



# Do you have the skillset to implement & sustain results?

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## **Skillset** Guiding Principle

CEMEX Operational Excellence Skillset Guiding Principle is about improving our skills so we can better manage our business and lead our people. Continuous Improvement skills provide a data-driven approach to problem-solving and process improvement. Leaders who use these skills to attack problems are able to improve all aspects of work.

As we continue to progress into the USE stage of our Operational Excellence journey, look for ways to experience firsthand the results you can achieve using the skills and knowledge gained in Leader and Yellow Belt training.

To enable change and LIVE Operational Excellence, we must continually improve our skills and the skills of those around us!

[MORE INFO](#)

- Use data-based analysis
- Continually improve processes
- Use the Kaizen approach
- Live by Standard Work

## Standard Work

Standard Work documents the safest and best way that we know for performing the work. Created by those who perform the work, it provides the correct sequence and an explanation of how to execute each step of the work.

- PROVIDES THE FOUNDATION FOR STABILITY & CONSISTENCY
- FOCUSES ON QUALITY AND ELIMINATES WASTE
- REDUCES THE LIKELIHOOD OF VARIATION
- DRIVES ACCOUNTABILITY & CREATIVITY IN THE WORKPLACE

[MORE INFO](#)

## Skillset Guiding Principle



### Kaizen

Kaizen events provide a framework for all employees to get involved in improving their work. During an event, employees work together to observe and analyze processes, identify improvements and implement them.

CEMEX is using the Kaizen method to **improve maintenance practices, optimize inventory, reduce process variation and improve the workplace.**



→ Visit the **Operational Excellence Community** to see the results of our most recent Kaizen events.

“...To become a great company we need to create a culture that empowers all our people to focus on delivering exceptional results through a constant and continuous evolution of all of our business processes.”

– Ignacio Madrudejos, CEMEX USA President





### Resources

- US OPERATIONAL EXCELLENCE SHIFT COMMUNITY
- MANAGER'S PLAYBOOK
- SUCCESS STORIES



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