

Meeting Cascade

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Introduction

This Wiki page will help you design a Meeting Cascade to keep score on transforming your organization from current state to future state and achieving your GBU objectives.

1. Principles and definitions

The purpose of the site Meeting Cascade is to support communication on important KPIs: safety, capacity, cost, quality, employee concerns, etc. Communication must be done at the right levels, ensuring that what needs to be done by the right people to get the performance on target. Inputs and Outputs form the puzzle of a plant. The highways of information go both ways allowing you to know the goals at every level, uncover issues directly at the shop floor and to solve them.

Important KPIs are Cascaded down from the Syensqo Strategy to the GBU Strategy to GBU Objectives to KPI Targets to achieve the Objectives.

We can't measure and improve everything at once.

A production facility can have separate shift meetings and share with other units in the cross functional daily meeting:

- Owner of the Unit or Workcenter should be responsible for their KPIs related to GBU KPIs
- KPIs for the Unit(s) should be reviewed as part of meeting as designed by **Meeting Card**
- The Meeting Cascade should include all levels of the organization to promote interaction of shop floor Supervisor Appropriate Management Level for action
- Action should be taken as close to the shop floor as possible

Leadership Team should review cascaded output In Lead team meeting to support actions and problem solving.

2. Meeting Cascade Cookbook

The following steps outline the process for setting up an effective and efficient Meeting Cascade:



2.1. GBU Vision

Start with the GBU's vision and start working your way down. Remember that safety always comes first (Safety First). Below is an example from the Silica GBU:

2.2. Objectives or Imperatives for GBU

The GBU's vision needs to be understood in terms of objectives and imperatives. They need to be shared transparently with the entire organization.

2.3. Performance Initiatives

Sites need to design Initiatives to Maintain Current Performance and Improve Future Performance. The sources of these initiatives can be far reaching: customer engagement, quality, industrial excellence, etc.

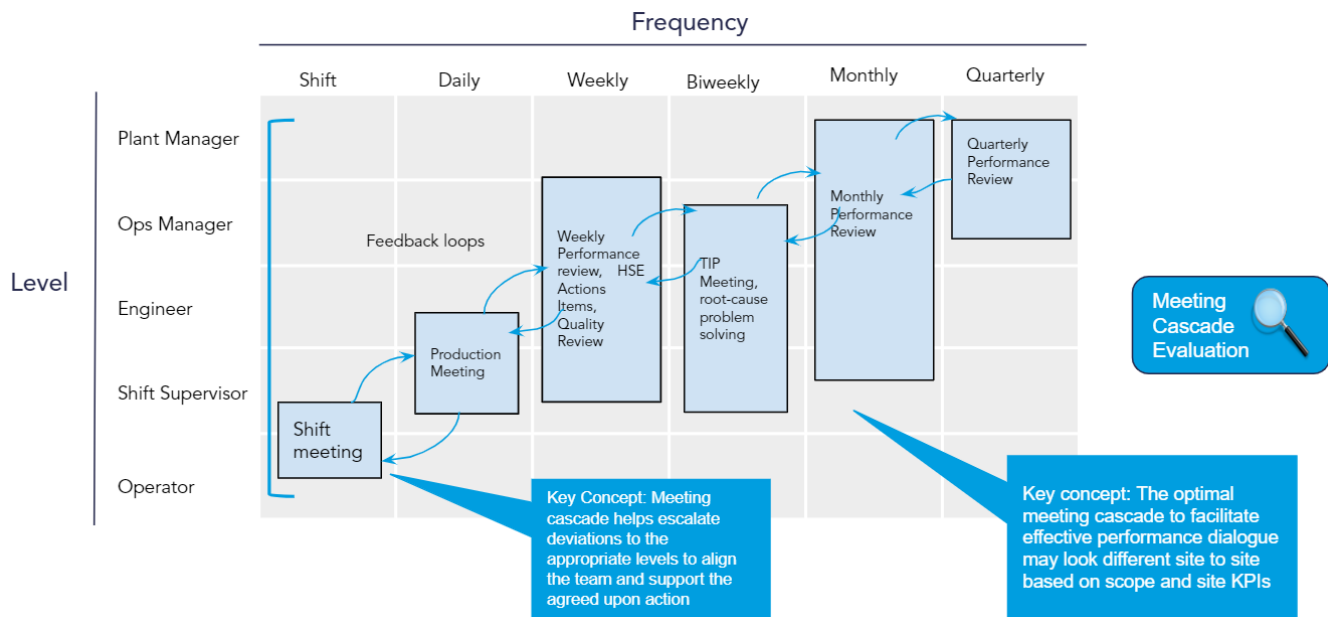
2.4. Definition of KPIS and Targets

The site then needs to determine the Key Performance Indicators (KPIs) and Targets for Performance tailored to the local needs. These will contain a mix of Group-level, GBU-level and site-level KPIs and targets.

2.5. Define the series of meetings

Select a series of efficient meetings at the right levels and frequencies to review Performance, Drive Actions and Solve Problems that are Affecting the KPIs were trying to sustain and improve. These meetings should be designed for No Redundancy.

An example of a series of cascading meetings is shown below:



The following meetings should be considered:

- Safety
- Quality
- Customer
- Competitiveness/Cost
- Employee Capability/Satisfaction

An example of a possible cascading meeting within a production facility:

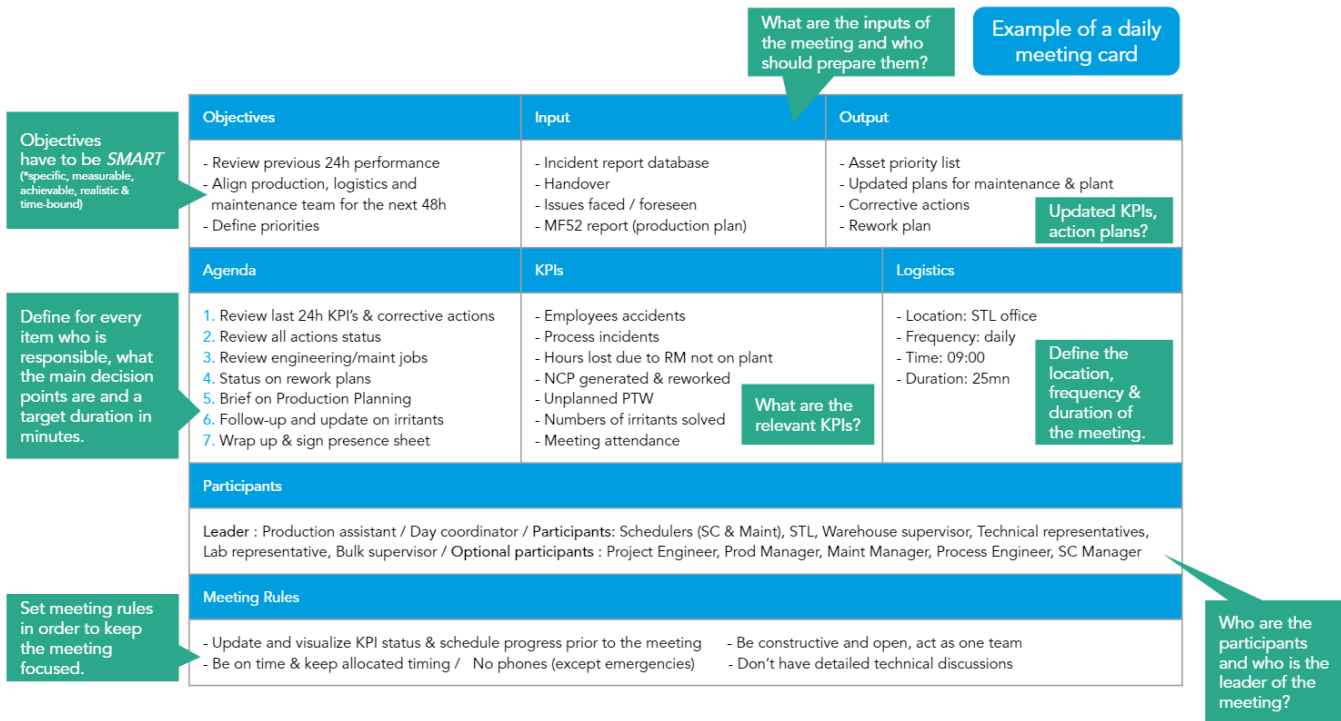
WHEN	WHAT	RUN TO TARGET	IMPROVE THE TARGET	WHO
DAILY/SHIFT	Whiteboard discussion concerning daily tasks, daily KPI targets.	Morning Shift Change Mtg		Shift Employees
		Evening Shift Change Mtg		Shift Employees
		Maintenance Toolbox Mtg		Maintenance
		Daily Shipping Mtg		Shipping, Lab
WEEKLY	Review of KPIs and where we are vs target.	Production Mtg		Operations, lab, maintenance, engineering
		Lab Review Mtg		Lab
BIWEEKLY	Review of action items that can improve the established target.		TIP Meeting	Operations, lab, maintenance, engineering
		Problem Solving Meeting	Problem Solving Meeting	Operations, lab, maintenance, engineering
MONTHLY	Review of KPIs and improvement initiatives that support strategic objectives.	HSE Mtg		Management
		OEE Mtg		Operations, Engineering
			Capitol/Alteration Review Meeting	Management, Engineering
		Quality Site Team Mtg		Management, Operations, Quality

The meetings in the cascade may support daily production KPIs or continuous improvement

2.6. Complete Meeting Cards

Each meeting in the cascade should have its meeting card with an assigned meeting owner accountable for the performance of the meeting and KPIs. Accountability is key to ensure that the agenda and the transparency is maintained. All meetings must have Objectives and KPIS to review.

An example of a meeting card is shown below:



The [Meeting Cascade Playbook](#) contains further examples of meeting cards.

2.7. Enable Progress Through an Action Register

In order to ensure progress, an **action register** should be set up to manage actions of all meetings (no Action, no progress). Meeting Owners are accountable for progress. Someone should be appointed to own the action register.

Roles	Responsible for:
Meeting Owner	<ul style="list-style-type: none"> Making sure the team uses the Meeting Card and are trained Accountable to ensure data for discussion is ready. Leads or delegates parts of the meeting to others but is ultimately accountable Ensures outputs get to other meetings in the cascade to address issues to get on track Inspires people to "Be their Best" to fully engage and be accountable Holds people accountable to actions that need to be taken
Facilitator	<ul style="list-style-type: none"> Follows the meeting card to help run an effective meeting Inspires people to "Be their Best" to fully engage and be accountable Holds people accountable to actions that need to be taken
Participants (team)	<ul style="list-style-type: none"> Are engaged during the meeting meaning Prepared with data and concise description of deviations and actions needed Does not try to problem solve. Makes proposed actions to get on track or asks for help

2.8. Set up escalation mechanisms

In order to solve them as quickly as possible, ensure there are good mechanisms to escalate issues from the front line to the appropriate level of management. Issues should be solved as close to the problem as possible.

2.9. Ownership by Leadership Team

Ensure that the leadership team owns the performance management system and reviews KPIs and effectiveness of the system in the leadership team meeting. KPIs should be tracked for Sustainability and Progress - Plan Actions to Stay on Course. This can be done through visual management techniques.

3. Conclusion

The key is to be efficient and disciplined. The Performance Cascade can improve communication and results!

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