Managing to Learn — Example A3 #4: Eric Ethington, lean manager, Textron Corp.

Our company requires leaders in all functions who:
- Can deliver performance results
- Can lead
- Can utilize lean system concepts, tools & practices yielding improved and sustainable processes

As an initial step, our lean steering committee sponsored the company Lean Boot Camp in 2007.
- 160 executives trained
- Very positive feedback

**FUNCTION** | **FEEDBACK** | **DEMONSTRATED USE OF LEARNINGS**
--- | --- | ---
Prod. Ctrl. | + | ++
Quality | 0 | 0
HR | + | +
Program Mgmt. | - | -
Purchasing | + | +
Engineering | + | 0

**KEYS**
- + positive
- 0 neutral
- - negative

**ACTION PLAN**

- **A3 STAKEHOLDERS:**
  - Ethington
  - Pillard
  - OK — 10/10/07

**FUNCTION** | **DESCRIPTION** | **RESPONSIBLE** | **DATE**
--- | --- | --- | ---
Prod. Ctrl. | Stakeholder communication, schedule 200% sessions | EF | 10/1
Quality | Poll grades for mentor requirements | EF | 10/1
HR | Assign mentors, hold kick-off meeting with suppliers, develop A3 | EF/BD | 10/1
Purchasing | Create supplier development, college A3 | BP | 10/1

Reprinted with permission of Textron.