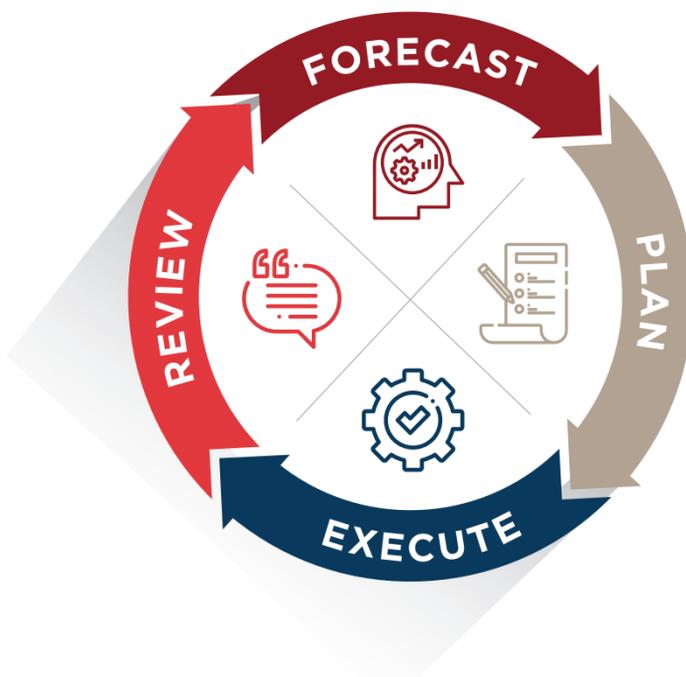# IMPLEMENTATION OF AN EFFECTIVE MOS

Implementing a solid Management Operating System (MOS) is necessary to ensure sustainable value creation as it seamlessly integrates the organization and the associated information flow.

MOS: The aggregate of tools, processes and disciplines that are required to achieve holistic business objectives.
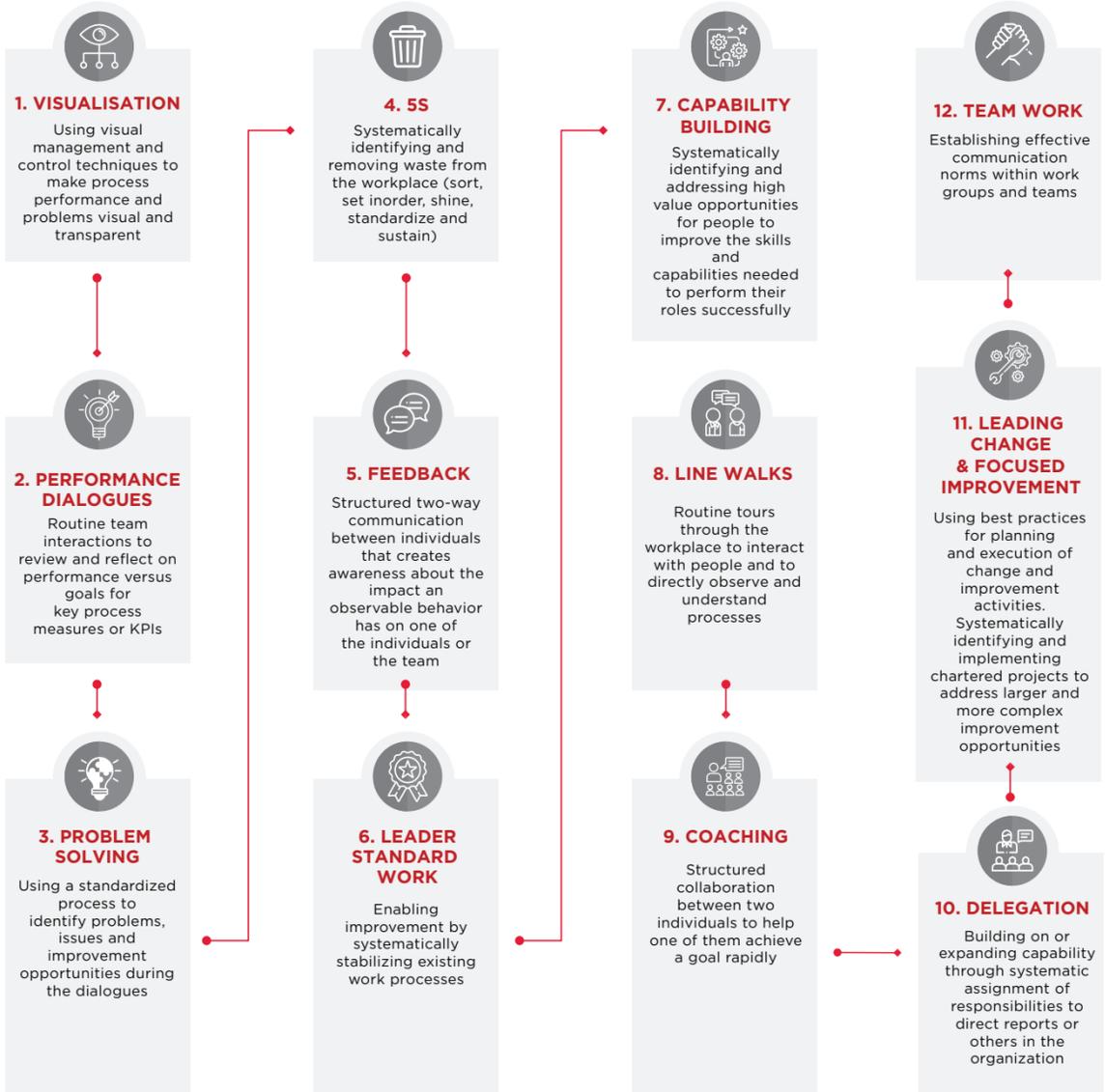

FORECAST
PLAN
EXECUTE
REVIEW

KEY CHARACTERISTICS OF AN EFFECTIVE MOS

In order for the MOS to fulfill its design intent, certain key characteristics must be applied:

Focus on clear and expected outcomes

Ensure transparency of business priorities and performance

Effectively support cascading and alignment

Enforce timely escalation

Facilitate integration

Drive towards stabilization and predictability of performance

Establish the foundation for future initiatives

THE ESSENTIAL LINK BETWEEN THE MOS AND LSW

Whilst having an effective MOS is critical, it is essential to ensure that it is supported by a consistent set of individual routines that drive appropriate, supporting behaviour.

1. VISUALISATION
Using visual management and control techniques to make process performance and problems visual and transparent

2. PERFORMANCE DIALOGUES
Routine team interactions to review and reflect on performance versus goals for key process measures or KPIs

3. PROBLEM SOLVING
Using a standardized process to identify problems, issues and improvement opportunities during the dialogues

4. 5S
Systematically identifying and removing waste from the workplace (sort, set inorder, shine, standardize and sustain)

5. FEEDBACK
Structured two-way communication between individuals that creates awareness about the impact an observable behavior has on one of the individuals or the team

6. LEADER STANDARD WORK
Enabling improvement by systematically stabilizing existing work processes

7. CAPABILITY BUILDING
Systematically identifying and addressing high value opportunities for people to improve the skills and capabilities needed to perform their roles successfully

8. LINE WALKS
Routine tours through the workplace to interact with people and to directly observe and understand processes

9. COACHING
Structured collaboration between two individuals to help one of them achieve a goal rapidly

12. TEAM WORK
Establishing effective communication norms within work groups and teams

11. LEADING CHANGE & FOCUSED IMPROVEMENT
Using best practices for planning and execution of change and improvement activities. Systematically identifying and implementing chartered projects to address larger and more complex improvement opportunities

10. DELEGATION
Building on or expanding capability through systematic assignment of responsibilities to direct reports or others in the organization

MOS VITAL PRINCIPLES

A well-defined MOS is a key enabler to achieve stable and predictable operational performance and ensures sustainability of current and future improvement initiatives.

The benefits of a well-designed MOS:

Begin with the frontline

Define the KPIs and targets and cascade it through the organization

Focus on clear expected outcomes across all departments

Ongoing tracking that enforces a performance improvement culture

Continual coaching throughout the rollout