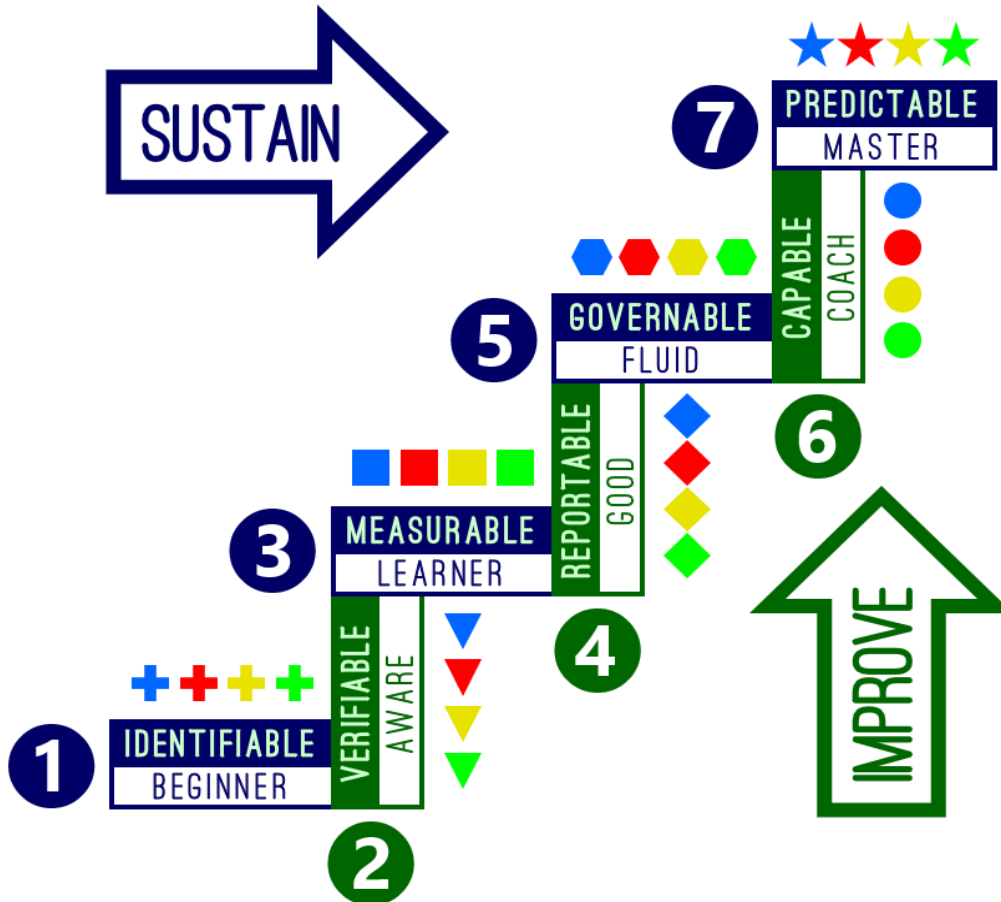









# Business Chakras

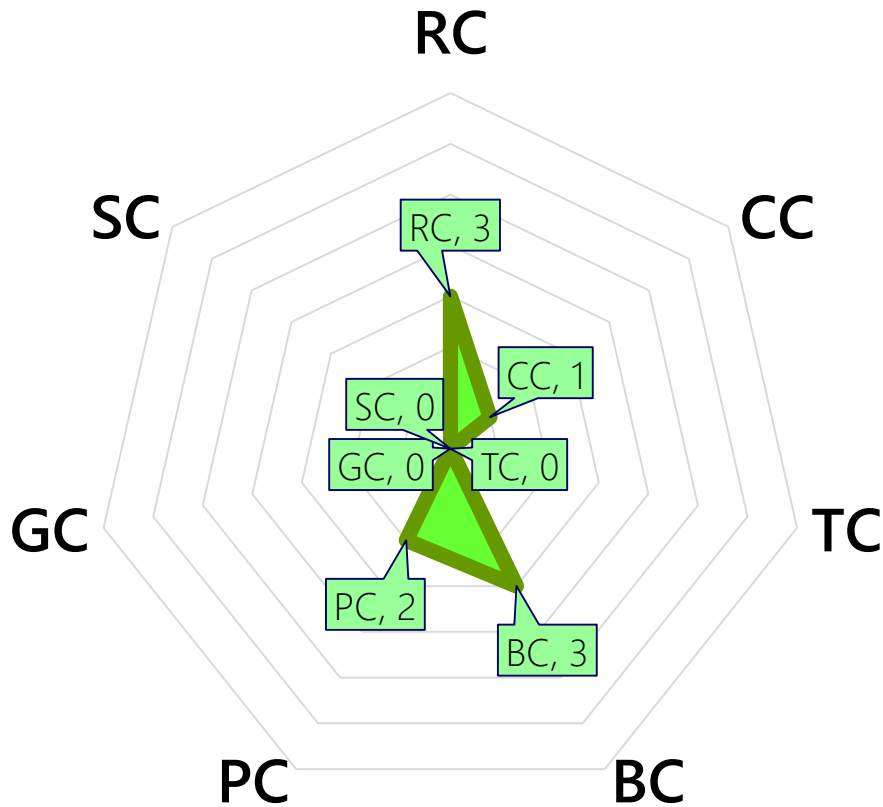


**B:** Missing | **R:** Not OK | **Y:** CAPA OK | **G:** OK

# Facilitated Assessment Details

## ABC Company

ELEMENT	IDEAL STATE	L	TELEGRAPHIC REMARKS	ST*
<p>RHYTHM CHAKRA ROBUST BASICS</p> 	<p>Operation always at 100% Capacity                      Ø Stock-out and Ø Loss of Sale                      Ø Pile-up (Inventory), Ø Defect, Ø Set-up                      Minimum Order Quantity = 1                      Clear giver and taker – passing the baton                      Implied Triggers for Start/Stop (Kanban)                      100% Full-kitting and On-time-in-full Deliveries</p>	I	Visible	G
		V	Pr Map + Doc	G
		M	S&M ? OPS OK	Y
		R	Reporting TBD	B
		G		
		C		
		P		
<p>CONTINUITY CHAKRA PROSPEROUS PARTNERS</p> 	<p>Ø Overdue Receivables and Payables                      Ø Manual Intervention for Bookkeeping                      Ø waiting queue for approvals                      Ø Idling Finance/Cash                      Ø Documentation Errors                      100% On-time-in-full Payments                      100% Compliance to Laws of the Land</p>	I	Some rhythms	Y
		V	Standard SOP?	R
		M		
		R		
		G		
		C		
		P		
<p>TOP-DOWN CHAKRA PERSONAL POWER</p> 	<p>100% People have clearly defined targets                      Unambiguous Standards for Computing KPIs                      Coverage: Customer   Finance   Process   Learning                      100% Plans have Contingency Buffers                      Rolling Frozen Yearly, Quarterly, Monthly, Weekly and/or Daily Planning                      -1 (Actual for Learning), 0 (Current for Focus), +1 (Plan for preparing Full-kit), +2 (Forecast for planning Full-kit), +3 (For meeting the demand)</p>	I	Not practiced	R
		V	SOP made	G
		M		
		R		
		G		
		C		
		P		
<p>BOTTOM-UP CHAKRA CARING MOTIVATION</p> 	<p>100% monitoring of driver metrics at grass roots                      100% teams have updated scoreboards                      Innovation/Improvement, Productivity, Quality, Cost, Delivery, Response, Time, Safety, Morale                      100% fulfilment of Daily Standing Meeting, Weekly Sharpening Discussion, Monthly Management Review and Board Meetings                      Documentation and Tracking of Actions Measures till validation of effectiveness and updating of standards                      100% on-time completion with Ø Manual follow-up</p>	I	Informal reports	G
		V	Perceived STD	G
		M	Monitoring TBD	Y
		R	Report Automation	R
		G		
		C		
		P		
<p>PROGRESS CHAKRA CONVINCING CHANGE</p> 	<p>Prioritisation with standard factors by all teams. Scientific method.                      Pareto used to drill down to root cause. Thorough RC Validation.                      Simulation to regenerate the prediction failure                      Controlled trial to confirm the occurrence/detection                      Robust Corrective and Preventive Actions                      Validation of killing of the issue with corrective action                      Creating/Updating of Unambiguous Standards                      Updating of audit checklists to include new standards</p>	I	Kaizens done	G
		V	SOP to be made	Y
		M	Data collection?	R
		R		
		G		
		C		
		P		
<p>GROWTH CHAKRA PERCEIVING UNSEEN</p> 	<p>100% of Meetings end with After-Action-Review (AAR).                      Outcome of AAR always leads to Creating/Updating of Policies, Guidelines, Procedures, Standards, Processes and/or Practices.                      Ø delay in communicating the learning to all the involved employees with active confirmation of learning                      100% Employees participate in regular structured debates and discussions on the learning.                      100% Employees speak on how they will incorporate the learning during Daily Standing Meetings</p>	I	No Structure	R
		V		
		M		
		R		
		G		
		C		
		P		
<p>SUCCESS CHAKRA SUSTAINABLE GROWTH</p> 	<p>Revenue CAGR &gt; Industry Growth Rate or GDP, whichever is higher.                      Profitability &gt; 2x of the best interest rates for any secure investment.                      RoI &gt; that the best return rate for deployment of capital in market.                      Market Leader with &gt; 2/3 Global Market Share.                      Favourable Reviews in all Social Media Platforms.                      Best in class Remuneration for Employees.                      100% Adherence to Ethical and Moral Guidelines.                      Delighted Stakeholders (CAGR&gt;GDP Rate)</p>	I	Mostly Fire Fighting	B
		V		
		M		
		R		
		G		
		C		
		P		



LEVEL	ATTRIBUTE	EXPLANATION	
1	BEGINNER	IDENTIFIABLE	THE RESPECTIVE FLOW WITH A RHYTHM IS BEING REGULARLY PRACTICED AND CAN BE CLEARLY IDENTIFIED.
2	AWARE	VERIFIABLE	THE RESPECTIVE FLOW CAN BE EASILY VERIFIED BY COMPARING WITH THE DOCUMENTED STANDARD
3	LEARNER	MEASURABLE	THE PERFORMANCE (EFFICIENCY AND EFFECTIVENESS) OF THE RESPECTIVE FLOW CAN BE MEASURED
4	GOOD	REPORTABLE	THE PERFORMANCE OF THE RESPECTIVE FLOW IS BEING REPORTED REGULARLY ON-TIME FOR REVIEWING
5	FLUID	GOVERNABLE	THE PERFORMANCE OF THE RESPECTIVE FLOW IS BEING MONITORED, CONTROLLED, STEERED AND GOVERNED
6	COACH	CAPABLE	THE PERFORMANCE OF THE RESPECTIVE FLOW IS CONSISTENTLY MEETING THE TARGETS AND SPECIFICATIONS
7	MASTER	PREDICTABLE	THE PERFORMANCE OF THE RESPECTIVE FLOW IS BEING PREDICATED FOR TAKING PREVENTIVE MEASURES

**Summary (including comments on Leadership Effectiveness)**

Even though the entire team is striving to accomplish a lot, the main focus is on dousing the fires ignited, mainly by the customer issues. Whenever possible the leadership team is focusing on other topics.

**Recommendations (including Changes in Leadership Behaviour)**

Establish a common understanding of the expectations across the entire hierarchy and then delegate and empower the lower hierarchy levels to douse the fires, while the higher hierarchy levels can involve themselves in scientific organisational problem solving to avoid the fires.