

## Where are you now—where do you want to be?

Collective Wisdom MISTAKE- PROOFING TEAMS	Horse	Carriage	Model -T	Ferrari	Starship
Leadership and Management	Decisions are from the top	Committees have some influence	Consensus decision making	Leaders encourage alternate opinions, managers become teachers	Leadership work-teams are mistake-proofing their actions
Human Capital	Labor is expendable	Some training provided	Employees are strategically developed	Employees design and own the value stream	All employees have ownership perspective and are on mistake-proofing teams
Customers	Customers show up	Satisfaction surveys used	Customer satisfaction benchmarks	Individual customers determine value	Customers contribute to how the work gets done
Strategy	Minute to minute	Short-term and long term thinking	A company vision defines the future	Company benchmarks against itself	The company invents or finds new ways to get the work done
Operations	Always done this way	Leadership makes decisions	Employee suggestions are acted upon	Continuous improvement is throughout the company	Mistakes are regularly celebrated