

# LEAN LEADERSHIP AND TRANSFORMATION

## Does your company need a Lean transformation?

The Leadership and Lean Transformation program has four core areas of focus that can be delivered individually, but are recommended together to achieve the greatest positive impact. Each focus area may include on-going coaching and support. The on-going consulting and coaching for each area provides support for an organization in effort to sustain and grow the gains achieved during their Lean transformation process.



## OBJECTIVES

### Focus 1: Executive leadership team alignment and coaching

The foundation for successful Lean implementation is developed through the organization's executive leadership team. The executive leadership team must establish common vision and actions that govern the implementation process. In order to establish this foundation the following key subjects will be addressed:

- Strategic Leadership: vision, mission, values review, tactical plan and monitoring, accountability methods will be documented and employed.
- Organization / Lean Management System development.
- Leading Lean Sigma: leadership team building, organizational strategy and systems development, and planning to support a Lean Sigma transformation.

Specific tools targeted are: personality preference, valuing teamwork and diversity, improving communications, performance management, motivation, lean culture development, strategy development and deployment, one-page plans, meeting rhythms, and metrics are included.

### Focus 2: First level leadership alignment and applications training

First level leadership alignment and applications training is a compressive, yet practical, supervisor training program for all levels of leaders and supervisors that addresses the "people side" of Lean transformations. It provides participants with a clear understanding of how to be a more effective supervisor and lead people to improve during and after a Lean transformation. The fundamentals of supervision and leadership are put into practical terms, applications, and tools to provide the participant with well-rounded mastery of how and when to use the key tools and techniques. Special consideration is given to Lean goal setting and performance management, which are the keys to helping others succeed.

Topics covered:

- Principled Leadership and Motivation
- Team Building and Diversity
- Communications and Delegation
- Performance Management, highlights reporting, meeting rhythms, and metrics
- Continuous Improvement and Problem Solving
- Decision Making, Rewards, and Discipline
- Project and Time Management, and Meeting Leading
- Interview Techniques and Hiring
- Performance Reviews, Conflict Management and Terminations
- Anger and Stress Management

**Focus 3: Grass roots level Lean applications training**

This core focuses on the application of structured Lean methods on the shop floor and offices 5S and Visual control tools and techniques will be reviewed and applied to all areas of the organization. Existing systems will be improved and enhanced to improve flow and speed of communication flow.

**Focus 4: Value Stream Mapping to high impact Lean Sigma improvement projects**

Value Stream Mapping training provides the Lean practitioner with hands-on experience documenting and improving a variety of processes. The value stream mapping process is universally used to document a process, establish and prioritize high impact improvement projects, and communicate this information to all. The value stream mapping processes works in manufacturing and offices environments, and is a critical part of a waste reduction or Lean initiative. The fundamental process - waste elimination and value mapping - is taught in a classroom and then applied to a real process. The participant is also required to provide a summary and future state map or action for their value stream or process.

Getting Started	Create a New Organization	Install Business Systems	Complete the Transformation
<ul style="list-style-type: none"> <li>• I.D. Change Agent</li> <li>• Get knowledge</li> <li>• Map value streams</li> <li>• Begin Value Stream Mapping (VSM) and improvement events</li> <li>• Develop an excess people policy</li> <li>• Policy deployment “planning”</li> <li>• Leadership team alignment</li> <li>• Establish Lean measure to track progress</li> </ul>	<ul style="list-style-type: none"> <li>• Lean learning for everyone - 5S &amp; Visual Controls</li> <li>• Growth strategy</li> <li>• Throw out the anchors</li> <li>• Develop a “Perfection” mindset</li> <li>• Grass Roots activities in 5S and Visual Controls</li> <li>• VSM project based on high impact priorities</li> <li>• Policy deployment - leadership teams and management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce Lean accounting systems</li> <li>• Relate pay to firm performance</li> <li>• Find right-size tools</li> <li>• Make everything transparent</li> <li>• Reorganize by product family</li> <li>• Create Lean function</li> <li>• Policy deployment “Check and Act” - leadership teams and sustainable management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Apply steps to your suppliers</li> <li>• Develop global strategy</li> <li>• Transition from top-down to bottom-up improvement</li> <li>• Policy deployment “Check and Act” - leadership teams and sustainable management systems</li> </ul>

