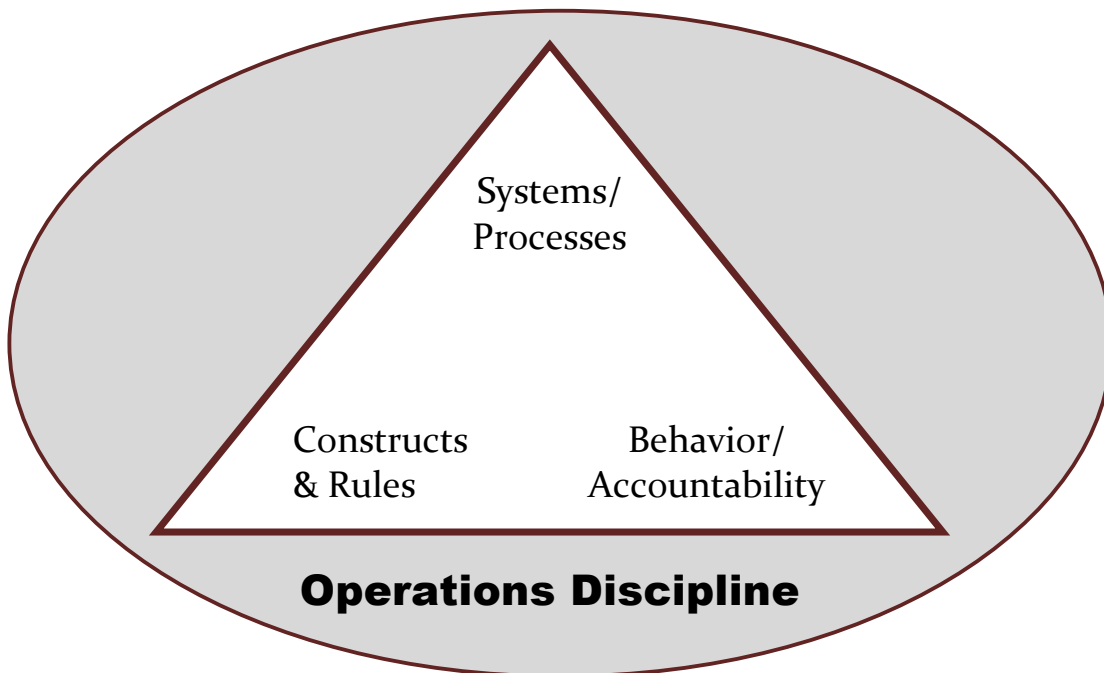


## Operations Discipline

There is an old story that if you drop a frog into boiling water he will jump out. But if you put the frog into cold water and gradually turn up the heat, he will cook. While somewhat gruesome, that is an apt description of what happens when organizations lack Operations Discipline. They slowly die of increased costs, increased inventory, employee frustration and weak customer service.



Operations Discipline is the willingness to create and adhere to processes and hold people accountable for performing them. In lean speak, this includes standard work, whereby each process is clearly defined and performed the same way every time. This removes randomness from the process, improves quality and provides a foundation for continuous improvement.

Recently I have seen a number of companies whose culture does not hold people accountable for following process. Things as simple as having standard part number structures are non-existent or unenforced. The result is excessive inventory, rising costs, high obsolescence and other things that look like the frog slowly cooking. Operations Discipline turns off the heat.