



ACTIVA 6D™

OPERATIONAL SYSTEM™

ACTIVATE CLARITY. DRIVE GROWTH.



FOCUS

Clarity on what matters



EXECUTION

Discipline that delivers results



IMPROVEMENT

Better every day, always



CULTURE

Engaged people, sustainable results

FERNANDO FLORA | INTERIM CRISIS PLANT MANAGER / GENERAL MANAGER

FF SYSTEM II – GOVERNANCE & CULTURE

ACTIVA 6D™

Human Operational Excellence System™

The Governance & Culture Architecture That Sustains Operational Recovery

Born on the Shop Floor

ACTIVA 6D™ is not the result of theoretical abstractions or office consulting trends. It was born directly in the Gemba — on the factory floor and in critical industrial environments where traditional theory fails and every decision immediately impacts people's safety, customer service, and business cash flow. Built over 30+ years leading operations and complex turnarounds across industries, cultures, and countries.

Negative Cash Flow

Survival priority: generating liquidity to cover weekly payroll. No margin for 30, 60, or 90-day diagnostics.

Destroyed Trust

Customer and supplier confidence completely broken due to recurring service failures.

Fragmented Teams

Operating at different speeds, priorities, and motivations — pulling in opposite directions.

Reactive Culture

Dominated by blame-avoidance and the phrase: "that's not my responsibility."

Double-Digit Absenteeism

Turnover and absenteeism rates destabilizing production lines and burning out the few who truly cared.

Eroded Margins

Scrap, chronic rework, and overtime costs eating profitability while headcount was added to hide structural failures.

The maximum lesson learned across industries, cultures, and countries: problems are not technical — they are structural and cultural. Lean tools fail consistently not because of the tools themselves, but because they are deployed in organizations that lack the human maturity to sustain them.

ACTIVA 6D™ is the integrated answer: a complete system that simultaneously resolves the two critical vectors of any organization — Structure and Culture.

Purpose, Mission & Vision

Purpose — Why We Exist

To unlock the maximum potential of people and operations, creating environments where clarity, safety, and contribution generate sustainable performance and innovation. With identical machines, processes, and people — results transform radically when purpose, strategic clarity, psychological safety, and legitimate collective commitment are injected.

Mission — What We Do & How

We build disciplined, people-centered operating systems that align purpose, processes, and teams to achieve stability, continuous improvement, and innovation at every level. We transform internal culture and management discipline into a long-term competitive advantage — ordering, stabilizing, and developing both people and business architecture.

Vision — Where We Are Headed

To become the reference operational framework for organizations seeking sustainable performance, empowered teams, and a culture of continuous improvement and innovation. A reliable global standard for organizations that need to radically transform their operational indicators without sacrificing their human essence — forging autonomous teams capable of thinking, speaking, improving, and innovating on their own.

Ecosystem Objectives

- 100% of the organization understands the strategic direction with precision — where we are going and why.
- Every team member clearly identifies what is truly important in their shift.
- All levels actively participate, contribute improvement ideas, and feel integrated in a single direction — achieving consistency, clarity, and operational rigor.

The DNA: Principles & Socratic Practice

For the cultural foundations to come alive — and not remain static declarations — **ACTIVA 6D™** defines the genetic code of daily plant behavior through three essential behaviors and one mandatory leadership practice.

The Three Essential Behaviors — The ACTIVA 6D™ DNA



Active Curiosity™ — Learn to Understand

The constant, institutionalized disposition to carefully observe the Gemba, listen to operators, and deeply understand the physical reality of processes before making any decision. It is the engine that drives continuous improvement and stops visceral management reactions.



Active Respect™ — Connect to Advance

The conscious practice of involving, listening with empathy, valuing the competencies of floor personnel, and recognizing their contribution. It is the operational foundation upon which the system's psychological safety is built.



Active Action™ — Execute with Clarity

The disciplined capacity to convert understanding into precise movement. It translates into agile decision-making, rigorous execution of management routines, rapid reaction to KPI deviations, and sustained adherence to agreed standards.

The Socratic Method as Natural Leadership Practice

In this ecosystem, the Socratic method is not an accessory tool or a training module — it is the direct operational expression of Active Curiosity™ embedded in the leader's profile. Leaders replace direct orders with a structured sequence of questions.

Ask systematically to understand the real nature of the problem before acting

Clarify process and environment variables before making a technical decision

Explore Gemba facts objectively, eliminating blame and personal confrontation

Listen with genuine intent to capture the technical knowledge of the line operator

Discover underlying systemic root causes — stopping superficial solutions

This approach shifts the old directive leadership model toward a co-responsibility model — where the leader helps the team think, make problems visible, and base decisions on hard data and physical process realities.

The ACTIVA™ Clarity Framework — Our Execution Standard

For purpose and values to stop being abstract concepts and transform into precise movement on the floor, every objective, commitment, goal, or action formulated across the six dimensions must rigorously comply with the ACTIVA™ Framework — our global standard for quality control and technical execution.



A — Aligned

Every effort, project, or indicator must be perfectly connected to the purpose, values, mission, strategic priorities, and the 6 dimensions of the operating system. No isolated initiatives that dilute plant resources.



C — Clear

Formulation must be simple, direct, transparent, and understandable by anyone — from the General Director to the assembly line operator. Clarity is a form of respect toward the worker.



T — Trackable

Every commitment must be measurable, visible on the operations floor, and tracked in real execution time. What is not measured with transparency cannot improve.



I — Impactful

Actions implemented must generate a significant, positive, and demonstrable impact on people, process stability, and business profitability.



V — Valuable

Must create tangible, lasting, and sustainable value for the team, the organization as a whole, and the end customers of the market.



A — Agile

Must be executed with operational rhythm, adaptability, resilience to production surprises, and a deep sense of responsible urgency.

The ACTIVA™ Framework is not a checklist — it is the quality filter that every decision, initiative, and commitment must pass before it earns a place on the shop floor.





ACTIVA 6D™
OPERATIONAL SYSTEM



FERNANDO FLORA
EXECUTIVE RECOVERY
FRAMEWORK™

ONE STRATEGY. TWO SYSTEMS.
LASTING BUSINESS PERFORMANCE.

From Financial Recovery to Lasting Business Performance.



RECOVER.
Results that matter.



STABILIZE.
Discipline that lasts.



TRANSFORM.
Culture that drives performance.



SUSTAIN.
Growth that endures.

INTERIM LEADERSHIP · IMMEDIATE IMPACT · LASTING BUSINESS PERFORMANCE.

FF Framework: Two Systems, One Recovery

Fernando Flora's operational recovery methodology is built on two integrated systems that work in tandem. While the **ERF (Executive Recovering Framework)** drives execution and financial recovery, **ACTIVA 6D™** provides the governance architecture and cultural foundation that makes recovery sustainable.

SYSTEM I

ERF™

Execution & Recovery

- Operational turnaround execution
- Cash flow stabilization
- Crisis management protocols
- Short-term performance recovery
- KPI-driven decision making

SYSTEM II – THIS DOCUMENT

ACTIVA 6D™

Governance & Culture

- Human-operational governance architecture
- Cultural transformation & stability
- Leadership development system
- Long-term sustainability engine
- People-driven management discipline

ACTIVA 6D™ is not a support tool — it is the operating system that prevents relapse and builds the organizational immune system against future crises.

*This document presents **ACTIVA 6D™** as a standalone commercial offering delivered by Fernando Flora in his capacity as Interim Crisis Plant Manager or General Manager.*

Executive Summary

ACTIVA 6DTM is a proprietary Human-Operational Excellence System born from 30+ years of frontline industrial turnaround leadership. It is the governance and culture layer that transforms a recovered operation into a self-sustaining, high-performance organization.

The Problem It Solves

Most turnarounds fail within 18 months. Not because the financial recovery was wrong — but because the organization's culture, leadership behaviors, and daily management discipline were never rebuilt. **ACTIVA 6DTM** closes this gap permanently.

What It Delivers

A complete operating system: strategic direction, cultural stability, daily management discipline, continuous improvement, human leadership, and governance — all integrated into one coherent framework deployed in 6 months.

Who Deploys It

Fernando Flora, as Interim Crisis Plant Manager or General Manager, embeds **ACTIVA 6DTM** directly into the organization during the recovery mandate — ensuring the system is operational before exit.

30+

Years of Frontline Experience

6

Integrated Dimensions

6 Months

Full Deployment Timeline

Day 1

Activation from First Day of Mandate

The Root Cause of Turnaround Failure

Private equity and executive leadership invest heavily in financial restructuring, operational fixes, and new management. Yet industry data consistently shows that 70–80% of organizational transformations fail to sustain results beyond 24 months. The reason is structural and cultural — not financial.

The Relapse Pattern

01

Crisis Intervention

New leadership installed. Cash flow stabilized. Immediate operational fixes applied. KPIs improve in months 1–3.

02

False Recovery

Numbers look better. Pressure eases. Leadership declares success. The underlying culture, behaviors, and management discipline remain unchanged.

03

Cultural Regression

Old habits return. Accountability erodes. Silos rebuild. Key talent exits. The organization reverts to pre-crisis behavior patterns.

04

Second Crisis

Performance deteriorates again. A second intervention is required — at significantly higher cost and with greater organizational damage.

The **ACTIVA 6D™** system was designed specifically to interrupt this cycle — by building the governance architecture and cultural operating system that makes recovery permanent.

What Traditional Turnarounds Miss

- Culture and psychological safety
- Daily management discipline
- Leadership behavior change
- Informal power structures
- Human stability and retention

What **ACTIVA 6D™** Addresses

- D-SECTM: Social & Emotional Culture System
- D-PMSTM: People-Driven Management System
- D-121™: Weekly Leadership System
- Four Powers governance model
- HSI Engine: Human Stability Index



THE OPERATING SYSTEM

ACTIVA 6D™ — System Architecture

ACTIVA 6D™ is structured as a temple of operational excellence — built from the ground up, with cultural foundations that support six integrated operational dimensions, all converging toward differentiation, innovation, and sustainable results.

The Foundation — Non-Negotiable Cultural Bedrock

Level 1 — Our Commitment to Others

Safe Workplace

Proactive elimination of physical risks

Health & Wellbeing

Physical and mental integrity of every person

We Care for Each Other

Collective cohesion and mutual protection

Level 2 — Cultural Enablers

Psychological Safety

Freedom to speak, learn, fail, and grow without fear

Socratic Leadership

Authority + informal influence unified to remove obstacles and empower teams

ACTIVA 6D™ — The 6 Dimensions

The 6 dimensions do not operate independently — they form a closed operational circuit that self-reinforces daily. From diagnosis to culture, discipline, improvement, and human leadership — each dimension feeds the next.



D5D™ — 5-Day Reality & Culture Assessment

Intensive 5-day diagnostic. No corporate filters. Honest baseline of culture, leadership, and operations.



D-SPT™ — Direction & Strategy Platform

Strategic clarity. Shared priorities. KPIs co-created with the team. Cascaded alignment from C-suite to shop floor.



D-SEC™ — Social & Emotional Culture System

5-pillar culture architecture. Ambassador network. Psychological safety activation. Retention driver.



D-PMST™ — People-Driven Management System

Daily SQCDM discipline. Visual management boards. 6-level escalation system. Shift-change routines. Include daily CI reports, Gemba and 2* week Team Recognition



D-CKA™ — Coaching & Kaizen Approach

Supervisors become floor coaches. Daily waste elimination. Operator-driven improvement ideas. Bottleneck resolution.



D-121™ — Weekly One-to-One Leadership System

Individual leader-to-report sessions. HSI Engine analytics. Conflict prevention. DP&L™ financial accountability.

The Cultural Enablers — Foundation Level 2

No operational dimension can sustain itself in isolation if the organization does not first guarantee a foundation of human respect and protection. Foundation Level 2 activates the social environment that makes transformation possible.

Psychological Safety

We create an environment of trust, respect, and openness where people feel safe to speak up, learn, and grow. People have the absolute freedom to express their opinion, learn, experiment, and make mistakes without fear of reprimand or punitive judgment. Psychological safety is not a soft concept — it is the operational prerequisite for honest communication, visible problems, and real improvement.

Leadership — Formal Authority + Informal Power

We use formal authority with clarity and informal power with influence to make decisions, remove obstacles, and inspire action. Leadership in ACTIVA 6D™ unifies the institutional authority of the Plant Manager with the real influence of the shop floor — oriented to clear the path, empower teams, and defend the system against external pressure.

Why Level 2 Comes Before the 6 Dimensions

When leaders impose decisions without listening to the floor, problems are hidden to avoid conflict, decisions arrive late, and the factory operates by urgency instead of discipline. Foundation Level 2 eliminates this pattern permanently.

Without Level 2

- Problems hidden to avoid conflict
- Decisions imposed without floor input
- Fear replaces honest communication
- Change initiatives sabotaged silently
- Culture operates by urgency, not discipline

With Level 2 Active

- Problems surface immediately and openly
- Leaders ask before they decide
- Psychological safety enables real improvement
- All four powers co-create the system
- Culture operates by discipline and purpose

The Four Powers Governance Model

ACTIVA 6DTM is built on an unbreakable political and industrial principle: organizational transformation is mathematically impossible if imposed unilaterally from the corporate pyramid. The system co-constructs change by engaging the four real power centers of any operation.



Formal Power — Plant Manager / General Manager

Role: Institutional authority. Guarantees the operating system, provides financial resources, publicly backs team decisions in the Gemba, and defends the model against external pressure.

Key Behavior: Visible presence on the floor. Zero tolerance for bypassing the system.



Operational Power — Area Directors & Middle Management

Role: Technical owners of the process. Connect business targets to physical plant reality. Translate strategic vision into engineering variables and daily KPIs.

Key Behavior: Data-driven decisions. SQCDM accountability. Escalation discipline.



Cultural Power — D-SECTM Ambassadors

Role: Democratically selected representatives who monitor emotional health, respect, open communication, and cultural pillar compliance on the floor.

Key Behavior: Human sensors. Early warning system for morale shifts and cultural tensions.



Informal Power — Real Opinion Leaders

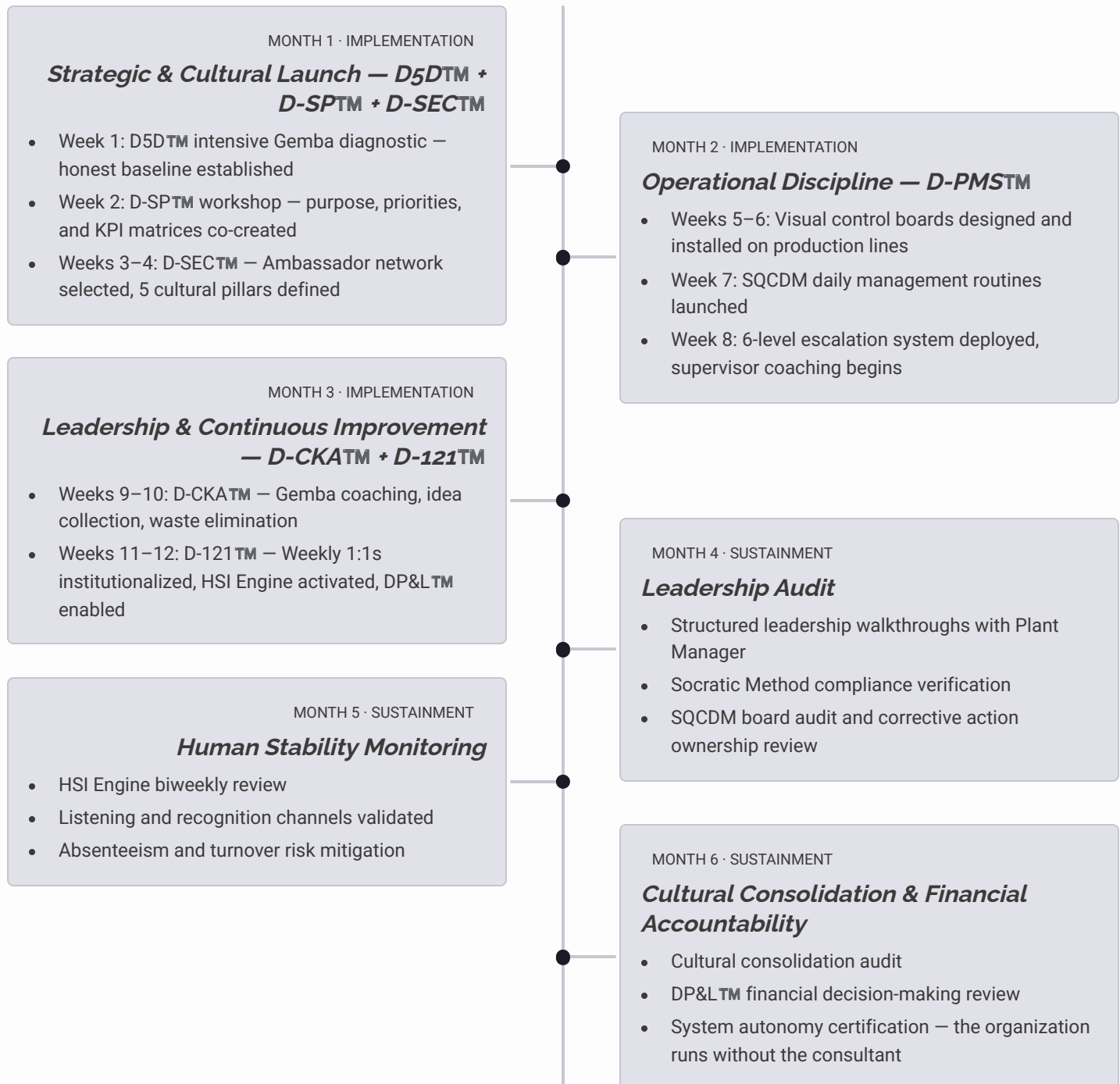
Role: Senior operators, respected technicians, and natural floor influencers who move collective opinion. Without their legitimate buy-in, any change initiative will be sabotaged.

Key Behavior: Priority voice in co-creation committees. Formal recognition within the system.

Engaging all four powers simultaneously is not optional — it is the structural prerequisite for any sustainable transformation. **ACTIVA 6DTM** is the only system that formally maps and activates all four.

6-Month Deployment Roadmap

ACTIVA 6DTM is deployed over a structured 6-month mandate — the minimum scientifically validated period to respect organizational learning curves and ensure cultural assimilation. The timeline is divided into two phases: Implementation (Months 1–3) and Sustainment (Months 4–6).



Phase 1: Implementation (Months 1–3)

- Infrastructure installation
- Routine deployment
- Cultural activation

Phase 2: Sustainment (Months 4–6)

- Governance
- Coaching
- Cultural anchoring
- Autonomous operation

10 Visible Proofs of Success

ACTIVA 6DTM certification is not granted by completing paperwork. It is validated through 10 observable, behavioral, and physical evidences confirmed directly on the shop floor. These are the CEO/COO/PE metrics that prove the transformation is real and permanent.

- 1

Absolute Strategic Clarity

100% of operations staff, when randomly asked, can articulate exactly where the plant is going and what the critical monthly target is.
- 2

Why-Based Leadership

Line supervisors explain context and connect daily effort to co-created purpose. They do not impose targets — they inspire commitment.
- 3

Cultural Power Respected

D-SECTM Ambassadors are actively recognized by management and peers as the guardians of floor culture and psychological safety.
- 4

Free Flow of Ideas

Operators propose improvements naturally because they experience a judgment-free environment and see their ideas implemented at their workstation.
- 5

Psychological Safety Alive

Operational errors are reported immediately and openly. The culture focuses on fixing the process — not hunting for culprits.
- 6

Sustainable KPI Compliance

Key manufacturing indicators show stabilization and compliance trends driven by discipline — not heroic one-off efforts.
- 7

Silo Elimination

Production, Maintenance, and Quality collaborate at the daily board.
Interdepartmental conflict has been replaced by shared accountability.
- 8

Sustained Human Stability

Absenteeism and voluntary turnover curves drop significantly, confirmed by HSI Engine stabilization indicators.
- 9

Data-Driven Responsible Decisions

Middle managers justify action plans and investments using dual filter: operational process impact + plant P&L profitability.
- 10

Ecosystem Autonomy

Operational discipline, shift-change meetings, and improvement walkthroughs execute with scientific rigor even when the Plant Manager or consultant is not physically present.

When all 10 evidences are confirmed, the organization no longer needs the system to be managed — it has become the system.

Why Fernando Flora

ACTIVA 6DTM is not a consulting package delivered by a team of analysts. It is a proprietary system built, tested, and refined over 30+ years by one operator — Fernando Flora — who has deployed it personally in extreme industrial environments across multiple industries, cultures, and countries.

The Profile

- 30+ years of frontline operational and turnaround leadership
- Deployed in extreme crisis environments: negative cash flow, broken supplier trust, fragmented teams, double-digit absenteeism
- Creator of the **ACTIVA 6DTM** Operational System and the **ERFTM** Executive Recovering Framework
- Operates as Interim Crisis Plant Manager or General Manager — embedded, accountable, full-mandate
- Intervenes from Day 1 with total responsibility — even with incomplete information

The Difference

- Not a consultant who advises — an operator who executes
- Not a framework that is handed over — a system that is embedded and activated
- Not a 90-day diagnostic — a Day 1 intervention with immediate accountability
- Not theory — 30+ years of Gemba-validated practice
- Not a report — a living, breathing operating system that runs after exit

"The maximum lesson learned across industries, cultures, and countries: problems are not technical — they are structural and cultural. **ACTIVA 6DTM** is the integrated answer to this reality."

*Fernando Flora | Operational & Turnaround Leader | Creator, **ACTIVA 6DTM** Operational System*

ACTIVA 6D™

HumanOperational Excellence System™

Activate Clarity. Drive Growth.

ACTIVA 6D™ is not a trend, not abstract theory, not paper consulting. It is a human, practical, rigorous, and sustainable industrial ecosystem — designed to transform business results by first transforming the lives and culture of the people who operate it.

We fail, we learn,
we grow.

Together.
