CMII at Woodward Inc.: Be quick, but don’t hurry.
Charles Story– Continuous Improvement Manager
Woodward Inc.
INTRODUCTIONS AND OBJECTIVE

✓ Introduction and a brief overview of Woodward Inc.
✓ A story: The real cost of change
✓ Be quick, but don’t hurry
✓ Where do we go from here?

Embrace change as the currency of continuous improvement.
## Woodward on a page

<table>
<thead>
<tr>
<th>What we do</th>
<th>Our technology</th>
<th>Our Customers</th>
<th>Serving global markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>We design and manufacture control system solutions and components for the aerospace and industrial markets.</td>
<td>Innovative flow, combustion, electrical, and motion control systems help our customers offer cleaner, more reliable, and more efficient equipment.</td>
<td>Our customers are leading original equipment manufacturers and end users of their products.</td>
<td>We have 34 offices in 17 countries and over 7,000 members.</td>
</tr>
</tbody>
</table>
Be quick, but don’t hurry

A story: the real cost of change
Be quick, but don’t hurry
BE QUICK, BUT DON’T HURRY

1) Be prepared
2) Know what good looks like
3) Keep teaching, and be the change you want to see
4) Mindful execution
BE PREPARED

Do the work up front to ensure that you can clearly describe how IPX and CMII can improve your business *as it is today*

Understand the politics/culture of your organization and design your presentation material accordingly

Clearly identify your constituents at all levels of the organization and prepare material suited to their needs

*Most overnight successes are the culmination of months or years of commitment to the craft. Fortune truly does favor the prepared mind.*
KNOW WHAT GOOD LOOKS LIKE

Use value-stream thinking to identify what your **best of the best** (BOB) IPX/CMII organization might look like.

BOB may require new processes, significant changes to existing processes, and may affect the organizational structure.

Look at your material from the previous step (often) – does it move you toward BOB or not. If not, adjust where practical.

*If BOB is the roadmap, use it to challenge what you know and look for ways to accelerate the journey – even before you get started*
KNOW WHAT GOOD LOOKS LIKE

**ORIGINAL** is where you started. This would show all the waste and variation.

**CURRENT** is where you are today. This will help you generate improvements and plot a course toward best of the best.

**IDEAL** is the best of the best as we know today. In the ideal state, there should be zero waste and all sources of variation are controlled to the best of our ability.

2017 Integrated Process Excellence Symposium
## KNOW WHAT GOOD LOOKS LIKE

<table>
<thead>
<tr>
<th>ORIGINAL</th>
<th>CURRENT</th>
<th>IDEAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-VALUE ADDED (NVA)</td>
<td>2 3 5 8</td>
<td>3 8</td>
</tr>
<tr>
<td>VALUE-ADDED (VA)</td>
<td>1 4 6 7 9</td>
<td>1 4 6 7 9</td>
</tr>
</tbody>
</table>

### Instructions:

- Make one box for each step.
- Place value-added steps on the top and non-value added steps on the bottom. Make the size of the box proportional to the length of the step.
- Eliminate non-value added steps and reduce value added time whenever possible.

*Value-stream thinking is a tool that works in all aspects of our business and everyday lives. “Begin with the end in mind”* **Stephen Covey**
KEEP TEACHING, AND BE THE CHANGE YOU WANT TO SEE

Be positive, but make the point. Don’t blame people – it’s the process that failed and the process that we need to fix.

Speak the language – when we use the words, we can change our thinking.

Give it away, let it be their idea – “it wasn’t created here” can be replaced with “What if we…”

*Give the members in your organization the ability to choose IPE/CMII because it supports their best interests, not because “they’d be stupid not to”*
MINDFUL EXECUTION

Act decisively, but

Protect the process – try not to take on too much out of the gate – it might be better to do nothing than make people sour on the process

The goal of mindful execution is to go exactly as fast as the environment will allow, plus a little constructive tension

We are custodians of the IPE/CMII name and owners of our own reputations. The problems that led you to IPE/CMII were here before you. Your activities and progress may be slower than you want, but represent an improvement from where you were – this is success
Where do we go from here?

Be Quick, But Don’t Hurry
WHERE DO WE GO FROM HERE?

- The ingredients are in place: Closed-loop change process requirements, forms and supporting tools
- A group of Woodward members are currently working toward CMIIC certification. They will become our value-stream change specialists
- Our Rock Cut Campus plant manager has issued a pull signal to drive a CMII process through our new facility in Loves Park. We are on a path to gradually increase the CMII “footprint” in our operations
- Working to establish CMII as an enterprise process and part of our organizational “DNA”