



IWS is organized around twelve pillars. Each covers a core area of the operation, with clear responsibilities and routines. Different functions own different pillars, but they all run inside the same framework. This keeps the work coordinated instead of scattered, and makes sure improvements work towards shared goals.



### 1. Leadership (LDR)

Leadership in IWS is about setting direction, coaching people, and shaping a culture where operators take ownership. This pillar ties directly back to the trust and routines we covered in Part II. Leaders here are expected to be visible, develop their people, and keep the whole team aligned to the same goals.

### 2. Focused Improvement (FI)

Focused Improvement is a structured way to tackle losses. It's integrated in daily activities, but for specific problems, dedicated temporary "FI teams" are formed. FI uses Lean and Six Sigma tools like Loss Trees, Pareto charts, and root cause analysis to make sure the effort goes where it matters most, following a simple approach: find the waste, find the variation, fix it at the cause, and lock the new standard. FI keeps improvements from becoming side projects; it makes them part of the system.

### 3. Progressive Maintenance (PM)

PM is P&G's term for a structured maintenance system that grows in maturity step by step. It starts with basic care and moves toward predictive and digital tools. The aim is to maximize reliability and cost-effectiveness over the life of the equipment. PM always works hand in hand with Autonomous Maintenance – operators do the daily checks; specialists take on the advanced work.



#### 4. Education & Training (ET)

This pillar makes sure people keep building the skills they need. Each role has a clear skills matrix, and there is a structured training path for operators, supervisors, and leaders. One-point lessons (OPLs) capture improvements and make them easy to pass on in a standardized way: one page maximum, one topic, written by the person or team that did the work. It shows the problem, the new way, and why it matters, with one or two photos. It references the SOP it updates, carries a date and an owner, and sits at the line where the skill is used. Everyone is expected to keep growing their own skills, and those of others (see the Learn-Do-Teach principle below). As we saw in Chapter 6, this also strengthens retention: when people see their own ongoing development, they are more likely to stay, and the team keeps hold of critical skills.

#### 5. Supply Network (SN)

Covers the end-to-end supply chain: procurement, planning, manufacturing, warehousing, logistics, and distribution. The aim is stable flow and service at the right cost. It looks for synergies across sites and countries, standardizes core processes and data, and uses shared metrics to manage lead time, 'total delivered cost', and reliability. It also builds resilience into the network with alternative sources, routes, and inventory positions so the operation can absorb shocks without losing customers.

#### 6. Work Process Improvement (WPI)

This is about streamlining and stabilizing processes using mostly Lean tools. It could be cutting out unnecessary steps, reducing handovers, or redesigning a workflow so it's easier to follow. This goes well beyond just manufacturing and logistics, applying equally to functions like Procurement, R&D, and even HR and Finance. WPI is the systematic way to keep those processes improving, which is the reason P&G refers to SOPs as CBAs (Current Best Approach), emphasizing the temporary nature of any 'best' approach.

#### 7. Initiative Management (IM)

IM is how bigger cross-functional projects and launches are run inside IWS. At P&G this runs through SIMPL (Strategic Initiative Management and Product Launch), a stage-gate model. The point is to connect these efforts back to the overall strategy with a check at every gate.

For a smaller business, the same idea can be run in a lighter way: a clear charter, defined stages, fixed review points, and a simple gate checklist that confirms alignment and readiness before moving on. I have added a simple charter template and a gates checklist in Chapter 24. [[TOOLS charter, gates checklist]]



## 8. Quality (Q)

The Quality pillar in IWS focuses on losses to be eliminated, it's not a department to check results. Defects are measured alongside downtime and changeovers, then tackled with the same root cause logic. Standards and checks are built into AM and PM, so issues are caught before they flow downstream. Quality data is visible on the daily boards, and recurring problems are picked up as FI projects. This makes quality everyone's job, not just QA's. It also keeps customer and regulatory requirements tied into the same system of routines, instead of handled in parallel.

## 9. Health, Safety & Environment (HSE)

This pillar pushes a zero-incident mindset: nobody gets hurt, compliance is strong, and sustainability is part of daily work. It's not separate from operations; again, it's designed into routines, standards, and equipment care, and it's everyone's job.

It isn't strange to see a line operator remind a director to stay on the pedestrian path, and the director thank them. That is the culture. Sustainability fits the same way, with practical actions on energy, waste, and materials built into routines, not treated as campaigns.

## 10. Enterprise (ENT)

Enterprise is about scaling IWS across the whole company, not just a few lines. It makes sure the different departments and the supply chain work as one system. In practice, this means the same procedures, the same language, and the same expectations everywhere. For most companies, this is more of a long-term horizon, but it shows what a fully integrated system looks like.

## 11. Autonomous Maintenance (AM)

In IWS, AM is the main engine of 100% employee ownership at the line. Operators own the basic care of their equipment and the standards that go with it, and they surface issues early through defect tagging and simple checks. AM feeds the daily boards with real data from the line, triggers FI work on recurring losses, and links with E&T through OPLs and skills matrices. It also defines a clean boundary with PM: routine care and first-level fixes stay with the team that runs the line; deeper work moves to specialists with a clear handover.

## 12. Organization (ORG)

Ownership of the ORG pillar sits with HR and Leadership together. ORG defines the overall structure, decision rights, spans and layers. It aligns people systems with the way of working: hiring and onboarding for the needed skills, time set aside for improvement work, performance goals that reflect the standards, and recognition that reinforces the expected behaviors. ORG also runs the programs that drive culture: clear leadership expectations, targeted communication, and matching policies. Overall, this pillar makes sure structure, people processes, and messages are all aligned with the vision of IWS.