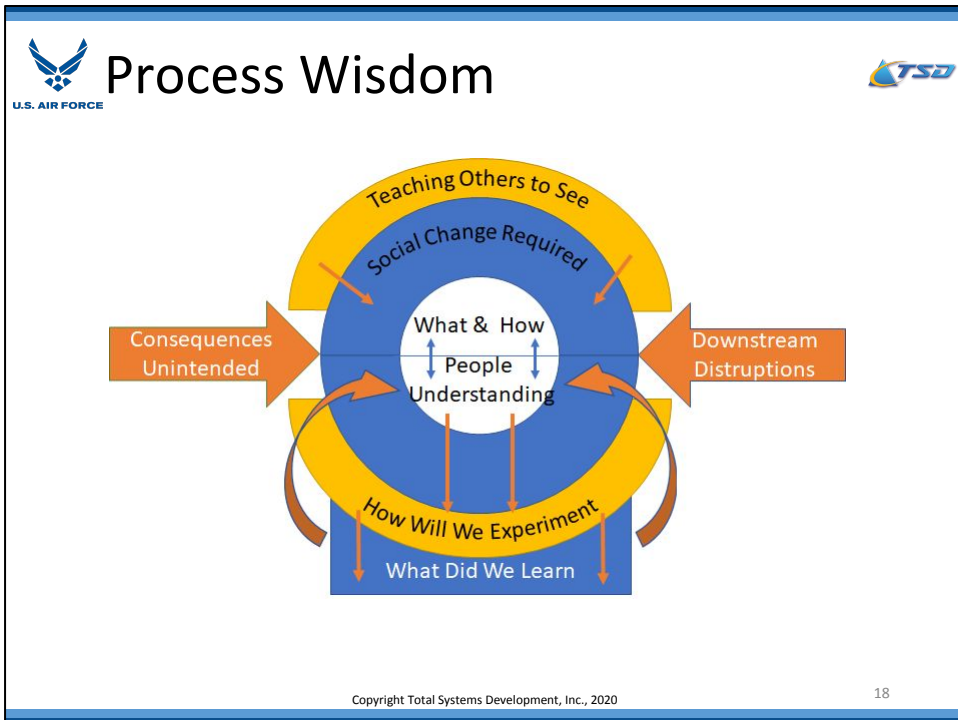


- Behavior defined in HR to support performance
- Reflection to emphasize deep understanding of problems
- Process observation to control output
- Standard work to achieve quality
- Supplies to the operation just in time
- Development of people to be flexible in the process
- Visual displays to indicate performance
- The ability to stop the process

Read these bullets without much comment.

These are all important elements of designing a good HR System

- Behavior defined in HR to support performance
- Reflection to emphasize deep understanding of problems
- Process observation to control output
- Standard work to achieve quality
- Supplies to the operation just in time
- Development of people to be flexible in the process
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Wisdom is the practical ability to make consistently good decisions. For those who make decisions it is important the complete and competent decisions be made with the full spectrum of aspects considered. Most of the activity in improvement activities involve processes. It is a valuable tool to be able to understand how these processes are to be improved and process wisdom is a key to that understanding.

The flow through the process of understanding process is defined above. First you must be able to see the problem or condition. It is valuable to an organization if the members are taught how to see. This is the enabling action of being able to improve the current situation. For the analysis of the process it begins with a clear understanding of what should be in view, how it should be achieved (standard process) and a deep understanding of the people in the organization. The process of organizing these situations is that both the "What and How" and the Understanding of the people will have a foundational effect on the success of the process. To this you must add any consequences and disruptions, either intended or unintended, to you understanding to be able to connect people and processes to the "What and How". The social changes required will be a product of your analysis of the understanding of the people and the change you wish to attain. This gives you a complete view of the process and the effect that is to be brought to the process itself and the people around it.

Now you have a decision to make. Will you have an valid, accepted and reliable solution or will you have a range of alternatives that have to be tried. If you do then you have to decide how you will experiment. Will the experiment be at the process or isolated until it is valid and reliable. In deciding this you have the opportunity to either see directly how the solution will affect the people or have to take the experiment to the people once it has been perfected. The nice thing about process improvement is, if the solution does not work you can continue your problem solving until the right solution is found. A major mistake that is often made is to bring solutions to the actual process before it has been proven. It has often been said that we always have time to fix the problem but never enough time to do it right before we it into implementation.



Role of Manager



- Develop your people
 - Train your Successor – so you can be ready to move up
- Communicate clearly with your team
 - Business Plan/Hoshin, FMDS, Feedback
- Promote Success and when something fails find what failed in the process first not the person
 - Problem Solving
- Assist in Solving Problems
 - PDCA
- Maintain an environment where people can do their best
 - Create an Environment and Culture for Human Development

In the CI environment the manager has two major responsibilities.

1. To assure the customer is served and
2. To develop their subordinates and keep them safe.

It is the Career field Manager's responsibility to take these behaviors and turn them into requirements for a career in the Air Force. The Air Force Career Field Education and Training plan, being the governing document must contain a progression of behaviors for continuous improvement to have a valid opportunity for success. More importantly, those behavior have to relevant to level and expectation of the Airman to be able to demonstrate the value of continuous improvement. The Career Plans are the governing documents that are the primary reference for an Airman trying to understand the attainment of a career that will build and be more value to them over time.

The matrix of skills and behaviors for continuous improvement are known. The progression is defined. The will to change will be the deciding factor in the implementation of continuous improvement. You have been through a training process to give you insight. Your learning is not complete. Most of the learning will come from an honest reconciliation of how continuous improvement will be introduced and supported. Our role is to provide to you whatever you need to learn and support you through the process of understanding and commitment to continuous

improvement



Summary and Expectations of The Simulation