

IX® for Implementation University

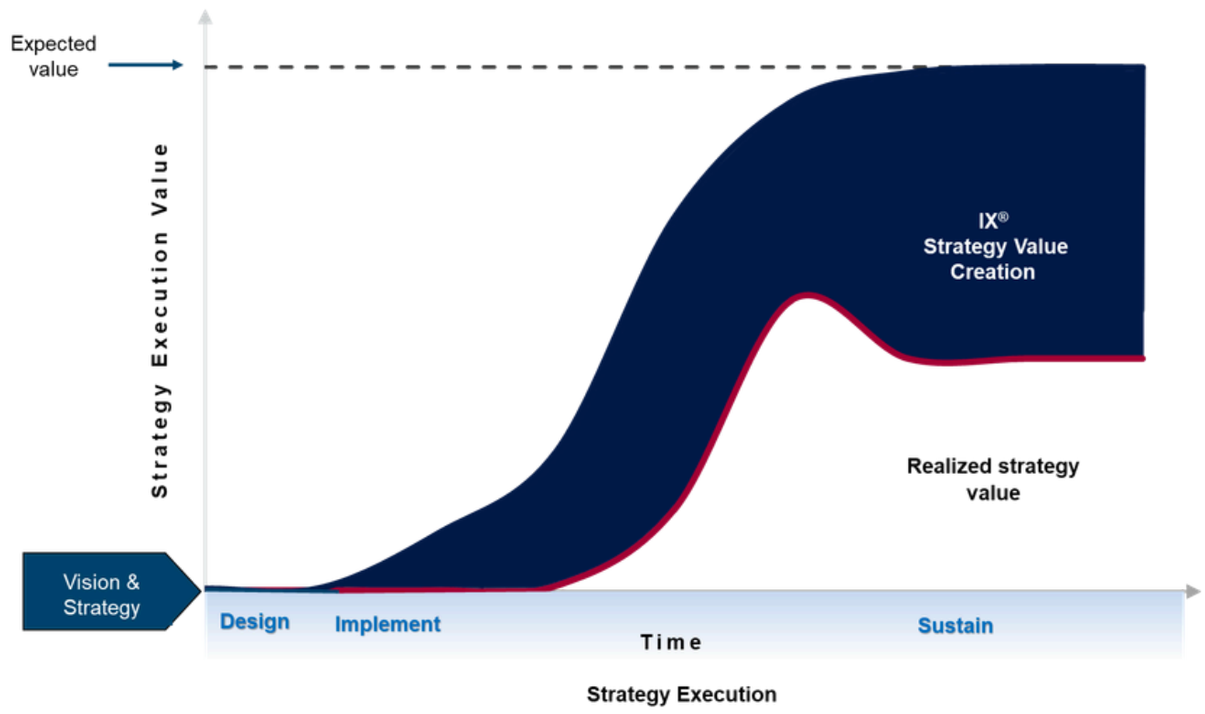
IMPLEMENTATION ENGINEERS®
BEYOND CONSULTING

Introduction to IE

Implementation Engineers is not a consulting or advisory services firm. We are an Implementation Execution (IX®) services company dedicated to helping our clients accelerate value creation through the implementation of Vision and Strategy. Research has shown that a significant 90% of strategic initiatives fall short of achieving their intended value. At Implementation Engineers, we are here to assist leaders who recognize gaps in their implementation capabilities that are crucial for realizing the full potential of their business vision and strategy. By streamlining the strategy design process from months or years to mere weeks, we enable faster implementation. Our approach involves leveraging enCompass®, our structured, disciplined, and sustainable implementation methodology, to ensure successful implementation. Our core value proposition is centered around expediting the realization of Vision and Strategy, resulting in sustainable achievement of expected value.

Our Value Proposition

Implementation Engineers reduces the time to enhanced EBITDA by leveraging our proven enCompass® implementation methodology to accelerate value creation.



*Roughly 70% - 90% of companies don't realize the full value of their improvement initiatives and strategies (Source: Grok: McKinsey & Bain)

Training & Skilling Enables Value Creation

Implementation University is home to a collective knowledge base and wealth of experience when it comes to implementing and sustaining operational initiatives. At IE, we understand that implementing change requires our clients to adopt new practices, which in turn necessitates the development and enhancement of workforce skills. Whether it involves training stakeholders on business processes, enhancing problem-solving capability, or ongoing coaching and mentoring of using newly installed improvement tools, IE equips its clients with the necessary skills and capabilities to effectively implement and sustain operational enhancement. With over six decades of experience, IE has a profound understanding of the tools, methods, and techniques of IX® required to establish enduring business transformation.

Implementation University Implementation Support



AI Training

We offer a fully customized, hands-on program designed around your organization's operations, data, and priorities. Delivered jointly with Vooban, the training goes beyond AI theory to focus on where AI actually drives value in your business, from GenAI and data foundations to building agents, automation, and AI-enabled decision tools.

Participants don't just learn, they build. Teams work on real use cases across operations, supply chain, maintenance, and quality, ensuring direct linkage to business performance and EBITDA. The program can extend into a train–coach–certify model, enabling your organization to build internal AI capability while delivering measurable results.

Sample 5-Day AI Training Program

Day 1

AI/ML/GenAI Foundations & LLMs

- AI / ML / Deep Learning / GenAI essentials
- LLMs, tokenization, embeddings, context windows
- Prompt engineering (prompt types + patterns)
- Natural Language Processing (NLP)
- Agentic AI Frameworks – MCP (Model Context Protocol)

Day 2

No-Code Agents + RAG

- Build products without traditional coding (frontend + backend + Database)
- Translate ideas to functional apps
- RAG fundamentals (chunk → embed → store → retrieve → generate) and architecture
- Vector databases

Day 3

Data Analysis+ Media Generation

- AI data analysis
- Power BI, Excel Copilot, Google Sheets AI - Generate charts, dashboards, & exec summaries
- Analyze CSV/Excel + AI for data analysis with natural language
- Image/video/demo generation from scripts

Day 4

Research + Automation

- Cited research (Perplexity, Consensus, etc.)
- Synthesize and create a PowerPoint deck with AI
- No-code automation (Zapier/Make/PA)

Day 5

Strategy + Governance

- AI Strategy
- Use case prioritization
- ROI business cases
- Ethics, governance, change mgmt.
- Responsible AI

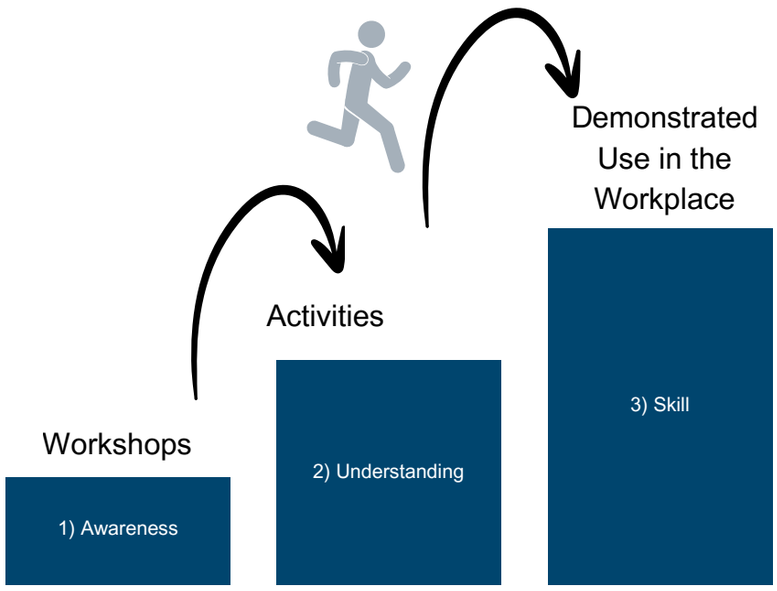
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High Performance Program

IE's High Performance Program is a behavioral program for all levels of managerial leaders designed to provide knowledge, tools, tasks and projects to change behaviors in a systematic way.

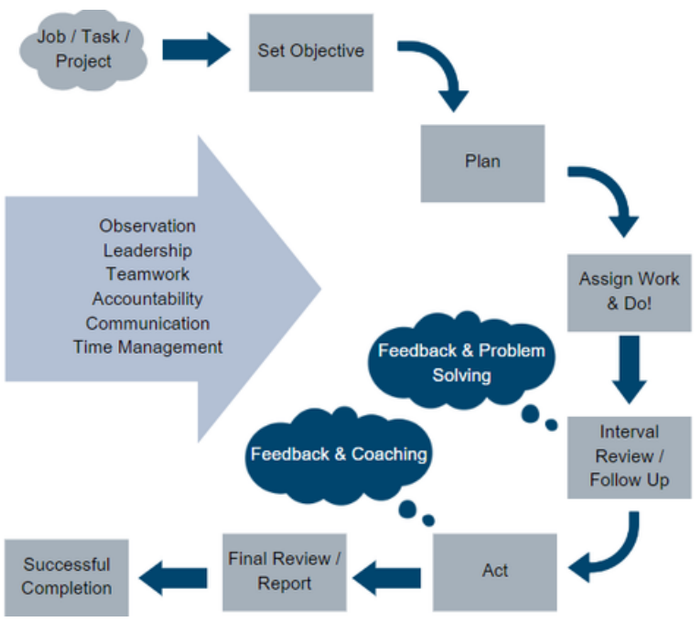
"Tell me and I forget, teach me and I may remember, involve me and I learn."

- Benjamin Franklin



1. **Become AWARE** - skills, behaviors, theory & principles are presented in classes or lectures
2. **Gain UNDERSTANDING through activities** - discuss & practice the skills & behaviors while in training workshops
3. **Develop SKILL** - use learned behaviors & skills in the workplace in everyday situations, achieving results

High Performance Program Cycle



The High Performance Program provides useful tools to help stakeholders understand and develop skills required to set goals, plan work, delegate effectively, build teams, coach team members, lead structured problem solving sessions, conduct feedback sessions and run reviews.

High Performance Program Workshop Examples

- Setting Objectives
- Planning
- Assigning Work
- Observation
- Effective Meetings
- Action & Decision Logs
- RACI
- Interval Reviews
- Following Up
- Giving & Receiving Feedback
- Creative Problem Solving
- Variance Management
- Reporting
- Motivating Others
- Authentic Leadership
- Transformational Leadership
- Coach Development
- Coaching Skills & Strategies
- PAIDD Coaching Model

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Management System & Supervisor Effectiveness

At IE, we prioritize the implementation of robust management systems and the enhancement of supervisor effectiveness. Our approach involves equipping leaders with the essential structure, tools, and opportunities for people development. We understand that effective leadership is crucial for organizational success, which is why we focus on providing comprehensive coaching and training to empower leaders at all levels.

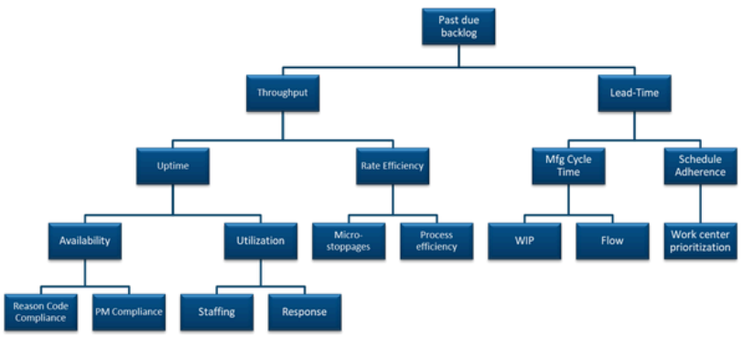
IX® in Action

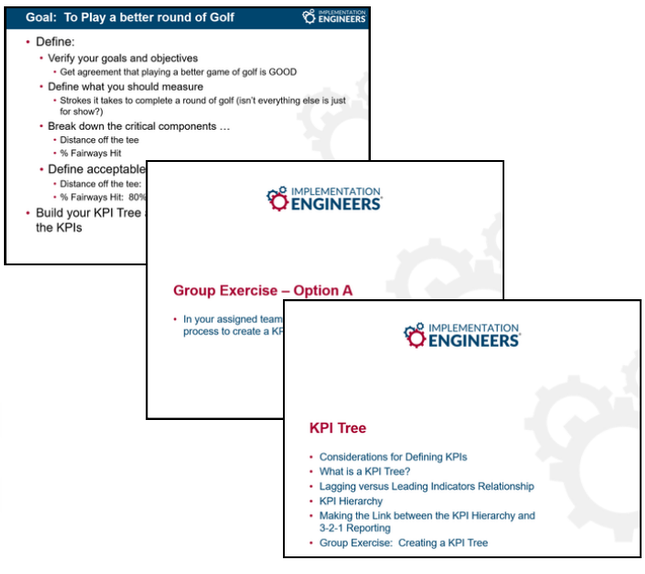


Implementation Engineers partnered with a prominent manufacturer specializing in critical components for building, factory, and industrial infrastructure operations. Together, we worked on implementing a management operating system to enhance and maintain the project's performance objectives related to throughput, lead-time, and backlog. Throughout the implementation process of the system's structure and tools, we actively involved the workforce, offering training and coaching on leadership behavior, performance management, change management, and the newly introduced tools. At Implementation Engineers, we prioritize a hands-on approach to driving behavioral change. Activities of the High Performance Management workstream included:

1 **Redesigned and updated KPIs**

- Implemented tiered KPI tree from site to shift levels and incorporated each KPI into meeting structure



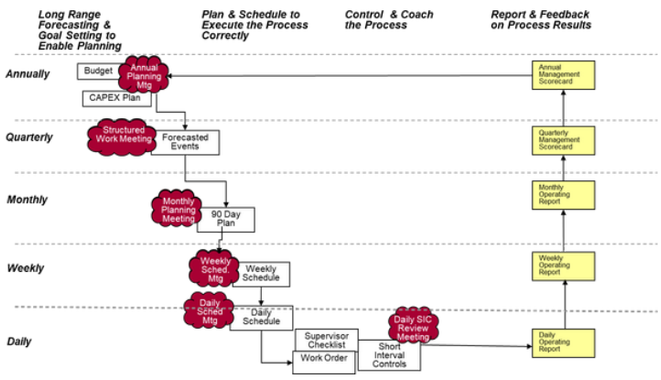


- Conducted KPI training and workshop

Management System & Supervisor Effectiveness

IX® in Action (continued)

2 **Redesigned and updated meeting structure according to the miniflow**



A mini flow serves as a visual depiction of the Management System, with inputs positioned on the left and outputs on the right. It is important to note that the output from a higher level typically serves as an input for a meeting at a lower level.

- Implemented effective meeting structure and meetings with Terms of Reference (TORs) and Action Logs

Meeting Leadership Behavior Training

Meeting Charters & Meeting Observation Checklist & Tracking Tools

- Review content and structure of the checklist
- Learn how to score a meeting
- Learn how to enter scores and comments in database
- RACI for meeting effectiveness tracking progress
- What do look for and what good looks like
- Scoring criteria / consistent scoring

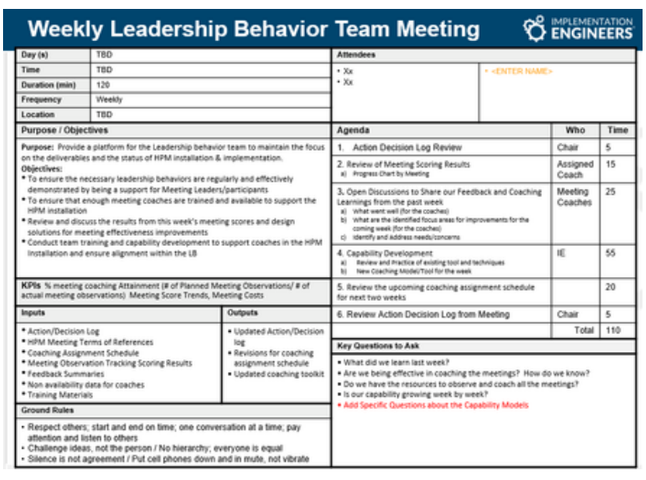
Action / Decision Log

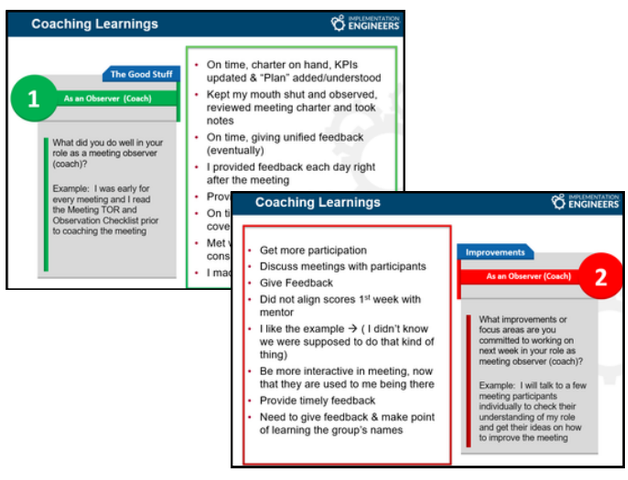
- What makes a good action?
- Concisely reviewing the action log

Coaching for Meeting Effectiveness

- Kantor 4 Player System
- AID Model
- ABC Model
- SBI Model
- Behavior observation coaching worksheet

Weekly Leadership Behavior Team Meeting





- Conducted weekly leadership meetings where action logs were reviewed, feedback and coaching learnings were shared, and tools and techniques were reviewed

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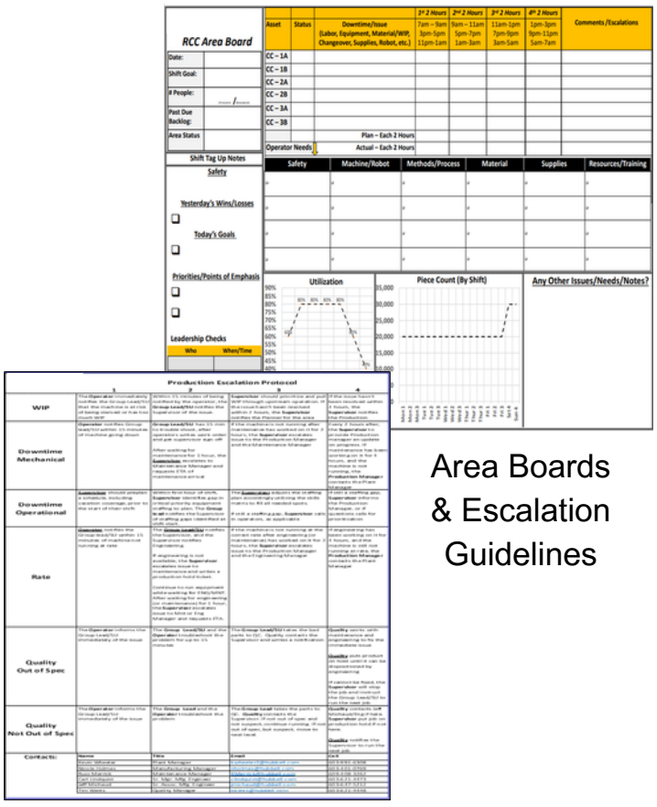
Management System & Supervisor Effectiveness

IX® in Action (continued)

3 Designed & installed supervisor & manager toolkit & redesigned and updated visual management

We introduced customized leadership check-in tools on the operational floor, specifically tailored to each operating area. These tools encompassed a structured script outlining key areas to observe, criteria to assess, and questions to ask, along with established escalation protocols. Additionally, we established standardized supervisor work procedures and implemented visual boards to enhance communication and visibility.

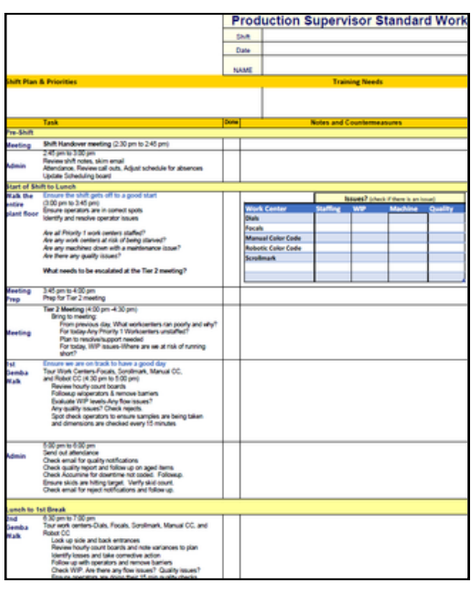
These comprehensive tools were rolled out to supervisors, accompanied by thorough training sessions to ensure effective utilization and understanding of their significance in driving operational excellence.

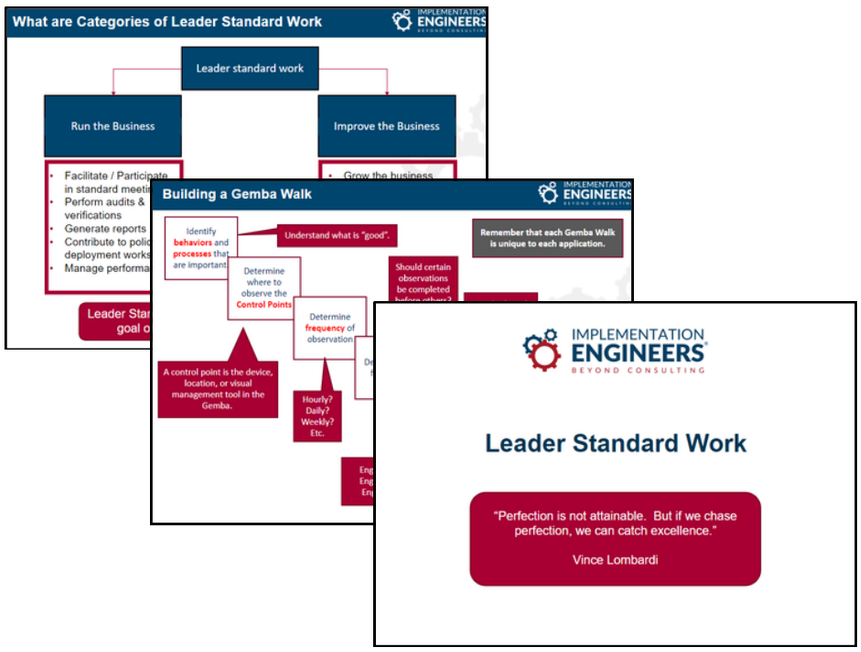


Area Boards & Escalation Guidelines



Visual Management Displays with metrics & trends





Leader Standard Work implemented accompanied by classroom training & on the floor coaching

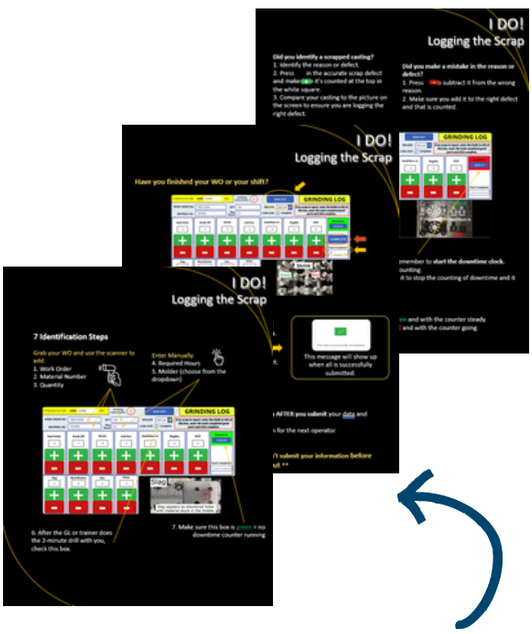
Business Process Training

Implementation Engineers brings a holistic approach to implementing new business processes and training our clients' teams for success. Our comprehensive methodology includes engaging training sessions, customized training materials, one-on-one coaching, and ongoing behavior adoption measurement to the new processes. We understand the critical role that employees play in the successful implementation of new initiatives. We bring bespoke training and mentoring to each client to develop workforces and ensure your team is equipped to drive improved business performance.

IX® in Action

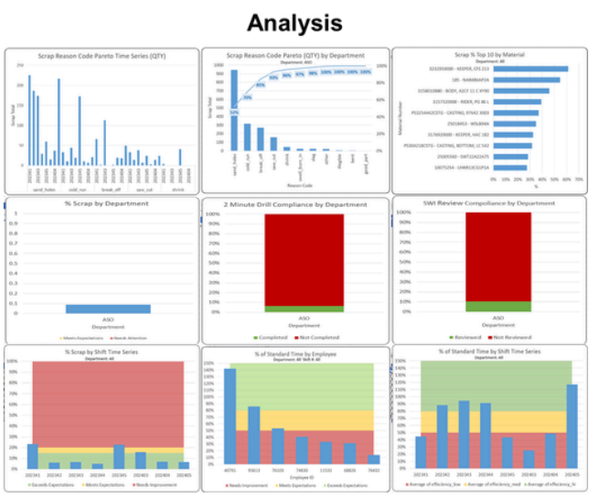
IE collaborated with a client operating a connectors facility in a transformative improvement initiative encompassing various workstreams. Within this comprehensive program, several process enhancements were introduced, including the integration of a new measurement system to track scrap and downtime. Our approach emphasizes the importance of engaging your team throughout the change process, providing training, and fostering a culture of continuous improvement to ensure the long-term sustainability of these enhancements. Activities during IX® included:

- Identified areas of improvement for current state measurement systems of scrap and downtime data
- Implemented new measurement systems that allow for more accurate tracking and easier use of scrap and downtime data
- Created format for meetings where new measurement system data can be used to form a plan to attack scrap and downtime related issues



- Conducted training workshops on new tool to record scrap
- Developed training materials for new scrap collection process into onboarding

- Facilitated RCCA meetings based on new data and trained participants in analytical tools such as the Ishikawa diagram used to identify possible causes of top scrap reason codes
- Trained participants on how to use Action Logs to create accountability around getting things accomplished in a timely manner



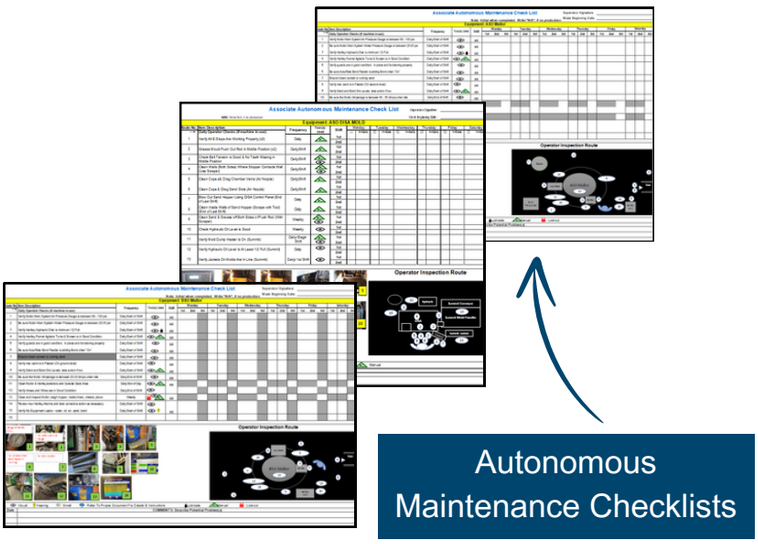
Functional Training

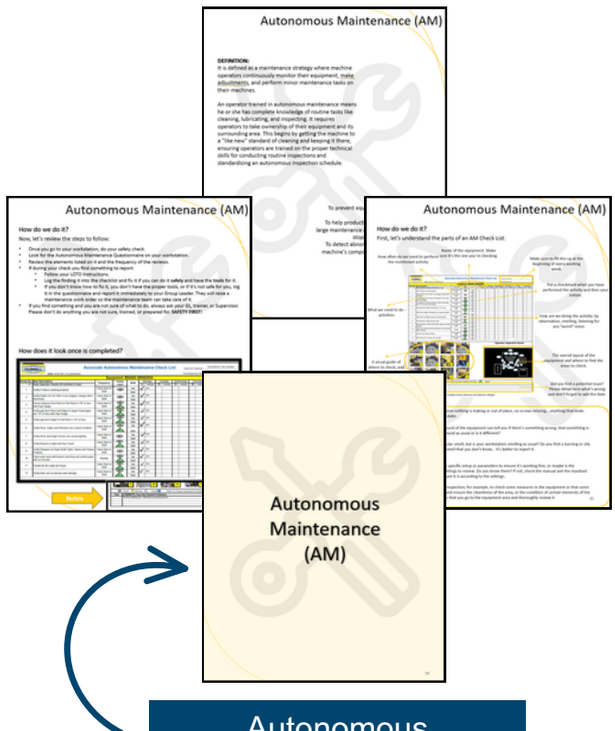
Implementation Engineers delivers tailored technical and functional training solutions to address your specific gaps, empowering you to achieve your improvement goals and sustain success. Our hands-on approach to training and coaching ensures practical, experiential learning that drives tangible results.

IX® in Action



IE successfully addressed functional training gaps within a connectors facility operating a foundry, specifically focusing on enhancing sand system processes. By incorporating tailored functional training into a holistic improvement program, IE significantly boosted throughput and quality outcomes. Notably, the implementation of an advanced autonomous and preventive maintenance program led to operational efficiencies. Operators were skillfully trained on utilizing specialized AM/PM checklists for diverse equipment types, alongside the introduction of standardized work instructions for sand system operations. With a proven expertise in training and coaching, IE stands ready to support your organization in bridging functional gaps and optimizing operational performance.







Custom Training

IX® in Action



In addition to implementing functional training, IE partnered with our foundry client to design and implement an in-house training system that improved the employee experience, capabilities, and qualifications and allows a proper follow-up to increase retention, promote development and improve productivity.

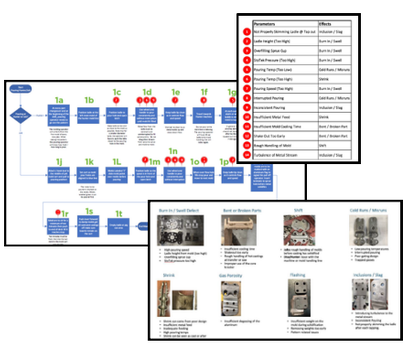
Job Descriptions



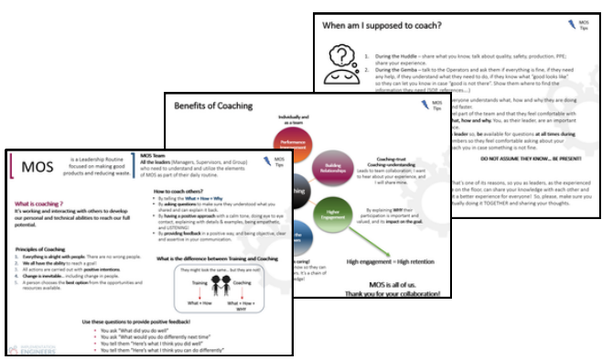
Onboarding Job Training & Safety Training Material



Process Maps with Defects Shown



Custom Coaching Material



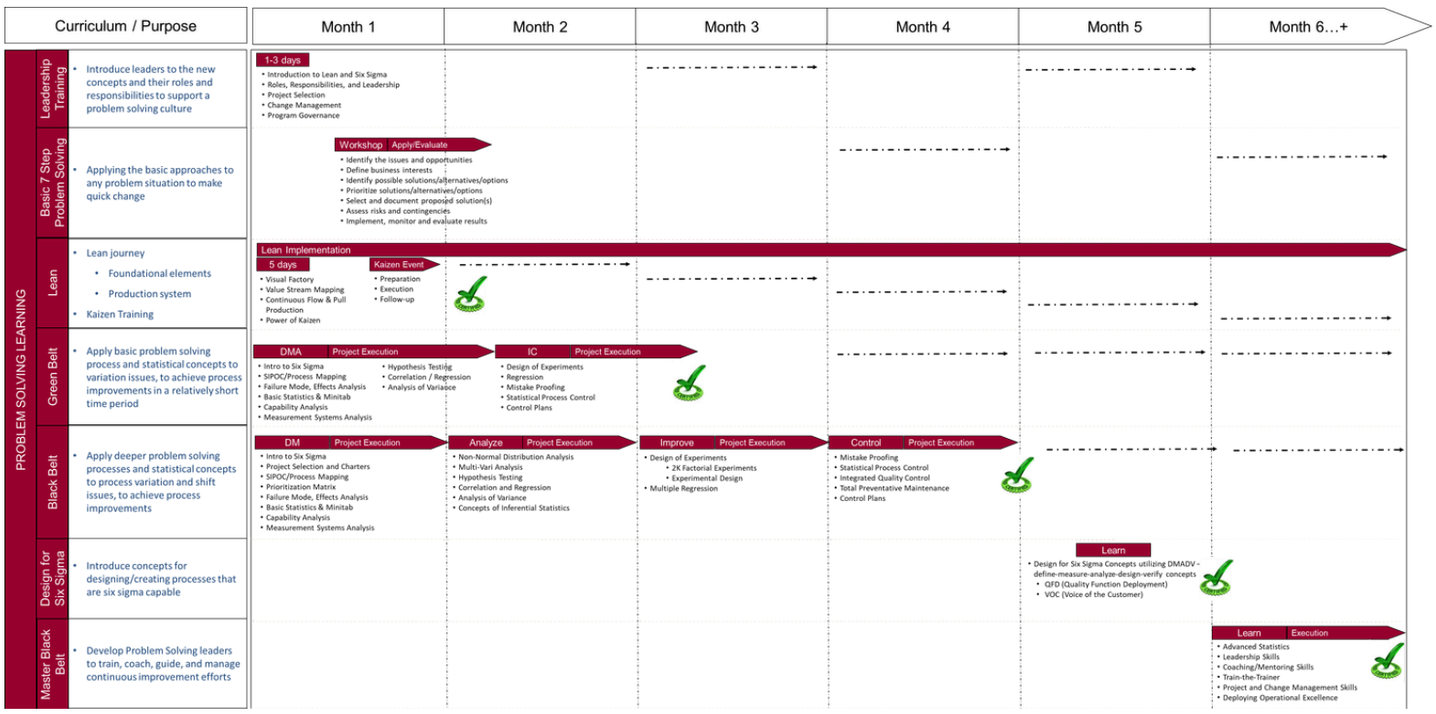
Problem Solving / Lean Six Sigma

Our problem-solving and Lean Six Sigma curriculum and training program are designed to enhance organizational processes by incorporating Lean, Six Sigma, and 5S disciplines. These methodologies are aimed at eliminating constraints and enhancing service quality, cost-effectiveness, and productivity. At the core of our approach is the understanding that 70% of organizational success is attributed to the skills and behaviors of its people.

Our problem-solving training integrates leadership development and Lean Six Sigma certifications, including Green Belt, Black Belt, and Master Black Belt. Our team of experts at Implementation University upskill the workforce and drive continuous improvement through problem-solving initiatives. We strongly believe in a hands-on learning approach, complemented by real-time coaching on ongoing improvement projects.

Our curriculum at Implementation University is comprehensive and designed to equip individuals with the necessary tools and knowledge to drive impactful change within their organizations. With our expertise in this field, we are committed to delivering tangible results and fostering a culture of continuous improvement.

Implementation University - Problem Solving Curriculum



Implementation University - Lean Training Example

Implementation University is a mixture of classroom training and hands-on project execution accompanied by coaching.

1. 5S & Visual Controls
2. Wasteology (7 Wastes)
3. Lean Production Systems
4. Mistake Proofing & Setup Reduction
5. Standard Operations
6. Power of Kaizen
7. Observations / Walks / Kaizen Discussion
8. Execute Kaizen & Follow Up

Problem Solving / Lean Six Sigma

IX® in Action



IE collaborated with a leading North American bakery to introduce Lean and Kaizen training initiatives. The training curriculum was designed to offer a hands-on learning experience through real project execution combined with classroom training. The primary objective was to enhance the skill set of the workforce and drive successful implementation of improvement strategies.



Lean & Kaizen Certification

- 5S
- 7 wastes
- Visual controls
- Mistake proofing
- Basic statistics
- Leading Kaizen events
- Value stream mapping / thinking

133 Team Members Certified



Lean Six Sigma Green Belt

- Dynamics of teams
- Performance controls
- Failure Mode and Effects Analysis (FMEA)
- Capability Analysis
- Measurement System Analysis (MSA)
- Hypothesis testing
- Introduction to Design of Experiments (DOE)
- Statistical Process Control (SPC)
- Control plans

52 Team Members Certified



Lean Six Sigma Black Belt

- Advanced statistics
- Advanced Design of Experiments (DOE)
- Single Equipment Exchange
- Total Preventative Maintenance

17 Team Members Certified

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Change Management

When change management efforts are not successful, results are not sustainable.

74%
of employees fail to successfully implement change

66%
of major change initiatives fail to deliver the intended value set by organization

53%
of leaders agree that change needs to be completed faster

Change management is the systematic approach to help individuals impacted by “change” be successful by building support, addressing resistance and developing required knowledge and ability to implement the change. At Implementation Engineers, we are change management experts and we leverage a suite of standard tools and templates to support the execution of change management activities.

Why do change initiatives fail?

Lack of...

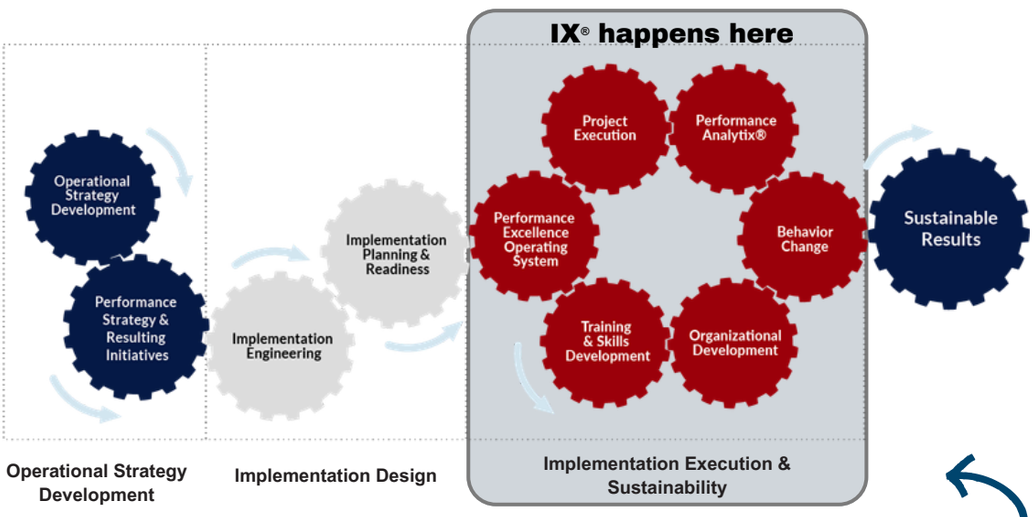
- Vision of the future
- Real urgency
- Visible leadership
- Plan for change
- Cultural fit
- Measurable outcomes
- Front-line ownership
- Patience - success is declared too soon

Failure to...

- Communicate
- Engage stakeholders
- Understand stakeholder overload
- Anticipate pushback and obstacles
- Incorporate dissident feedback
- Adjust plans or process
- Establish interim benchmarks of success
- Reinforce to sustain change

Our proprietary implementation framework, enCompass, shown below, incorporates change management into our whole process. We are expert at dealing with not only the technical side, but the people side of things as well.

Context
- Urgency
- Future vision
- Relationship map
- Implementation risks



Readiness
- Stakeholder change readiness
- Initiative load
- Leadership effectiveness assessment & responsibilities
- Stakeholder management

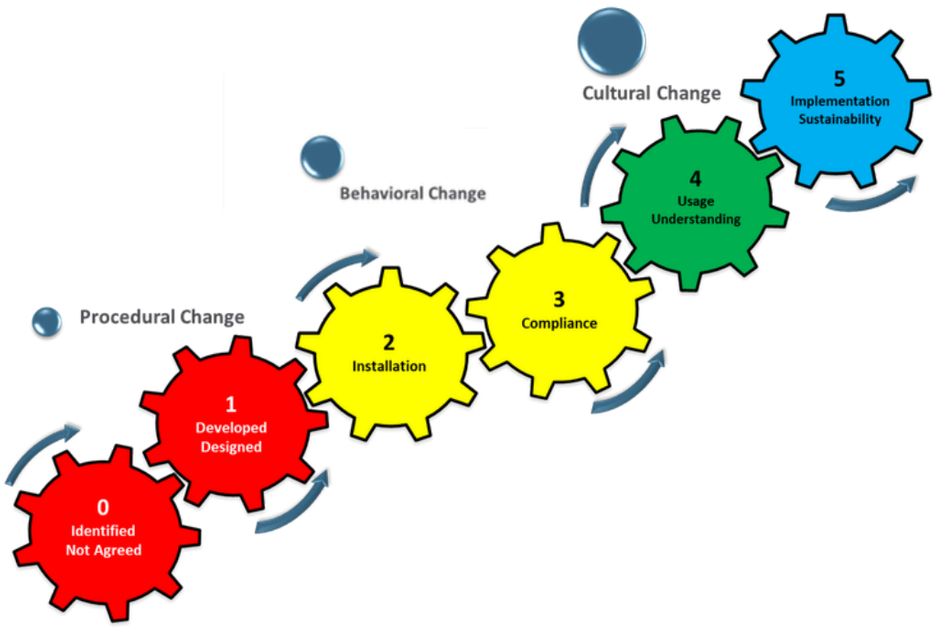
Implementation
- Communications / feedback planning
- Change training & team building
- Barrier identification / action planning
- Ongoing communications
- Celebrate wins
- Resilience development

Change Management

We not only plan for behavioral change but we measure it. We use a tool called Level of Implementation Status (LIS) to track behavioral adoption of process improvements during the project, which ultimately drives cultural change and program sustainability.

Level of Implementation Journey

Each of the six levels shown in the gears to the right is underpinned by objective attributes we look for to understand which level we are at. The coaching plan that is developed directly supports migration from Levels 0 and 1 up to Levels 3, 4 and 5. During the project, this is measured and reported on at the Steering Committee meetings.



IX® in Action

During our client's project, we measured the behavioral change through our LIS tool. Examples of some of the system elements included in this client's LIS tool were the Variance Report, Standard Work and Escalation Process. Behavior changes that were tracked included variance analysis, Root Cause Analysis Review and the act of following up.



After 15 project weeks, our client reached an LIS level 4.5 for System Elements and Behaviors and a 5 LIS for New Processes.

Implementation University Trains and Skills Your People and Teaches Your Teams How to Fish

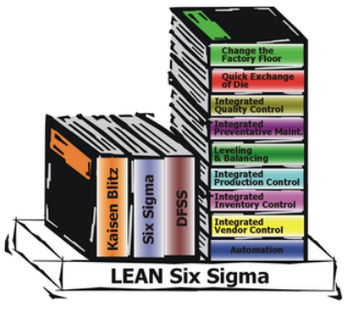
Implementation Engineers' Implementation University ensures your teams get the training and development while we provide IX® services to sustain all aspects of the work.



IX® unlocks your team's knowledge, skills, capabilities, and experience to:

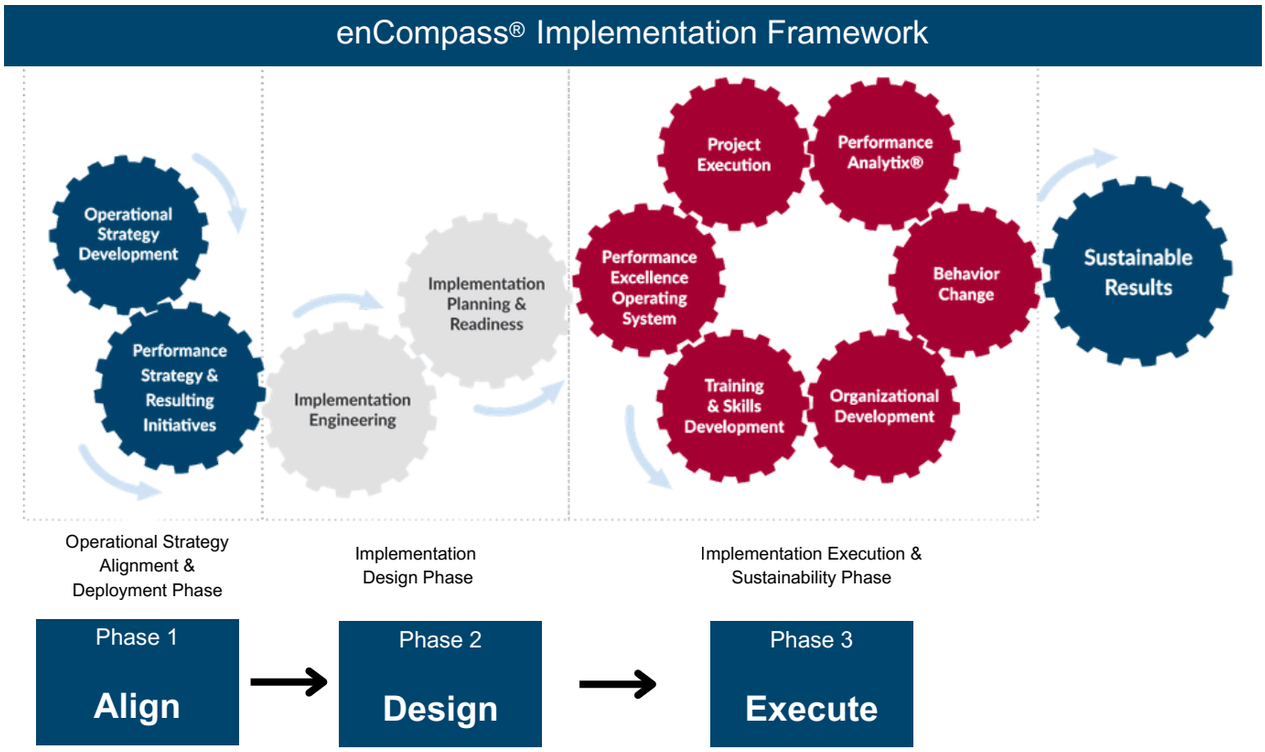


- Solve challenging problems
- Understand and manage complex change
- Coach others to adapt to new ways of thinking and working
- Learn and apply problem-solving tools like Lean and Six Sigma



Our Implementation Approach

While Implementation Engineers is not a strategy firm, we collaborate with leaders to enhance strategic thinking and assess the feasibility of implementing various strategies to achieve expected value. Our enCompass® framework offers a comprehensive Align-Design-Execute model to drive value realization. In contrast to traditional approaches, we advocate for a bottoms-up value creation process where each improvement is valued, and the collective impact of these solutions forms the expected value. Leveraging cutting-edge i4.0 principles throughout the value stream, we implement improvements and evaluate the necessary skills and behaviors essential for sustained value realization.



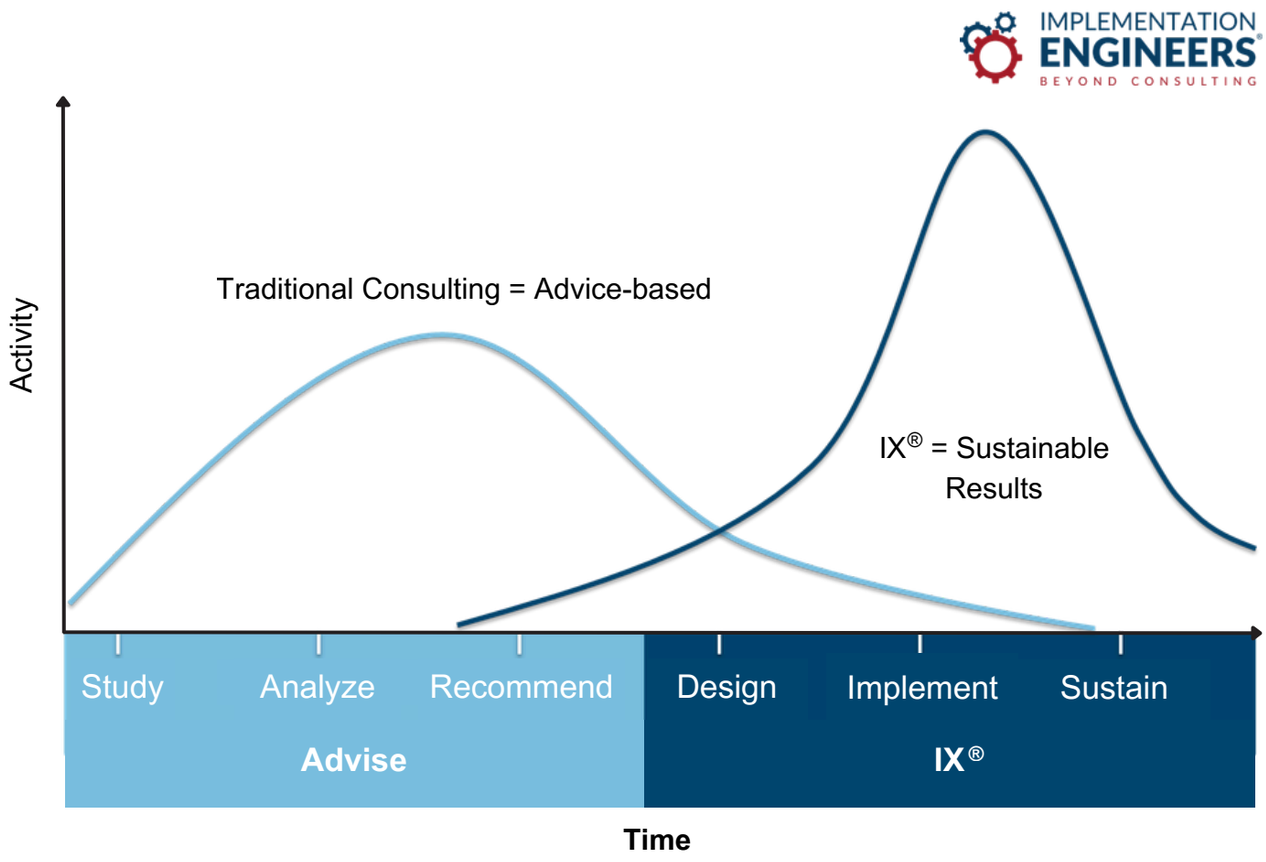
Our People

People make the difference. With record growth over the last many years, we are attracting the best talent to meet our customers' needs. Our IX® experts have been in industry most of their careers and know how to work with your teams to get things done. With over 20 years experience on average, our people bring the experience, skills and capabilities needed to complement your organization to deliver sustainable results.



IX® Is A New Service Paradigm For Value Creation

In summary, IE is not a consulting or advice service firm. We do not lay on the ground and look at the clouds in the sky to draw pictures of the perfect world. Instead, we are face down in the cactus working seamlessly with your people to get done what needs to be done to drive value creation. We accelerate the alignment of your people to focus on the hard work of executing the strategies that matter for your business. Some people believe that IE is a new professional service paradigm supporting organizations and leaders that don't need advice, just results. Finally, there is an Implementation Execution (IX®) services firm when you need one.



Implementation Engineers works Beyond Consulting® to drive value creation.

Let’s Turn Your Vision Into Results

At Implementation Engineers, we don’t just execute projects - we transform your vision into operational reality. Our proven 3-phase approach - **Align, Design, Execute** - delivers lasting value, from aligning your team on strategic goals to optimizing operations and driving measurable outcomes. Whether you’re aiming to lead your market, boost efficiency, or maximize shareholder value, we’re here to make it happen, step-by-step, side-by-side.

Ready to Get Started?

Let’s explore how we can bring your vision to life. Contact us today to schedule a conversation. Together, we’ll chart the path to your success.

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