

LCI: LAITRAM CONTINUOUS IMPROVEMENT PROGRAM

I. Business Philosophy: Defines Company Values

II. Timeline

Mission Statement: defines our business

Vision Statement: 2-3 year vision

Completion Deadlines

Jan 1	Fiscal Year Beginning
Jan 15	Annual Business Plan <ul style="list-style-type: none">• Division CSFs.• Department/Team goals.
Jan 31	Performance Review (prior year) and Planning <ul style="list-style-type: none">• Review: Introspective self-assessment. Clear feedback, agreement on performance, specific examples.• Planning: Focus on vital few strengths to leverage and gaps worth fixing. Clear indicants and goals.
Feb 28	Compensation Decisions <ul style="list-style-type: none">• Focus on total compensation: base pay, benefits, and variable pay.
March 1	Departments and Teams <ul style="list-style-type: none">• Review Critical Success Factors.• Introduce LCI Theme of the Year.
March 15	Incentive Payments
April 30	Q2 Business Plan Review/Update
July 31	Q3 Business Plan Review/Update Mid-Year Review <ul style="list-style-type: none">• Discuss performance to date.• Update Performance Improvement Plan.
Oct 31	Q4 Business Plan Review/Update
Nov 30	Management Assessment Survey
Dec 31	Fiscal Year End

III. Principles to Practice

BE THE BEST YOU CAN BE

Values drive choices, shape habits, and determine happiness.

- We are each a work in process. By nature we change; by choice we improve.
- Be introspective. Understand strengths and weaknesses.
 - Admit mistakes. No "victim mindset."
- Never compromise philosophy principles. No "errors of intent."
- Passion to improve. Ideas matter. Learn from experience—yours and others'.

Be objective when making decisions.

- Seek truth. Face facts as they are, not how you want them to be.
- Challenge assumptions. Use reason to integrate all relevant facts.
- Don't let envy, ego, or other emotions distort your view.

Make a difference. Be self-managed.

- Begin with the end in mind. Focus on the vital few; next action(s).
- Think like an owner. What's best for the company? Frugal mindset.
- Push for what you believe to be important.
 - System is fair. People make mistakes.
 - Appeal decision up the chain and/or speak confidentially to HR.
 - Don't play "ain't it awful." Fully support the final decision or leave.

Have fun at work. Take pride in yourself, your work, and the Company.

MAKE THE TEAM THE BEST IT CAN BE

Commitment: Give it and expect it from others.

- High performance teams: clear purpose, shared vision, passion, and values.
- Deliver excellent work; get the right things done.
- Highest and best use of each team member's talent and skills.
- Understand importance of individual impact on team and company.

Build trust and open communication.

- Listen. Keep an open mind. Seek first to understand.
- Ask, "Who should know this?" Use appropriate channels; no email debates.
- Be completely honest. Avoid surprises. Be proactive with bad news.
- Appreciate and acknowledge the contributions of others.
- Presume competence and good intentions. Loyalty to the absent.

IV. Manager/Supervisor Role

Create an environment where talented and motivated people thrive.

- Champion the LCI Program. Set the example.
- Help each individual succeed. Highest use of each person.
- Promote continuous improvement. Shared values/goals.

Limit active priorities. Clear on vital few and next action.

- Systematically review issues. Communicate process to resolve.

Encourage initiative. Give guidance. Expect self-management.

- Ask questions. Don't control. Measure results. Expect mistakes.
- Give feedback in context. Focus on the important. Promote introspection.

Create a challenge culture of mutual trust and partnership.

- No egos. No barriers. No secrets. No politics.

V. Productivity

A Team of High Performance Teams

- Specialize, collaborate, and align.
 - One team: no "us vs them."
- Flat structure; decentralized teams of experts.
 - "All workers manage and all managers work."

Simplify

- Define a clear and limited purpose.
 - Begin with the end in mind.
 - Understand what's important and why.
- Limit active priorities.
- Clarify and reduce process steps to essentials.
- Simple information and language.
 - "Roughly right" fit for purpose.
 - Short reports, simple graphs and pictures.
 - No complex data.
 - Use examples to clarify concepts.

Operational Excellence

- Zero-defect execution; eliminate errors and waste.
- Measure and communicate what's important.
- Smooth throughput; eliminate bottlenecks.

Continuous Discovery, Innovation, and Learning

- Experiment with ideas. Test fast, fail fast, adjust fast.
 - Low-cost mistakes.
 - Learn by doing, assess, and redirect.
- Feasibility to test and de-risk.
 - Small steps; 80/20 phasing; assess at each stage.
- Challenge assumptions; avoid false confidence.
 - Ask, "How do I know?"
 - Deep drill to understand facts firsthand.

Group Meetings

- Understand purpose, context, and agenda.
- Seek first to understand other views.
 - Don't interrupt or dominate discussion.
- No conclusions before understanding the facts.
- Seek truth and share ideas.
- Speak up when you disagree.

LCI Teams for Problem Solving

Small groups with people closest to the problem and cross-functional expertise.

1. Select and clarify the problem.
2. Evaluate causes.
3. Develop and test a solution.
4. Implement and measure results.