



# Art of the Possible

## Newsletter

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AIR FORCE  
SUSTAINMENT CENTER

The AoP Newsletter is a monthly bulletin to communicate the latest enterprise AoP activities to the AFSC workforce. More detailed information is available on the AFSC AoP SharePoint site at <https://cs4.eis.afmc.af.mil/sites/1508/AoP/default.aspx>. If you have a question or would like to submit content for a future AoP Newsletter, please contact the POCs listed below.

### ***AoP Core Tenets***

Many recent changes to AoP in the past year make understanding and implementation clearer and more concise. AoP is a constraints-based management system built around six core tenets to provide simplicity: the Leadership Model, the Radiator Chart, establishing flow with flow principles, identifying Work In Progress (WIP), identifying constraints (includes wall walks, visual management, and data-driven decisions), and resolving constraints. The Leadership Model is the foundation for how all leaders in AFSC should operate. It provides the common site picture for achieving goals, attributes to focus our effort, and organizational values to guide our behavior. The Radiator Chart depicts the game plan for the enterprise with the goal of creating an organization that operates at maximum efficiency. The remaining core tenets outline the steps for building process machines and begin by establishing flow. Flow is the action of moving along in a steady, continuous stream...the continuous adding of value...the orderly movement of work through a series of established steps in a process. Next, we must identify WIP. This is identifying the product or output delivered by the process machine and may be difficult for some organizations. The final tenets are identifying constraints in the process machine and then resolving those constraints through CPI application. These tenets are repetitive and drive AFSC organizations toward achieving Art of the Possible results. The core tenets of AoP ensure a standardized approach toward building process machines and the requirements necessary to operate them once they are established. Future newsletters will focus on and explain each core tenet.

### ***Updated Maturity Matrix***

On 20 Apr 17, the AoP SMEs approved a standardized version of the Maturity Matrix for use across the AFSC. This update improves the language and allows for common application in all organizations. The Maturity Matrix is a measurement tool for leaders to assess their progress toward implementing AoP and adds transparency to their process machines. Used at all unit levels, the Maturity Matrix provides a common “yardstick” to self-assess how well an organization is implementing the science necessary to reach “Art of the Possible” results. By assessing unit status for each of the horizontal “execution” bars on the Radiator Chart, the Maturity Matrix helps provide a top-to-bottom view from “Road To...” goals to floor-level “Touch Time.” Using the matrix, units across AFSC self-assess using a common standard. The Maturity Matrix establishes a 1 through 5 grading scale for each execution element of the Radiator Chart (each of the eight horizontal bars). This grading scale defines stages of maturity evolving from initial set-up, to institutionalization, to the ultimate goal of establishing a “world-class” organization. AFSCI 60-101 states commanders/directors will self-assess their unit’s maturity using the Maturity Matrix and provide maturity self-assessments to their respective commanders semi-annually.

### **NEWSLETTER POCs**

Primary: Ms. Michelle Jackson,  
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### **Upcoming Events:**

#### **Advanced Level Workshops**

20-21 Jun 17, Tinker, AFB

7-8 Nov 17, Robins, AFB

Note: Locations swapped to support  
Stock Take II

#### **Senior Leader Course**

14-16 Aug 17, Tinker AFB

#### **Stock Take II**

22-23 Jun 17, Tinker AFB

Note: Was previously Robins AFB

### **AoP FAQs & Common Misperceptions:**

What benefit does AoP provide to the AFSC? AoP provides greater military capability and improved readiness at less cost than ever before. To maximize the benefits of AoP, AFSC must have a common site picture that focuses on a successful environment. The Leadership Model is being used to drive a successful environment in AFSC that will meet common goals through three collective components: developing our people; managing our resources; and improving our processes, focused around the tenets of speed, quality, safety, and cost effectiveness.

### **AoP SharePoint URL**

<https://cs4.eis.afmc.af.mil/sites/1508/AoP/default.aspx>