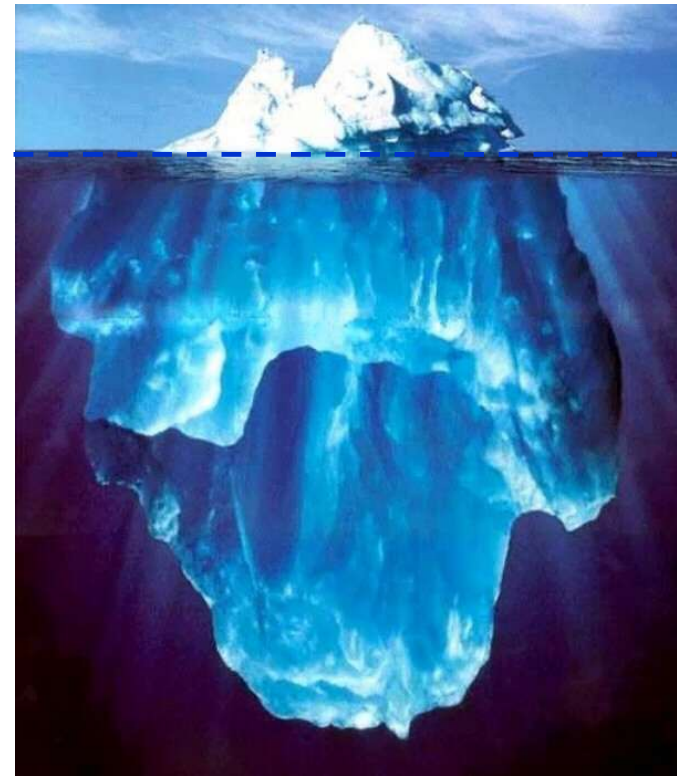




Lean as an integrated part of your management system



What we see, get trained in and talk about are the methods and tools

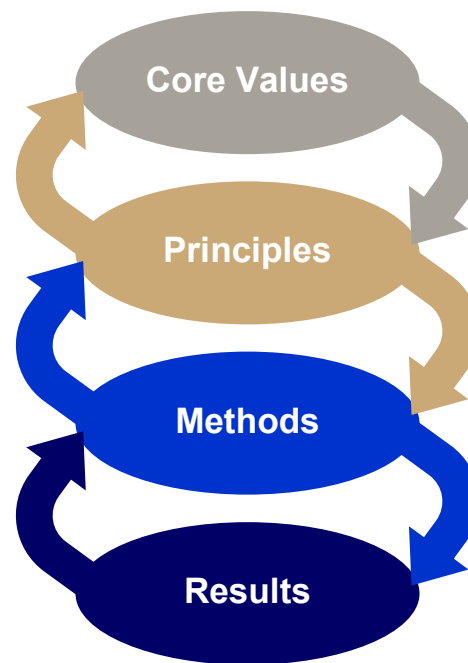


We need to understand more about the underlying values and principles

Lean sets methods and tools aligned with principles and values in order to reach a certain result



Lean organization business system



What other structures do we have in the business that are trying to achieve the same purpose?

Building blocks of our Management System

- 1 PURPOSE – our vision, strategy and long-term targets
- 2 VALUE CREATION – value system, operating model and governance
- 3 PLANNING – strategic, operational and capabilities
- 4 FOLLOW UP – performance management, escalation pathways
- 5 PROBLEM MANAGEMENT – Deviation handling, structured problem solving
- 6 PROCEDURAL COMPLIANCE – Standardised work, process confirmation
- 7 CONTINUOUS IMPROVEMENT – Employee engagement driving improvements
- 8 SUSTAINMENT –through leader confirmation and layered audits

Follow-up – performance management

- Performance mgt, Escalation pathways, Annual calendar

Example current state analysis
and recommendations

Performance mgt



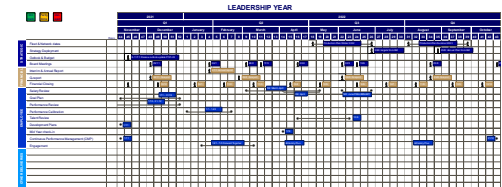
- Scorecards are being developed on several levels
- Clarify meeting structure for follow up on performance

Escalation pathways



- Clarify this to see the red thread from the operator to the top management
- What to escalate where?

Annual delivery calendar

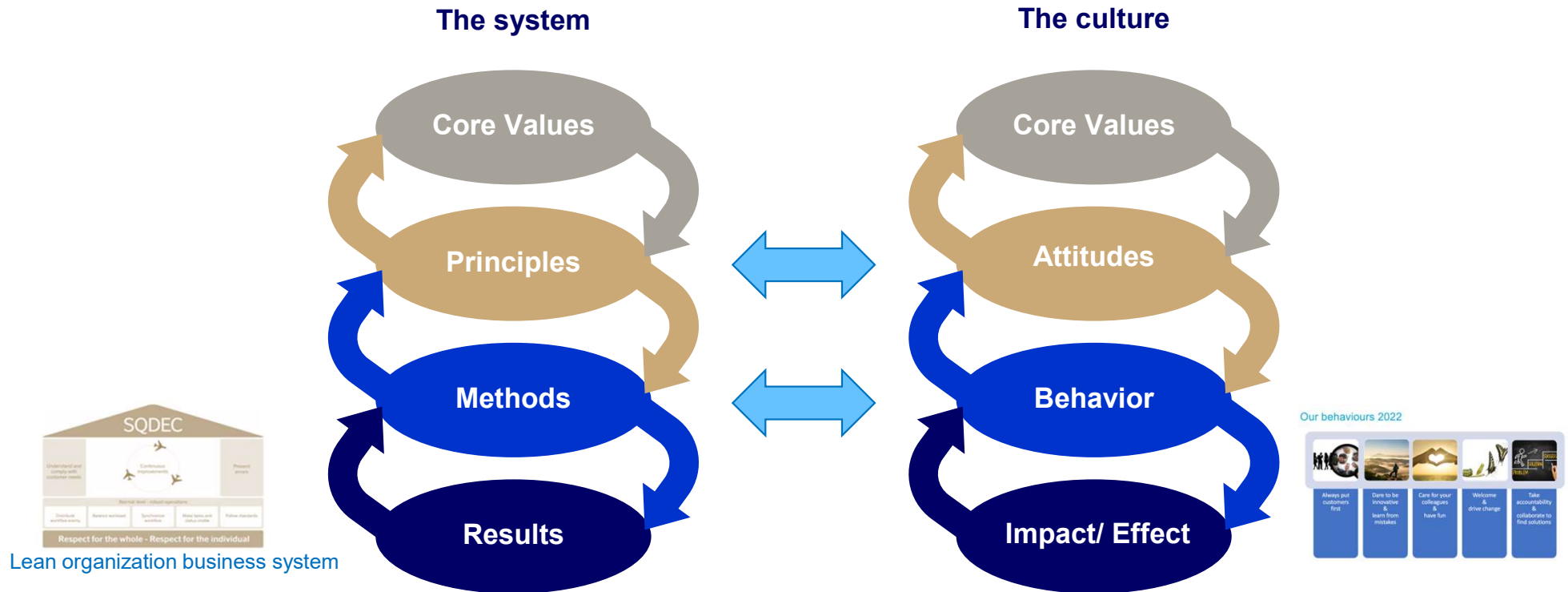


- Finance, reporting and HR related deliveries are being put together into one to clarify the full picture

Next steps:

1. Continue building the KPI structure in the business units, identify key value drivers and objectives on group level
2. Clarify escalation pathways between different levels in the organization, stay flat to enable fast decisions
3. Continue develop the overview of reporting and HR processes to give holistic view to leaders – everybody should know what is expected of them and when

The leadership and culture needed to "live" the system



A management system founded on Lean values and principles, built with Lean methods and tools

Intention – objective

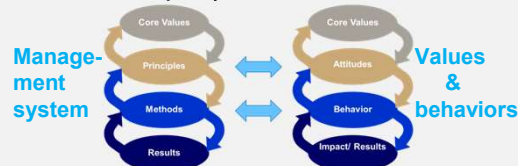
Operational excellence is when an organization executes on its strategy in an operational excellent way. Constantly challenging status quo to learn and develop.

An operationally excellent company will in general create better results and thus generate more value for its customers and shareholders.

Our approach is built on **Lean values and principles** integrating Lean methods and tools

Key components:

- An integrated and aligned management system
- Leadership and culture required to create a learning organization that continuously improves



Integrated Management System

Our management system consists of a framework of structures and processes that define the purpose, how value is created, how we plan our business and follow up on both strategic implementation as well as operational performance.

PURPOSE VISION, STRATEGY AND GOALS	VALUE CREATION OPERATING MODEL AND GOVERNANCE	PLANNING STRATEGIC, OPERATIONAL AND CAPABILITY	FOLLOW UP STRATEGY AND TARGETS
PROBLEM MANAGEMENT DEVIATION HANDLING AND PROBLEM SOLVING	PROCEDURAL COMPLIANCE STANDARDS AND CONFIRMATION	CONTINUOUS IMPROVEMENT FULLY ENGAGED WORKFORCE	SUSTAINMENT LEADER CONFIRMATION AND AUDIT

Our management system also defines the principles for how we act on deviations, solves problems, describes our standards, continually improve and sustain the system. Having one integrated management system reduces overlap, redundancy, and conflict.

Leadership driving the right behaviors to create the culture

The second component is the leadership that is required to work in accordance with the management system. We want to create a learning organization with a culture of rapid frequent problem solving, where we see failure as an opportunity to learn and improve.

The Atlas culture is built on our behaviors;



These values are used to identify the behaviors expected of each employee in Atlas and how they support the organization's mission and outcomes.



**Want to talk more about this? Come join me
in Munich 😊**