



**MOVING FROM ...**

**“DOING” LEAN**

**To**

**“BEING” LEAN**

***Committed to Excellence***

**ISO 9001:2000 Certified**



# 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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# 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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# 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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# 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)

***Committed to Excellence***

ISO 9001:2000 Certified



# **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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# **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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# **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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# **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

***Committed to Excellence***

**ISO 9001:2000 Certified**



# 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

***Committed to Excellence***

ISO 9001:2000 Certified