

Boston Scientific

Advancing science for life™

Leaders Standard Work Employee Engagement

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Our Guiding Priorities

Our First Foundation & Center of Target

Boston
Scientific

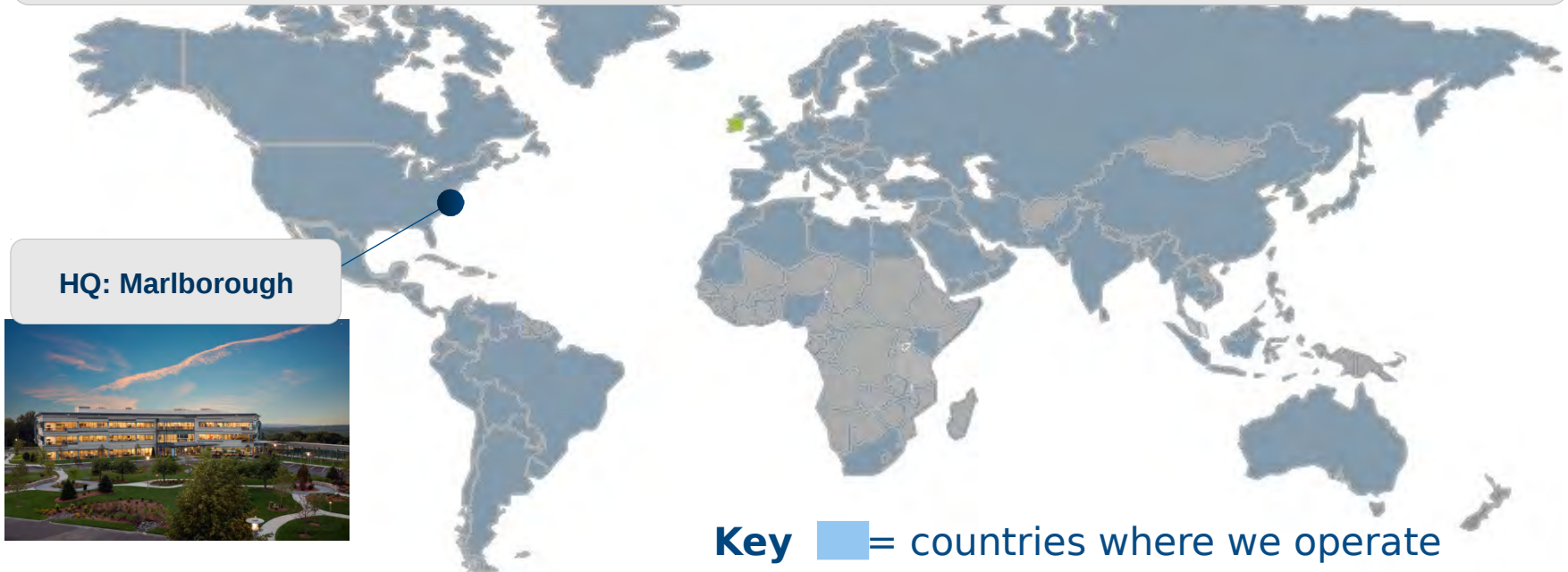


"I Improve the Quality of Patient Care and all things Boston Scientific"

Our Company

Boston
Scientific

One of the World's Largest Medical Device Companies



25,000
people

13,000
products

>\$8 Bn
revenue

100
Countries

#1 or #2
in 70% of our
markets

Our Mission: To transform lives through innovative medical solutions that

Boston Scientific Cork



20
Years

800
people

30
Acre site

420
products

5.5M
Devices

BSC Cork Impact on Patient's Lives

Boston
Scientific

5.5 million devices

2 million patients a year

170,000 per month

8,500 per day

350 per hour

**6 per
minute**

Enterprise Alignment

Constancy of Purpose

2017



2020



Clearly communicate the direction and purpose of the organization to all.



Set goals that are connected to the organization's overall goals

How we run our Business



**Boston
Scientific**

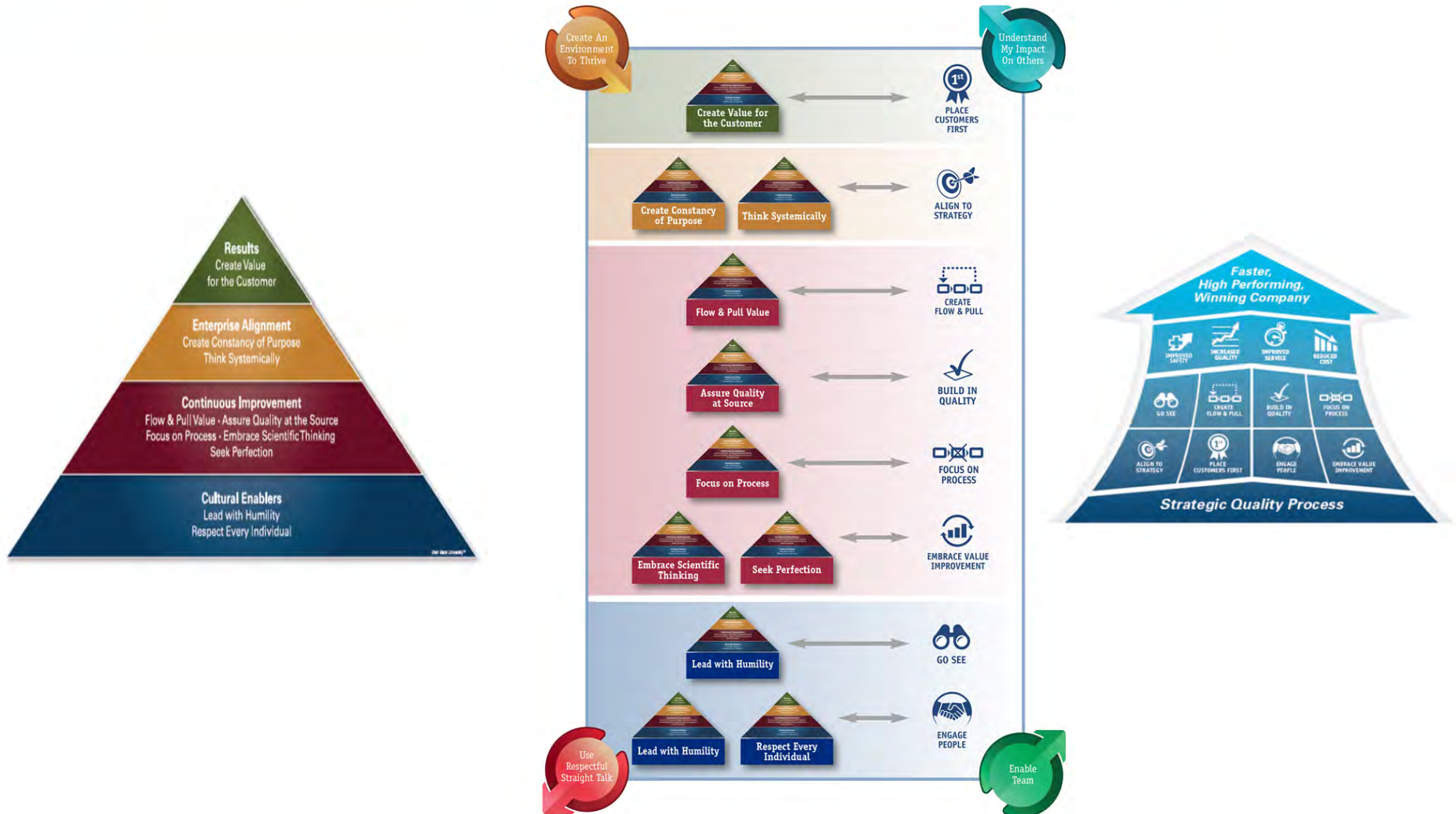
Strategic Quality Process



Ideal Behaviors



The Shingo Guiding Principles & Our Principles “Lean Arrow”



Commitment to Principles



- ALL Employees attended Principles & Guiding Priorities Training within 1 week
- Facilitators came from across the organisation.



- Personalizing Principles: *What does this principle mean to you?*
- How we live these principles – Anchor the Principles to the Systems / Tools we use daily

Principles Inform Ideal Behaviours

Developing Ideal Behaviours

Café Conversations

We learn when other people share; people who are different to me



Discovering
opportunities
= for action =
through
engaged listening



Ideal Behaviours

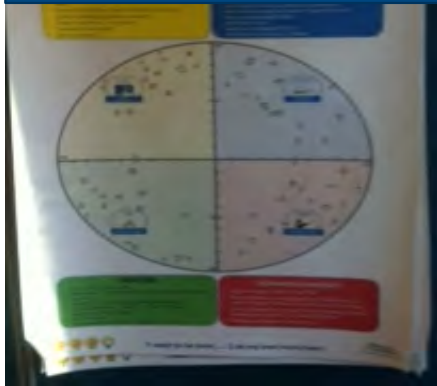


Foster dialogue and create a dynamic network of conversation to shape our future together

Ideal Behaviours Drive Ideal Results

1

Ideal Behaviour Score Card



2

Meaningful & Effective Feedback Training

GIVE **GROW** **GO**

Meaningful &
Effective
Feedback

Your confidence
and capabilities

Achieve your
goals!

3

Interactive QBU



4

Performance Feedback

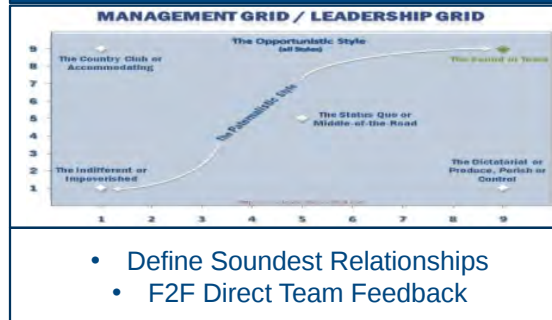
PERFORMANCE AND IDEAL BEHAVIOURS 360 FEEDBACK

Please support the person you are providing feedback for to gain insight to assist them to live the ideal behaviours. Feedback should aid the supporting principles of mutual trust and respect. Please select an appropriate rating for each of the behaviours and provide rationale for your selection.

	Not Demonstrated	Developing	Required	Strives to Master	Mastered	Role Model
This instance of team...						
Not Allow Fear to Rule						
Understand my impact on others						

5

Teamwork & Collaboration



6

Leaders Standard Work



I want to be here.....I do my best work here

What is Leaders Standard Work?

- Assesses and **Sustains** the overall health of management systems, functional and operational excellence
- It can include a set of daily, weekly or monthly **actions, tools and behaviours** that leaders apply to sustain a continuous improvement culture

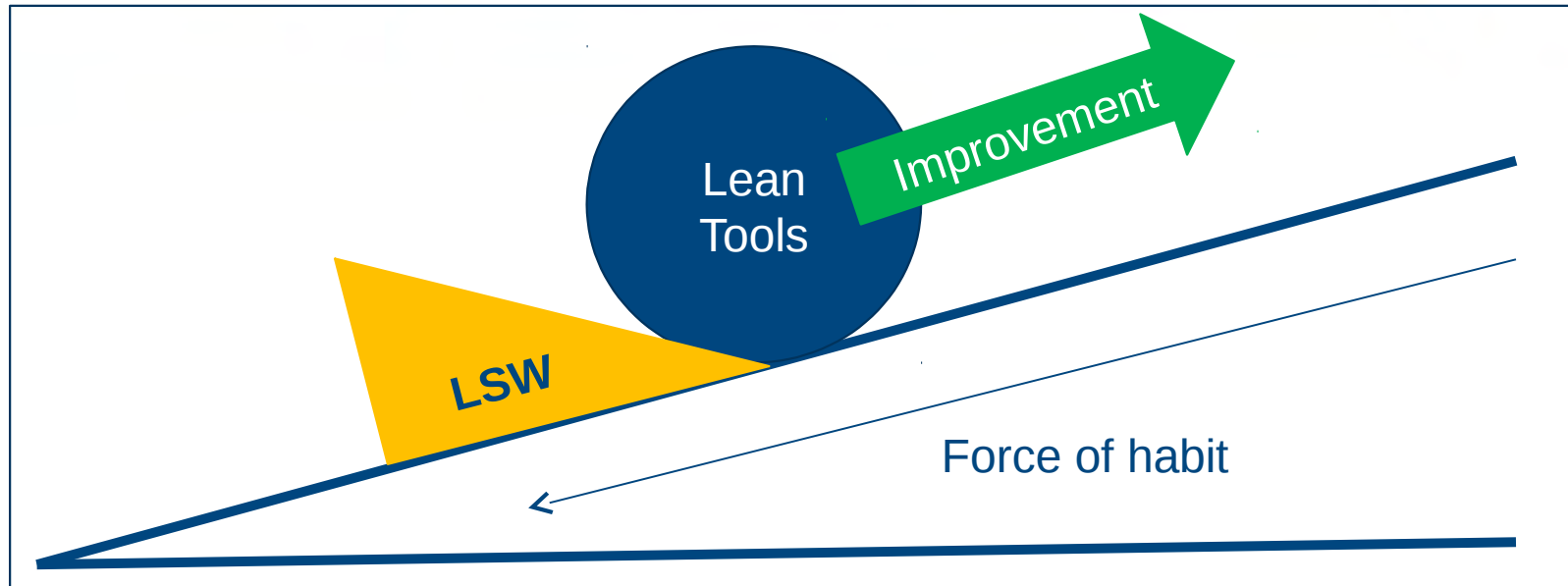


A leader's willingness to seek input, listen carefully and continuously learn creates an environment where associates feel respected and energized and give freely of their creative abilities.



Improvement is only possible when people are willing to acknowledge their vulnerability and abandon bias and prejudice in their pursuit of a better way

Why have Leaders Standard Work?



“Lean is harder than it seems. Less than 5% of companies see it all the way through to sustained gains”... David Mann :Creating a Lean Culture: Tools to Sustain Lean Conversions

Lean Tools: Improve process stability and performance

Leaders Standard Work: Sustain initial gains and by ***focusing on the process*** drive further improvements

Benefits of Leaders Standard Work



Leaders influence an organization by what they do rather than what they say.

The power of leaders is presence, where leaders spend their time determines what is important to the organization

By being a visible leader engagement increases. Leaders manage through checking rather than assumption. Though the challenges to leaders is to develop an environment where checking is nurturing.



By focusing on the process we drive further improvements and build the teams problem solving capability through coaching.

How?



Leaders Standard Work when seen as a bureaucratic “check the box” exercise, does not produce improvement.



Leaders Standard Work is a meaningful combination of **Behaviours, Tools and Actions.**

- ❖ It has to help the Leader do their job better
- ❖ It needs to produce further improvements and solve problems
- ❖ It needs to help each employee have a “better day”, that is the same problems don’t keep reoccurring again and again



Foundation of LSW is TRUST

COACHING

4

- Assist the team/ individual find the solution themselves by;
 - Listening
 - Constructively Challenging
 - Creating Accountability
 - Encouraging and Supporting
 - Leaving your ego at the door
 - Asking Questions

1

SETTING EXPECTATIONS

- Clarity is the pathway to High Performance
- Effective Behaviors are prompted and acknowledged
- Individuals know what is expected of them
- Teams know the strategy and how they contribute to it



FEEDBACK

3

- Effective feedback is **timely, balanced, and specific**
- **POSITIVE:** specifies what a person or team has done well,.
- **DEVELOPMENTAL:** guides a person or team toward a more effective approach.

2

REGONITION

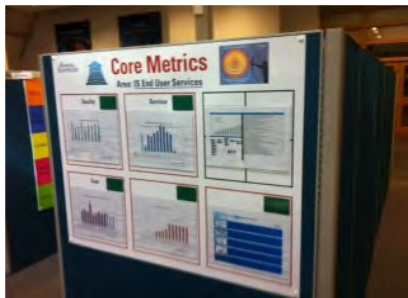
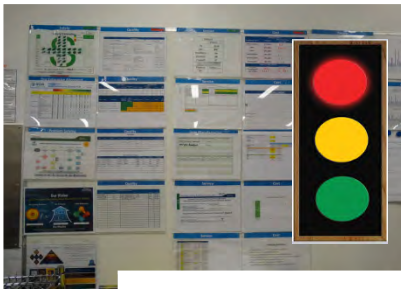
- Recognize contributions individuals and teams have made
- Celebrate accomplishments
- Praise sincerely and proportionally
- Personalize recognition
- Make the team feel like **Heroes**

Framework for Leader Standard Work

Do not start with Leaders Standard Work

1

Visual Controls



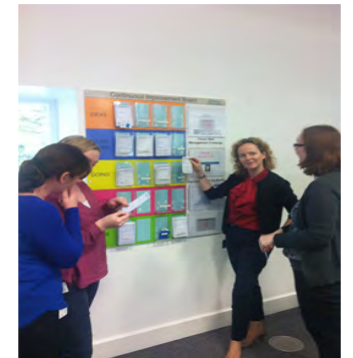
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Daily Accountability



3

Problem Solving Continuous Improvement



Leaders Standard Work

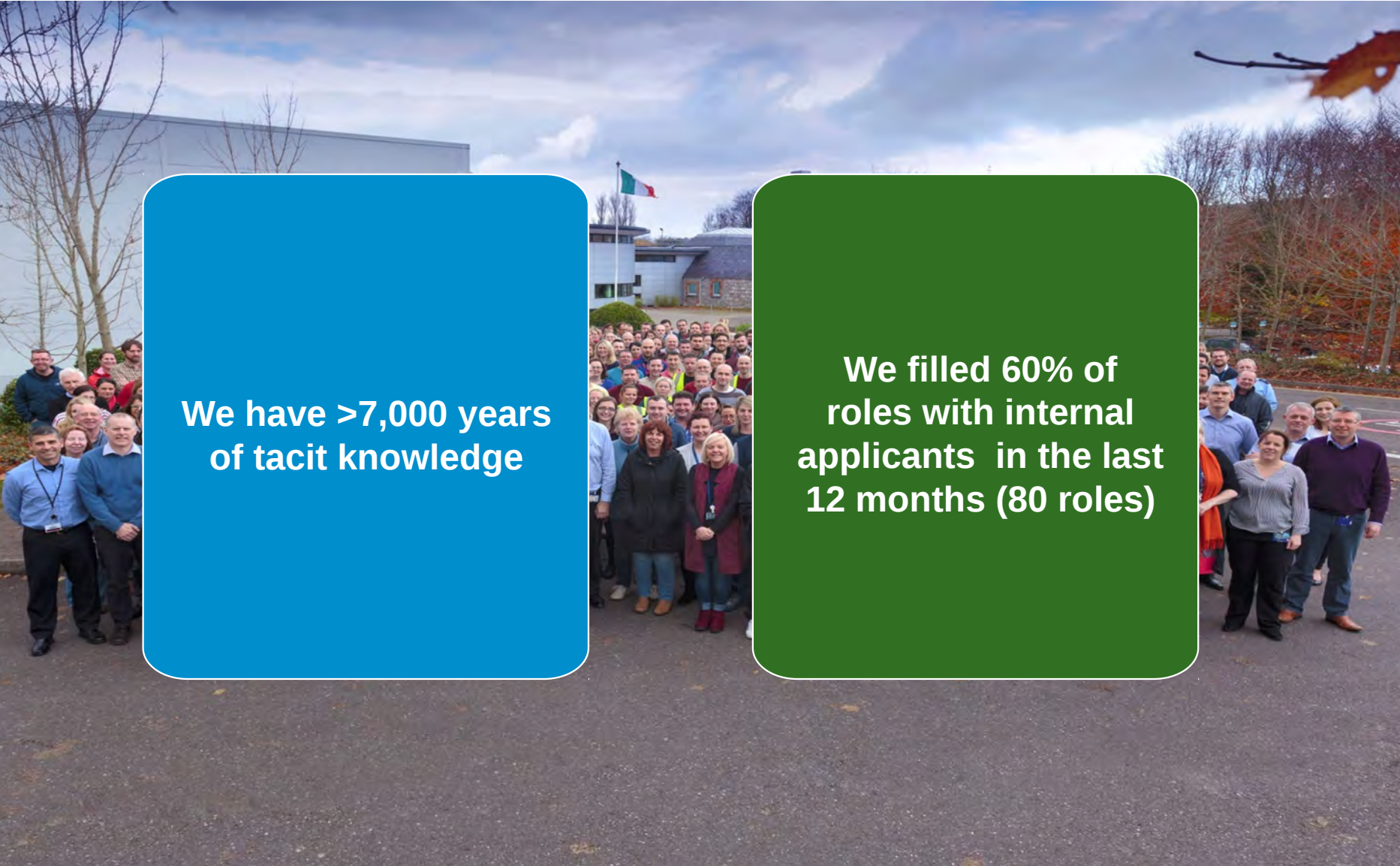
How do you know LSW is a success?



What the team says happens



Attract, Develop, Engage Our Team



We have >7,000 years
of tacit knowledge

We filled 60% of
roles with internal
applicants in the last
12 months (80 roles)

Involvement in Running the Business: Voice



Consultation

- 2017 Projects
 - ✓ Scholarship programme
 - ✓ CI empowerment
 - ✓ PB Development
 - ✓ Inclusion Survey
 - ✓ Shingo Recognition Event
 - ✓ Teamwork and Collaboration for PBs and Line Support
- AND MORE to come!**

Voice
sharing information



Problem Solving &



Representation

Representing our functional areas at every Voice meeting

EEBF
(European Employee Business Forum)



Voice – What we do



Voice
sharing information

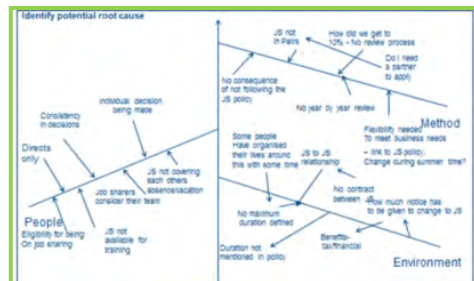


Problem Solving & Collaboration

Communications
Optimisation

Job Sharing
Problem Solving

Product Builder
Development



Project	Impact	Effort	Priority	Leader
Further Education Career clinics, open day event, Funding prior to program start	H	M	4	RE
Development Assignments Visibility to opportunities, process, focus on development	H	H	1	RE
GROW Program Feedback from participants on improvements	H	H	8	ENGROW Team
General Training Calendar Visibility and making sure PB can attend programs. Courses at start of month are better for PB	H	M	5	DOR
CI / SS / Ideal Behaviours Activities Encourage active participation amongst PB teams / Making time available	H	M	7	Kia
Career Paths Develop simple career paths	H	M	6	GC
SME Role SME: Need recognition for responsibility as SME / Support provided to SME	H	H	2	JAB
Product Builder Development Course Investigate options similar to UCC program	H	M	3	EW

✓ Stand up PC's

✓ Key Weekly Information for Cork

Involvement in Shaping the Business: Interactive QBU



- Business Update
- Primarily one-way communication
 - PowerPoint



- Business Update
 - Interactive
- Learning Experience
- Feedback Opportunity
- Change Together

Shingo Feedback



*There is a high degree of commitment at all levels in the organization towards company values and principles. The **Lean Arrow** is a great way to reinforce and teach those principles.*

*Best practice sharing and leveraging was seen in many areas. Boston Scientific has a good system for internal best practice sharing. All best practices identified are documented in books called **Business Essentials***

***Continuous improvement** appeared very well engrained into the culture. The CI process was simple, straightforward and easy for all employees to use as a model for continuous improvement.*

*Examiners witnessed a robust **strategy deployment system** that is aligned from the corporate strategy to the site level and filters down throughout the entire organization. There is a strong measurement system that uses **a nine-panel** balanced scorecard and **five core metrics**, which align to the strategic development of the enterprise.*

*The **“Go See” walks** were supportive to the Lean Arrow principle. Leaders and managers were seen on the shop floors, and the leader standard work helps maintain and schedule these walks*

*Boston Scientific Cork has a world-class **Leader Standard Work** system. Their “Go See” philosophy is a powerful element of the LSW system.*



THE SHINGO PRIZE
for OPERATIONAL EXCELLENCE™

Employee Feedback

Using the model to help build a new culture to drive high performance together



Team Pride: 2016 Shingo Prize Recipients

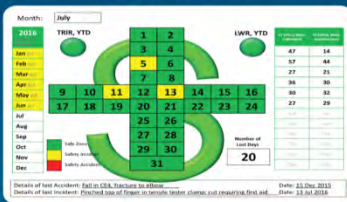
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Major Highlights – Shingo Journey

Cultural Enablers

Safety Calendar



Ideal Behaviours

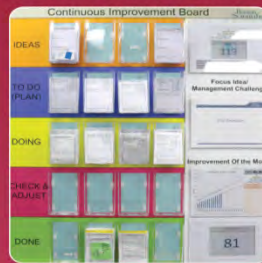


Our Principles



Continuous Improvement

Continuous Improvement Board



Problem Solving Flowchart



Interactive Meetings



Enterprise Alignment

Our Guiding Priorities



Strategic Quality Process (SQP)

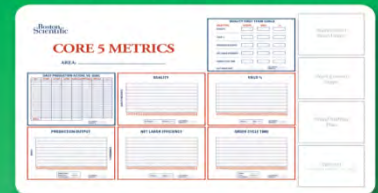


Leaders Standard Work

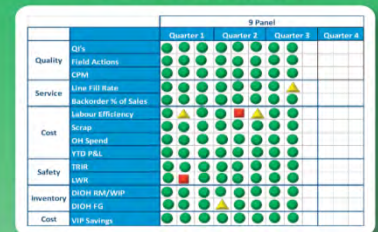


Results

Core Five Metrics Boards



9 Panel Performance



Reward & Recognition Systems



**360 lives impacted
during presentation**

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Scientific**

Advancing science for life™