X factor in LEAN implementation

28 Nov 2017

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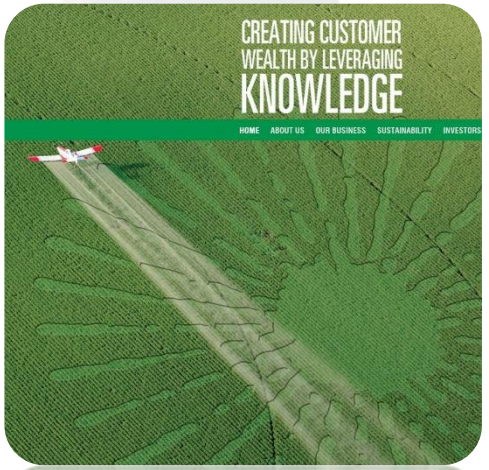

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History on LEAN implementations

Unfortunately not all change interventions are successful:

- Book Good to Great, Jim Collins 11 out ofthe1435 organizations sustainable performance improvements.
- Survey conducted by Industry Week in 2007 only 2% lean program achieved their anticipate results
- Other studies 67% of TQM interventions fade away after two years,
- 30% of IT projects are cancelled
- 50% of IT projects exceed their budget by 200%

Clearly, the global change track record does not look too promising!

It is easy to blame unwilling employees, but it is a fact that human beings resist change when it is imposed.

Some differences on LEAN implementations

Tools as deliberately practicing a routine for continuous improvement:

- How to develop solutions
- Coaching (questioning)

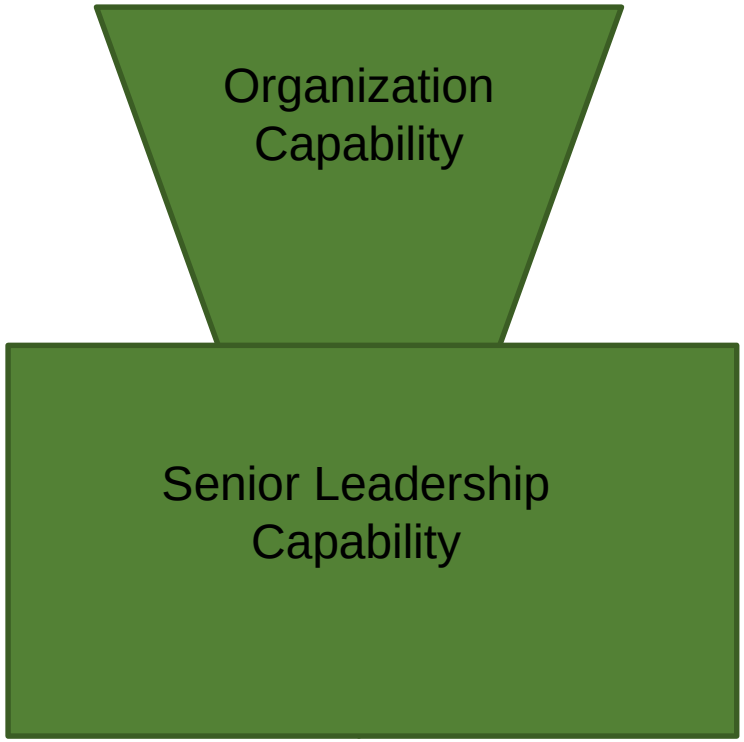
Selecting people for the business:

- Western business - with good innate work/management characteristics (habits)
- Toyota – focus on openness to learning then the later

“When we look at lean in this way it is not only a set techniques for eliminating waste, but a process by which managers as leaders develop people so that desired results can be achieved, again and again – Coaching people in practicing an improvement tool or methodology – Jeffrey Liker, Ph. D, Mike Rother”

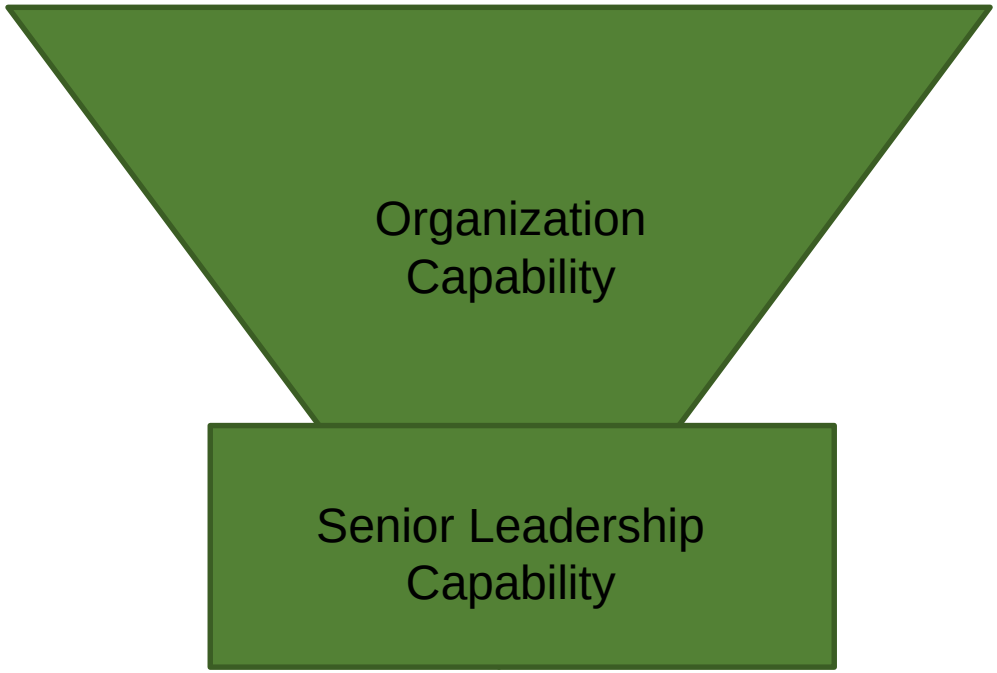
What makes the difference

Leadership is leading and running the business



What makes the difference

Good business - healthy – creates growth - Expand the organization



What makes the difference

Key Motivations Behind Work

Purpose Driven

Philanthropy Driven

Passion Driven

Pay check Driven

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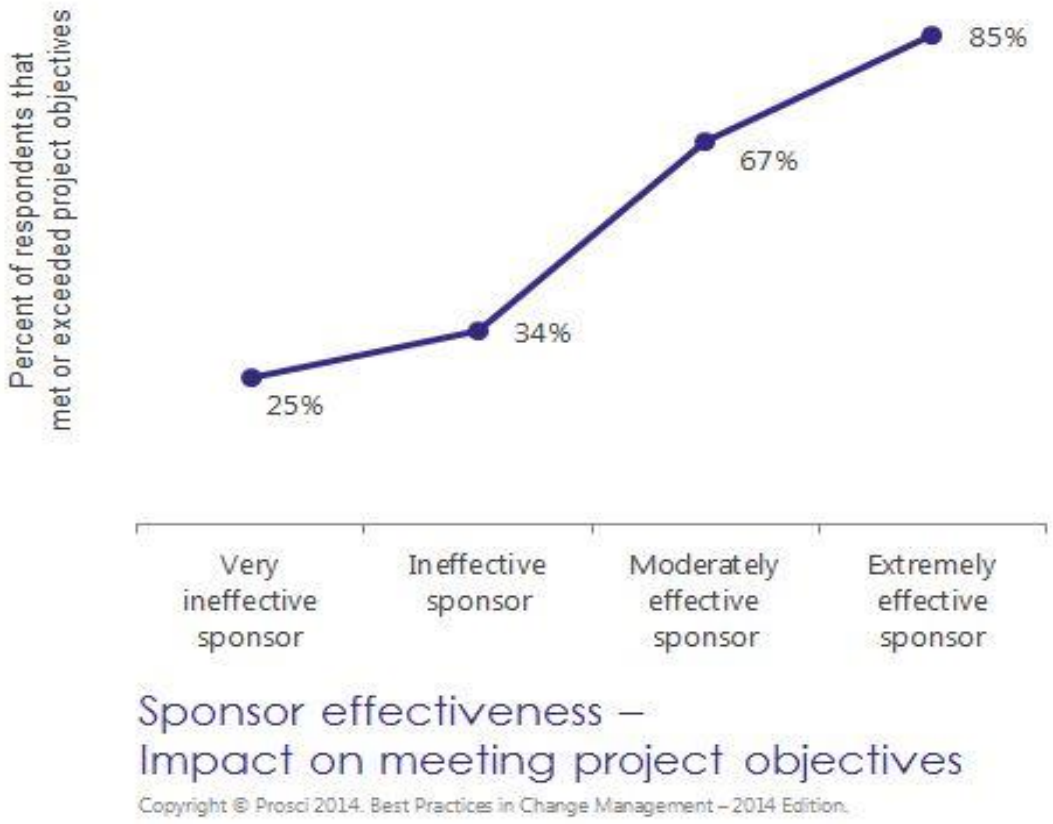
Active and visible senior leadership is critical to success



Sponsor effectiveness – Impact on meeting project objectives

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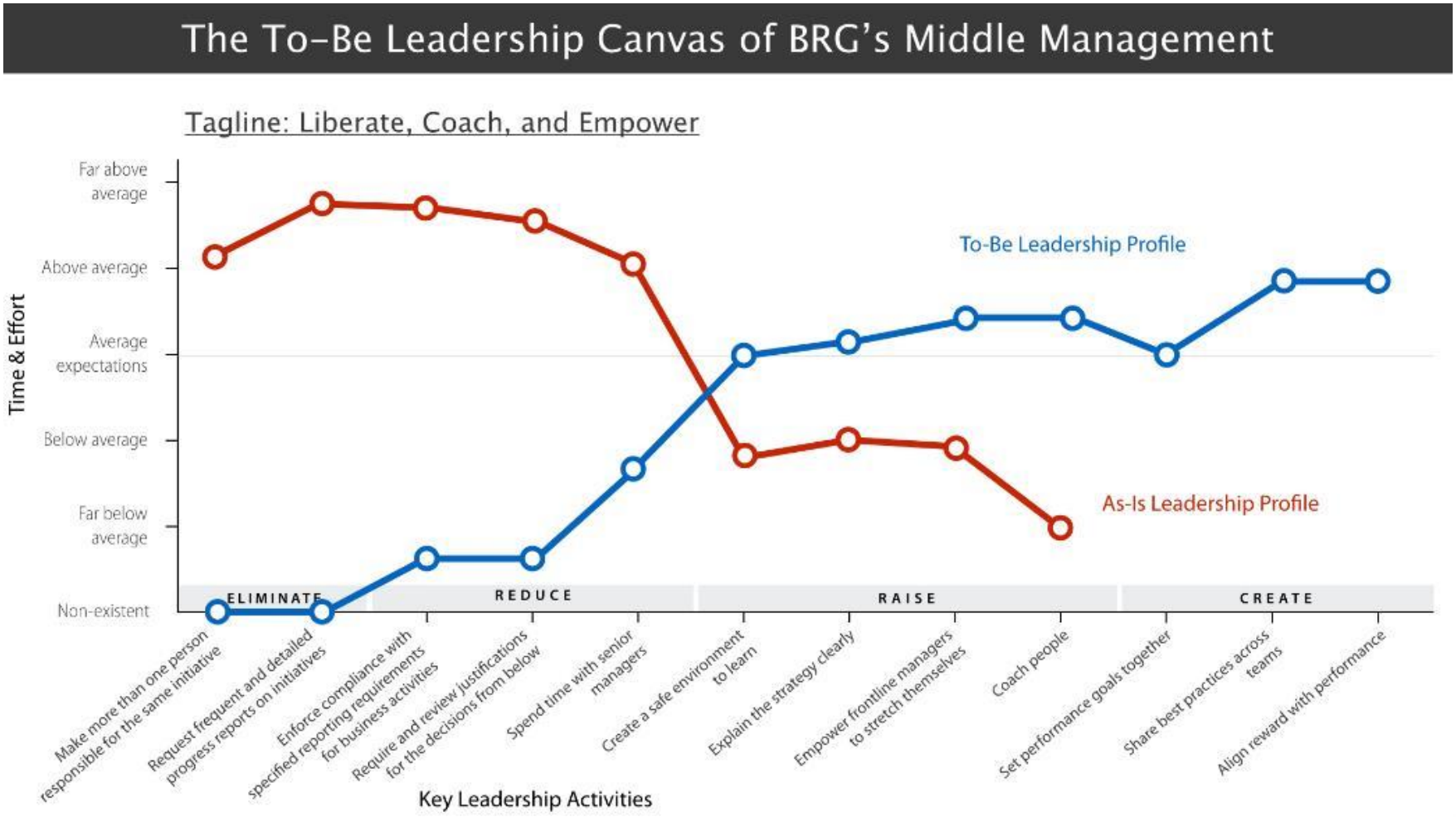
- Supporting change by giving consistent attention to the change and the need for change management
- Championing the change by leading and motivating others in the organization; being the face of the change
- Making effective and influential decisions regarding the change, including the ability to align priorities among other leaders in the organisation
- Maintaining direct communication with the project management and change management teams and being accessible during the change

AS IS and TO BE management actions



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My/Company journey

Company Growth

Direction? Understand Results Sustainable Results

0. Realization - 2007

1. Leading 2009

2. Cultivating leaders 2011

3. All Leaders – Self driven 2013

Laissez-Faire Direct Coaching Democratic Charismatic

Personal Growth

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Different TOOLS

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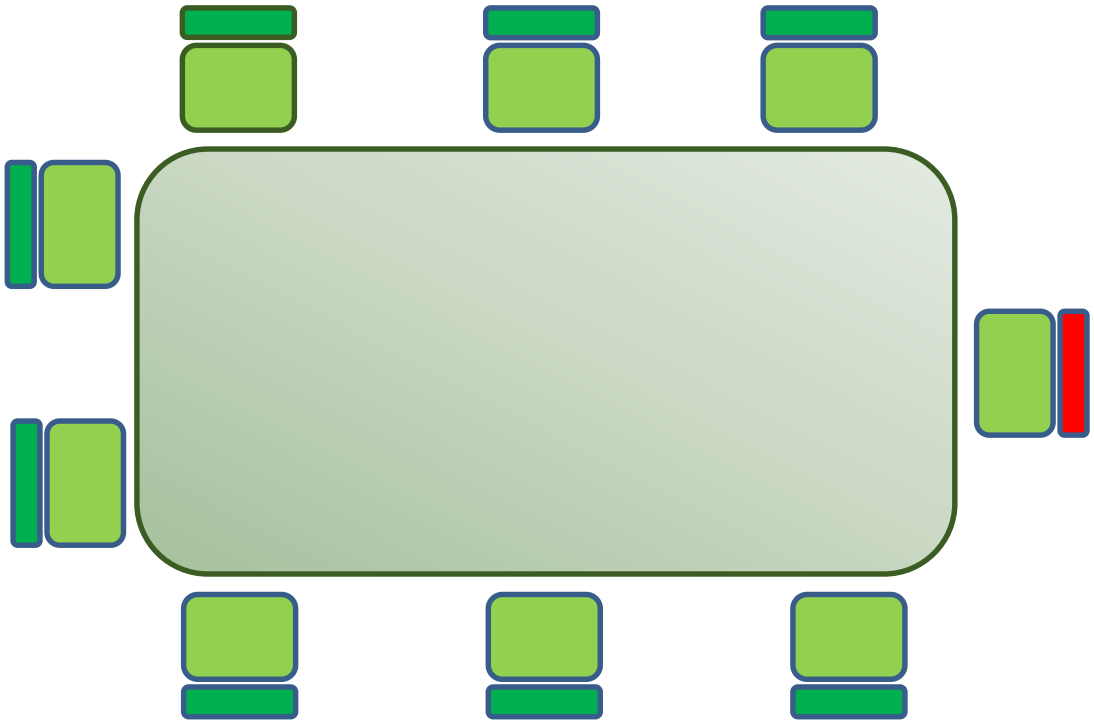
Structures: Laissez-Faire



Purpose

0. Meetings: Direction?/Laisses-Fair

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Structures: Laissez-Faire

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1. Meeting: Direct Coaching

Leading

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Structured….

Operator to Operator (Shift Handover)

Operators meet when they hand over shift

Discuss problems in area of work

Discuss KPI's of equipment

Highlight areas of concern

Structured….

Operator to Operator (Shift Handover)

- Operators meet when they hand over shift
- Discuss problems in area of work
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Shift meeting

- Issues from previous shift
- Problem areas and set priorities for shift
- Review performance & set targets for the shift
- Assign actions

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Daily operation review (DOR)

- Review of KPI's for department UV, Availability, Run-rates
- Review previous day losses
- Verify problem solving actions
- Highlight areas of concerns
- Set priorities for the day

Structured….

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WOR/MOR

- Overall performance
- Feedback from all teams
- Review losses
- Actions assigned to teams to correct losses
- All meetings can delegate up or down

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Structure: Disciplined

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Structure: Disciplined

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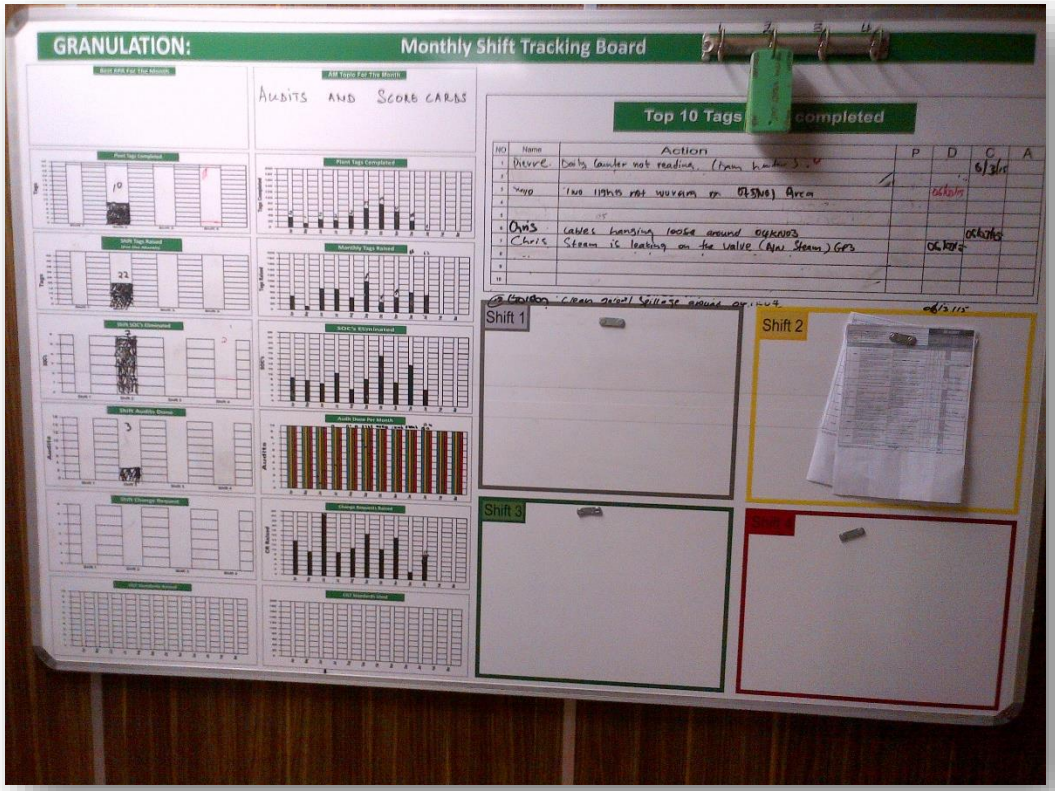
Structure: Disciplined



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2. Cultivating leaders

Results + Confidence

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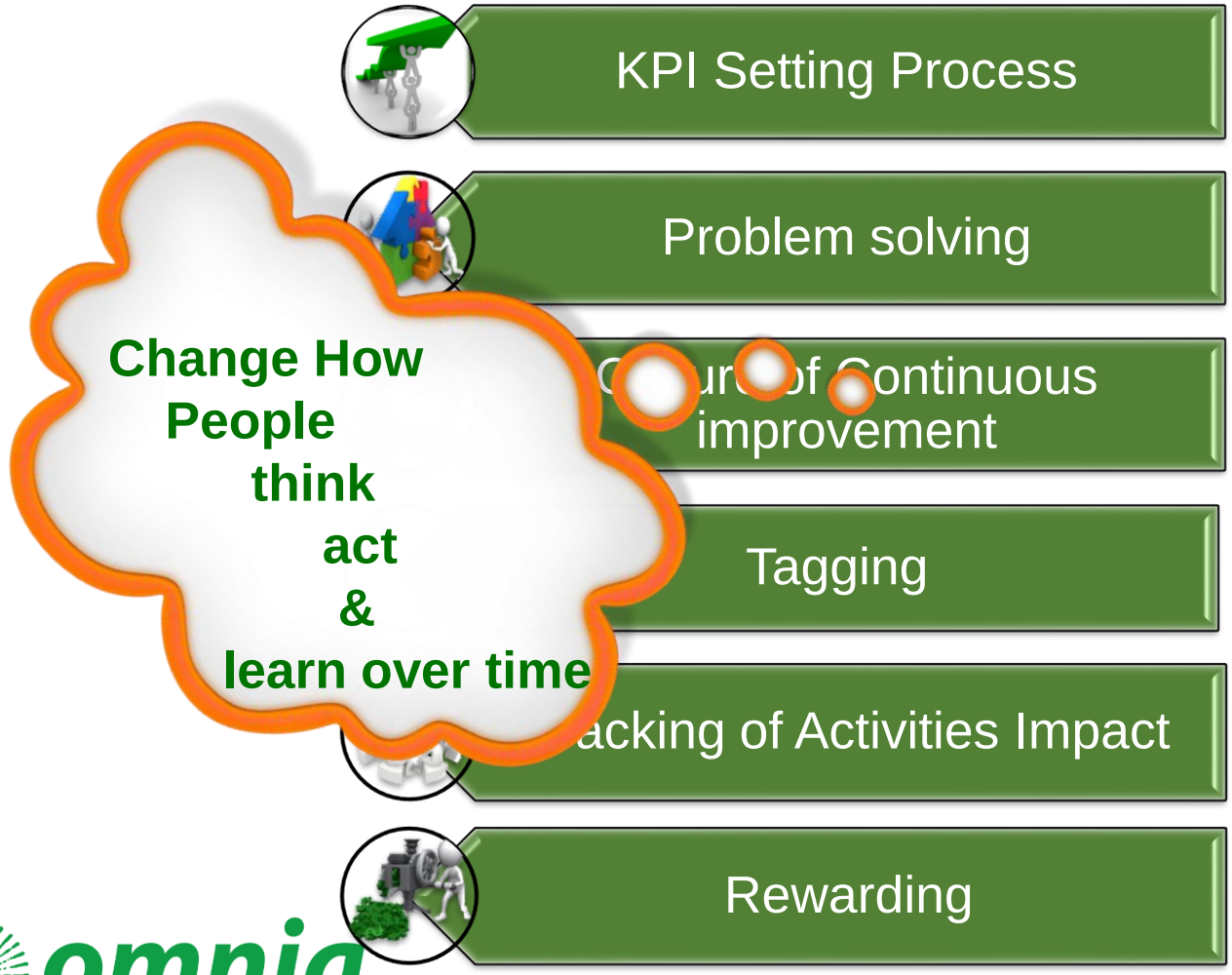
Formal Process - Approach



Characteristics

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3. All Leaders – Self driven

Sustainable results

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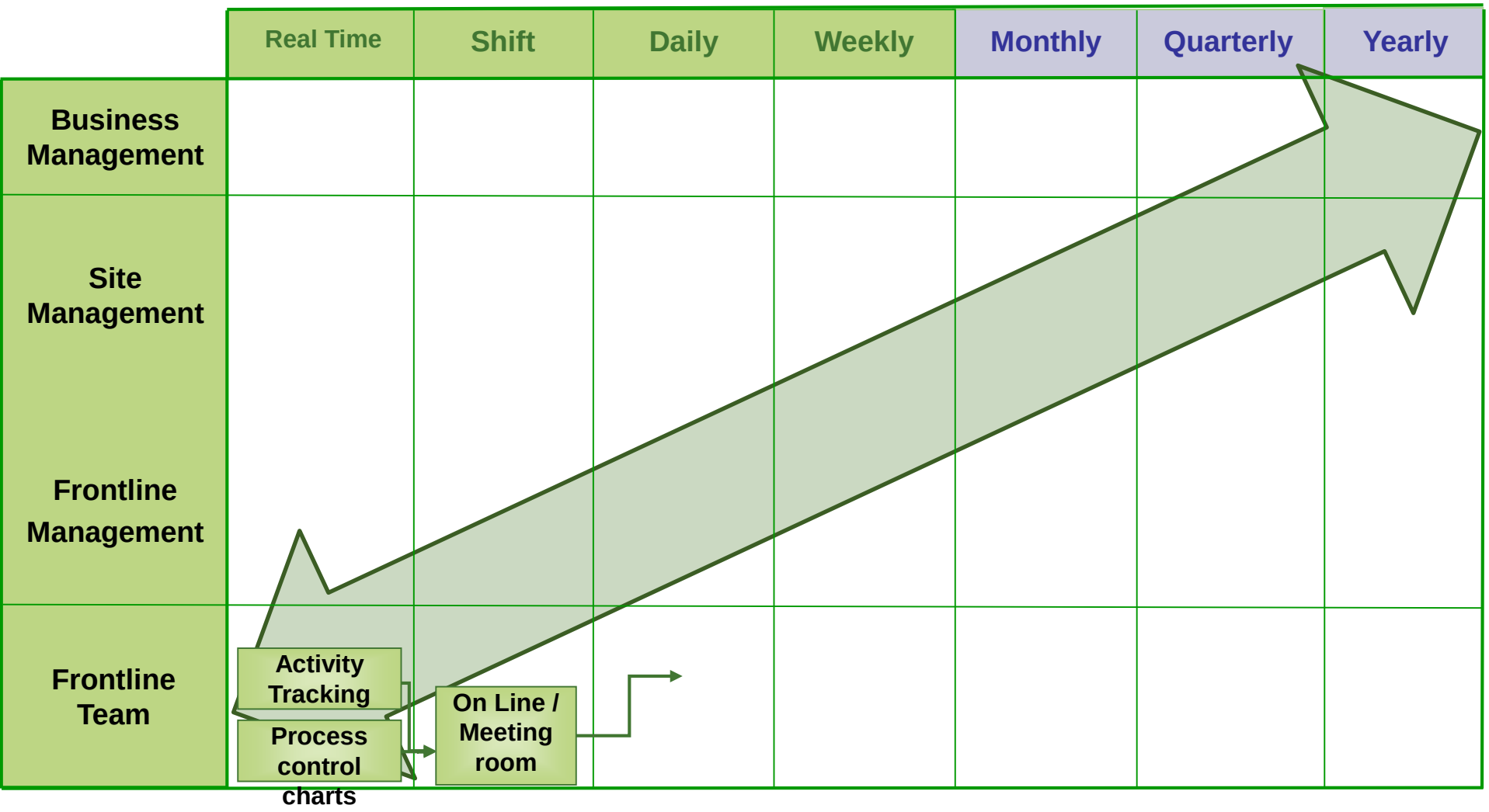
All driven connected



Management routines **standard work** **Improvement**

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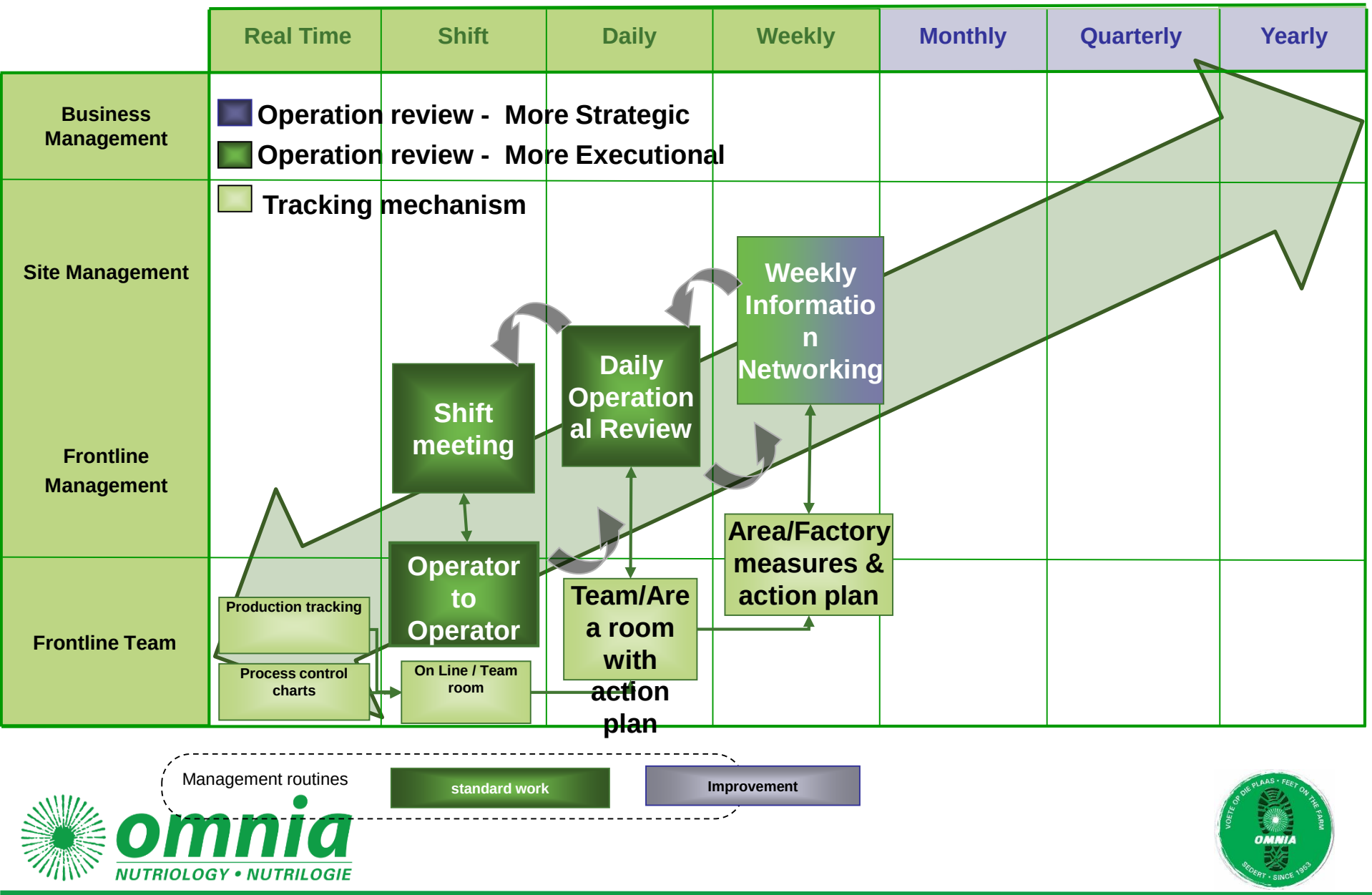
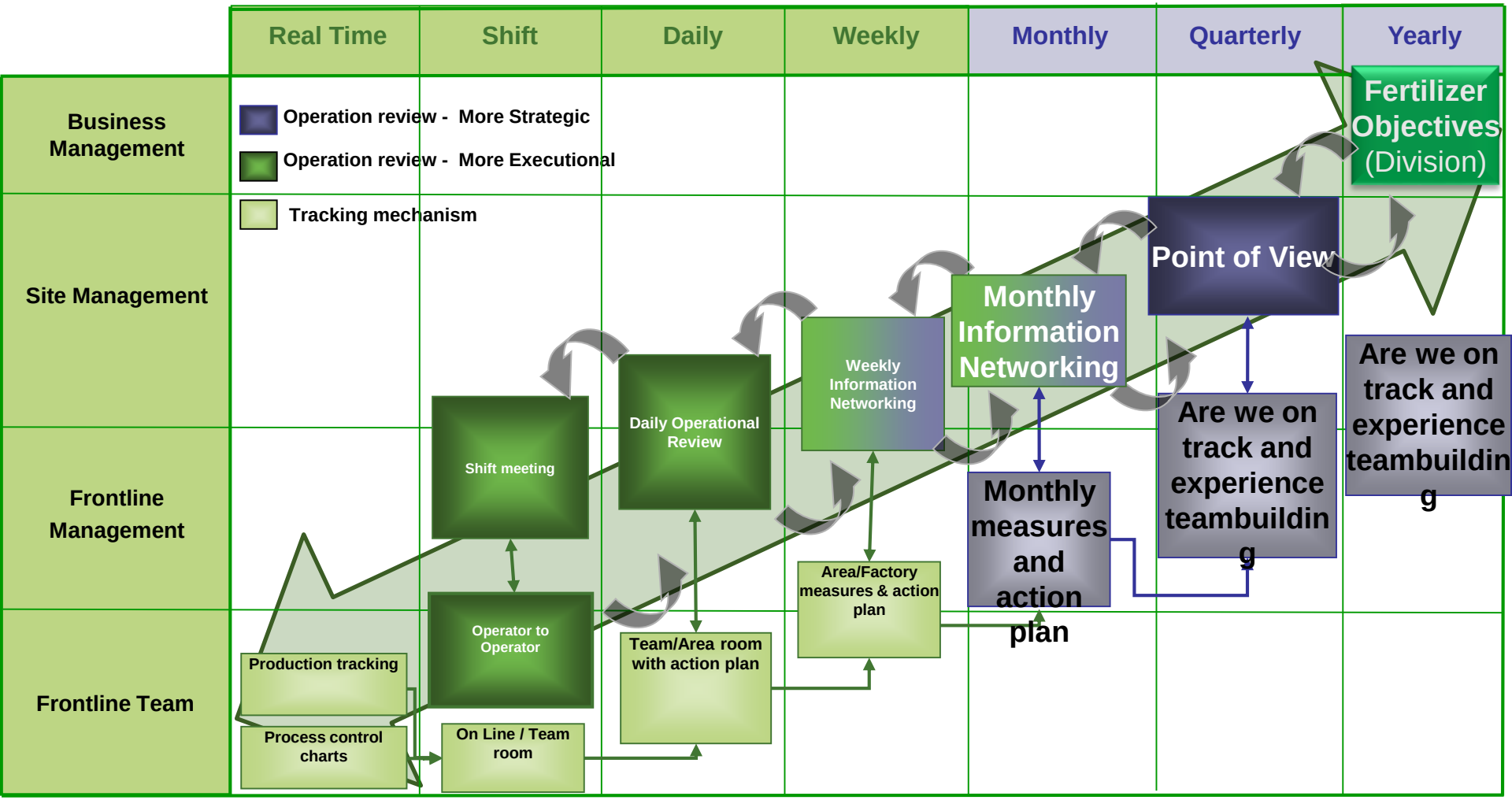
All driven connected



All driven connected



Management rout

standard work

Improvement

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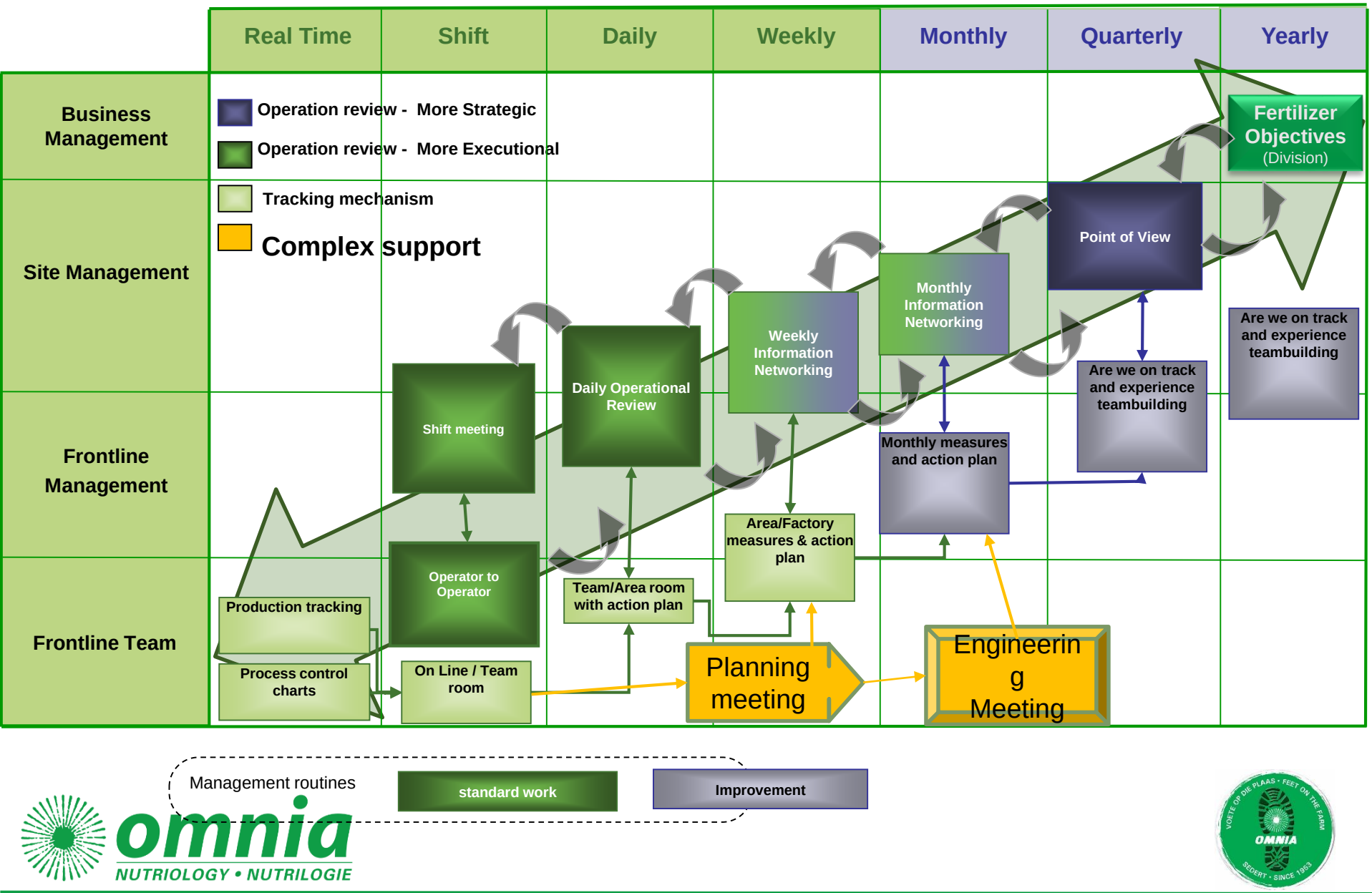
All driven connected



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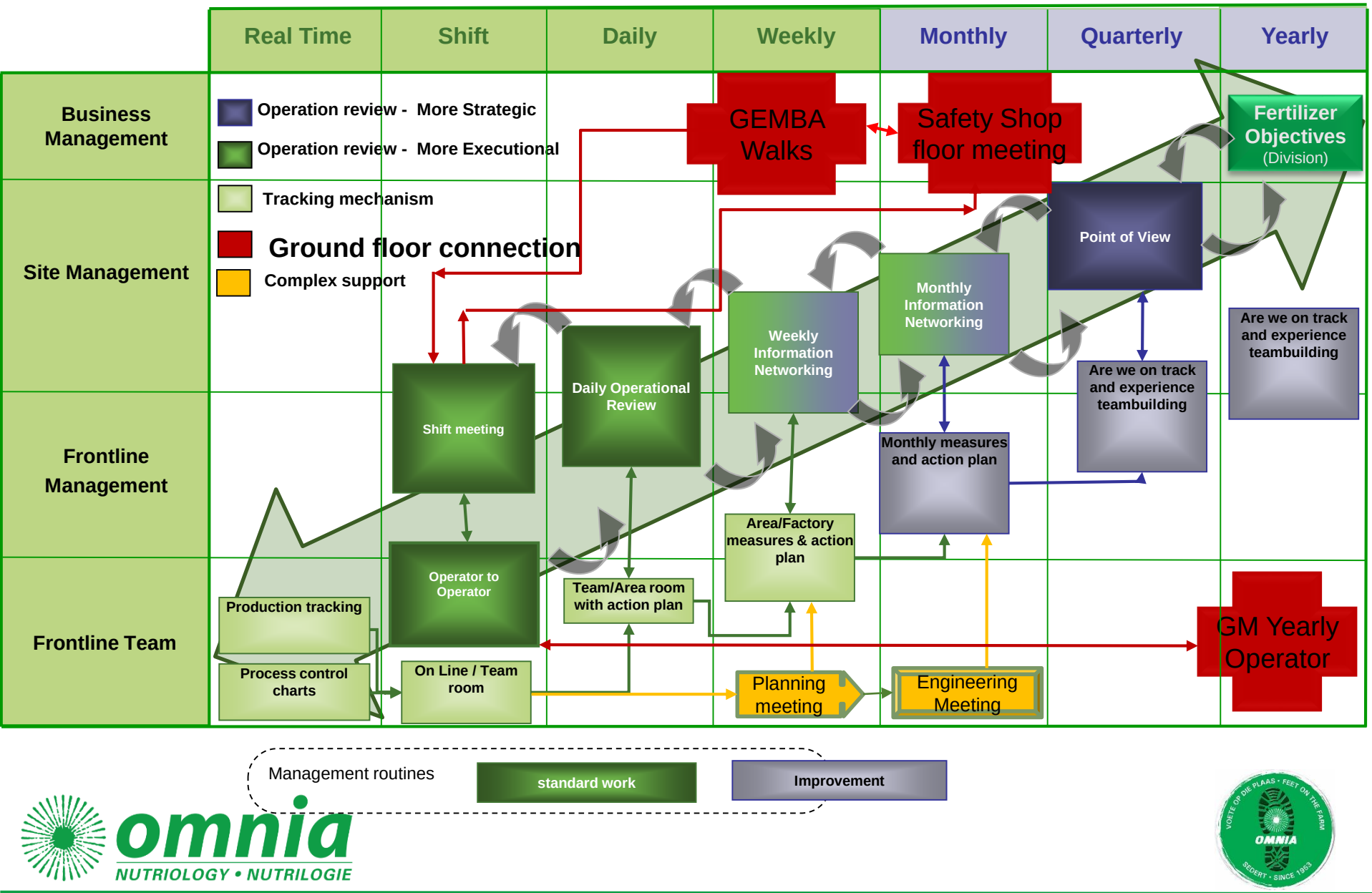
All driven connected



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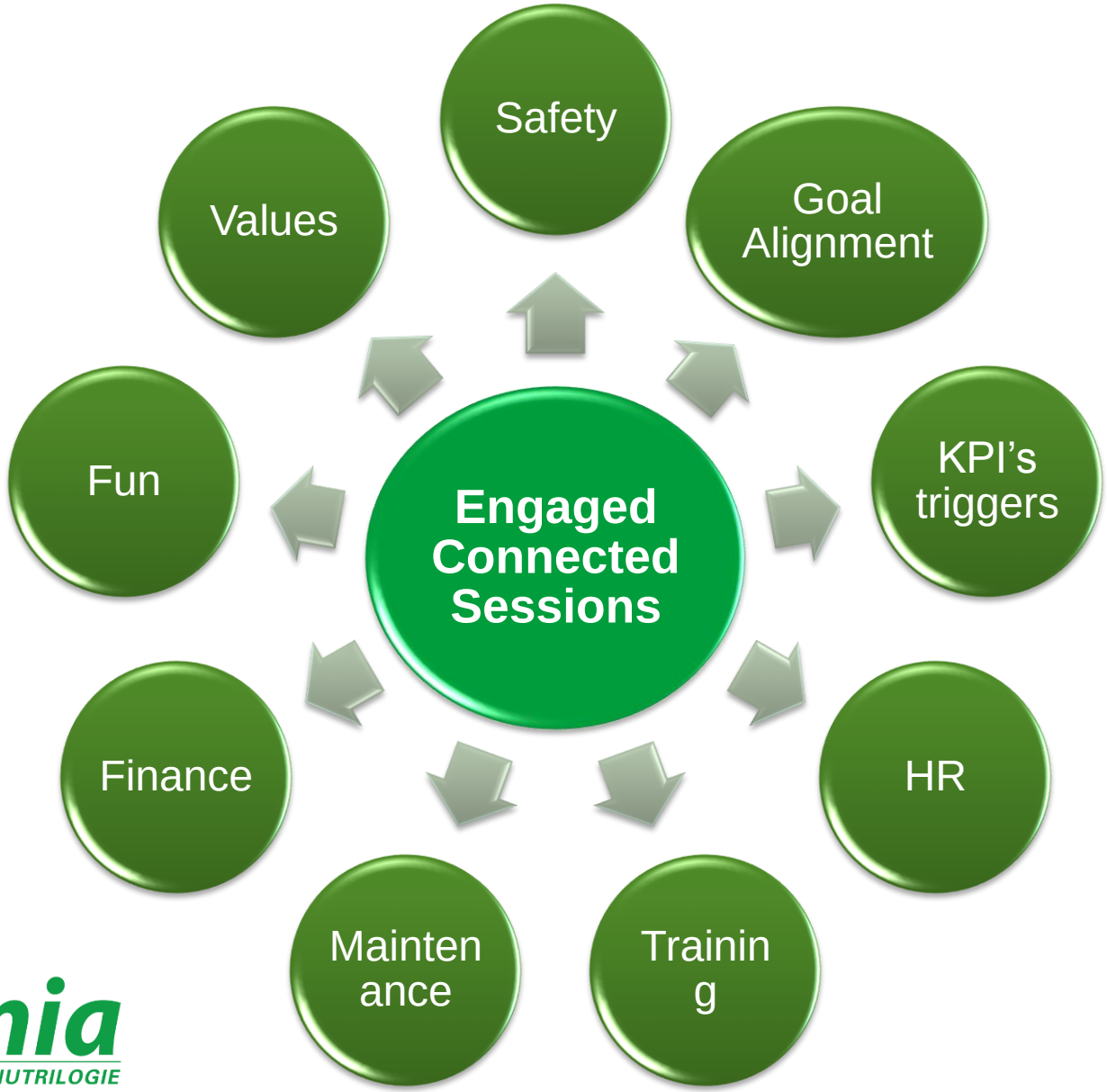
Engaged – All meetings include



Engaged

Big Picture
&
Understand
Impact

PURPOSE

AUTONOMY

Responsibility

MASTERY

Personal
Growth

NETWORKS

Linked
upwards
downwards

Engaged

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Autonomy

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Laissez-Faire | Direct Coaching | Democratic | Charismatic

Personal Growth

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Achievements

Testimonials

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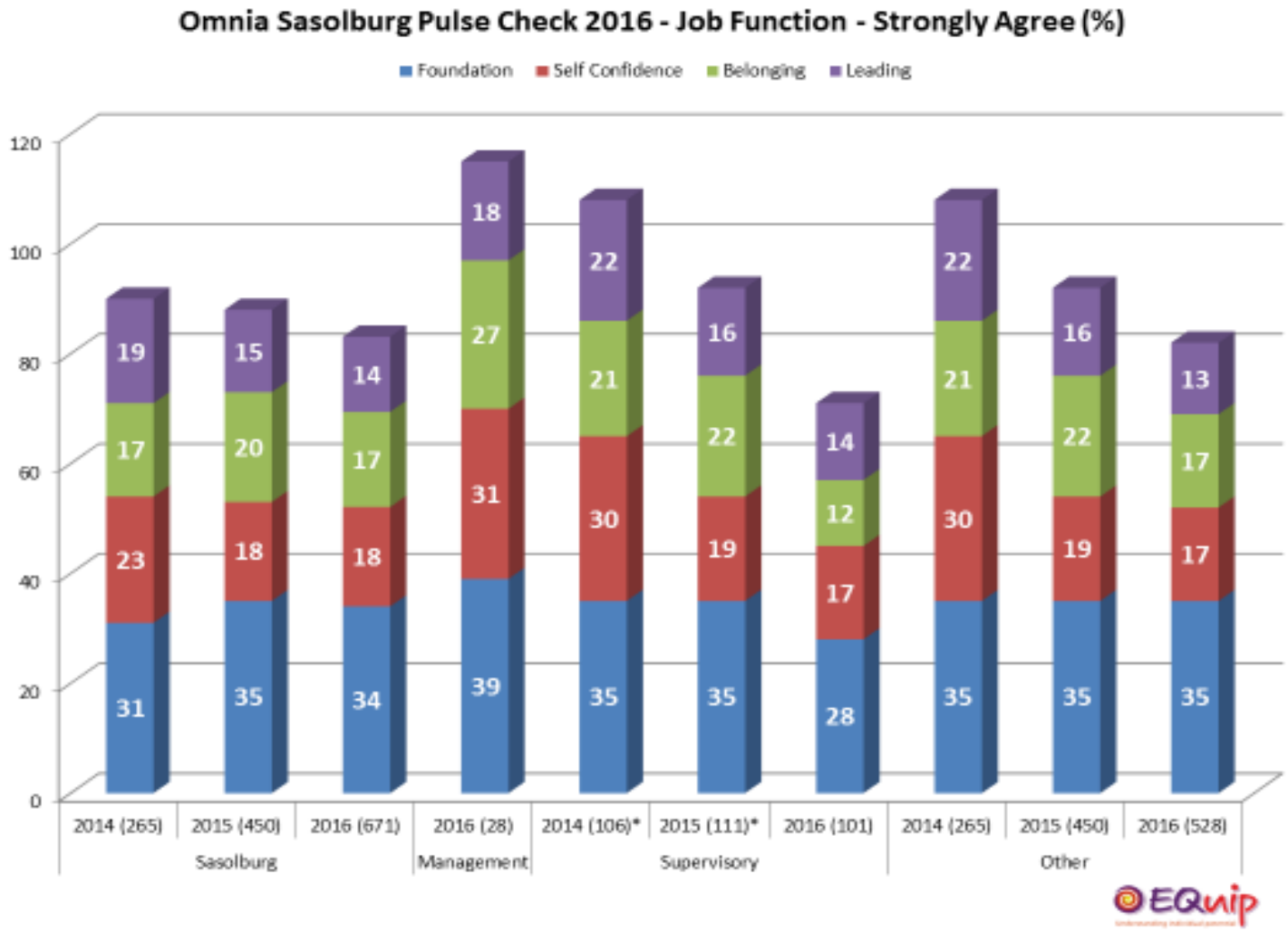
Key Success Factors

- Management understanding and commitment
- Buy-in and participation from all key stakeholders
- Effective deployment of strategy
- Line management accountability
- Effective facilitator support — expertise and focus
- Rigorous loss and waste analysis with aggressive targets
- Effective pilot activities
- Sharing and promoting successes
- Effective measurement of improvements
- Effective use of consultants
- Step-by-step implementation process
- Active HR involvement — 'it's a people deal'

John Kotter's eight steps to lead change

Reasons why Change Initiatives Fail	Steps to Manage Change
Not establishing a great enough sense of urgency	Establish a sense of urgency
Not creating a powerful enough guiding coalition	Form a powerful guiding coalition
Lacking a vision	Create a compelling vision
Under-communicating the vision	Communicate the vision to everyone
Not removing obstacles to the new vision and not empowering people to act upon it	Remove the obstacles and empower others to act on the vision
Not systemically planning for and creating short-term wins	Plan for and create short-term wins
Declaring victory too early	Consolidate improvements and produce still more change
Not anchoring the change in the corporation's culture	Entrench the change

Pulse survey results – Oct 2016



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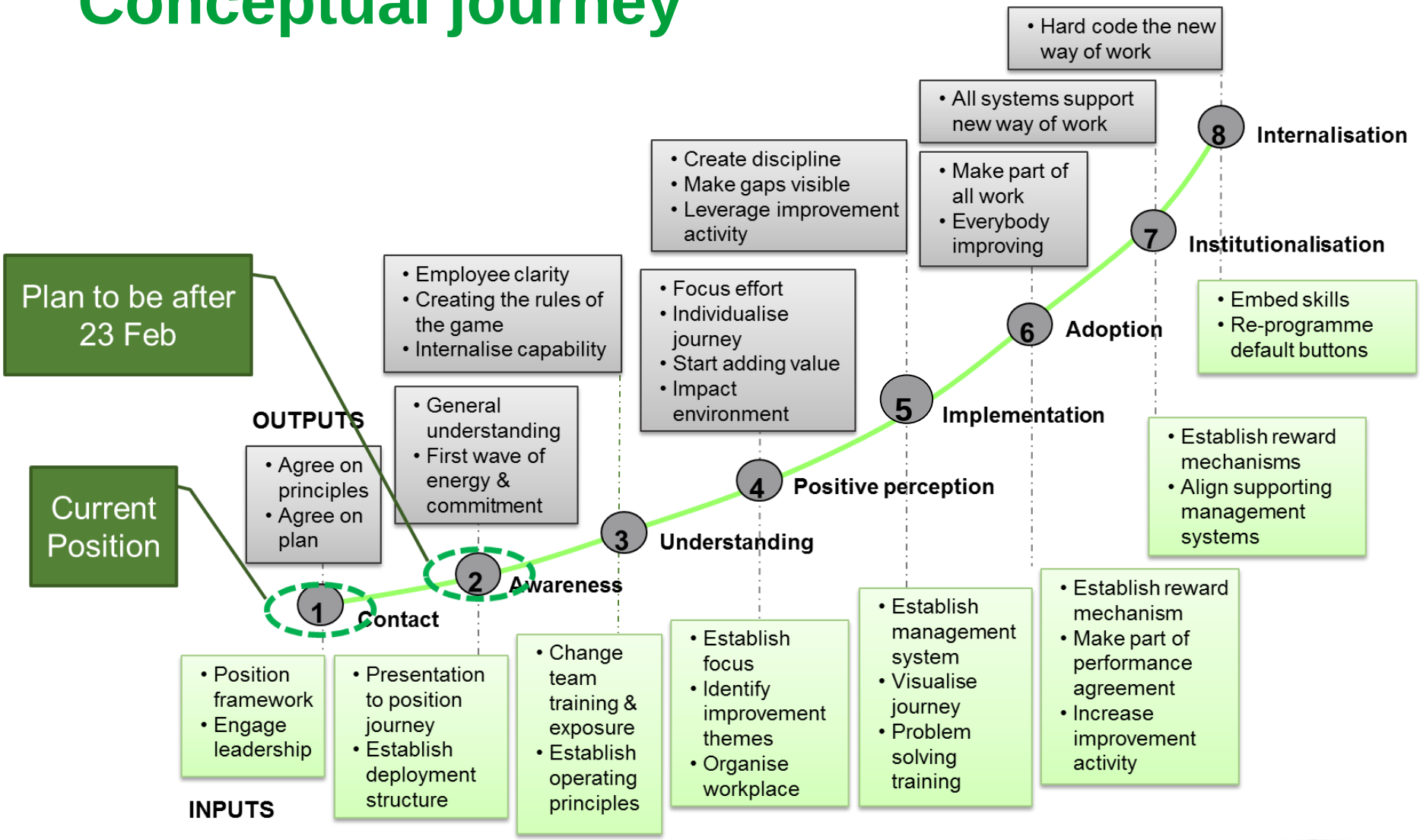
Conceptual journey



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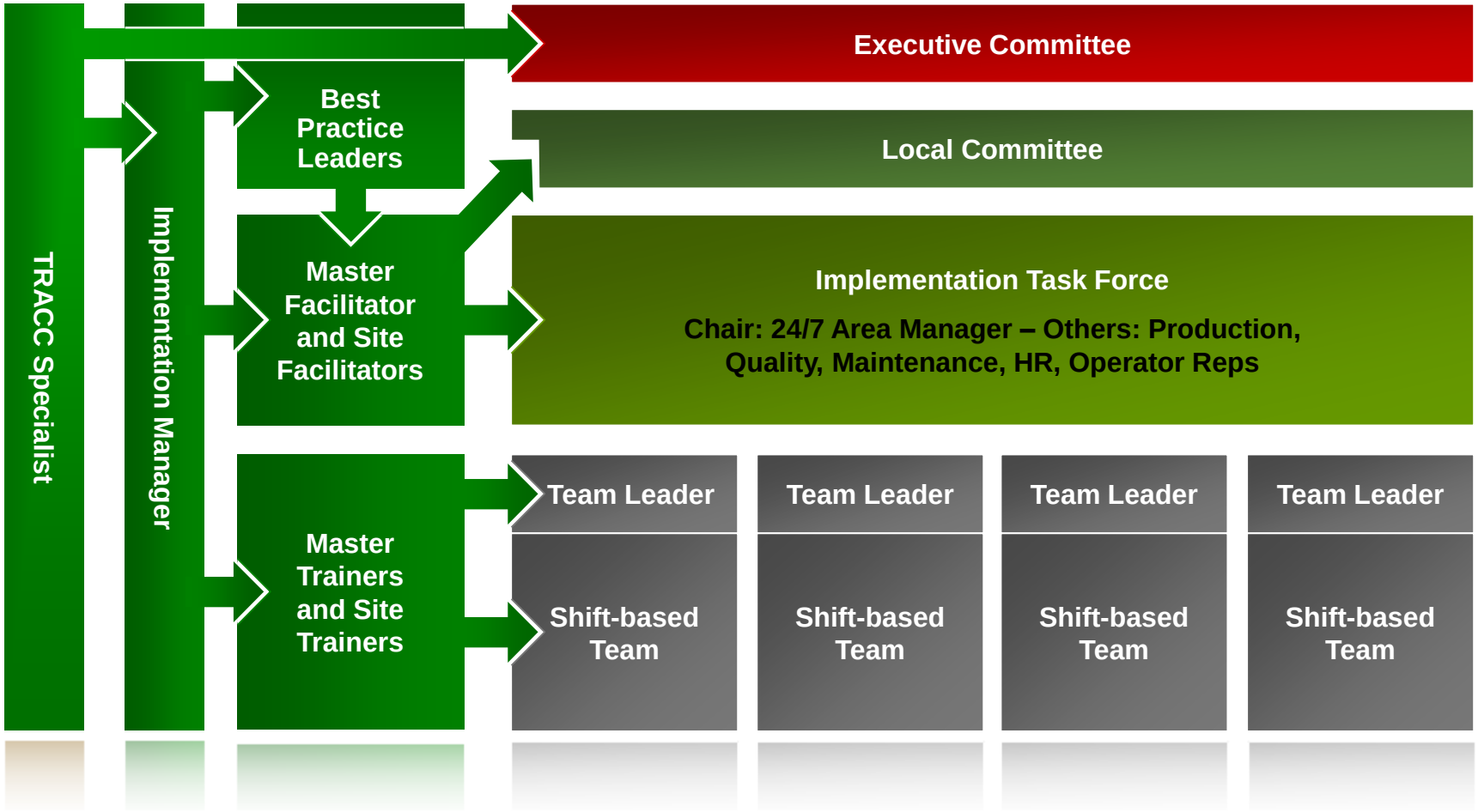
Typical Implementation Structures



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