The Path to Manufacturing Excellence

How to Harness Your Plant's Improvement Power

Unless your organization is unique, it's been under assault over the past fifteen years from intense competitive pressures. In response, you and others have ordered up a veritable alphabet soup of improvement initiatives: QCC, STS, TQC, TQM, SPC, JIT, DOE, ERP — does it ever end? Or you've turned to the "non-alphabetized" menu: benchmarking; reengineering; cycle-time reduction; supply chain management; synchronous, lean, and agile manufacture; or six sigma.

If yours is like most companies, you have already tried any number of these approaches — to improve customer delivery performance and satisfaction, to reduce defects and lower manufacturing costs, to improve machine reliability. And though each has significant merit, many implementation plans fail and become mere programs-of-the-month, lost in a glut of competing initiatives. Yet the need to outflank or at least keep pace with the competition remains — and with that, the need for nearly incessant step-change improvement.

KEPNER® TREGOE

Through industry research and discussions with clients, Kepner-Tregoe has found a number of reasons why initiatives aimed at manufacturing improvement have failed. Among them:

- **Initiative glut** – In an attempt to achieve manufacturing excellence, organizations take on too many projects all at once. Project A robs resources from project B, progress slows, and people begin to burn out.
- **Magic bullet thinking** – Executives jump on the latest fad, with the assumption that one simple solution will quickly and painlessly resolve quality, cost, and customer service issues and open the door to excellence. But it's not that easy; situations with complex causes require multifaceted solutions.
- **Unwieldy improvement programs** – As an example, a manufacturing improvement program assumes that everyone must be trained before changes can be made. Or management focuses on soft skills and attitude change, rather than on performance. The results...minimal.
- **No pragmatic, bottom-line, short-term goals** – Long-range targets such as "zero customer complaints" or "six sigma" are not translated into short-term goals. Individuals are never clear on what they are supposed to do differently, so they merely maintain the status quo.
- **Change management is "underwhelmed"** – Managers often underestimate the task of leading change. They announce a new program, set targets, and then stand back and wait for the results. But engineering high performance takes careful planning and ongoing attention to detail.

- *Carte blanche* **empowerment –** Teams are established but not given a clear performance challenge; social skills are substituted for building employees' technical knowledge. As a consequence, a team may be able to come to a consensus, but its recommendation still may be unworkable.
- **Complexity strangles excellence –** Complexity is the lower 50% of products or customers, when ranked by sales, that account for only 5% or less of revenue. Making low volume products and chasing low volume customers compromises quality and delivery, drives up costs, and consumes time that the organization could otherwise dedicate to improvement.
- **Neglecting manufacturing basics –** Many organizations try for homeruns — sophisticated solutions, usually requiring big front-end investments that attempt to reap a big payback. This often shifts attention off the "non-negotiable" basics of daily manufacturing discipline.

Homerun thinking is pervasive. Too often organizations have neglected the basics of daily management and assumed that homerun initiatives would win the game. Often they fail miserably. A major automotive company invested billions in automated assembly equipment, and then watched it stand idle because maintenance people lacked the skills to keep it running. A healthcare company initiated an intensive and costly six-sigma program, but has yet to achieve consistent three-sigma performance. Experts in statistical process control and design of experiments are often sent in to make quick, dramatic improvements, but without a stable underlying infrastructure, there is no broad-based, enduring support for continuous improvement. Others have rushed to try operator-based maintenance in an adversarial union/management climate where strict "lines of demarcation" between operators and skilled tradespeople prevailed. In cases like these, gains do not hold.

Back to Manufacturing Basics

Kepner-Tregoe's approach to manufacturing excellence is designed specifically to overcome major pitfalls. We are not a purveyor of homeruns. Instead we focus on the basics of manufacturing discipline — "How are we running? What can we do *today* to optimize *today's* production?" We help build organization capability by constructing a solid foundation of technical knowledge, so that everyone in the organization knows how to perform their jobs. We provide analytic tools for problem solving and problem prevention, facilitate development or clarification of standard operating procedures, stabilize and standardize processes, and guide management in establishing an empowering environment that leads to high-performance involvement. And then we turn individuals and teams loose to work on quality, uptime, equipment efficiency, and customer satisfaction...in short, to drive for manufacturing excellence.

Defining Manufacturing Excellence

Assume for the moment that your organization has gotten its strategy right — that it is offering the right products to the right customers at profitable pricing. Manufacturing excellence, then, is the vision of "perfection" that guides an organization's leadership in a relentless drive to improve the core value-creation process flow, from raw materials to finished product.

Excellence also encompasses the administrative and logistical processes that support the core process flow: order entry, production scheduling, procurement, and so on. It won't do to make a perfect product and ship it to the wrong customer.

Any measure of manufacturing excellence should consider these parameters:

Area	Parameter ("Approaching…")	Measure
Quality or yield	Zero defects or "six sigma"	Acceptable Units ÷ Total Units Produced
Uptime of process or equipment	100% of scheduled hours	Run Hours ÷ Scheduled Hours
Speed of process or machine efficiency	100% of standard	Actual Units per Hour ÷ Standard Units per Hour
Delivery to customers	100% shipment to customer request	On-Time Orders (or Units) ÷ Total Orders (or Units) Shipped
Complaints from customers	Zero	Complaint-Free Shipments ÷ Total Number of Shipments

To take this model a step further, these measures can be factored together in a single measure that we call the **Operational Effectiveness Index**:

% Quality X % Uptime X % Standard Speed X % On-Time X % Complaint-Free Shipments = Operational Effectiveness Index

This index provides a tough test. And grades fall quickly. In fact, an operation that scores even 80 percent has demonstrated remarkable discipline and consistency.

The Excellence Payoff

No one has said that the journey to manufacturing excellence is easy. It takes commitment to a *vision* of excellence and a persistent *effort* over time. But the results are well worth the investment.

If we look at just the first three components of the Operational Effectiveness Index, (Quality x Uptime x Speed), we find that most organizations operate in the 40 to 70 percent range.

	Automated Machinery	**Automatic Assemblers**	**Automated Packers**
Quality (Yield)	99	98	98
Uptime	95	95	90
Performance (Speed)	50-80	40-85	60-80
Operational Effectiveness Index	47-75%	37-79%	53-70%

Source: Gandelot, Howard K. "Total Productive Maintenance: A Strategy for Increasing Productivity," American Supplier Institute presentation, 1997.

World-class performance is achieved when these measures are in the 85–96 percent range. And according to Wireman, organizations that work toward world-class status can expect labor productivity and throughput to rise to 100–200 percent or more of current levels; defects to be reduced by 50–100 percent; and staffing, maintenance, and energy costs to fall to 30–50 percent of current levels. And the number of employee suggestions, a surrogate measure of morale, typically will increase by 200–300 percent. Our own work with clients shows that, in a modest-sized factory, a one percent improvement can be worth as much as $150,000–$400,000.

Typically, these results require a concerted effort over about a three-year time period. And that effort must embrace both the human and technical sides of change.

Levers for Excellence

Kepner-Tregoe's approach to manufacturing excellence seeks to build a foundation of organization capability and manufacturing discipline that can respond to the challenge of excellence. Our work centers on the human and technical "levers" that have the greatest initial and ongoing impact on an organization's Operational Effectiveness Index. Deployment of technical knowledge, problem-solving and decision-making competence, and performance system design are three human levers that augment organization capability. Technical levers are the variation reduction, maintenance, and production scheduling systems. When the technical systems and human capability levers are pulled in tandem, the result is a culture of "high-performance involvement," with "all minds on board" and engaged in making ongoing improvement a way of life.

High-Performance Involvement

Why it matters

High-performance involvement rests on the premise that every employee's contribution is vitally important. Your organization simply cannot achieve excellence without everyone contributing their knowledge and experience to resolving current problems, reducing variation wherever it exists, and anticipating and eliminating future problems. This is not empowerment for its own sake, but involvement directed at improving quality, cost, and customer satisfaction.

The 1997 *Industry Week* "Census of Manufacturing" corroborates this approach. The survey of more than 1,000 manufacturers showed that in virtually every category associated with manufacturing effectiveness (including first-pass yield, scrap rates, cycle-time reduction, and productivity improvement), companies with greater numbers of empowered employees outperformed those with few or no empowered employees. For example, when comparing companies with no employees in empowered or self-directed work teams to those having 100 percent participation, first-pass yield improvements (over the last five years) rose from 71 percent to 93 percent. Cycle-time reductions of more than 50 percent rose from four percent to 24 percent, and significant productivity gains (greater than 50 percent) rose from nine percent of the reporting organizations to 24 percent.

Organization Capability and Manufacturing Excellence

Pulling the organization capability levers is no small task. While it's relatively easy to ride a horse in the direction it's going — that is, to manage an organization in a relatively steady state — it is another thing altogether to change directions and to implement manufacturing excellence while galloping at full speed to meet customers' rapidly changing needs.

If an organization is to achieve manufacturing excellence, the people involved almost inevitably need enhanced technical, job-related knowledge and skills. They also need critical thinking skills to form a common language for initiating and implementing change. And, they need to work in an empowering environment — with unambiguous performance expectations and goals, clear feedback, and recognition and rewards for taking steps to make excellence a reality.

Technical Knowledge

The first driver of organization capability is the deployment of technical job knowledge at all levels of the organization. To quickly gauge your organization's capability, ask yourself, "Do our production associates know the critical process variables and machine setpoints? And do they know the effects on product quality when those setpoints drift? Do design engineers know enough about tolerance design to design robust products? Do process engineers know advanced experimental design well enough to quickly and easily optimize current processes?"

Knowledge is a prerequisite to empowerment. Too often responsibility is assigned without seeing to it that its new owners have the knowledge and experience to be successful. Again, you simply can't get there without "all minds on board."

Critical Thinking Skills

The second factor in building organization capability, in our view, is the development of critical thinking skills. Kepner-Tregoe's analytic tools for problem solving, problem prevention, and decision making provide a common denominator that speeds information gathering, analysis, and transfer throughout the organization. Critical thinking becomes the "vocabulary" of empowerment, as all levels and functions begin to speak a common language.

These thinking skills also equip people with a "what-could-go-wrong?" proactive mindset that is essential to improving manufacturing effectiveness. Manufacturing excellence cannot be achieved from a reactive stance — by only responding to problems after they have occured.

Empowering Environment

The final human ingredient for effective change is leadership's conscious intervention in the organization's human performance system — the set of signals, feedback, rewards, and sanctions that drive organizational behavior at any given moment.

It is not enough to merely announce a goal of organizational excellence, empowerment, or six sigma. Leaders must be clear about how the goal translates into specific behavior, so that everyone is able to answer the question, "What am I supposed to do, do differently, or stop doing?" Then feedback mechanisms (for example, data systems, peer feedback, and management coaching) must be put in place so that all can measure and evaluate their activities against expected performance. Finally, formal and informal rewards and sanctions must be aligned so that they, too, support the set of behaviors that will yield excellence. We call the sum of all these factors the human performance system.

Designing human performance systems is not a widespread management skill. Some leaders intuitively do the right things to evoke change, but still lack a means of consistently creating desired levels of performance long-term in their organizations. So we arm the management team with a Kepner-Treoge model for Engineering the Performance System, as an aid to creating an empowered environment.

If your organization assumes that sustained systems improvements are possible without addressing the human performance side of the equation, think again. Only when an organization puts human capability first do its people respond by putting the organization first and dedicating themselves to achieving excellence.

Systems Improvements for Manufacturing Excellence

Along with building "organization capability," Kepner-Tregoe's approach to manufacturing excellence necessitates major improvements in three primary technical areas — variation reduction, equipment reliability, and production scheduling. In each of these areas, Kepner-Tregoe's analytical tools aid in identifying, prioritizing, and resolving issues that are critical to achieving excellence.

Variation Reduction

First and foremost, the organization must recognize that making a product "in spec" is not good enough anymore. If much of the product is near spec limits, you can be sure that normal drift in the process will create lots of rejects. The answer? A relentless drive to reduce variation within production processes.

Kepner-Tregoe sees variation reduction as a four-step procedure:

1. Standardize the process;
2. Stabilize the process by removing "special cause" variation;
3. Quantify cause-and-effect relationships between input variables and product outputs; and
4. Control the process to hold quality gains.

To standardize a manufacturing process, "doing it the same way, every day, all shifts, all associates" must become the watchword — and, in fact, the daily practice. Defining and adhering to standard operating procedures is important; so is determining optimal settings for critical process variables. And processes must be put in place to deal with problems when they do occur. Optimal processes must be defined by performing designed production experiments. Finally, special effort should be directed toward tracking process performance, both to validate experimental results and to be sure that quality gains are sustained over time.

Our logic around variation reduction is nothing new; rather, it is a basic "blocking and tackling" approach. Its strength lies in building a stable foundation of daily manufacturing discipline. Without the standardization and stabilization, "break-through" improvements leveraged by internal gurus using advanced statistical tools are unlikely to take hold.

The effort to reduce process variation is not just the work of process engineers, statisticians, and six-sigma black belts. Everyone's involvement is needed. Operators must be engaged in determining the levels for process settings in designed experiments. Not only do they have the best ideas on how the process should be run, but also their buy-in to the experimental results is critical to running the process optimally. Further, when variation reduction is "pulled" onto the floor by production associates, their interest fuels further advances and helps to build a climate of continuous improvement that will reap dividends year after year.

Equipment Reliability

Hand in hand with the effort to reduce variation in the manufacturing process, an organization must undertake improvement in equipment reliability. It is not enough to reduce equipment breakdown time and optimize preventive maintenance. Losses due to job changes, equipment adjustments, sub-par machine speeds, and maintenance-related defects must also be considered.

There are four steps in building world-class levels of equipment reliability:

1. Stabilize production equipment;
2. Develop operator-based "routine maintenance";
3. Institute planned maintenance; and
4. Develop enhanced maintenance tracking and reporting.

Joint maintenance and production teams undertake the initial effort to stabilize equipment and restore it to "day-one" or "good-as-new" status by systematically employing Kepner-Tregoe's Problem Analysis and Potential Problem Analysis to resolve current issues and anticipate maintenance problems. Operators then begin to assume responsibility for monitoring equipment performance, conducting routine maintenance, and performing or assisting with job changes. This frees up skilled maintenance employees to implement predictive maintenance, error-proof equipment, and design quick set-up and changeover procedures.

Once routine maintenance has been handled, each joint production/maintenance team moves on to consider the scheduling of planned maintenance. The aim is to change maintenance from a reactive to a proactive process aimed at eliminating all forms of downtime. Each team works to develop and pilot standard maintenance schedules and processes and procedures for optimizing equipment capability. Then planned maintenance is linked to job changes so that maintenance activities can be accomplished within the standard work week, without adversely affecting production.

In taking the final step to establish procedures for ongoing monitoring of equipment performance, many organizations make use of the Computer Maintenance Management System (CMMS) to formalize maintenance tracking.

These equipment reliability/maintenance activities, like the variation reduction activities, are kicked off during team work sessions. In these sessions, Kepner-Tregoe problem-solving and decision-making skills are introduced or reviewed. Those processes are then applied to the work at hand, with the intent of producing tangible results before the conclusion of the session.

Production Scheduling

Production scheduling is the third systems lever to be scrutinized. Here the challenge is to minimize inventory, maximize inventory turns and, at the same time, minimize time lost to job changes.

Some operations have turned to just-in-time (JIT) manufacturing to minimize inventory, but there are problems with this approach. While the JIT concept of reducing job-change time to zero allows for batch sizes of one — in theory — this goal can be tough to accomplish in practice. Major investments in current process equipment are often an impediment to streamlining changeovers. A complex product mix can also stand in the way of JIT production. Given these limitations, many organizations have sought to minimize inventory by handling high- and low-volume products differently, based upon an A-B-C categorization. "A's" are the highest volume products which are run based on sales forecasts. Materials for moderate-volume "B" products are ordered based on forecasts, and then run at the time of customer order. Finally, the lowest-volume "C" products are sourced and run only "on demand." This approach minimizes low-volume inventory that may never sell, but it also maximizes the number of job changes. Low- and moderate-volume products are choking production of high runners.

Analyzing the financial consequences of an organization's production scheduling process and policies often leads to simple changes. We consistently find that the lower 50 percent of an organization's products comprise at most five percent of total sales. "What-if" scenarios show that when the anticipated annual volume of each low-volume product is scheduled to run the first time it is ordered, job changes, capacity, cost, and quality are all positively affected. And at that point, the balance of the product mix could be handled more easily with just-in-time, synchronous, or lean manufacturing principles.

The Kepner-Tregoe Approach

The foundation for manufacturing excellence, then, lies in a systematic approach to several organization capability and technical systems levers for change, and in the development of a culture moving towards high-performance involvement. Kepner-Tregoe helps clients to build this climate for lasting change through the power of our critical thinking processes, a set of unique and customizable tools, and a step-by-step structure for our interventions.

Problem-Solving and Decision-Making Processes

Kepner-Tregoe's approach to results-based skill development centers on four core analytical processes: Situation Analysis, Decision Analysis, Problem Analysis, and Potential Problem Analysis. To support the organization capability, we ensure that the transfer of these critical skills takes place in the context of an overall performance system, with clear and appropriate expectations, feedback, and consequences.

Tools for Change

Process Application Kits (PAKs)

To strengthen the institutionalization of Kepner-Tregoe's core processes for solving and preventing problems and making decisions, we've designed Process Application Kits (PAKs) for manufacturing excellence. A PAK is a specific application of a Kepner-Tregoe process that provides a consistent method for handling a particular production issue. A set of PAKs, tailored for each client's environment, details *who* should use a particular Kepner-Tregoe process, *when* or under what circumstances, and *how*. Each PAK delineates specific behaviors that become standard procedure and are incorporated into production documentation.

Each PAK contains a template of "thought-starters," decision objectives, potential problems, likely causes, and other context-specific help. Organizational objectives and procedures are also built into the template. To ensure success, we help organization leaders to define their role in implementing and monitoring the behavior changes incorporated in each PAK. The resulting custom templates represent Kepner-Tregoe's experience combined with the best of the client's knowledge.

Process Application Kits specifically support both the human performance and system improvement levers for manufacturing excellence. For example:

- **The Variation Reduction PAK** focuses on the creation of a cause-and-effect diagram to identify variation sources at each step in a production process, and the Kepner-Tregoe Situation Appraisal process is used to identify and then define specific variation reduction priorities.
- **A Standard Operating Procedures/Setpoints PAK** based on our Situation Appraisal and Potential Problem Analysis processes helps to ensure consistency in these areas for all operators on all shifts.
- **Several PAKs based on Potential Problem Analysis** help organizations manage the unexpected consequences of planned changes; among these are PAKs for run planning and review, engineering change notices, and new equipment installation.
- **A PAK for major maintenance shutdowns** includes a Decision Analysis template for establishing shutdown project priorities, as well as Potential Problem Analysis activities on the project plan and daily maintenance task lists.

Issue Resolution PAKs

We install Issue Resolution PAKs as a means of capturing, prioritizing, tracking, and recognizing the resolution of an organization's critical manufacturing issues — actual and potential production problems and the numerous decisions and implementation actions they necessitate.

Issues may be tracked at several levels. Typically, a team or production line tracks minor issues with a standardized shift log. Issues that are beyond their resources and authority are elevated to a departmental or organization-wide listing. Activities managed through an Issue Resolution System range from single corrective actions to multifaceted improvement projects.

Issue Resolution Systems are built on Kepner-Tregoe's Situation Appraisal process, in which issues are gathered and prioritized and additional analyses and action commitments are noted. Whether the Issue Resolution System is captured in a spreadsheet on a shared network drive, or on a poster-sized chart in a dedicated "war room," its purpose is to keep the current status of high-priority issues visible to all.

Issue Resolution Systems cultivate accountability and shorten problem-solving and decision-making cycle time. Simultaneously, they bolster the use of other analytical processes (Problem Analysis, Potential Problem Analysis, and Decision Analysis). In the short run, they make it easier for top management to track what's going on in the organization; more importantly, Issue Resolution Systems facilitate recognition and reinforcement of timely and effective closure on challenging problems and decisions.

Steps to Manufacturing Excellence

A typical project aimed at achieving excellence includes the following steps:

Step 1: **Organization Analysis** to identify central business issues; ascertain current performance levels in quality, equipment reliability, and production scheduling; define performance system barriers; determine technical skill requirements; and assess the organization's readiness for change.

Step 2: **Leadership Work Session** to first develop commitment to a common vision of manufacturing excellence, then to agree on high-priority improvement areas and develop plans for addressing those areas and for tailoring of pertinent Process Application Kits (PAKs).

Step 3: **Customization of Process Application Kits** (PAKs) to ensure that the PAKs fit into client systems and work routines.

Step 4: **Training of client process coaches and consultants** to develop people to teach, coach, and drive the application of Kepner-Tregoe problem-solving and decision-making processes within their areas or departments.

Step 5: **Deployment of human performance system modifications** to see that the organization's vision of manufacturing excellence and the behavior changes prescribed in PAKs are supported by clear management expectations, feedback, rewards, and sanctions.

Step 6: **Department-focused work session**(s) to develop departmental commitment to the common vision of excellence; to initiate rigorous KT process application at this level; to establish a group Issue Resolution System; and to introduce the relevant Process Application Kits (PAKs). Each work session has a clearly focused theme and predefined topics for the group to work on. They are conducted by Kepner-Tregoe; client process coaches then work closely with our consultants to facilitate application and continue work with sub-teams.

Step 7: **Implementation work sessions for natural work teams** to introduce these teams to the vision of excellence, and train them in Kepner-Tregoe processes and relevant Process Application Kits. These teams apply process to issues generated in department work sessions. For example, one team work session might focus on SOP's, process stabilization, and variation reduction; another on improving maintenance and reducing job-change time.

Step 8: **"Go Live" on Process Application Kits** to officially "turn on" Process Application Kits as the standard way of doing business, once a critical mass of people within the organization or department have been exposed to the procedures.

Step 9: **Coaching process consultants** to mentor client leaders in attaining Problem Analysis/Decision Analysis process-facilitation capability and a working knowledge of human performance system design; to coach process consultants through application and results measurement.

Step 10: **Project Closeout** to ensure project deliverables are completed and project objectives have been met.

The Kepner-Tregoe Difference

The last thing we want is for our clients to be saddled with another flash-in-the-pan initiative, so we often flex our approach to overcome the common pitfalls that short-circuit success.

For example, when there is evidence of an initiative glut — too many simultaneous projects diluting people's effectiveness — we help the organization review and reprioritize projects and dedicate resources to the "critical few" projects with the greatest impact on manufacturing excellence. We overcome the tendency towards big, unwieldy improvement programs by working with individual teams or production lines one at a time, and we help managers develop short-term "stretch goals" for rapid improvement. Our whole effort is geared on daily management, getting the most from what you've got, overcoming the urge to rely on magic bullet solutions.

Beyond the Magic Bullet

Are Kepner-Tregoe's tools for change a panacea? Will our processes, work sessions, process consultants, PAKs, Issue Resolution Systems, and performance system design cure all ills? Absolutely not. There is no single magic bullet.

We clearly acknowledge the need for additional tools. Many organizations will need to turn to design of experiments (DOE), design for manufacture and assembly (DFM/DFA), or statistical tolerancing, to name just a few.

Our approach does not include specific statistical tools and techniques. But their successful implementation necessarily rests upon the foundation of process standardization, stability, and manufacturing discipline that are the focal points for our Manufacturing Excellence model. Success is built upon consistent, rigorous use of Kepner-Tregoe problem-solving and problem-prevention tools. Our task is to eliminate the barriers that support the status quo, and then to harness the organization's collective "improvement power." With this *organization capability* as the precursor, we create a human performance system where people learn to make manufacturing improvement a part of everyone's everyday work.

The Results

As we have demonstrated, Kepner-Tregoe's work in Manufacturing Excellence pays off, big time. When our clients dedicate themselves to excellence through institutionalizing Kepner-Tregoe's analytic processes, they realize significant gains on every operational measure: quality, uptime, speed/efficiency, and customer delivery. And of course, the bottom line. Our successful clients see annual reductions in actual manufacturing costs of three to five percent on an ongoing basis.

A Final Word

We know from years of experience with major change implementation that defining the vision — that is, knowing what to do — is only a small part of the answer. Sticking it out through implementation is where the perspiration, the real work, comes in. As part of our corporate commitment, we work side by side with our clients as they work through countless implementation issues. In the end, we measure our success by our clients' success.

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Kepner-Tregoe at a Glance

Kepner-Tregoe has earned a worldwide reputation for improving business results through people.

A global leader in effecting successful change and improvement, Kepner-Tregoe helps its clients achieve lasting results through a proven approach of Process, Facilitation, and Transfer.

Focusing on the needs of the organization's people — their skills, capabilities, and performance environment — Kepner-Tregoe continues to find innovative ways to integrate human resources into an organization's strategy, structure, and systems, and the processes by which its goals are accomplished.

Working across boundaries, at every level of the organization, Kepner-Tregoe provides common processes and methodologies to implement successful change initiatives.

Through its focus on the human side of change, Kepner-Tregoe helps clients achieve a real and sustainable competitive advantage, one based on the collective knowledge, skills, and capabilities of their people.