

The Enterprise Management Development System (EMDS) 2 Day Workshop

WORKSHOP DESCRIPTION AND OBJECTIVES

(Classroom with case studies and hands on exercises)

Most companies embarking on a lean journey soon become frustrated with improvement events and isolated projects that yield great short-term results but have no sustainability and no major innovation. They are searching for something more: the culture that goes beyond “just managing” continuous improvement. Success in today’s world of constant change and chaos requires leadership to leverage this uncertainty. It does no good to improve your path if you need to actually change the path you’re on.

In this workshop we address the top factors that will take you “Beyond Lean” and out of the Improvement Trap

- ☐ Going beyond “Lean Tools to align the entire organization
- ☐ Creating, Implementing and Measuring key performance metrics and targets in the areas of Safety, Quality, Delivery and Cost (SQDC) as well as the standard work which evaluates each along with audit strategies
- ☐ Connect operations and all functions across the organization
- ☐ Identify and Coach Improvement (small steps) and Innovation (large leaps) focused on Value to the Customer
- ☐ What Plan-Do-Check-Adjust looks like at each management level and what processes are required to support it
- ☐ Set the “framework” for:
 - Lean Leadership System
 - Lean Management System
 - Lean Development System
 - Lean Work System

WORKSHOP OUTLINE

Lean Leadership System - True North and Strategy Deployment Process

- ☐ Confirm True North - Cascade
- ☐ Group Exercise: Everyone on the same page for True North
 - Why - Mission , Purpose
 - How - Values and Operating System
 - What - Vision and True North Goals
 - Philosophy and Beliefs
 - Roles and Responsibilities for each Level
 - Servant Leadership in action
 - Job Security Philosophy

The Foundation: The Lean Work Systems

- ☐ ID “Current State” of Lean Culture and ID Gaps in relation to foundations of DMDS:
 - 5-S, Standardization, Training Method, Visualization
 - Value Stream Organization and Management Structure
- ☐ Exercise - each team report out “Current Situation” of their Lean Work Systems

The Lean Management System: Cascading and Aligned Metrics

- ☐ Key Performance Indicators
 - Enterprise - Business and Financial
 - Vertical Cascade - Tiered approach “Pillar” KPI’s
 - Horizontal - Functional Support Indicators
 - Main, Sub and Process KPI’s
- ☐ Group Exercise: Recommend KPI Structure for all three levels of the organization. Include all pillars of Safety, Quality, Service/Delivery, Cost and People (other)
 - Recommend Enterprise Wide KPI (and/or Main KPI)
 - Recommend Vertical Cascade KPI’s - Main - Sub and Process
 - Executive
 - Manager
 - Value Added Level

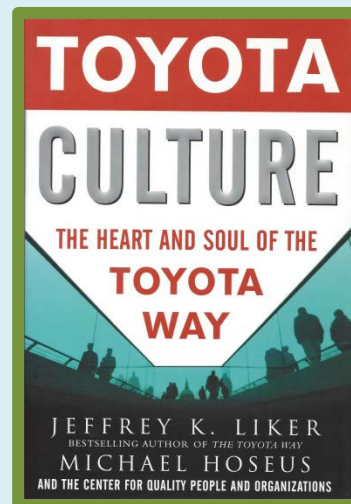
The Lean Development System:

- ☐ Systematic Problem Solving at all level
 - Executive to Value Added Member
 - Boulders, Rocks and Pebbles
- ☐ Lean Leader Standardized Work
 - Group Exercise - Develop Role and Responsibility and “Leader Standardized Work” for each Level of Leadership
 - Daily Huddle Standardized Work Enterprise - Business and Financial
- ☐ Idea Implementation and Escalation & Problem Solving Teams
- ☐ Linkage to Performance Management, Evaluation, and Company Performance Award
- ☐ Leadership Follow Through - Discipline, Accountability and PDCA

Wrap up, debrief and next steps action plan

WHO SHOULD ATTEND

CEO, President, Vice-Presidents, Executive Leaders, General Managers, Lean Leaders, and any one facilitating change within your organization who understand the importance of going beyond tools to creating effective management systems and processes in order to set the basis for creating a sustainable lean culture.



Michael Hoseus Biographical Profile

Mike is Executive Director for the Center for Quality People & Organizations (CQPO). Mike Hoseus brings both manufacturing operations and specialization in Human Resource experience to CQPO. Mike currently supports organizations with Lean Culture transformations focusing on the roles of Executive Management and Human Resources and how the quality people value stream connects to the production value stream. Mike is co-author with Dr. Jeffery Liker on the Shingo Award winning book, *Toyota Culture*.

Prior to CQPO, Mike was a corporate leader for 13 years at Toyota Motor Manufacturing's Georgetown, Kentucky, plant both in Human Resources and Manufacturing. As Assistant General Manager in Human Resources, his responsibilities included personnel, safety, HR development, employee relations, benefits, training, and manufacturing/human resource teams for a plant of 8000 team members. His major initiative was development of the enhanced relationship between Human Resource and Manufacturing. Mike's operational responsibilities in manufacturing started in 1987 as a front line supervisor in vehicle assembly. This included all aspects of safety, quality, productivity, cost and morale for operations. With experience as Assembly Plant Manager and eventually Assistant General Manager, his responsibilities increased to include both assembly plants including operations, maintenance, and engineering. He is a Toyota Certified Trainer in Global Problem Solving & Waste Reduction, Standardized Work and Kaizen Events.