



The High-Performing Contractor Assessment Program Update

***** World-Class Companies' Improvement Principles

The following are based on observations of what drives world-class companies. They -

- have honesty in reporting information; no games in measurement;
- focus on consistent detailed execution leaving little to chance or luck;
- measure and use Key Metrics (CSF - Critical Success Factors) to make decisions;
- insist on good housekeeping – every thing has a place and everything is in that place; make cleaning and checking a routine action;
- focus on process improvement and separate out all that is unnecessary and eliminate it;
- are fanatic on having a clean workplace with well maintained equipment and in preventing defects;
- invest heavily in training their employees;
- expect discipline in following the standard processes to meet customer requirements yet allow flexibility to meet a specific customer's expectations;
- eliminate waste by reducing inventory, eliminating over-ordering or over-production, minimizing moving things and "touch time," reducing people or equipment waiting/delays, and eliminating rework;

- learn how to identify and manage constraints so they don't keep making the same mistakes;
- use a decision hierarchy to decide in advance on priorities (safety first, meet the requirements, deliver on time, and finally, reduce costs); and
- involve their people with making improvements.

***** Thought of the Day

*Are you working **in the business** or **on the business**? "In" contains an "I," meaning **I** (the owner/CEO) am doing all the work. "On" has an "o" - meaning **others** are doing all the daily work you hired them to do. Are you working **in** or **on** the business?*

For more information about the High-Performing Contractor assessment process, contact Dennis Sowards (telephone: 602-740-7271; e-mail: dennis@YourQSS.com) or Tom Soles (telephone: 703-803-2988; e-mail: tsoles@smacna.org).