Our **Purpose**

To help build a better world, where every person is free to move and pursue their dreams.

Our **Ford+ Plan**

+ Distinctive products and solutions

+ Always-on relationship with customers

+ Ever-improving user experience

Our **Ford Operating System**

The rigor, discipline, and clarity needed to continuously improve, and our **Ford OS Behaviors** that empower us to win:

Excellence
Deliver It.
Own It.

Focus
Do Only What Matters. Bias For Action.

Collaboration
Seek To Understand. Solve Together.

Ford

Ford OS **Behaviors**

Excellence

Deliver It.

+ Hold yourself and others to the highest standard
+ Get better at what you do
+ Innovate with purpose

Own It.

+ Plan – Define the problem
+ Do – Close the gap
+ Check & Act – Monitor results, raise the bar

Focus

Do Only What Matters.

+ Prioritize customers and Ford
+ Create clarity through data and facts
+ Find and eliminate waste in all forms

Bias For Action.

+ Be on our mission
+ Take smart risks
+ Be agile and anticipate change

Collaboration

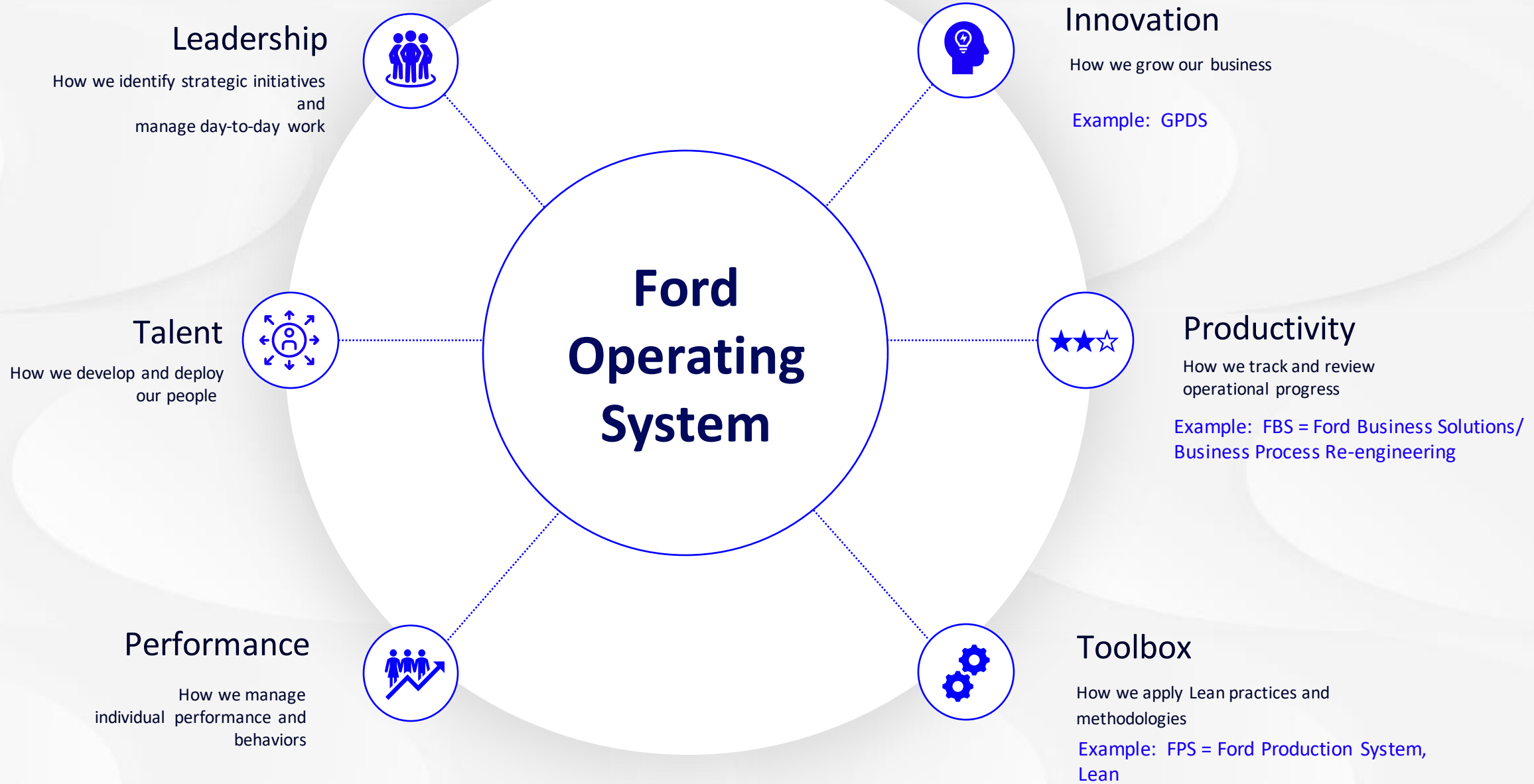### Seek To Understand.

+ Seek help and teach others
+ Go and see, ask why, show respect
+ Invite diverse views

Solve Together.

+ Don't be right, find what's right
+ Debate then commit
+ For the whole, not just your part

The Why, What And How

WHAT	WHY	HOW

What's Our Plan

+ **Ford+ Plan**

   + Distinctive products and solutions

   + Always-on relationship with customers

   + Ever-improving user experience

Our Purpose

+ **To help build a better world, where every person is free to move and pursue their dreams.**

How We'll Achieve It

+ **Ford Operating System (OS)**

+ Ford OS Behaviors

The Ford OS Is The Way In Which We Elevate, Enable, And Sustain Our Ford+ Plan

Ford OS Behaviors

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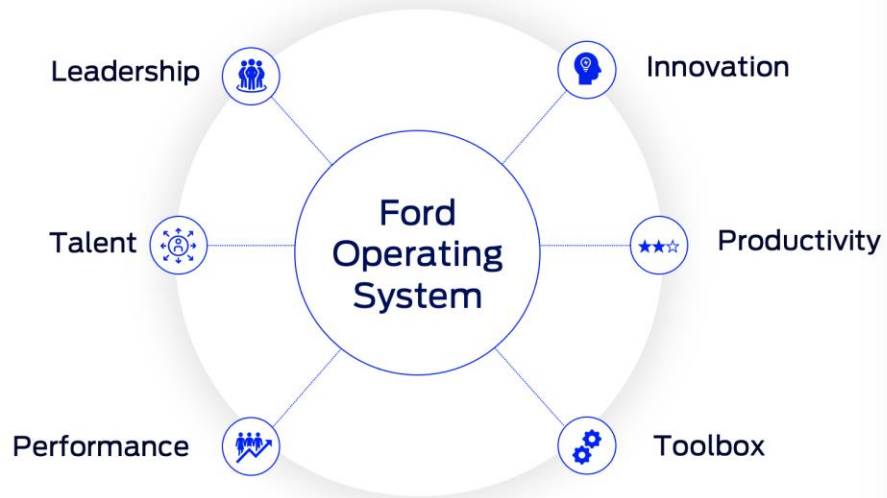+ Invite diverse views

Solve Together.

+ Don't be right, find what's right
+ Debate then commit
+ For the whole, not just your part

Ford OS Will Drive Change Systemically

How We Operate	How We Act	How We Measure Success
	Excellence Deliver It Own It **Focus** Do Only What Matters Bias For Action **Collaboration** Seek To Understand Solve Together	**Business Results** **Consumer Experience** **Employee Engagement**

Ford OS – What It Is & What It Isn't

What It Is

- [✓] How we achieve Ford+
- [✓] How we run our business
- [✓] How we recruit, assess, develop, and recognize our employees
- [✓] A set of tools, practices, and processes to delivering result
- [✓] A model that embraces the Ford OS Behaviors
- [✓] Rooted in lean methodology
- [✓] Articulation of what it looks like to succeed at Ford
- [✓] Our culture when we embrace it

Ford Operating System

What It Isn't

- Replacement for Ford+ [✗]
- Optional [✗]
- One-size fits all solution [✗]
- Quick to implement– It requires practice [✗]
- Another short-term initiative [✗]

Cost and Quality Are Everyone's Priority
The Best Way To Address This – Attack Waste

Types of Waste	Sources of Waste to Consider
Defects	+ Order (sales or purchase) entry errors (monthly target) min 50% reduction Year-Over-Year + Network interruptions (decrease); or network uptime (increase)
Transportation	+ Air vs sea freight mix… % shipments from air to sea (monthly measures) + Improving quality of work and on-time-delivery of processes (when work is split across time zones)
Overproduction	+ Reduction in volume/quantity of product brochures after product end-of-life + Reduction in options provided to customers or reduction in complexity of dealer requirements + Reduction in the number of presentations
Inventory	+ Volume of unanswered customer requests aging > 24 hours + Number of past-due supplier negotiations aging > 1 month
Waiting	+ Queue time between approvals or between cross-skill area content delivery + Cycle-time to close the monthly books
Motion	+ Reduce ergonomics injury rates due to repetitive motion (occurs beyond manufacturing) + Number of clicks or signatures required to complete processes
Non-Utilized Talent	+ Employee engagement score; direct supervisor effectiveness score + Number of employees without active development planning and periodic 1-on-1 mtgs w/ leader + Reduce the amount of time spent defining the problem and increase the amount of time spent on solving the problem
Extra Processing	+ Reduce number of approval signatures for Purchase Orders, contracts, employment offers + Elimination of practice meetings to prepare for meetings w/ next leadership level