

# 4PK ASSESSMENT: OPERATIONAL EXCELLENCE FRAMEWORK

4PK	ACTIVITY	DETAIL	Your Rating (1 - 3)	4PK Excellence
PRODUCT	Front Load Concept Stage	Enable Intense Study Period with Small Team of Focused Senior Engineers		3
		Involve Manufacturing, Key Suppliers		
		Other:		
	Work Deeply to Understand Customer	Go to Gemba		3
		Benchmark		
		Other:		
	Generate Sets of Solutions	Resist quickly fixating on a single solution.		3
	Converge Carefully	Set-based Engineering		3
		Experiment to Learn		
		Create Minimally Viable Prototype		
Create a Concept Paper	Aligns and Enrolls Organization		3	
	Launch Point for Engineering Work			
		<b>Totals</b>	<b>15</b>	
PROCESS	Value Stream Map (VSM)	Create Ideal Flow of how to do the work		3
		Highlight and remedy work-stream incongruities		
	Create and Clarify Milestones, add Quality of Event Criteria	Ensure Compatibility Before Completion requirements		3
		Add Digital Pre-Assembly and/or addl. Confirmation Requirements		
	Robust Change Request and Control Process	Change request process should be well-documented, understood, and followed.		3
	Commodity Development Plan	Parts Planning to Meet Process		3
		Parts Quality to Meet Requirements		
	Design Rules And Specification	Are the design rules and guidelines robust?		3
	Manufacturing Rules and Specification	Are the manufacturing rules and guidelines robust?		3
	Standard Architecture	Design to optimize/maximize common/platform content		3
	Standard Assembly	Design to optimize/minimize exclusive/new processes		3
	OBEYA	Centralized Planning Communication Site		3
Process-Driven Design	Minimize design complexity		3	
		<b>Totals</b>	<b>30</b>	
PEOPLE	Continuously Develop People	Hire to Fit Your Culture		3
		Training		
		Experience Multiple Projects, OBEYA		
		Tool Kit		
		Other:		
	Matrix Organization	Strong Functional Organizations for Deep Learning		3
		Dedicated team for Each Project		
Subject Matter Experts				
	Chief Engineer Focused on Customer			
	Front-Load Concept Stage of Development			

4PK	ACTIVITY	DETAIL	Your Rating (1 - 3)	4PK Excellence
	Matched Pairs in Engineering	Robust Engineering/Purchasing partnerships for enhanced supplier relations		3
	Inspiring Leaders	Strong Vision, Strategy, and Plan		3
		Excellent Leadership Characteristics		
	Management System (MS)	Outstanding MS characterized by exceptional leadership and robust operational frameworks.		3
			<b>Totals</b>	<b>15</b>
PERFECTION	Culture of Perfection	Passion for Excellence - Leadership		3
		Focus on Customer-Centric Value		
	Craftsmanship/Reliability	Functional Builds		3
		Tear-downs		
		Audits		
	Cross-Program Efficiency Improvements			3
	Managing Costs, Waste			3
	Managing Tradeoffs/Minimize Negative Attributes			3
		<b>Totals</b>	<b>15</b>	
KNOW-HOW MANAGEMENT	Supportive Culture for Learning	OBEYA		3
		Gemba Walk		
		Other:		
	Knowhow Reflection Repositories	Design Guidelines		3
		Manufacturing Guidelines		
		Problem-Solving Tools		
		Training Materials		
	Subject Matter Experts Permanent Position	Plus additional:		3
	Develop People to Think Scientifically	Mange know-how, keepers of knowledge repositories, helping people, developing and improving standards.		3
		A3's - Clear goals for project, problem, issue		3
		Trade-off curves		
Plan Do Check Act				
Recurrence Prevention System				
	Other:		3	
		<b>Totals</b>	<b>12</b>	