



## Pella Corporation

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- Window & Door Manufacturer
- Privately Held
- Almost 100 years in business
- National Footprint
- #1 Most Preferred Windows & Door Brand
- Rated #1 by Homeowners for Innovation
- Rated #1 by Homeowners for Highest Quality





# Pella's Lean Journey

Lean Operations

1993



Lean Product & Process Development

2016

2023



- Rapid Growth drove a need for operating efficiency
- Lean Operations was the answer

- We were delivering high quality products and processes
- But we were too slow to market
- Lean Product & Process development was the answer

The 30 year journey continues

Building an army of lean leaders



# Getting Started in LPPD

PEOPLE FOCUSED CULTURE

PASSION FOR LPPD WITH TEAMS ACCOUNTABLE FOR DRIVING CHANGE

LEADERSHIP ADVOCACY & TEAM MEMBER ENGAGEMENT

CONTINUOUS COACHING

Commitment to Essential Foundational Elements



## LPPD GUIDING PRINCIPLES

PUTTING  
PEOPLE FIRST

UNDERSTANDING  
BEFORE EXECUTING

LPPD IS A  
TEAM SPORT

SYNCRONIZING  
WORKFLOWS

LEARNING &  
KNOWLEDGE REUSE

DESIGNING THE  
VALUE STREAM

Learn more about LPPD at [lean.org/lppd](http://lean.org/lppd)

\*Developed by LEI Sr Advisor Jim Morgan

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# Putting People First

## Company Culture

a people focused culture is imperative to creating the right behaviors to be successful with LPPD

At Pella, we:



## Andon Meeting

an andon meeting is a mechanism for teams to elevate problems and **ask for help** after the issue has been worked

leaders are **expected** to respond immediately



Teams thrive in a collaborative, empowered, and supportive environment

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## Understand before Executing

### Concept Paper

a document owned by the team that defines **why** we are doing the project, **what** the goals, objectives and key deliverables are, **when** the primary milestones are, and **who** is responsible

alignment with the project sponsors **before** the project kicks off

robust cross-functional discussion is critical for alignment

Concept Paper		
People (Who)		
Sponsors	Core Team	
	Project Manager	Information Technology
Stakeholders	Engineering	Finance
	Operations	Supply Chain
Approvers	Product Management	Logistics
	Marketing	Sales
Purpose (Why & What)		Timeline (When)
Project Goal		Key Milestones
Corporate Strategy		1. Study Phase Delivery
Key Objectives		
	1	2. Execution Delivery
	2	

Alignment early reduces churn later in projects

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# Obeya Video



# LPPD is a Team Sport

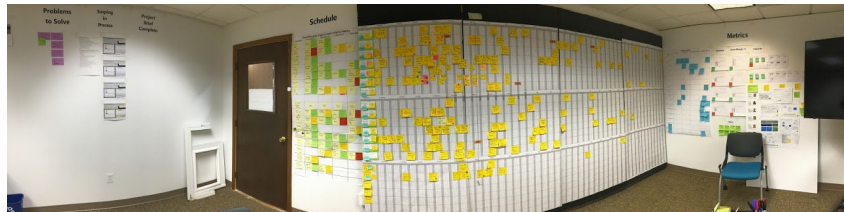
## OBeya

means **big room** in Japanese, the room is used by the team to visually manage the project

Key elements include:

- customer wall
- schedule wall
- metrics wall
- problem solving wall

can be a physical or virtual (iObeya) room



Visual management improves engagement and alignment



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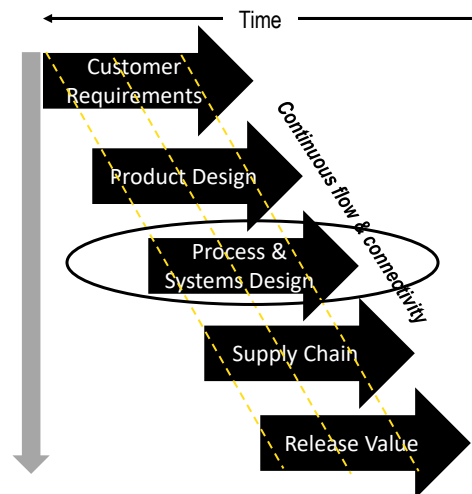
## Synchronize Workflows

### Information Hand-Offs

information hand-offs should occur across  
con-current workflows

hand-offs should be **small** and **continuous**  
with **stable**, not perfect data

frequent and open lines of communication  
between functions are necessary



Concurrent workflows significantly reduce time to market





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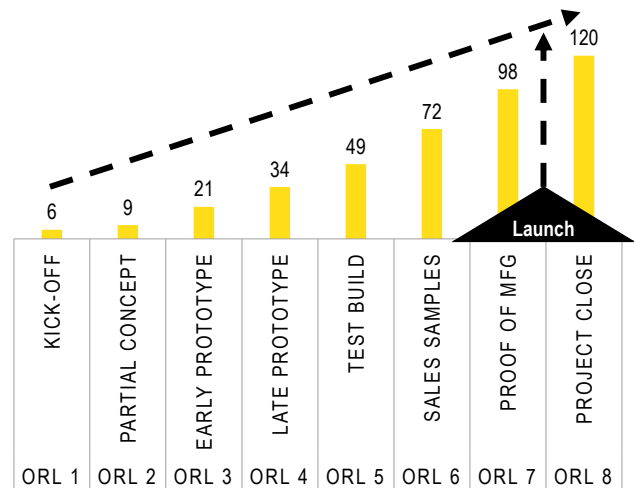
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## Designing the Value Stream

### Operational Readiness Level (ORL)

a governance structure to evaluate our readiness throughout a project  
requires cross-functional integration activities at several key points  
work best in person and at GEMBA

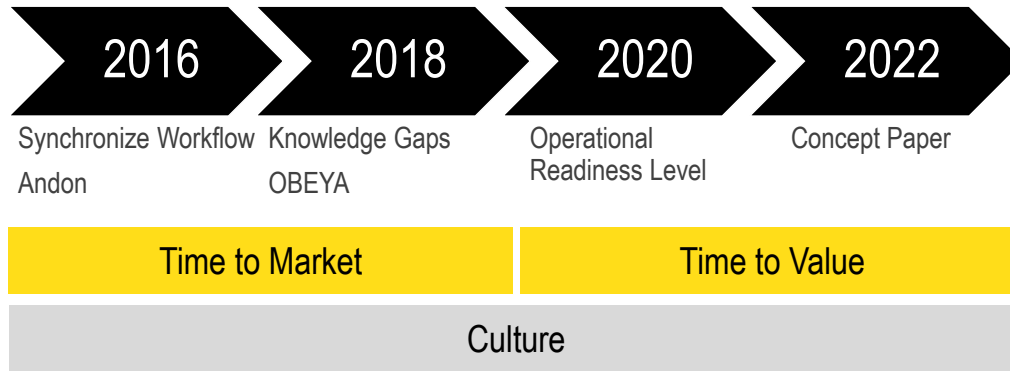


Connects the **people**, the **product**, and the **process**





## Pella's LPPD Journey



The 30 year  
journey  
continues

Building an  
army of lean  
leaders



## Struggles on the LPPD Journey

The LPPD journey is hard, it takes time and commitment, but it is WORTH it

### A few watchouts

- Tools are Social + Technical Systems, the tool on its own will not help you
- Pace the change, prioritize what matters most and attack 1 or 2 items at a time
- Time to VALUE delivery is far more important than Time to Market



## Value Gained from LPPD

### Improved Culture



### Speed to Value



### Hitting Goals



Our advancements in LPPD have allowed us to commercialize more innovations than ever before



## Group Activity – Thought Starters

1. What is your organizations biggest problem to solve?
2. Why do you have the problem? What is the root cause?
3. What LPPD practices could help to solve your problem?
4. What would your next steps be to move forward on your LPPD Journey?



## Group Activity – Pella 2016

1. What is your organizations biggest problem to solve?  
*We were slow to market*
2. Why do you have the problem? What is the root cause?  
*Functional silos and batch/series processes were slowing us down*
3. What LPPD practices could help to solve your problem?  
*Con-current workflows*
4. What would your next steps be to move forward on your LPPD Journey?  
*Cross-functional Value Stream Map (VSM) to define con-current workflow process, assign a team to drive the new process forward*

Take 20 minutes to think about and answer these questions for your company, discuss your thinking with a partner.



## Resources

- Partner with the Lean Enterprise Institute (LEI)
- Find content at <https://www.lean.org>, subscribe to the newsletter
- Benchmark with other companies doing LPPD



THANK YOU!

