

LEAN BOOT CAMP
2008 VISION

10-10-2007
EE

BACKGROUND:

- 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

ANALYSIS & RECOMMENDATIONS



CURRENT STATE:

- Reflecting on 2007 boot camp & planning 2008 approach
- Reaction to boot camp in '07 was:

| FUNCTION | FEEDBACK | DEMONSTRATED USE OF LEARNINGS |
|--------------|----------|-------------------------------|
| Mfg | ++ | + |
| Prod Cntl | + | 0/+ |
| Quality | 0 | 0 |
| HR | + | 0 |
| Program Mgmt | - | - |
| Purchasing | ++ | + |
| Engineering | + | 0 |

Key:
+ = positive
0 = neutral
- = negative

| OPTION | CHAMPION | MARKET SIZE | MARKET'S CURRENT LEAN MATURITY | ESTIMATE OF RECEPTIVITY | Relative IMPORTANCE TO COMPANY | RECOMMENDATION |
|---|-------------------------|-------------|--------------------------------|-------------------------|--------------------------------|---|
| ① Continue 2007 style | Lean Steering Committee | 200 | + | ++ | + | 10 sessions for 160 executives |
| ② Grad-school concept for former students | Lean Steering Committee | 160 | ++ | + | 0 | Non-boot camp issue; address need w/ one-on-one mentor |
| ③ Program mgr focused | None | 100 | - | - | 0 | Need sponsor & basic lean understanding prior to consideration |
| ④ Engineering Directors | Eng VPs | 30 | - | + | ++ | Link to ①. Allocate 30 spots to engineering |
| ⑤ Purchasing Supplier Dev (Key suppliers) | VP Purch | 300 | - | ++ | + | support Purchasing in development of separate bootcamp |
| ⑥ Quality focused | VP's of Quality | 60 | - | 0 | + | Not to be considered separately. Quality integrated into existing boot camp |

ACTION PLAN:

○ = Planned start
● = Actual start
△ = Planned end
▲ = Actual end

| Description | Responsible | October | | | | November | | | | December | | | |
|--|-------------|---------|---|---|---|----------|---|---|---|----------|---|---|---|
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| Stake holder communication | LD | | | ○ | △ | | | | | | | | |
| Schedule 2008 sessions | EE | | | ○ | | | | | △ | | | | |
| Poll grads for mentor requirements | EE | | | | | | | ○ | △ | | | | |
| Assign mentors | LD | | | | | | | | | | | ○ | △ |
| Hold kick-off mtg w/supplier development | EE/BP | | | | ○ | | | | | | | | |
| Create supplier dev. college A3 | BP | | | | ○ | | | | | | | | △ |

PROBLEM STATEMENT:

Maximize our company's leadership development & lean implementation w/limited resources

A3 STAKEHOLDERS:

EE
Ethington

LD
Dillard

OK - 10/12/07 mtg
Lean Steering Committee