



Focus & Accelerate Your Lean Efforts By Using Your Transformation Model to Guide Capability Development.

Mark Reich
Director of Strategy and Operations
Lean Enterprise Institute

LEI Hoshin

1. You are an important part of our larger community
2. We want to share our organizational direction and priorities with you

LEI 2013 Hoshin Objectives

1. The Lean Community

Strengthen our understanding of the Lean Community in order to better collaborate in transformation and to document that learning

2. The LEI Organization

Strengthen our systems and capabilities to achieve our original non-profit mission of “Making things better through Lean”

Please help us better serve your needs

1. Better understand who you are
2. Provide services or connections that help meet your needs or strengthen your efforts to promote lean in your organization

A first step: Our Summit Survey

Step 1:

Please tell us who you are and what you're looking to learn

Step 2:

We will analyze the results post summit

Step 3:

We will consider ways to better engage this community and help you engage with each other

2013 LEAN TRANSFORMATION SUMMIT SURVEY

Name (Optional):
Your candid feedback and input are greatly appreciated!

Takeaways
What was your biggest learning? Comments

Challenges
What are your main obstacles in your lean journey? Comments

Topics
What questions do you have about lean thinking and practice? What topics/ sessions would you like to see LE address? Comments

Summit Experience
How would you rate your overall experience at this year's Transformation Summit?

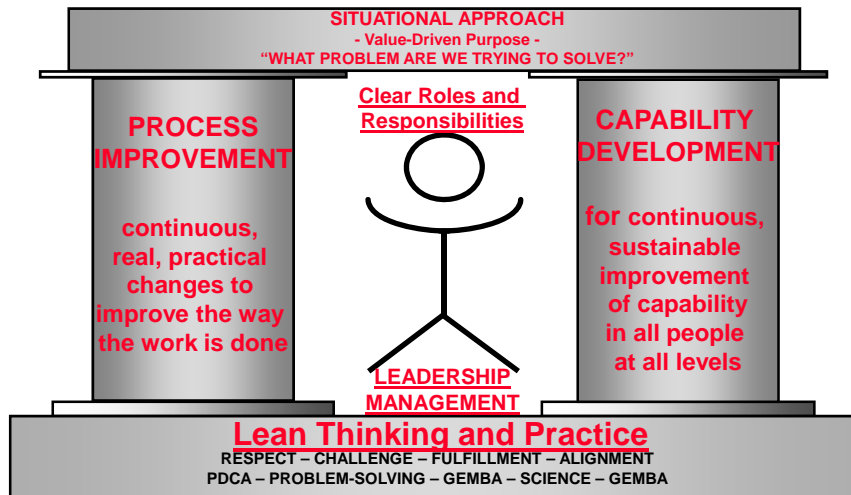
Overall Experience	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied

Plenary/Breakout Sessions
How well did the sessions provide guidance for furthering the transformation in your organization?

Plenary/Breakout Sessions	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Art Byrne					
Debrah Stone					
Caprice One					
Jim Womack and Art Byrne					
Jim					
Eric					
John Shook					



Lean Transformation Model



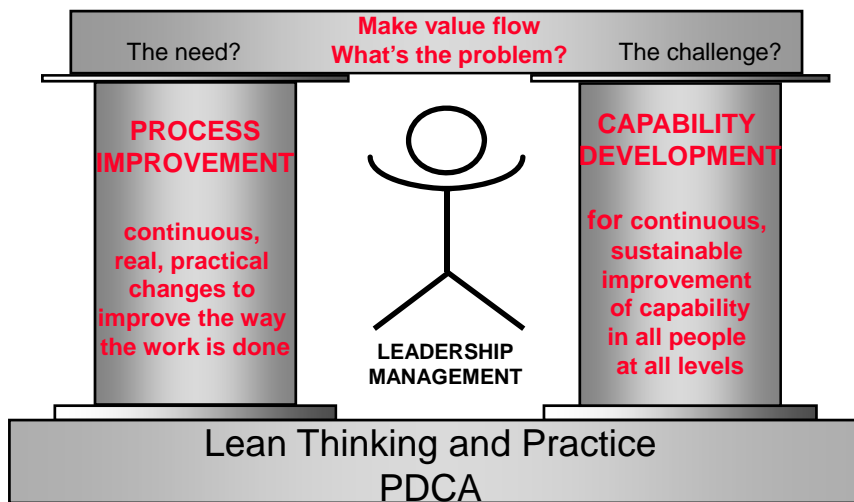
What does this mean to you?



Transformation Model Questions

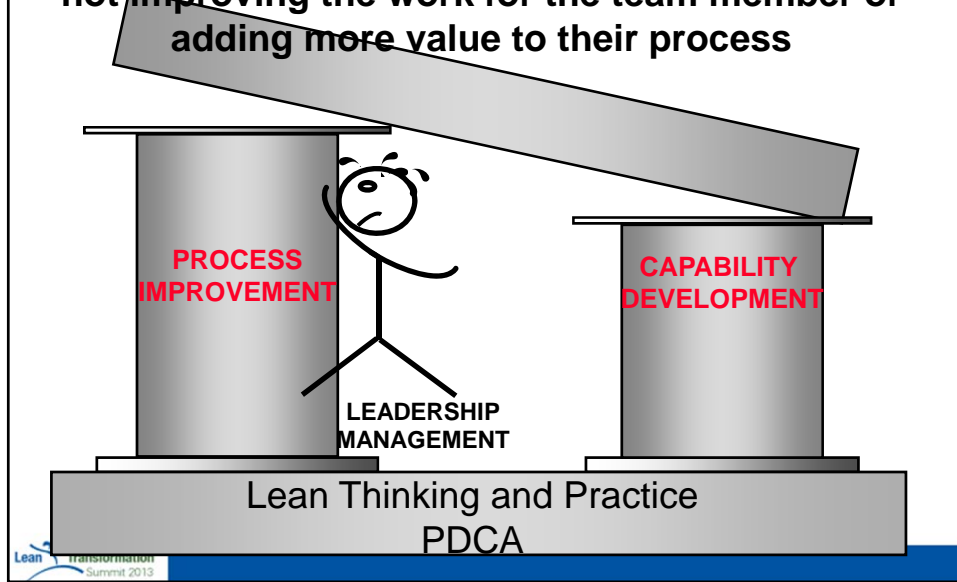
1. What is the *purpose* or what problem are we trying to solve?
2. How are we improving the actual work?
3. How are we building capability?
4. How does the management system support the new way of working? What role should leadership take?
5. What basic philosophy or thinking is driving this transformation?

The constant struggle to simultaneously improve processes and develop people's capabilities through continuous improvement

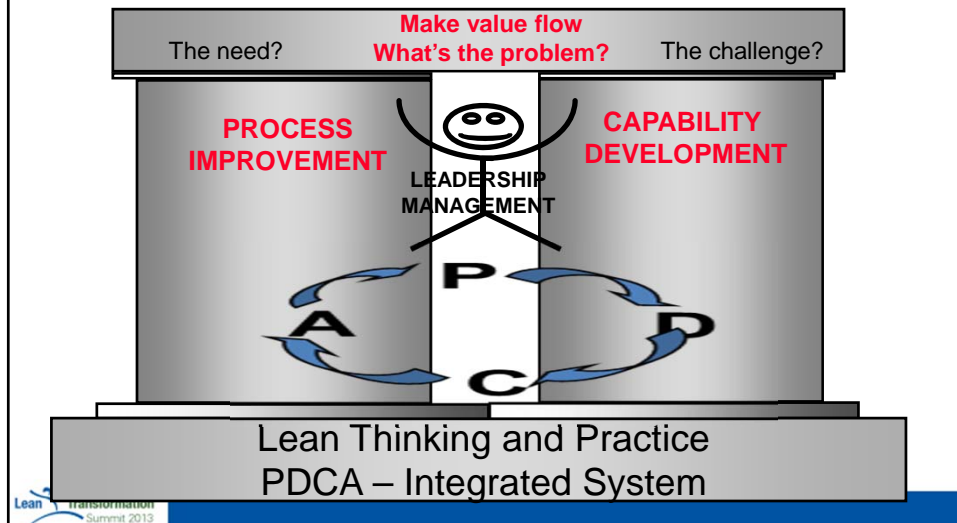


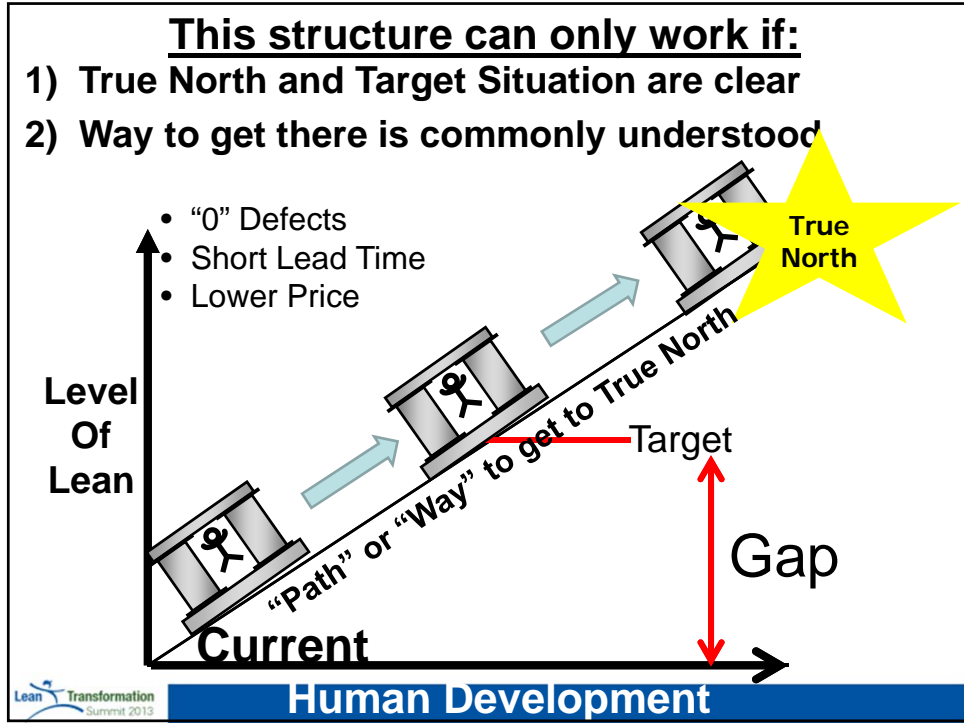
Can get out of balance

Focus on getting the technical or the result only,
not improving the work for the team member or
adding more value to their process



Ideally, leadership is taking an active role to
continuously cycle PDCA and develop people
through process improvement





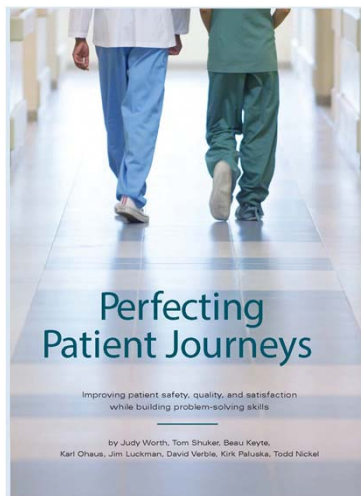
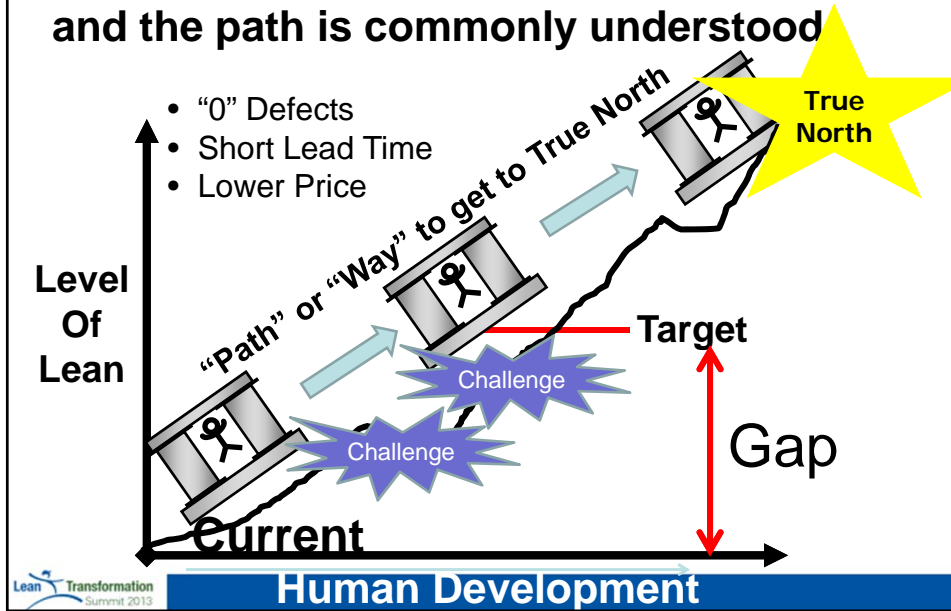
Herman Miller

The evolution I’ve seen since the 90’s

90’s	When I was with TSSC and supported in the 90’s - Huge business challenges – can we stay in business?
00’s	When I returned as GM of TSSC in 2008 - First plant tour – struggling with uptime in stamping
2013	When I visited 2 weeks ago - Challenged with Heijunka and shipping

Lean Transformation Summit 2013

In Herman Miller's case, True North and Target Situation are clearly defined and the path is commonly understood





Lean Transformation
Summit 2013

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Efforts By Using Your Transformation
Model to Guide Capability Development.