

SAMPLE FEEDBACK (EXCERPT) RECEIVED AFTER THE DEEP-DIVE ASSESSMENT

Strengths and Improvement potential

WE OBSERVED A FEW AREAS FOR IMPROVEMENT

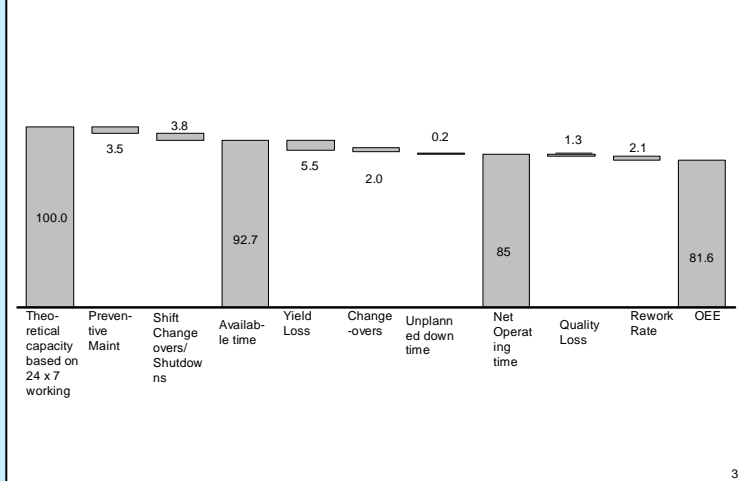
	Improvement idea	Observation
Aspiration setting	<ul style="list-style-type: none"> Set higher aspirations at overall organization level cascaded down to department level 	<ul style="list-style-type: none"> OTIF goal of XX% with most of the weeks at or above the goal
Performance management	<ul style="list-style-type: none"> Lack of clarity of KPI at the frontline level Low usage of visual management 	<ul style="list-style-type: none"> No clear quantifiable KPIs came out in discussion Low level of visual management tools observed in assembly line
Equipment Utilization	<ul style="list-style-type: none"> Enhance line OEE through focusing on key loss areas 	<ul style="list-style-type: none"> Line A OEE is 80% Line B OEE is improving but 5% lost in maintenance downtime

OEE = Overall Equipment Effectiveness
OTIF = On-Time In Full

2

Supporting analysis

THE CURRENT OEE FOR LINE A IS ~80 %



3

Summary of mindset survey findings

There are opportunities to improve mindsets and capabilities of employees

	Improvement idea	Survey results
Inspirational Leadership	<ul style="list-style-type: none"> Leaders should focus on energizing the employees Leaders should walk the floor 	<ul style="list-style-type: none"> More than one third of employees feel that their leaders do not inspire them More than one third of employees feel that leaders do not spend enough time on the floor
Performance management	<ul style="list-style-type: none"> More team building and empowerment at operator level 	<ul style="list-style-type: none"> Employees across all levels feel that organization loses key people Operators don't feel too motivated about the leadership and the job prospectus
Capability development	<ul style="list-style-type: none"> More need based regular training programs 	<ul style="list-style-type: none"> More than one third employees at the operator level feel that capability development could be done in a better fashion

Source: Mindsets survey

10

Detailed survey results

2. EXECUTION

Definition: People work well together day-to-day, making good decisions and getting things done

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. In general, people trust and respect each other in this organization	10	61	23		
10. I trust the person I report to	6	7	46	41	
11. The person I report to inspires me	5	3	42	33	
12. The person I report to supports the team in resolving problems in a timely manner	4	6	50	36	
13. My colleagues and I work together effectively to solve problems and get things done	3	6	50	43	
14. Once a problem is raised, it is quickly resolved	11	56	31		
15. The meetings I participate in are effective	5	19	59	18	
16. Different functions work well together to solve problems and get things done	1	15	58	25	
17. I have clear performance targets to meet in my work	7	57	34		
18. I see how my targets fit into the bigger picture - they make sense to me	12	56	30		
19. Good performance is recognized publicly by managers	3	5	47	30	
20. Managers react appropriately to poor performance	1	22	57	16	
21. People at this site feel accountable for what they do	1	19	58	20	

Notes: Sample Size = 203

SIN-ZZD931-20060916-Report outs

SUPERVISOR
■ Strongly Disagree
■ Disagree
■ Neutral
■ Agree
■ Strongly Agree

19