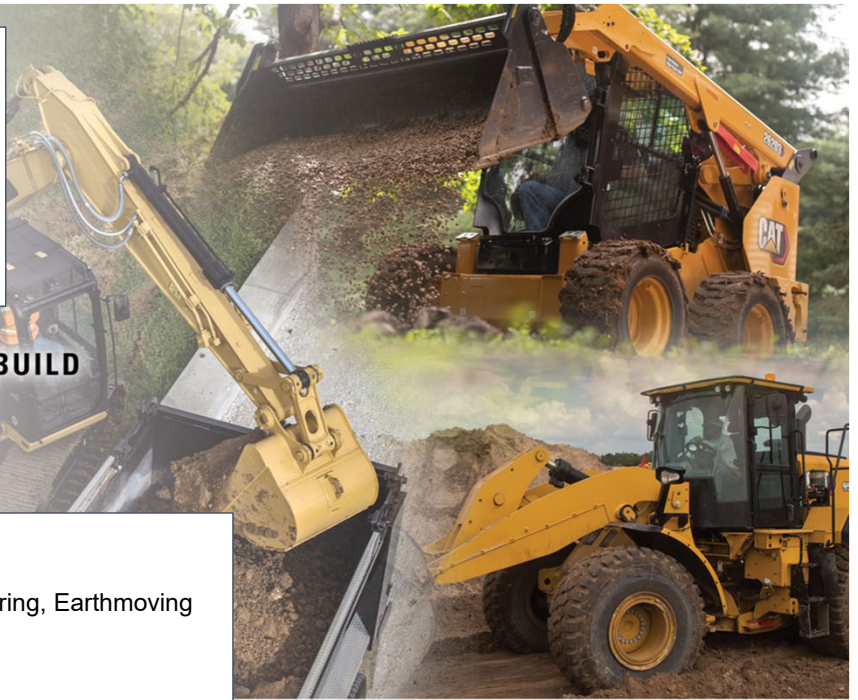Lessons from a Career Leading Lean Product & Process Development

HELPING OUR CUSTOMERS BUILD WHAT THE WORLD NEEDS.

Steve Shoemaker

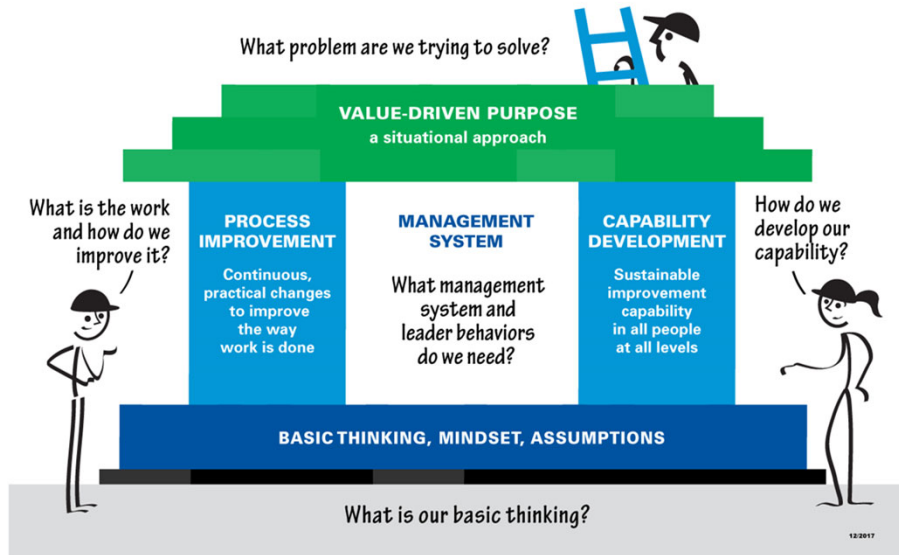Vice President - Engineering, Earthmoving (retired)

Caterpillar, Inc.

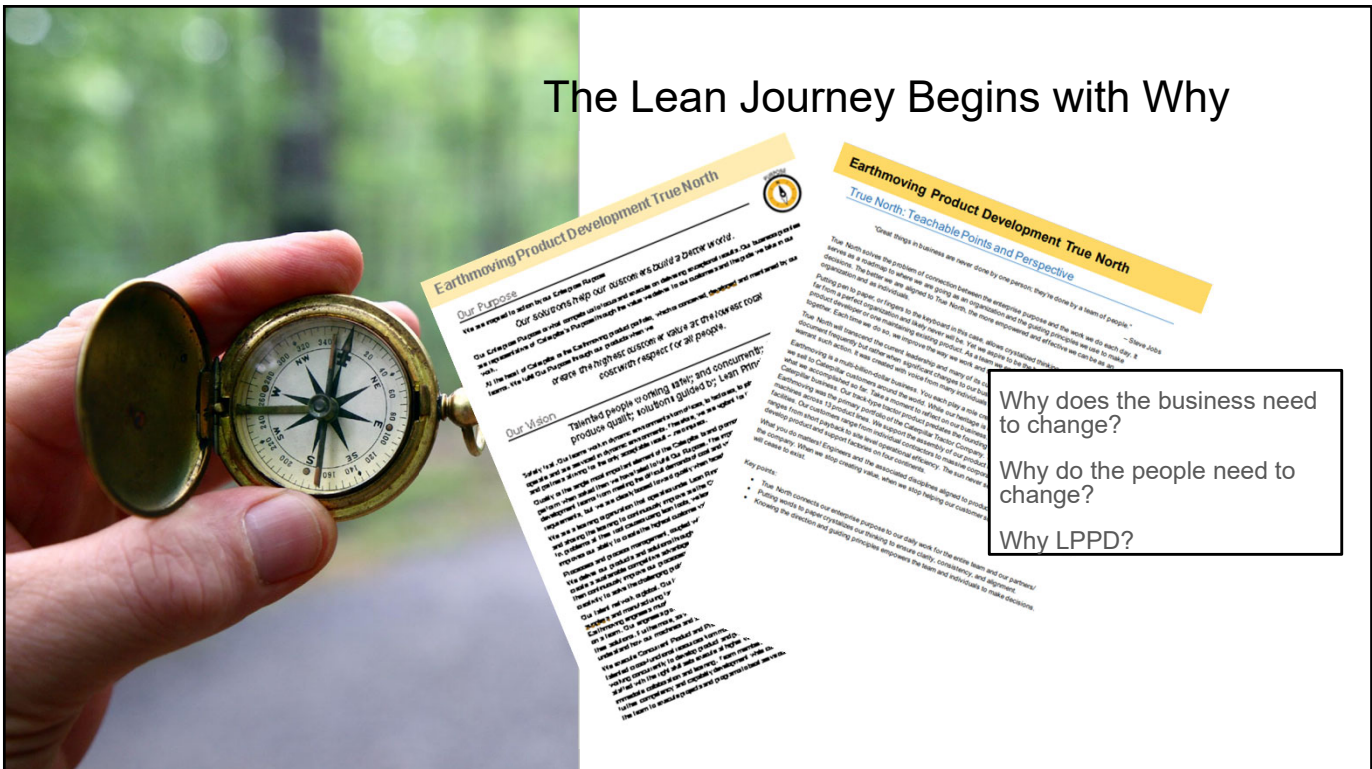

"Continuous Improvement Beats Postponed Perfection"

- Mark Twain

The LEI Lean Transformation Framework

The Lean Journey Begins with Why

Why does the business need to change?

Why do the people need to change?

Why LPPD?

Leadership Behaviors

Employ lean leadership principles to provide helpful help to our individual team members and supervisors.

| Knowledge to know the right things to do. | Time to do the right things. | Leadership's willingness to allocate the time to do the right things the first time. |

People: the lean leader[1]

- Effectively collaborates cross-functionally across the organization and the supply chain.

- Encourages people to expose problems and stays with them to implement true solutions.

- Uses continuous coaching and dialogue to empower people to solve their own problems.

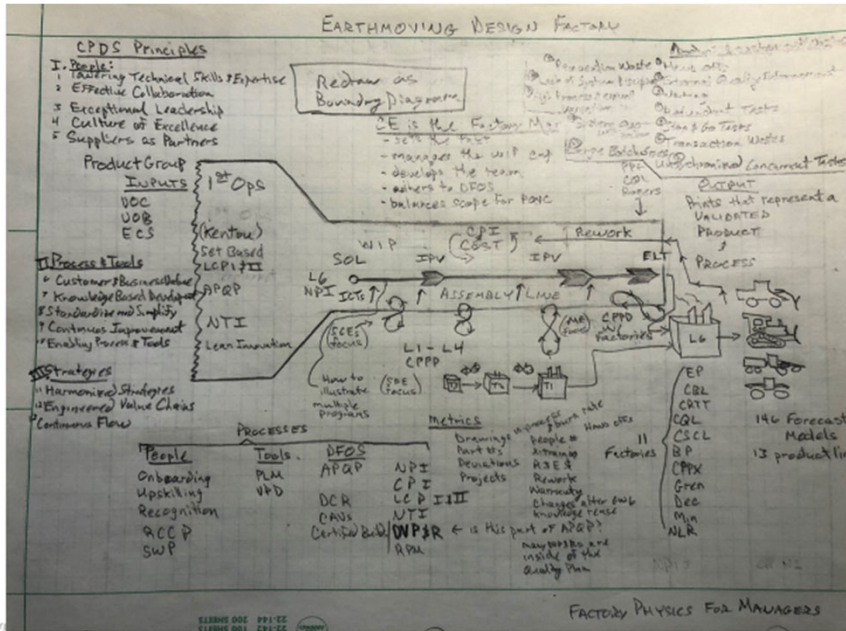- Builds future lean managers and leaders.

- Supports organizational learning.

Note 1: reference PEOPLE; A leader's day-to-day guide to building, managing, and sustaining lean organizations. c. 2012.

"Make the Work Visible"
– Jim Morgan (every time I talk to him)

Steve Shoemaker – *Formulating the Vision early 2021*

2/1/21 Engineering Dept Mtg
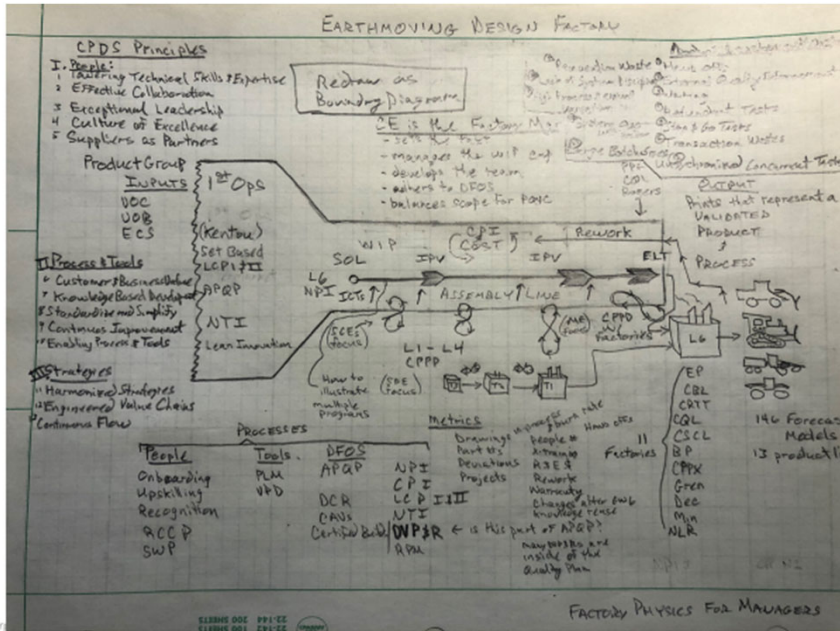==visual management established with. The design factory . . .==

==visual management really being able to see..I call it a design factory.. don't take that as a mechanistic bureaucratic view of this. It's that we've got a lot of stuff going on. I want to know, we want to know early, that the health of our engineering business is good --Steve==

(the focus of lean is)
"Get Stable and then Continuously Improve"
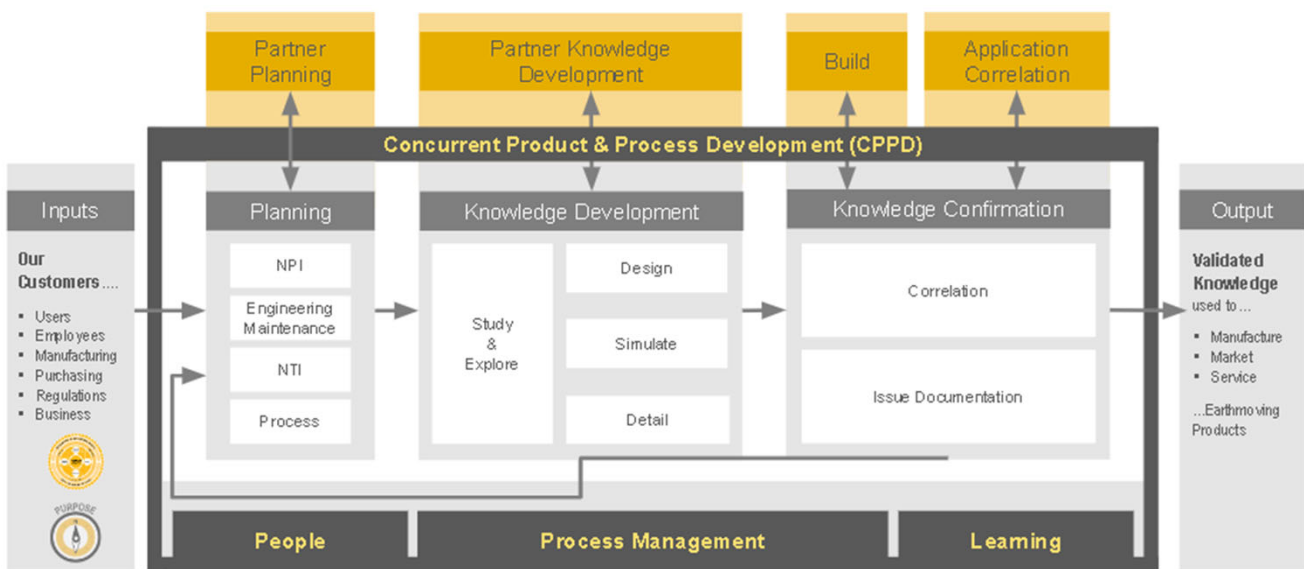- Jim Womack, Boston LEI Conference, July 2022

Steve Shoemaker – *Formulating the Vision early 2021*

The Design Factory

"If I knew how long the journey was going to be, I would have started a lot earlier"

- Know Your Why

- Make the Work Visible

- Get Stable and then Continuously Improve