



Our Capabilities

Sustained Reliable Operations

GPAllied provides on-site operations management and process-improvement training, coaching, and facilitation for your specific needs, timing, and budget. GPAllied supports implementation of a tool like 5S or a large-scale transformation. When doing so, GPAllied provides critical support during implementation of your operations solution, including the following:

- Building a business case for change
- Selecting Key Performance Indicators and Developing Benefits Tracking Systems
- Ensuring correct application of tools
- Driving the transformation project forward
- Developing your Implementation Team through Learn Do, or training and coaching your Green Belts and Black Belts
- Teaching and coaching managers throughout your implementation to help them understand the process changes and their changing roles

GPAllied provides the following tools and methods separately or integrated within a transformation project:

Leadership and Change Management

- Deploying an Initiative Workshop
- Leadership Alignment Workshop
- Leadership Boot Camp
- Improvement Office Development
- Implementer Methods Immersion
- Leadership Team Coaching
- Teaming for Success

Management Systems

- Measuring What Matters
- Guiding Principles
- Production System
- Daily Management System
- Goal Deployment System

Performance Improvement

- 5S and Visual Management
- Standardized Work
- Problem Solving: FFA, A3, and STP
- Quick Changeover
- Production Cells
- Pull Systems
- Leveled Production
- Continuous Flow Processing
- Error/Mistake-proofing
- Job Methods and Job Instructions
- Routine Equipment Care
- TPM
- Supply Chain Improvement

If your organization needs to transform operations, then GPAllied provides a transformation roadmap that applies the right mix of methods and tools to meet your organization's needs:

- Select a value stream/pilot area and perform value stream mapping and transition planning
- Implement improvements on the value stream/pilot area, and develop implementers and managers
- Design and deploy the best practices for your operating and management systems
- Establish and implement a plan for refinement, replication, and deployment

Leadership and Change Management

Successful change requires committed leadership. GPAllied has woven change management methods into our solutions, and the solutions listed here focus on engaging and aligning your leadership team. These solutions are included in the following:

- **Fit for Purpose: Deploying an Initiative for Your Organization.** This workshop helps you make key decisions about the design and deployment of your Operational and Reliability Excellence initiative. Customized for your needs, the Workshop covers Lean, Six Sigma, Maintenance and Reliability / TPM, plus the key management systems of Daily Management and Goal Deployment required to sustain your initiative and map the way to achieving sustained optimized operations.
- **Leadership Alignment.** The Alignment Workshop focuses your management team or work group in a planned, common direction. Your organization will benefit when setting direction, initiating and deploying a major program, or developing implementation plans.
- **Leadership Boot Camp.** This “immersion conversion experience” jump starts your company’s culture change and provides practice with key leadership tools like teamwork, listening, and decision making. It is always organized around a major theme, which is specific for your company.
- **Improvement Office Development and Deployment.** An Improvement Office provides critical horsepower to speed your transformation. During this Development and Deployment workshop, your management team learns about the purpose, types, and personnel expectations of Improvement Offices and develops the design of your improvement office.
- **Implementer Development—Methods Immersion.** This intensive development experience prepares people selected to act as Implementers or Internal Consultants to actively engage the transformation process. The Implementers can learn Lean, TPM, Equipment Reliability Systems, Reliability methods, Six Sigma, or a combination of these methods based on the needs of your company. The Methods Immersion is designed to enable the Implementers to actively participate during implementation of a transformation plan, under guidance of a sensei/coach as they put their learning into practice using Learn Do.

- **Leadership and Team Coaching.** Whether supporting your problem solving method, changing your planning and scheduling process or changing your company's culture, your people need to acknowledge habits that need changing. Change requires a clear vision of what to change to, motivation, and repetition. GPAllied provides consultants with senior-level industrial experience plus training and experience in coaching techniques to work side by side with key individuals in your company to help them successfully change.
- **Teaming for Success.** The foundation for progress lies in teamwork; however, teaming effectively requires tools, common understanding and goals, and commitment. This two-day course provides opportunities to learn and practice teaming skills such as chartering a team, recognizing the stages of development, identifying roles, writing an agenda, tracking action plans, and communicating effectively.

Business Management Systems

A business management system defines how production and maintenance are performed, drives change and improvement, and directs how goals for processes are set, deployed and managed day to day. It weaves the way of doing work into the very fabric of the company's culture. For each of the systems listed below, GPAllied provides a four-step process design system with a management team to customize and deploy training with integrated coaching to ensure continued application—to guide and speed implementation:

- **Measuring What Matters.** A Performance Measurement System defines KPIs, establishes three views—strategic, operational, and improvement—and links to goal deployment and daily management.
- **Guiding Principles.** Guiding Principles augment a company's vision and includes concepts like using visual management to surface problems. GPAllied provides education and facilitates a leadership team in the definition of these principles.
- **Production System.** The Production System defines the key methods to ensure production reliability and includes processes like in-station process control, and continuous flow.
- **Maintenance System.** The Maintenance System defines the key methods for maintenance execution and reliability engineering and includes processes like the maintenance work cycle, routine equipment care, and others.
- **Daily Management System.** Daily Management ensures that output of a production or maintenance process meets daily requirements for quality, quantity, and safety; and includes processes like Job Instruction, Multi-Level Audits, Fast Failure Analysis, and Visual Management.
- **Goal Deployment System.** Goal Deployment, often called *hoshin* or policy deployment, links strategic goals to specific action plans and includes goal setting catchball, annual action planning, and monthly plan reviews.

Performance Improvement

Lean Six Sigma Implementation

Implementing Lean Six Sigma might mean applying a particular tool like 5S or Operator Equipment Care, or it might mean an implementation of many tools in a Learning Line. In either situation, GPAllied can help your organization realize gains faster. GPAllied provides training and coaching during your implementation in the following tools:

- 5S and Visual Management
- Problem Solving
- Quick Changeover
- Production Cells
- Pull Systems
- Standardized Work
- Routine Equipment Care
- Leveled Production
- Materials Management
- Daily Management
- Continuous Flow Processing
- Error/Mistake-proofing
- Job Methods and Instruction

Rapid Improvement[®] (Kaizen)

A Rapid Improvement[®] Workshop (RIW), also known as a Kaizen Event, is a method to achieve dramatic change in a specific process in only one week or less. Our method, carefully designed and refined for more than 15 years, includes four phases: Assessment, Planning, Workshop, and Follow-Up. A RIW can be used to streamline, standardize or redesign a process; or even to design and create a new process. GPAllied provides two versions, one for manufacturing operations and one for transactional or service processes that include the following elements:

- **Rapid Improvement[®] Leaders Kit** - Includes Leader's guide, forms, and slides
- **Rapid Improvement[®] Leaders Seminar** - An intensive, interactive three-day learning and skill-building experience that is the first step in certifying the Rapid Improvement[®] leaders
- **Rapid Improvement[®] Implementation** - During Rapid Improvement[®] Implementation, our consultant and your Rapid Improvement[®] leaders conduct the four phases of Rapid Improvement for your organization

5S and Visual Management

5S and Visual Management are simple, visually-oriented systems of workplace cleanliness, organization, and communication designed to facilitate greater productivity, safety, and quality. GPAllied offers media and consulting services for your manufacturing or service organization's 5S and Visual Management implementation through:

- Five S: Creating the Productive Workplace books and instructional DVD
- 5S and Visual Management Deployment Workshop - A one-day interactive workshop that helps you initiate your customized 5S and Visual Management program
- Rapid Improvement[®] Workshop—5S and Visual Management. GPAllied provides detailed planning for and implementation of a two-day 5S and Visual Management Rapid Improvement[®] Workshop
- Customized Programs

Problem Solving Management

Problem solving is a fundamental process-improvement skill for operations, maintenance, and management. Problem solving applies to both failures that occur and opportunities to improve. GPAllied offers the following services to help you increase your rate of process improvement problem solving through:

- **Problem Solving Management.** One of the benefits of working with GPAllied is our emphasis on the system or infrastructure, and the standards and actions that managers and supervisors need to perform in order for problem solving to be sustained for the long-term. GPAllied provides consultation, typically in a one-day workshop, to help you make and deploy decisions on your problem solving system.
- **Problem Solving Methods.** Just like there are different types of problems, there are different types of methods for problem solving. GPAllied provides courses, coaching, distance coaching, and distance learning on these methods:
 - **Fast Failure Analysis (FFA).** FFA is effective for many typical failures and can be completed quickly. The core of this method is to engage front-line workers in solving day-to-day anomalies with the 5-Why method.
 - **A3.** The A3 method, sometimes called the Quality Improvement Story (QIS), provides a more-robust approach to solve more complex failures or develop solutions to opportunities for improvement. It can apply to chronic problems and applies analytical tools in addition to 5-Why.
 - **RCFA.** Root Cause Failure Analysis (RCFA) is thought of in two ways: a failure of a process (the way people interact with each other and the machinery they operate), or an equipment failure. GPAllied's RCFA method addresses both and draws from Reliability Engineering with rigorous development of root causes backed by substantial evidence.
 - **Situation—Target—Proposal (STP).** STP is a direct and straightforward problem solving and decision making methodology that is especially useful for transactional environments and management decision making. Using STP, an individual or team factually describes the situation, states the desired future-state target, and proposes a solution based on analysis.
 - **Six Sigma.** When problems are complex, then more advanced problem-solving tools might be needed. GPAllied provides training and coaching on these advanced tools as part of Six Sigma Green Belt and Black Belt certification programs, or as targeted training (for example, training on Measurement System Analysis).
- **Teaming and Problem Solving Skills.** Even if your organization has established its problem solving system and provided training in one or more of the problem solving methods, your people might still need fundamental skills building in how to team effectively and how to use problem solving tools.

GPAllied offers services to build these skills such as:

Standard Work Process

Standard work is fundamental to reliable operations and maintenance performance, and provides the basis for further improvement. Unfortunately, if your company is like many, you will find that different work groups, individuals, or shifts actually perform work differently; workers are indifferent toward following standards and using a disciplined process to improve standard work; and most importantly, supervisors lack the skills needed to lead standard work execution and improvement. The Standard Work Process might well be the most important method for institutionalizing needed skill development and culture change. It engages front-line workers, front-line supervisors, and higher-level managers in ensuring that process performance reliably meets customer requirements. When followed, it leads to continuous process improvement. GPAllied provides solutions to help you gain the benefits of the Standard Work Process:

- **Standard Work Process Management.** GPAllied helps your organization make and deploy decisions on your Standard Work Process, including how standard methods are set, job instruction is taught, work performance is measured and audited, and how performance anomalies are solved.
- **Training and Coaching.** GPAllied provides courses and hands-on coaching for each element of the standard work process.



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GP*Allied* is the most diverse reliability and operations consulting and services company in the world. Our technical expertise, product portfolio and global reach are unmatched. This diversity is our considerable strength. It enables us to develop significant value propositions for you by delivering solutions across different industries, different geographies and, even more importantly, across different aspects of your operation.

In our constant strive to deliver greater value to you, we have sourced recognized industry experts to join the GP*Allied* team. We have extensive experience across all industry sectors and in the specialty fields of Lean, Reliability Engineering, Six Sigma, Condition Monitoring, Change Management, Maintenance Planning and Scheduling, Workforce Development and Maintenance Craft Skills training.



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