

APPENDIX D

POOGI Cloud Template

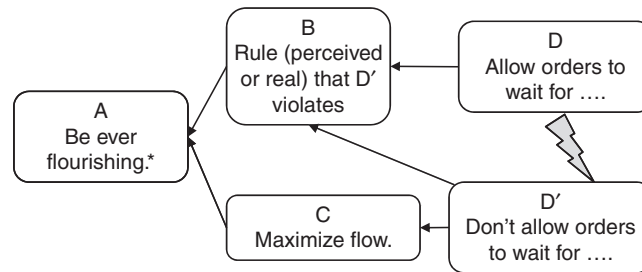


FIGURE 25-D1 POOGI cloud template.

Constructing the Cloud:

Step 1: Fill in the ... with the most frequent answer to “what is the order waiting for,” as provided by the Pareto analysis.

Step 2: Fill in the ... with the same—the most frequent answer to “what is the order waiting for,” as provided by the Pareto analysis.

Step 3: What is the rule, perceived or actual, that is being honored by D? This might take a bit of digging, but it is not difficult to learn as long as you are willing to keep an open mind and listen. (Remember, you are a scientist!)

Ask the supervisors in the operation why the orders did not move. What prevented them from being able to move the orders? Why did they sit? Make sure you are asking in a way that they understand you are not looking to point fingers, but rather to uncover the systemic causes that lead to orders sitting.

Step 4: The C box is always “Maximize Flow.”

Step 5: In our VV implementations, the A box is (almost) always “Become Ever Flourishing,” which is defined as *continuously and significantly increasing value for employees, customers, and shareholders.*

