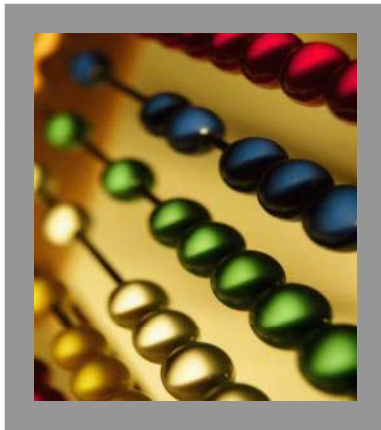




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Making The Right Moves: Critical Organizational Elements for Lean Deployment



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Objectives

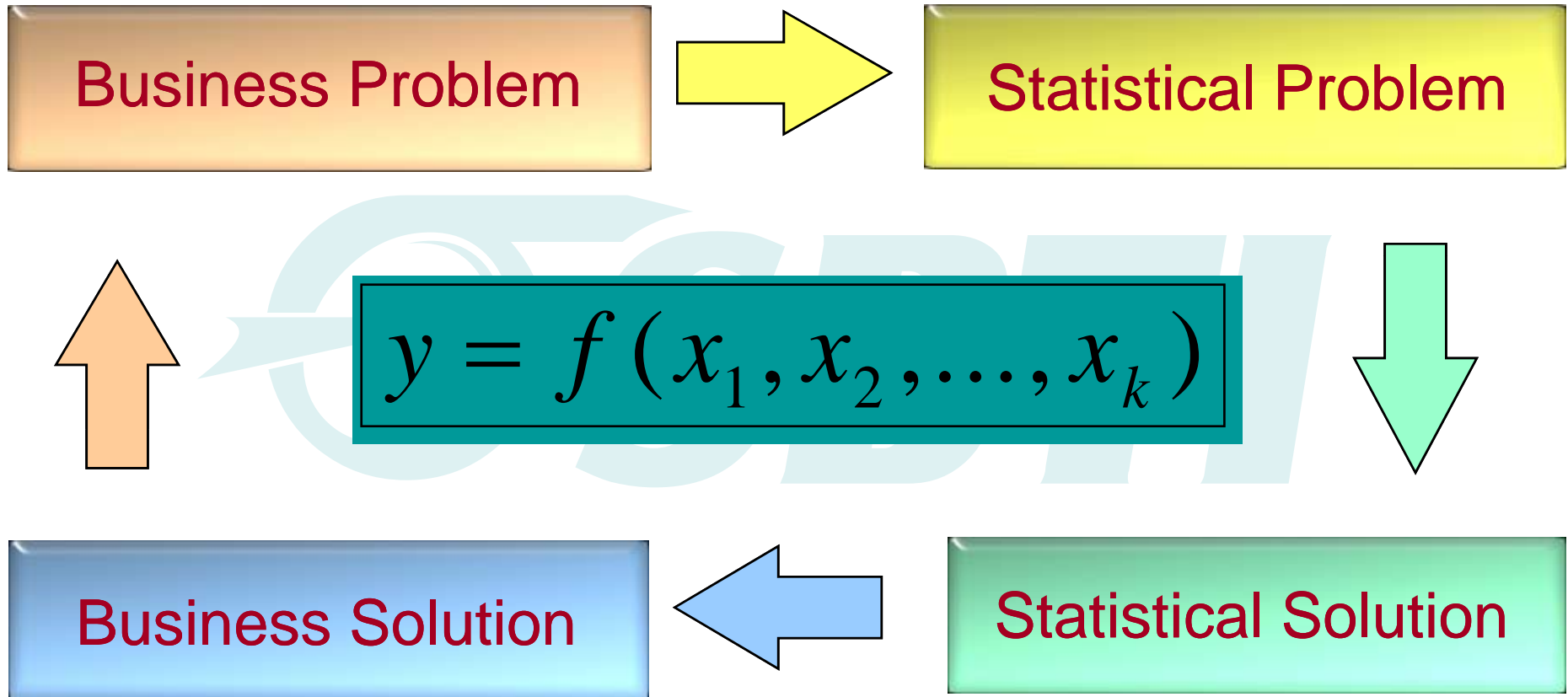
- The Biggest Mistakes Made With Wave #1
 - Make it Make Sense
 - Provide the Credible Support System
 - Convey the Methodology
 - Have a Roadmap



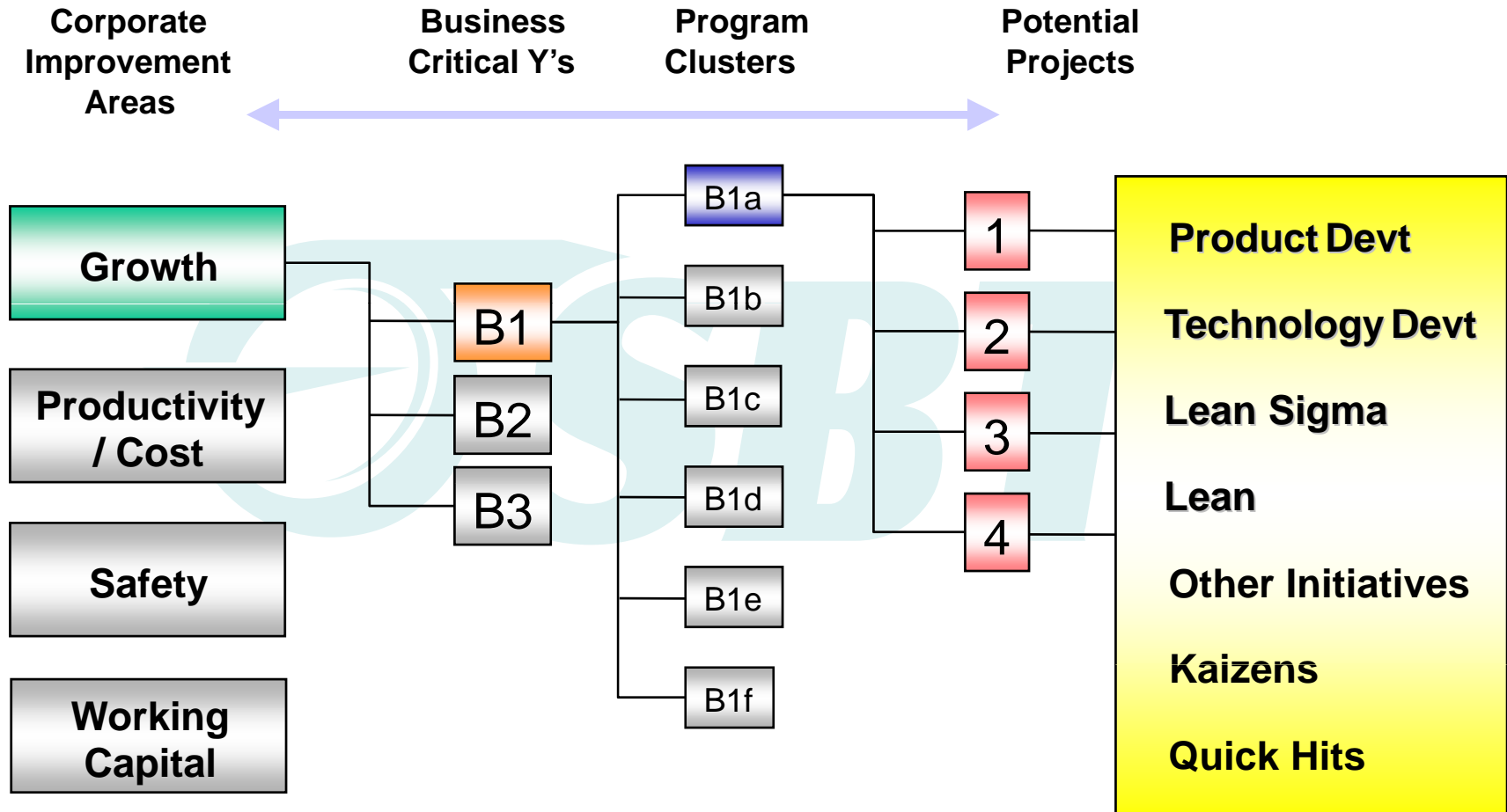
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Make it Make Sense



Links To Strategic Drivers



We are looking to make the connections for ALL potential projects!



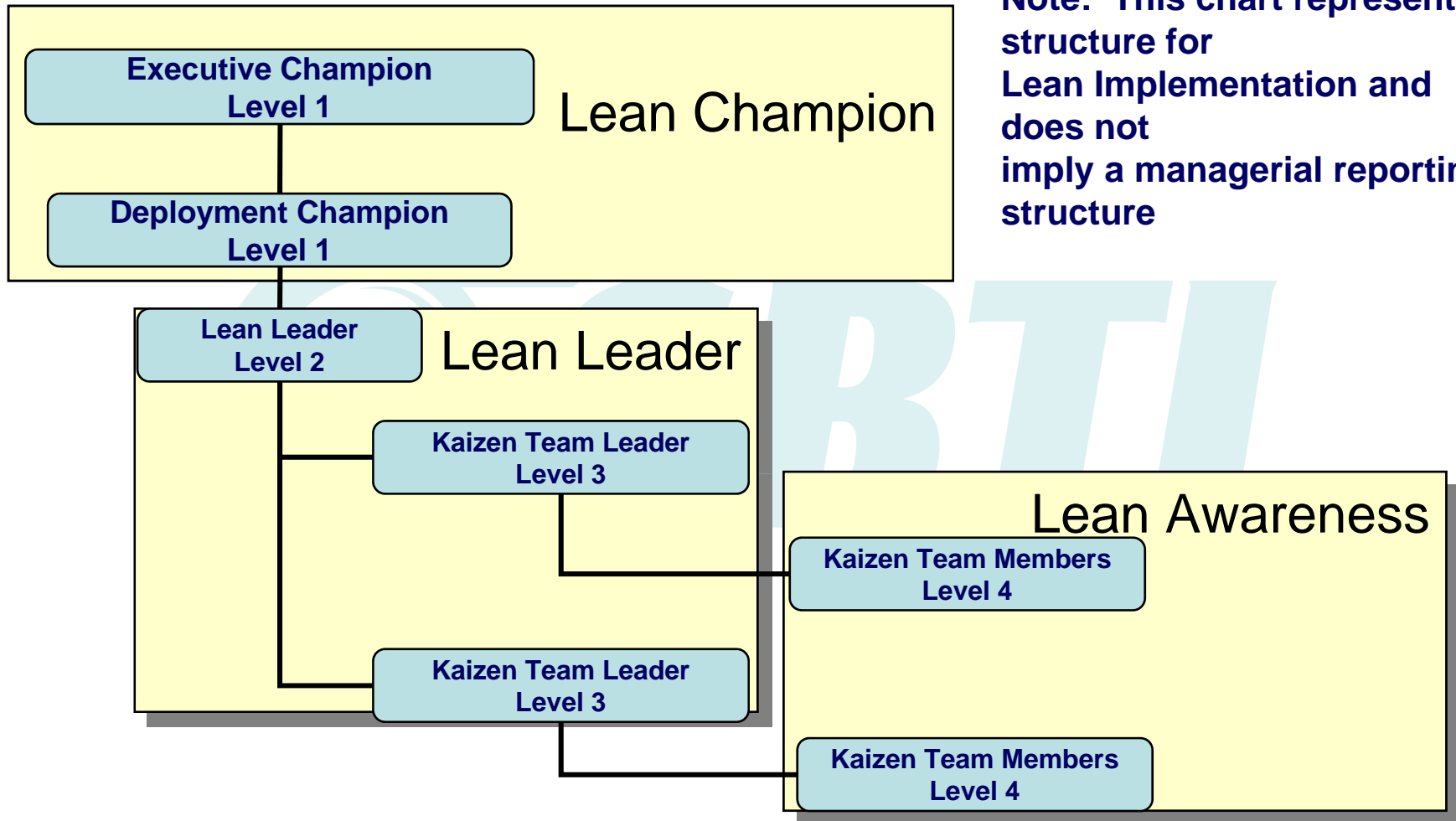
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Have The Right Organizational Structure

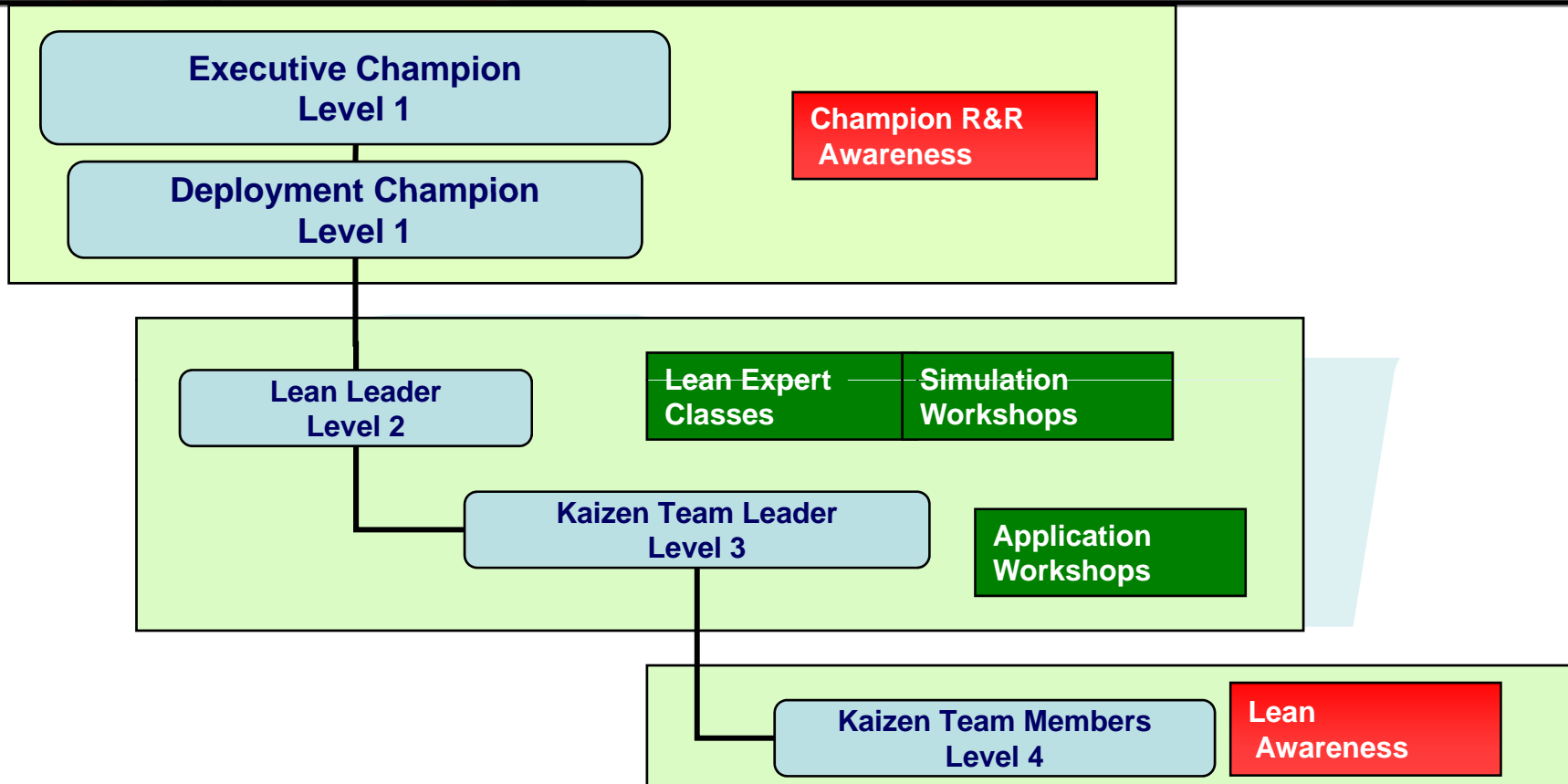
Worth 1000.com

Lean Organizational Structure



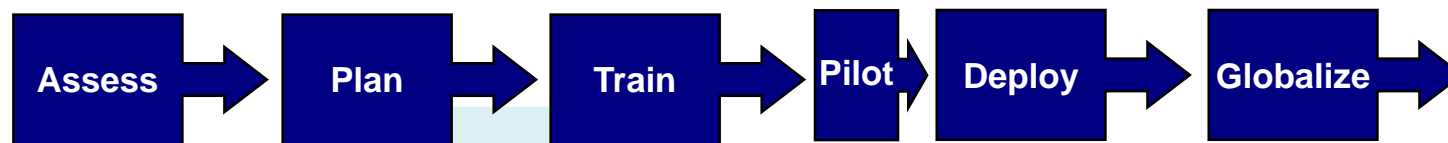
Note: This chart represents a structure for Lean Implementation and does not imply a managerial reporting structure

Lean Training Requirements by Level



Lean Leaders Drive This Level

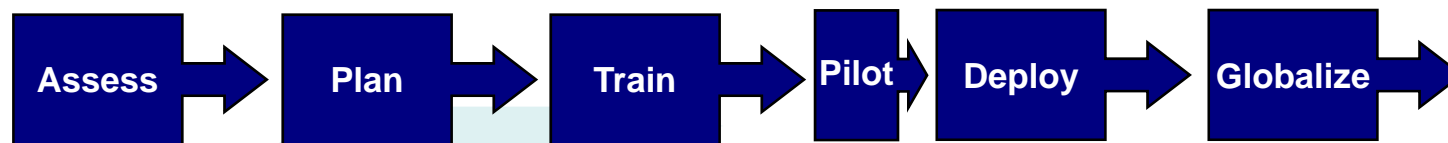
SBTI's Lean Roadmap for Implementation



- **Phase 0: Assess**
 - Evaluate Opportunity
 - Level 1 Entitlement - “Setting the Bar” The best day in the life of the process
 - Level 2 Entitlement – “Raising the Bar” Creating the best Competitive Advantage

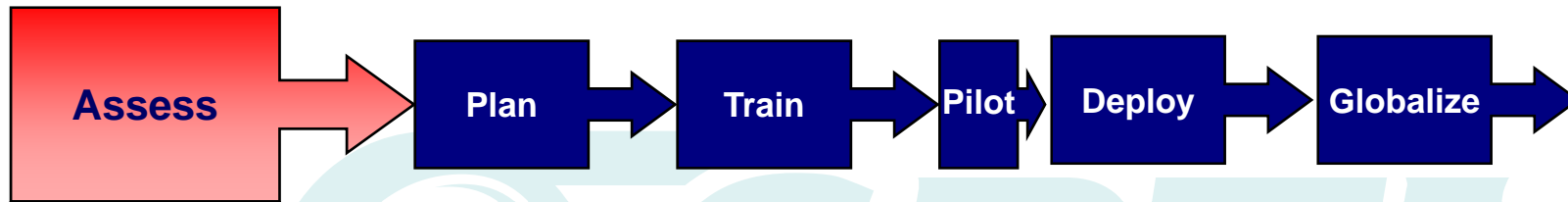
- **Phase 1: Plan**
 - Value Stream Mapping across business areas
 - Locate areas of opportunity to apply Lean
 - Organizational System for Lean implementation

SBTI's Lean Roadmap for Implementation



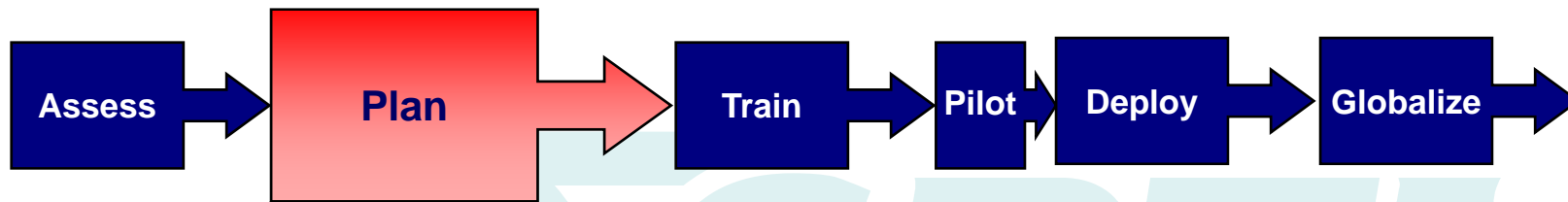
- Phase 2: Train
 - Lean Methodology
 - Lean Leaders (How)
 - Benefits Tracker (Why)
 - Lean Management System
- Phase 3: Pilot
 - Kaizen
 - 5S
 - Process Maps
 - Quick Hit Kaizen
- Phase 4: Deploy
 - Deployment Model
 - Lean Leaders
- Phase 5: Globalize
 - Leverage across internal and external supply chain
 - Lean Experts that can be “plugged and played”
 - Wave 2

Phase 0: Assess



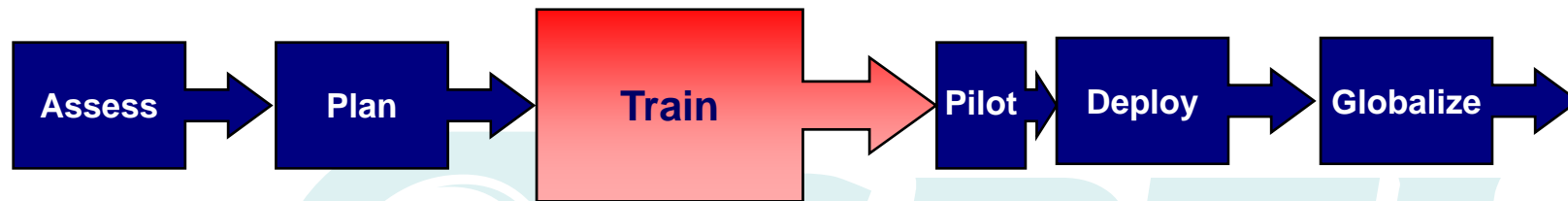
Objectives	Activities	Tools and Techniques	Deliverables
<p>To evaluate the business system with respect to process change and readiness, readiness and opportunity</p>	<ul style="list-style-type: none"> • Identify assessment coordinator • Compile, analyze, summarize data to define current state • Establish entitlement goal • Quantify financial benefits • Define timeline to benefits 	<ul style="list-style-type: none"> • Value Stream Mapping • Twenty elements of business effectiveness (LMA) • Benchmark • Data analysis tools 	<ul style="list-style-type: none"> • Current State Map • Desired State Map • Implementation Plan • High Level Resource Plan • Deployment Decision

Phase 1: Plan



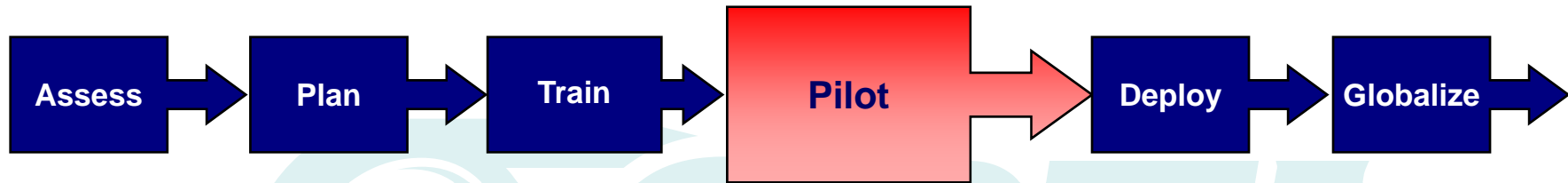
Objectives	Activities	Tools and Techniques	Deliverables
<p>To establish the forward steps required to drive lean deployment into and throughout the organization and it's culture</p>	<ul style="list-style-type: none"> • Define milestones • Define protocols for deployment • Establish organizational structure • Establish consensus and obtain buy-in • Define training plan 	<ul style="list-style-type: none"> • Team Tools <ul style="list-style-type: none"> • Brainstorming • Multi-voting • Nominal Group Techniques • Process Maps • Project Management Skills • Benefits Tracker • Lean Roadmap 	<ul style="list-style-type: none"> • Milestone Plan • Training Plan • Roadmap • Define Training Curriculum • Identify metrics to support business objectives

Phase 2: Training



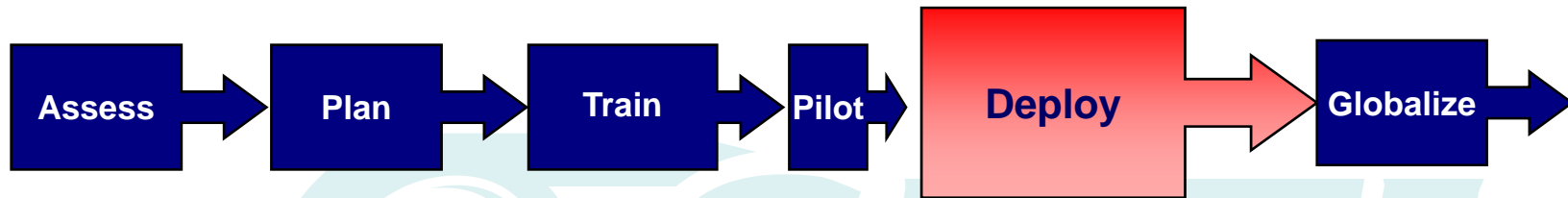
Objectives	Activities	Tools and Techniques	Deliverables
<p>To elevate the Lean competencies necessary to achieve the deployment goals.</p> <p>To establish a culture that uses Lean concepts in decision making at all levels.</p>	<ul style="list-style-type: none"> • Develop curriculum • Deliver training • Define training effectiveness measure • Develop training deployment plan • Develop certification plan for trainers 	<ul style="list-style-type: none"> • Simulations • E-Learning • Lean Tools 	<ul style="list-style-type: none"> • Awareness training at defined levels • Individualized training curriculum for defined job skills • Internalized training program • Training program linked to business objectives

Phase 3: Pilot



Objectives	Activities	Tools and Techniques	Deliverables
<p>To test and validate the Lean deployment plan.</p> <p>To create a concept Learning center with demonstrated Best Practices</p>	<ul style="list-style-type: none"> • Select and define pilot project • Install metrics to measure pilot effectiveness • Evaluate results • Evaluate the “plan entitlement” • Evaluate decision for full deployment 	<ul style="list-style-type: none"> • Kaizen Event • Process Maps • Team Tools • Lean Tools 	<ul style="list-style-type: none"> • Conduct Kaizen event • Implement Kaizen actions • Achieve entitlement • Document lessons learned • Create “Gold Standard” for excellence

Phase 4: Deploy



Objectives	Activities	Tools and Techniques	Deliverables
<p>To leverage the pilot successes throughout the organization that support the strategic business goals.</p>	<ul style="list-style-type: none"> • Implementation of proven Lean concepts • Focus on continuous improvement • Develop deployment plan • Implementation of the organizational structure • Measure results 	<ul style="list-style-type: none"> • Process Maps • Lean Tools • Benefit Tracker 	<ul style="list-style-type: none"> • Embed Lean culture throughout the organization • Transformation of identified savings into realized savings



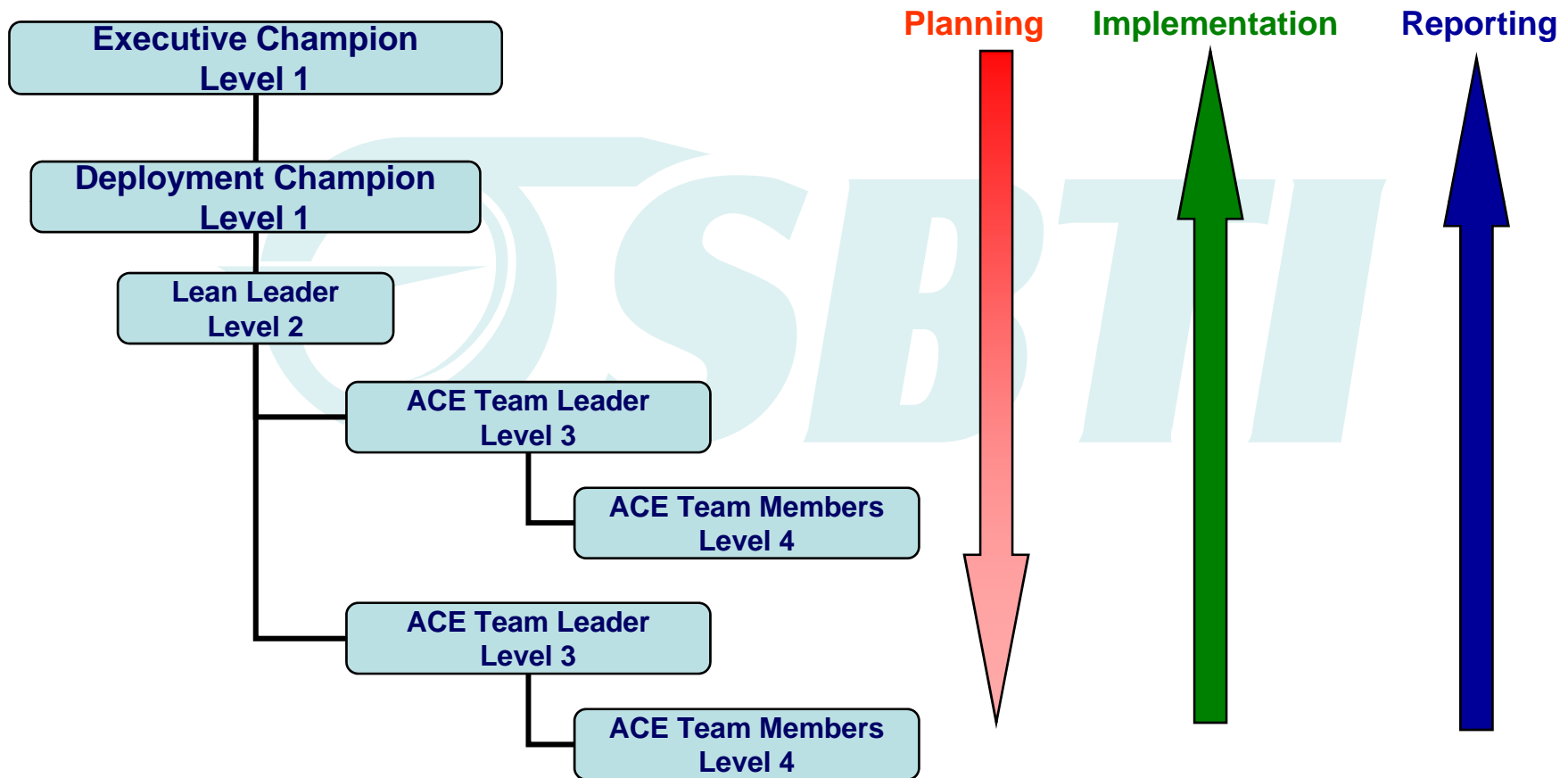
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Lead From The Top



Lean Activities





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Have The Right Roadmap





Lean Implementation Roadmap (Milestone Plan)

- **M1** Understand the Corporate goals and Vision
- **M2** Define the site plans that support the company Vision
- **M3** Link site plans to Corporate Goals
- **M4** Define current performance in terms of linked metrics
- **M5** Define desired target performances with linked goals
- **M6** Define projects to close gap of current vs. desired performances
- **M7** Prioritize projects
- **M8** Define project charters with metrics
- **M9** define Org responsibilities to support project structure
- **M10** Create master program structure
- **M11** Form teams
- **M12** Define resources requirements
- **M13** Train Teams
- **M14** Standardize Processes
- **M15** Define Team Implementation plans
- **M16** Launch Teams
- **M17** Link timing with Benefits
- **M18** Track Implementation
- **M19** Close projects as Exit Criteria is met
- **M20** Audit results after teams disband
- **M21** Archive results for reference
- **M22** Define next level of performance targets



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BUILDING BETTER PEOPLE. BUILDING BETTER COMPANIES.

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