



Our Ongoing Lean Journey

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SVP, Global Operations & Integrated Supply Chain

Lean Transformation Approach



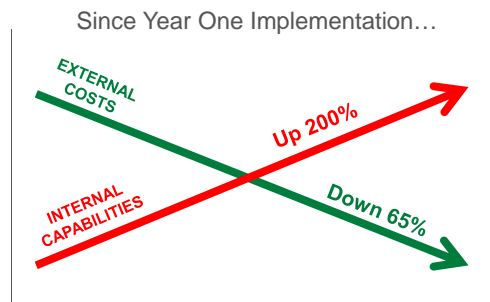
- Programmatic
- Business Operating System
- Goal Deployment Process
- Transformation Process
- Horizontal Value Streams
- Daily Management
- Leadership Behaviors & Competencies



Programmatic



- Deliver the strategy programmatically
- Committed to “inch wide, mile deep”
- Expanding as we demonstrate capabilities



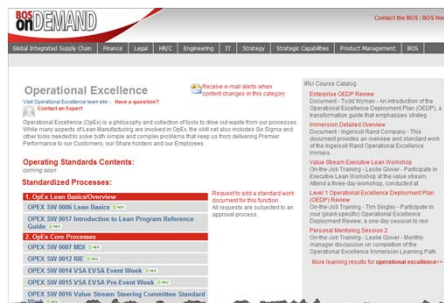
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Business Operating System (BOS)



- Moving from a holding company to an operating company
- Developed standards year one
- What good looks like
 - Performance Management Process system
 - Improvements over past four years



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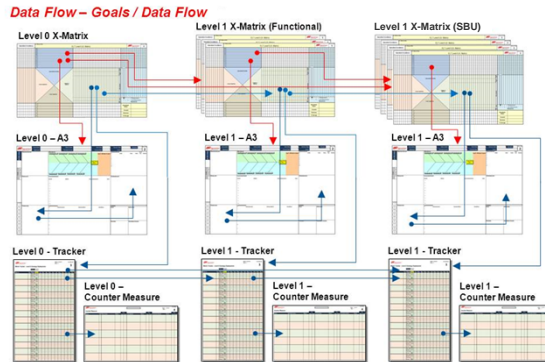
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Goal Deployment Process



- Aligns and deploys strategic objectives, yearly initiatives, actions, and measures throughout the organization
- X-Matrix: cascades and drives accountability
- Counter measuring and problem solving



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Transformation Process



- Strategic A3 – Box 1 is the Key
- Value Stream Mapping
 - Initial
 - Current
 - Future
- Rapid Improvement Events, projects, “just-do-its”



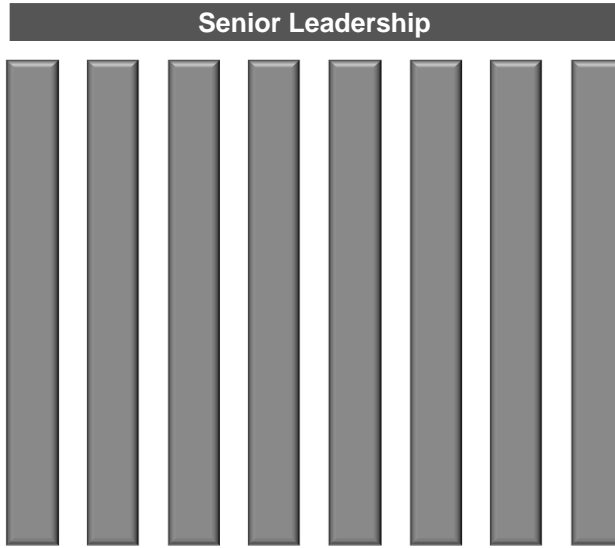
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Horizontal Value Streams

The Way of the World: Vertical

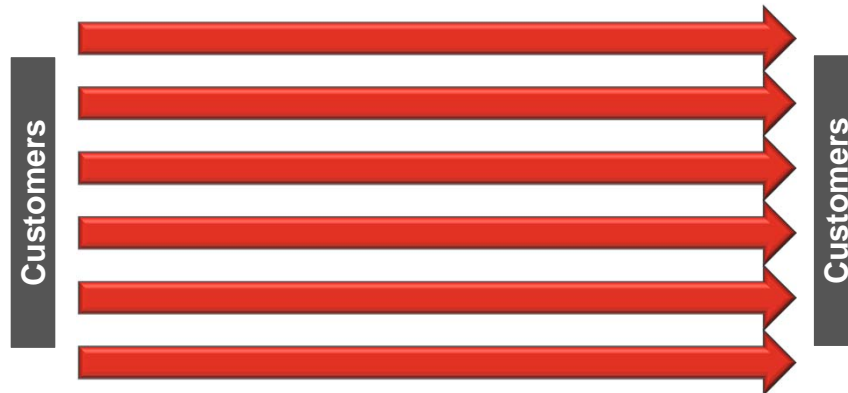


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Horizontal Value Streams

Value: Horizontal

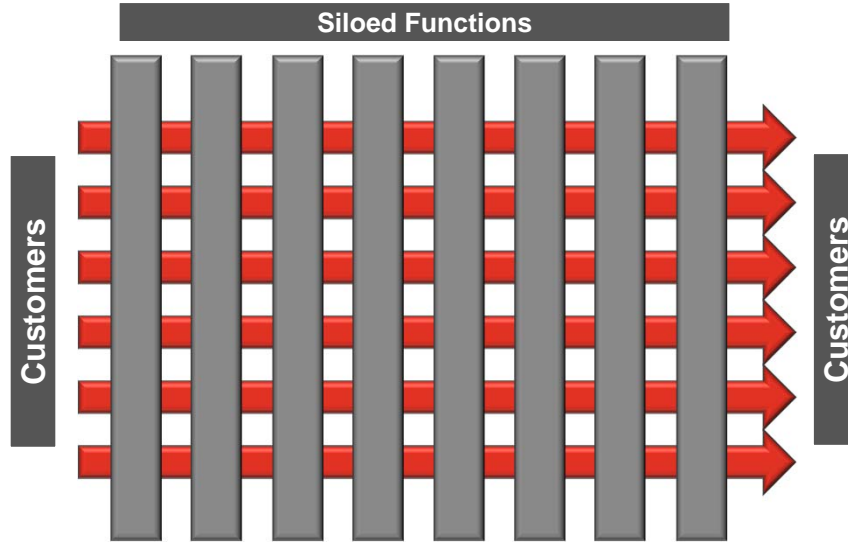


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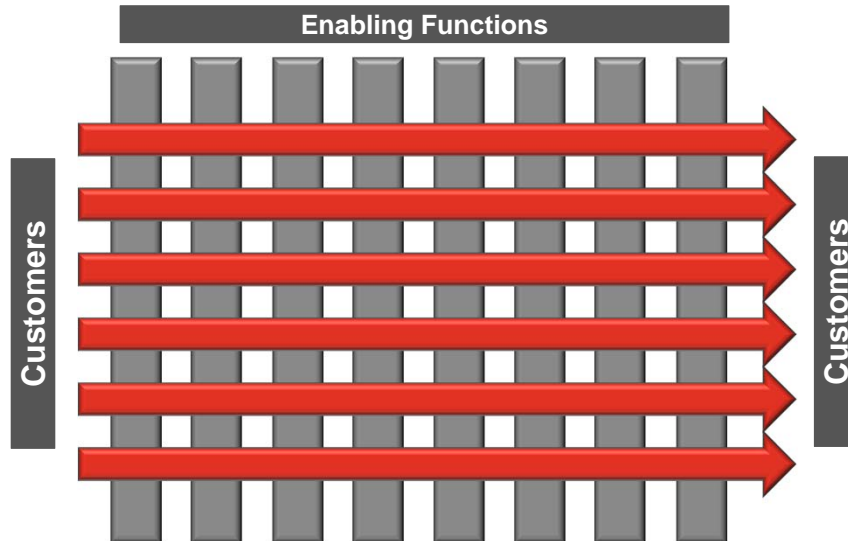
Horizontal Value Streams How They Collide



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Horizontal Value Streams What We Need



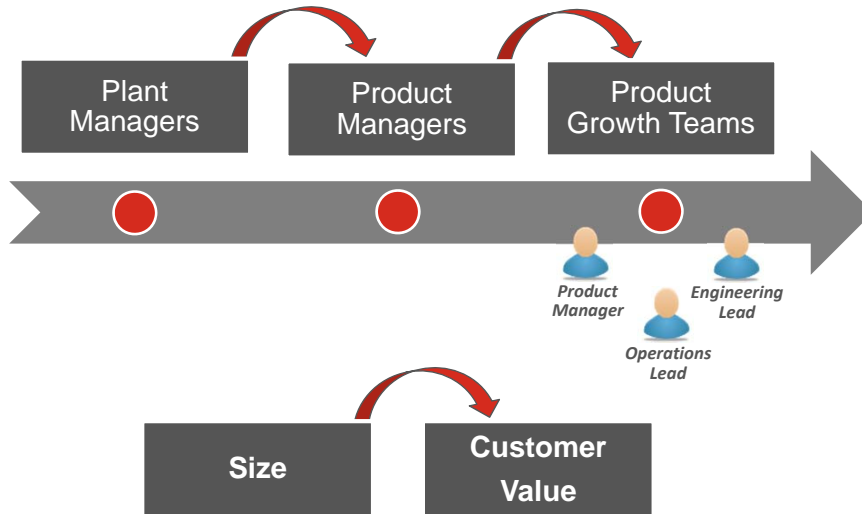
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Horizontal Value Streams

Leading Horizontally: Our Journey



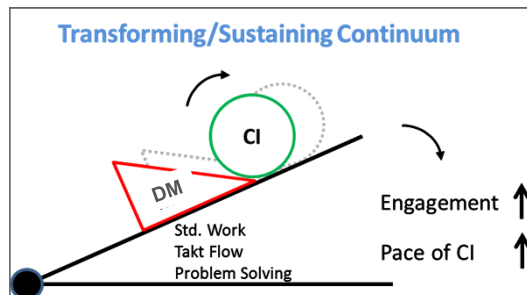
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Daily Management



- Standard work
- Takt/one-piece flow
- Andon/response/ escalation
- Visual management
- Problem solving
- Leader standard work/Gemba walks



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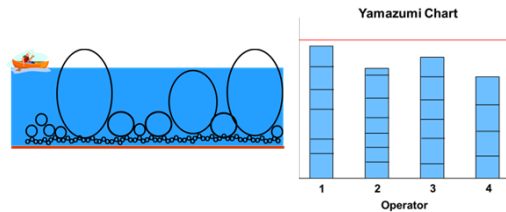
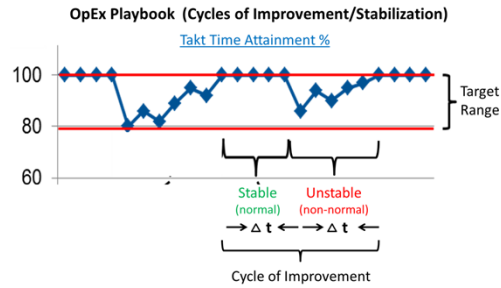
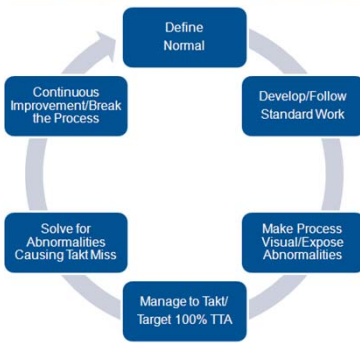


Daily Management

Cycles of Improvement – Focus on Flow to Takt



Continuous Transformation Model



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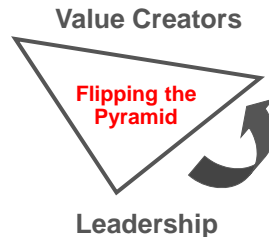
Leadership Behaviors and Competencies



	Go See	<ul style="list-style-type: none"> Leader standard work Time on the Gemba Go to the problem
	Ask Why	<ul style="list-style-type: none"> Don't give the answers Ask the right questions Seek root cause
	Show Respect	<ul style="list-style-type: none"> Be authentic Listen actively Support through actions

You can't think your way into a new way of acting.
 You have to act your way into a new way of thinking!

John Shook



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Leadership Behaviors and Competencies

Executives “Going for a Walk”



Managing from the Office



Managing at the Gemba



Leading from the Gemba



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THE BUILDING BLOCKS FOR CONTINUOUS INNOVATION

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