



SUCCESS CRITERIA FOR A “LEAN IMPLEMENTATION JOURNEY”

Based on research of successful large organisation change, several elements are critical to achieve quick results, while attaining lasting transformation.

A prerequisite for successful implementation is for the company to take steps to ensure adequate time, resources, and support is provided for the proposed actions and follow-up. Without taking steps to integrate the change initiative with the business plan, the company risks acquiring the view that these efforts are not essential to the core business, and therefore of secondary importance.

In short, the entire effort may fail if the top management team does not give the actions appropriate priority and resources, and see them as integral to the success of the business.

A successful transformation to a lean enterprise requires:

- Leadership education and planning
- Leadership team support
- Lean steering teams (Steering committee & Task force)
- Improvement Workshop - leader development
- Lean principles and 5S education for all Employees
- Model line implementation
- Teamwork, Problem solving, 5S & Lean Principles Education of all Employees
- Management Development and Succession Planning
- Performance Management and Measurement

The following recommendations are made to ensure appropriate and effective deployment of a Lean Manufacturing strategy.

1. **Leadership Education**, The entire management team needs a baseline of understanding, which develops a common language and framework for planning lean manufacturing implementation and support.
2. **Leadership Team Support** — The management team, at every level of the organisation, must be aligned around the purpose and importance of successful implementation of the change initiatives. This



group would include the senior team, departmental, and first-line leadership, down to the shop and office floor level. The initiative should be reflected in their operating plans and performance reviews at the individual and team level. The change efforts cannot be seen as something other than their real jobs. This is key to gaining overall organisational alignment around the Strategy.

3. **Lean Enterprise Steering Team** — This team would be responsible to provide support in the planning, resourcing, implementation, and follow-up accountability for implementation. The steering team is often identical to the normal line management team. The internal resources and external consultants would provide consulting support to the team. This infrastructure would resolve inter-departmental issues. The steering team would be responsible for:
 - Aligning Lean Enterprise efforts to the overall business objectives
 - Determining sequence and timing of roll out, including implementation responsibility and accountability
 - Workshop leaders roles and responsibilities
 - Follow-up plans and audits
 - Communication and sharing of best practices
 - Using rewards and recognition to reinforce team accomplishments and behaviours
4. **Lean Enterprise project team** — This team would be the key coordination point for managing and deploying resources to effect the lean transformation across the enterprise. The departmental-shared resources would report directly to a senior manager from the Steering Team—the Lean Enterprise champion. This gives the organisation a clear understanding of how important this is, and that sub-optimization between departments is not an option.
5. **Improvement Workshop Leader Development** — These leaders will be trained to plan and implement improvement events, future process improvement efforts, and provide general education to employees.
6. **Train the Trainer Improvement Workshop Leader Development** — These leaders will be recruited from the formerly Lean trained people and will be further trained to educate others.
7. **Lean Model Line Implementation** — A lean model line provides a highly refined example of lean principles that can be used as an internal benchmark. The steering team should identify an important production line that will be the focus of repeated workshops and other



activity. Model line implementation addresses operational factors, and those related to people systems, information systems, management systems, customer focus, and supplier development.

8. **Teamwork, Problem Solving, 5S & Lean Principles Education of All Employees** — All Employees should receive a baseline exposure to Lean thinking and the change initiative so they understand the changes they see going on around them, and the invitations they may receive to participate in events. They should understand and be prepared to apply the basic elements of teamwork, problem solving, and using Just-in-Time systems as a reliable method for implementing improvements in daily work processes. This includes setting explicit expectations of all company Employees to apply standardised, reliable methods and tools to conduct their daily work, and do so with the “spirit of improvement”. This includes a broad-based plan to implement 5S (visual workplace organisation) company-wide, as a means to start everyone on the “Lean” journey, while forging ahead in targeted areas.
9. **Management Development and Succession Planning** – A clear Assessment of the current management team’s style, strengths, and tendencies helps lay the baseline for building a management development plan. The plan addresses additional skills that are needed for the entire team and individuals. This process facilitates the preparation of a succession plan that addresses the needs of the company to build the next generation of leadership.

Performance Management and Measurement – The entire business needs to be reinforced and aligned by the performance management and measurement system, assuring a balanced, focused view of the entire business and not just manufacturing. This system deploys measures such as: customer satisfaction, quality, cost, delivery, safety, morale (internal customer satisfaction), etc. This is an important element of building a system that is aligned from the top-level strategies down to the process-level

The required team leader competencies

- Personal commitment and involvement
- Personally champion the improvement initiative
- Actively seek involvement from team members
- Integrate improvement into business plans and other initiatives
- Establish improvement plan and schedule
- Establish small cell improvement teams



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- Review progress monthly as part of regular business review
- Actively support all improvement projects
- Set priorities
- Allocate resources
- Maintain improvements
- Communication and education