

# Understanding and Implementing a Continuous Improvement Culture in any Organization

Ernie and Tracey Richardson



## Managing To Create Problem-Solvers

Lean Transformation  
Summit 2017  
Carlsbad, CA | March 7-8, 2017

# What is the “thinking” process behind continuous improvement?

## Do you have the Equation?

$$\mathbf{GTS^6 + E^3 = DNA}$$

Let's break it down



# Go to See (GTS1)

- Why do we go?
- How a “Go-See” can be interpreted?
  - A “tour”
  - To be seen
  - KPI Board Review
- Know our purpose
- Seeing through the process
- Downtime / Breakdown / Problem Solving
- Develop people
- Listen



# Grasp the Situation (GTS2)

- Clarify the Problem
  - Ideal Situation (Standard)
  - Current Situation
  - Measurable gap (#, \$, %)
- Breakdown the Problem
  - Prioritize (one slice of the gap)
  - See the process (of the slice)
  - Find the point of occurrence in the process (of the slice)
- Set the Target
- Root Cause Analysis



# Get to Solution (GTS3)

- Determine Countermeasures
  - Brainstorm potential countermeasures
  - Narrow using criteria (cost, effectiveness, feasibility)
  - Develop Implementation Plan
- See Countermeasures Through
  - Communicate through – reporting (to leader) – Informing (your team) – Consulting (with stakeholders)
- Check Effectiveness
  - Customer
  - Your learning
  - Company KPI connection



# Get to Standard (GTS4)

- Standardize and share successful practices
  - Document and have visual (availability to share)
  - Train to the new standard (process/policy/check-sheet/flowchart/material and information flow)
  - Auditing (ensure its being followed and meeting internal and external customer expectation)
  - What is SDCA? Is it the Pre-requisite to PDCA?



# Get to Sustainability (GTS5)

- Track the sustainability of the process
- Check the process parameters (variability)
- Stabilize variability to improve the process



# Get to Stretch (GTS6)

- After confirming process stability
- Raise the bar on the standard (improve)
- Communicate and train to the new standard
- Start the cyclical process over again to ensure continuous improvement is never ending.





# E3 – Everyday, Everybody, Engaged

- Essential thinking throughout an organization to create a culture/climate that is ever evolving and learning
- Vertically and Horizontally aligned
  - CEO to PPO (Primary Process Owner)
  - Throughout all functional areas (silos)
- Developing the lens for waste across the micro and macro value streams across the organization



# DNA – Discipline and Accountability

- Micro DNA – Discipline and accountability for each individual to contribute to the company goals / true north of the organization through the GTS Equation.
- Macro DNA – The fundamental characteristics of an organization who begins to see through the same lens of “*thinking*” that cuts across all the levels and functional areas. This *thinking* impacts the long-term sustainability and growth for organizations and their people. The “*push*” to learn slowly transforms into a “*pull*” for learning!



# Questions?

Thank you!  
~and always~  
“Go Thinking”

