



MOVING FROM ...

“DOING” LEAN

To

“BEING” LEAN

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DOING LEAN ...

- Batching Reduction
- Silo's Partially Dismantled
- Value Streams Initiated by Product
- Lean Core Team Development
- Sigma Belt Program Established
- Value Stream Mapping and Rapid Improvement Events

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DOING LEAN ...

- Batching Reduction
 - Converting Bay Style Production to Flow and Pull
 - Yield has improved productivity
 - Supplier Deliveries (Internal – External)
 - Kanban Usage
 - Water Striders
- Silo's partially dismantled
 - Support Groups Difficulties w/Buy-in
 - Physical Moves Resistance
- Value Streams Initiated
 - Early Successes Backsliding
 - Turnover
 - Little Ownership
 - Problem w/buy-in @ mid-management level

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DOING LEAN ...

- Lean Core Team Development
 - Early On Successes
 - Rotational Issues
 - Turnover
- Sigma Belt Program Established
 - Green/Black Belt Program Struggles
 - Right people in right classes
 - Lack of ownership
 - Executive Steering Committee
 - Right Projects with the right people
- Rapid Improvement Events
 - N/10 Continuous Shortfall
 - Sustaining Inconsistently
 - Safety; Quality; Environmental; ROI

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From 'DOING' to 'BEING' LEAN ...

Batching	to-	Flow / Pull
Silo's	to-	Factory w/in Factory
Value Streams (by Product)	to-	Value Streams (by Enterprise)
Lean Core Team Driven	to-	Value Stream Driven
Sigma (Training focused)	to-	Project Completion Focused
RIE Activities	to-	Enterprise Driven RIE's
Involvement (Mgt Driven)	to-	Empowerment (Self Driven)

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BEING LEAN ... The Way Ahead

Enterprise – Wide V.S.A.

- Alignment to Common Goal
- Top-down Buy-in w/expectations
- Step-by-step Plan for Transformation
- Defining ALL Responsibilities and Expectations
- Metric Driven Behaviors
- Proper Productivity Focus – No Shotgunning

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BEING LEAN ... The Way Ahead

Strategy Deployment and Alignment

- Demands Clear Guidance Throughout
- Drives Focused Expectations (Actionable at all levels)
- Holds Accountability Across the Board
- Assigns Responsibilities
- Fosters Clear Communications

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BEING LEAN ... The Way Ahead

Leadership Development

- Train to the Level of Expectation
- Problem Solving/Corrective Action Skills
- Lean Certification Development
- Facilitator Development
- Hands-On Mentoring and Coaching
- Top-down Involvement in Lean Events

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BEING LEAN ... The Way Ahead

Assessments

- Working to Depot Goals
- Top Down Expectations
- Monthly Trend Reporting W/Corrective Actions
- Lean Core Team Dotted Line Responsibilities
- Quarterly Assessment Reviews

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Driving A New Culture

- Being Lean – New Metrics Evolution
 - Inventory Turns
 - Rolled Throughput Yield
 - Man-Hours / Vehicle / Value Stream
 - Re-deployments by Value Stream
 - LSS Marriage

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