



Lean Summit 2024

Sustaining Strategy Deployment: Lessons from 16
years of practice at GlobalFoundries

Take-aways

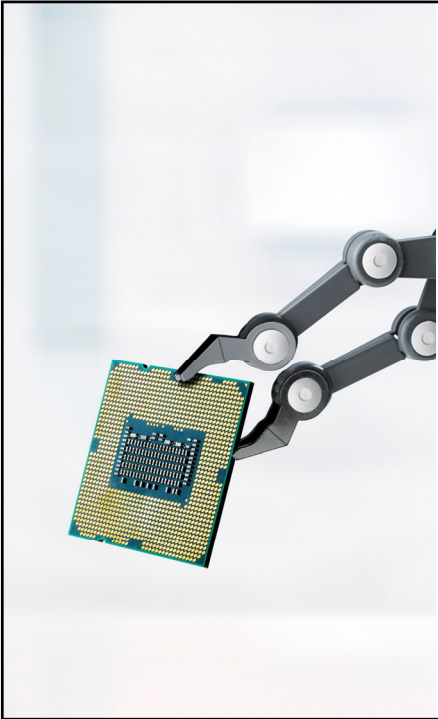
1. Get strategy deployment training. And get more
2. Get started now. Keep going. Start again, if you've stopped.
3. Use strategy deployment to advance your organizational development objectives
4. Develop your strategy A3 skill at any level in your organization.
5. The goal of strategy deployment is not the result. The goal is the process. And the results.
6. Simplify. Use templates to help tell your stories.
7. Learn to measure your progress. Measure something.
8. Treat strategy deployment like a process. Have a business process owner
 1. Have a schedule for your process & follow it
9. Embed strategy actions in your daily / regular management systems

Agenda:

Sustaining Strategy Deployment

1. GF Background and strategy deployment process
2. Take-aways
3. Templates
4. End





GF at a glance

\$8.1B

2022 revenue

2.5M

2022 wafer shipments
(300mm eq.)

200+

customers in 2022

4

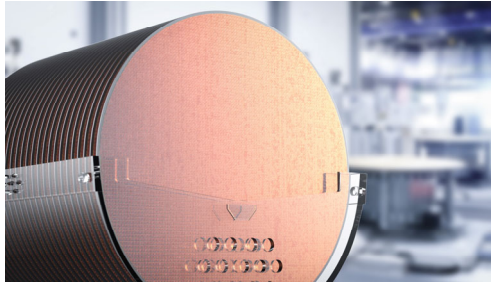
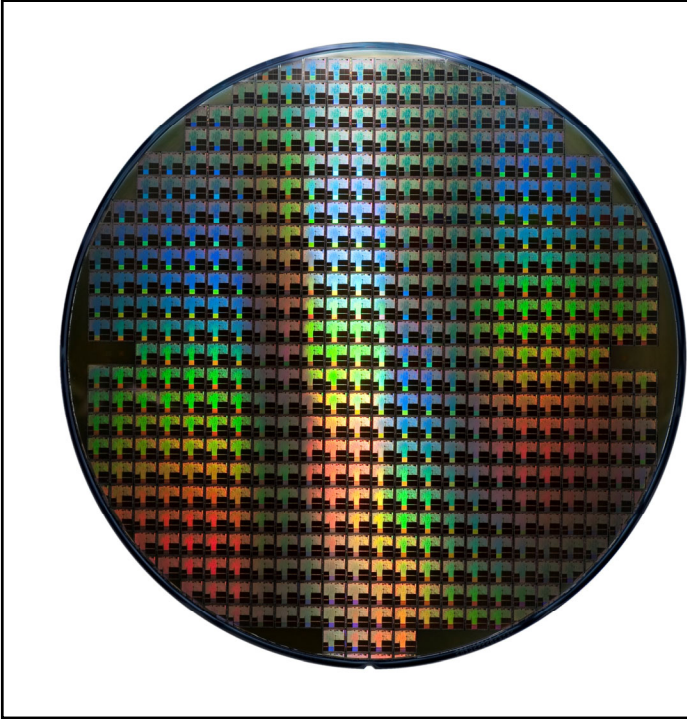
manufacturing sites
across three continents

~13,000

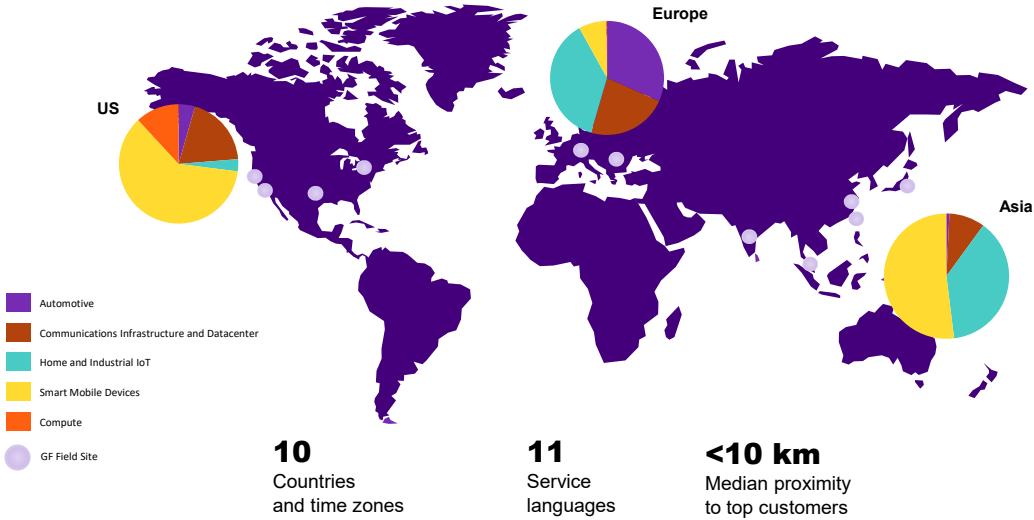
employees

~9,000

patents



Delivering solutions to customers around the globe



Fab 9 Campus – Essex Junction, VT



Market Segments

Mobile, wireless infrastructure, automotive, industrial, and medical



Fab 9 Facts

- US Trusted Foundry
~ 43% of Vermont State Exports



Manufacturing capacity

GF's 2nd Largest 200mm Fab to Singapore's Giga



Employees

~ 2,000
Largest private employer in the state



Operating since

1957 Site Origin
2015 GF acquired




Essex and Williston Campus

Essex ~ 310 acres
Williston ~ 440 acres



Our Lean Journey

 **Value Stream Mapping**
Vermont Manufacturing Extension Center

 **TWI**
Round Pond Associates

 **Strategy Deployment**
Lean Pathways

 **GlobalFoundries**

2004

2005

2005

2006

2006

2009

2015

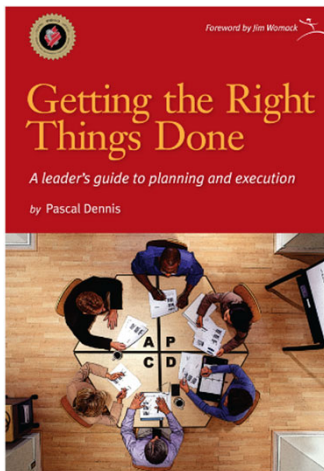
 **5S**
Vermont Manufacturing Extension Center

 **Structured Problem Solving**
Honsha Associates

 **Management Systems**
Lean Leadership Learning

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Take Away #1 – Get strategy deployment training



Pascal Dennis
P.Eng, M.Eng.



Pascal Dennis is a professional engineer, author and mentor to executives. Pascal is the President of Lean Pathways, and co-founder of Digital Pathways, a firm focused on harnessing technology to enable Digital Transformation.

Since 2000 Pascal and his team have supported leading international firms in a broad range of industries including automotive, aerospace, consumer goods, energy, health care and financial services.

Pascal has authored seven books and is a four-time winner of the Shingo Prize for Excellence. He is a dedicated musician and songwriter. He has practiced Aikido for many years. Pascal lives in Toronto with his wife, Pamela.

Websites:
www.digitalpathways.io
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Blogs:
<https://digitalpathways.io/blog/>
<https://leansystems.org/blog/>

 Visit Pascal Dennis Amazon Page

 Visit Pascal Dennis LinkedIn Page

 Visit Pascal Dennis World Class Performer Bio

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Take Away #1 – and get more ...



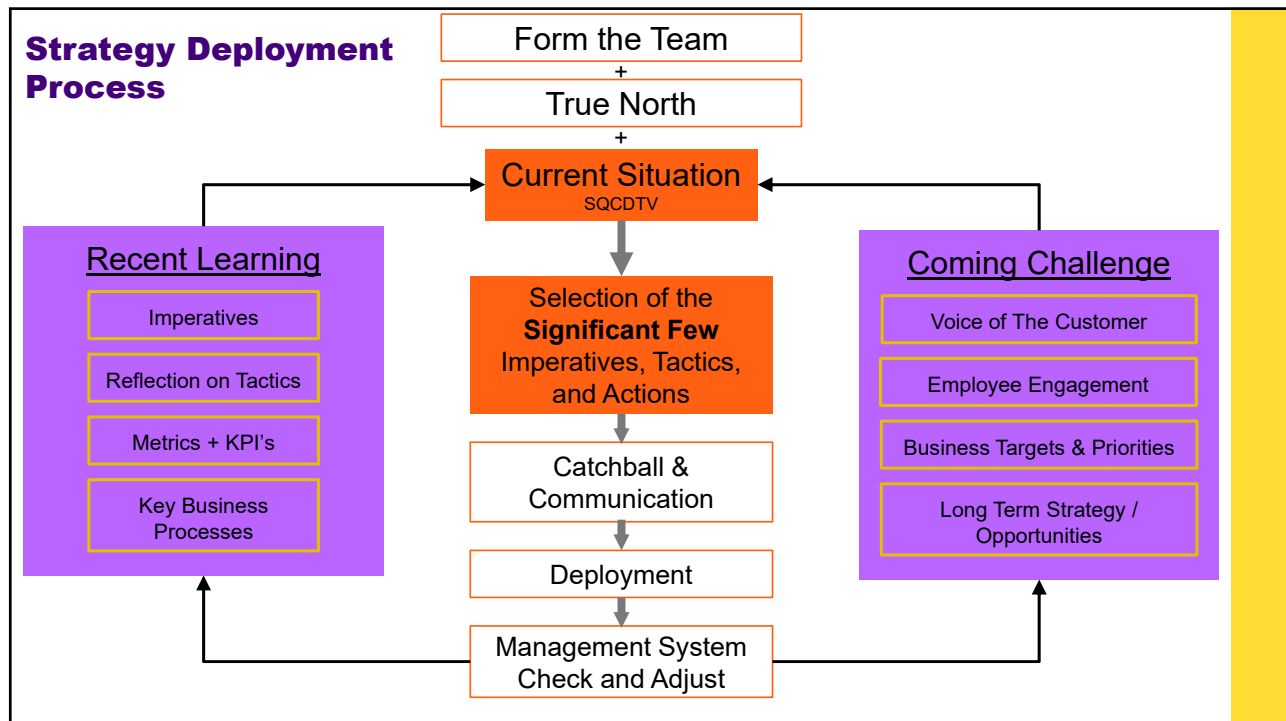
Hoshin Kanri
Aligning and Executing on Your Organizational Objectives.











Mark Reich
Senior Coach and Chief Engineer,
Strategy
Lean Enterprise Institute



Laura Mottola
Director of Digital Transformation, BBA
Group
Coach, Lean Enterprise Institute



Strategy Deployment Process

 Form the team	
 Reflect on current state	Catchball
 Synthesize: Identify biggest gaps or opportunities	Catchball
 Develop countermeasures (imperatives)	Catchball
 Form teams, develop actions & measurable targets	Catchball
 Deploy	Communicate Use: Connect to team's regular work
 Accountability process	Support teams to complete actions & measure progress
 Reflect on current state (mid-cycle or end of cycle)	

Take-aways

1. Get strategy deployment training. And get more
2. Get started now. Keep going. Start again, if you've stopped.
3. Use strategy deployment to advance your organizational development objectives
4. Develop your strategy A3 skill at any level in your organization.
5. The goal of strategy deployment is not the result. The goal is the process. And the results.
6. Simplify. Use templates to help tell your stories.
7. Learn to measure your progress. Measure something.
8. Treat strategy deployment like a process. Have a business process owner
 1. Have a schedule for your process & follow it
9. Embed strategy actions in your daily / regular management systems

Take away #2



Get started now.



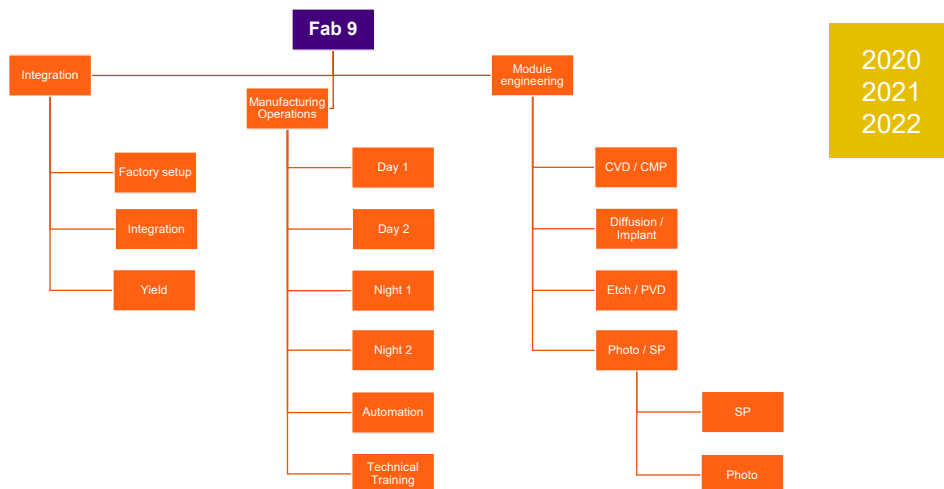
Keep going.



Start again, if you've stopped.

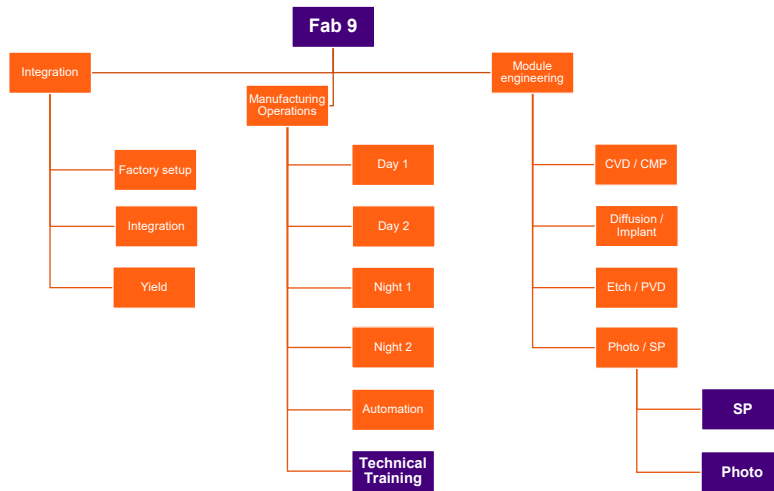
Take away

#3 Use strategy deployment to advance your organizational development objectives



Take away

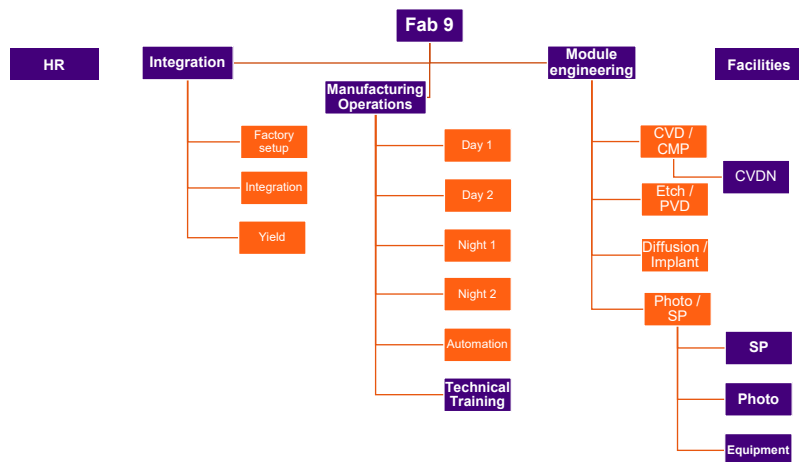
- #3 Use strategy deployment to advance your organizational development objectives
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Take away









- #3 Use strategy deployment to advance your organizational development objectives
- #4 Develop your strategy A3 skill at any level in your organization.



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Take away

#5 The goal of strategy deployment is not the result. The goal is the process. And the results

-  Form the team
-  Reflect on current state Catchball
-  Synthesize: Identify biggest gaps or opportunities Catchball
-  Develop countermeasures (imperatives) Catchball
-  Form teams, develop actions & measurable targets Catchball
-  Deploy Communicate
Use: Connect to team's regular work
-  Accountability process Support teams to complete actions & measure progress
-  Reflect on current state (mid-cycle or end of cycle)

Take away

#6 Simplify. Use templates to help tell your stories.

Strategy Name: True North:		Focus / Theme:		Deployment Team:			2024 Strategy Deployment A3	
Revision Date:		Start Date:		Imperative	Current year Key Activities	Current year Measurable Target	Activity Leader	
G	Previous year's imperative	• Three • Key • Points	• Three • Key • Points	Current year Imperative		Measurable target for each activity		
Y	Previous year's imperative							
G	Previous year's imperative							
G	Previous year's imperative							
Key Points			Metric					
S								
Y								
C								
D								
T								
V								
Previous year Reflection		Current year – Therefore we must ...		Unresolved Issues				
Because our current state includes		Focus on these important themes in the coming year						

Take away

#6 Simplify. Use templates to help tell your stories.

Strategy Name		Focus / Theme		Deployment Team		2024 Strategic Imperative
Imperative	Previous year Reflection	Key Results / Issues	Imperative	Current year Key Activities	Current year Measurable Target	Activity Leader
G	Previous year's imperative	• Three Key Points	Imperative	Measurable target for each activity		
Y	Previous year's imperative					
G	Previous year's imperative					
G	Previous year's imperative					
Key Points		Notes				
G						
Y						
G						
G						
Previous year Reflection		Current year - "There are no more..."	Unresolved Issues			
Because our current state includes ...		Focus on these important metrics in the coming year				

Reflection		Background and Supporting Data	
Voice of the Customer			
Leader			
Title			
Date			
What business value has	Are our efforts more impactful? More repeatable?	Can we gain the competitive edge?	What value gets in the way?

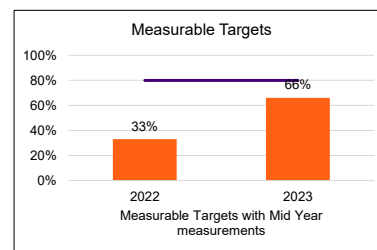
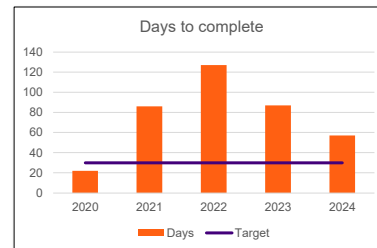
	Imperative	Previous year Reflection	Key Results / Issues
G	Previous year's imperative	• Three Key Points	• Three Key Points
Y	Previous year's imperative		
G	Previous year's imperative		
G	Previous year's imperative		

Imperative	Current year Key Activities	Current year Measurable Target	Activity Leader
Current year Imperative		Measurable target for each activity	

Take away

#7 Learn to measure your progress. Measure something.
 #8 Treat strategy deployment like a process. Have a business process owner..

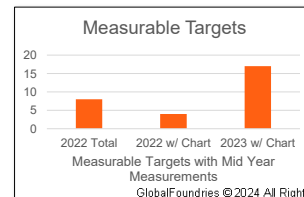
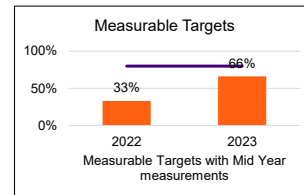
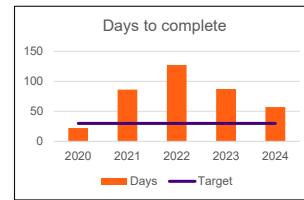
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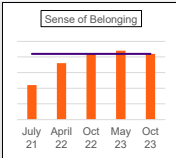
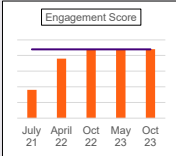
Take away

#7 Learn to measure your progress. Measure something.

Imperative	Metric	Action	Measurable Target	Metric
2022: Strengthen our Community to be Vermont's Employer of Choice		Launch Community Engagement Team	Solicit volunteers & form team in 1Q. Build sub-teams (Events, Recognition, Univ Relations, etc). & goals.	

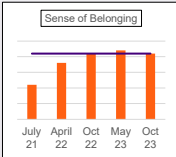
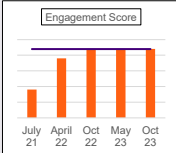
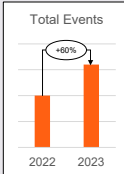
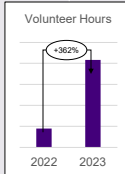
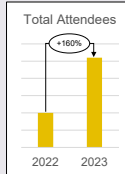
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2023: Strengthen our Fab 9 Community and be Vermont's Employer of Choice	 	Increase participation in the community engagement teams	Participation Tracking	

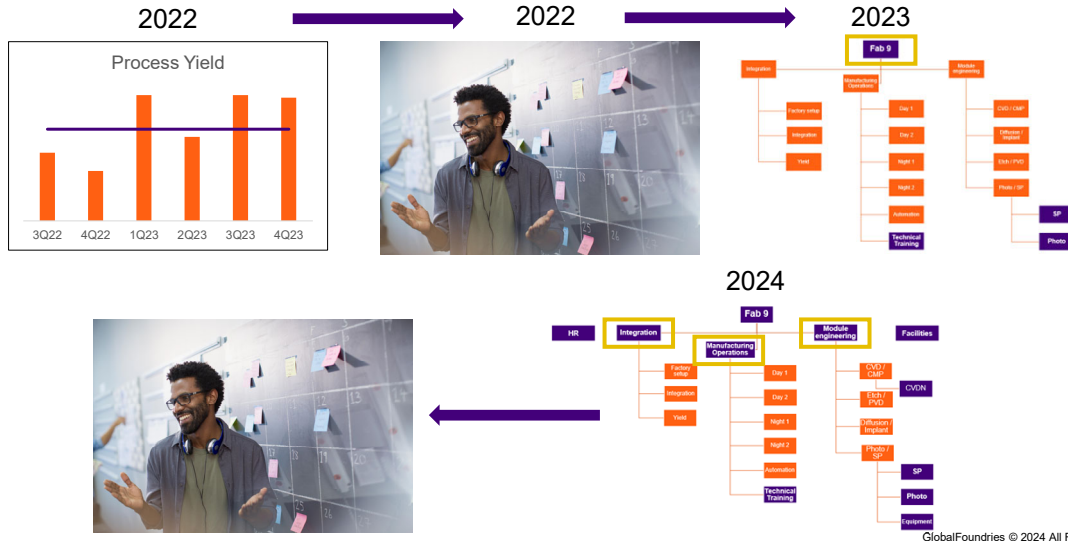
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2023: Strengthen our Fab 9 Community and be Vermont's Employer of Choice	 	Increase participation in the community engagement teams	Participation Tracking   	

Take away

#9 Embed strategy actions in your daily / regular management systems



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Why keep going ?



Develop our people



Improve business results

Templates

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C							
D							
T							
V							
Previous year Reflection		Current year – Therefore we must ..		Unresolved Issues			
Because our current state includes		Focus on these important themes in the coming year					

Reflection

Voice of the Customer:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

Background and Supporting Data

What our customers value most	Are we willing to meet expectations? Reset expectations?	Can we given the current trajectory?	If not, what gets in the way?

Reflection

Background and Supporting Data

Employee Engagement:	
Leader/Scope:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

	What went well? <i>Enablers</i>	Opportunities <i>Inhibitors</i>	Recommendations <i>Given future context</i>
Communication			
Roles and Responsibilities			
Training and Development			
Rewards and Recognition			

Reflection

Background and Supporting Data

Voice of the Employee:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

What our Employees value most	Are we willing to meet expectations? Reset expectations?	Can we given the current trajectory?	If not, what gets in the way?

Reflection

Background and Supporting Data

Long Term Strategy and Opportunities:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

Value Proposition	Strategic Goals	What disruptive change is necessary?	What steps need to be taken now?

Reflection

Background and Supporting Data

Voice of the Investors:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

What our investors value most	Are we willing to meet expectations? Reset expectations?	Can we given the current trajectory?	If not, what gets in the way?

Reflection

Background and Supporting Data

Imperative:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

What was accomplished?	What went well? <i>Enablers</i>	Opportunities <i>Inhibitors</i>	Recommendations <i>Given future context</i>

Reflection

Background and Supporting Data

Tactics:	
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

What was accomplished?	What went well? <i>Enablers</i>	Opportunities <i>Inhibitors</i>	Recommendations <i>Given future context</i>

Reflection

Background and Supporting Data

Metrics & KPI's	What metric or KPI ?
Leader:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

What was accomplished?	What went well? <i>Enablers</i>	Opportunities <i>Inhibitors</i>	Recommendations <i>Given future context</i>

Reflection

Background and Supporting Data

Business Process:	
Business Process Owner:	
Input: <small>(team, stakeholders, sponsor, etc.)</small>	

	What went well? <i>Enablers</i>	Opportunities <i>Inhibitors</i>	Recommendations <i>Given future context</i>
Standards / Standard Work			
Visual Controls			
Daily Accountability / Leader Standard Work			
Problem Solving			
Continuous Improvement			

4 Box Structured Communication Template: Topic Title

Background: What is the problem ?

Proposed state

Current State

Next steps and help needed



**End LEI Summit
Material**