

# LEADING LEAN

**Becoming a Lean company, not just a company doing Lean things.**

The Four Cornerstones of Transformation

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**A Consultant-Led Virtual event**

**November 9-12, 2021**

## **Keeping an Enterprise in Motion Requires Engaged Leaders.**

**Forward-thinking leaders have the resolve to foster Lean Thinking in mindsets, processes, customer relationships, project management—to keep their enterprises in motion.**

This four-day event is designed to step you through the 4 cornerstones of transformation that these Lean leaders have in place to ensure their companies do well.

- 1.** The program kicks off by looking at the fundamental Leadership concepts embedded in a sustainable Lean/Agile transformation and how this new systemic way of working generates a path to success through people engagement that drives quick results, even in legacy organizations.
- 2.** Next, we'll examine alignment and deployment, the key to creating a shared vision and the linking of organizational goals to daily work.
- 3.** Then, we look at how Lean Leaders form new collaborative ways of working, develop Lean/Agile means to manage processes, and how-to build a culture of empowerment and trust that allows both the organization and its people to grow.
- 4.** Finally, we dive into problem-solving and learn what it takes to build an employee community of problem-solvers.

Through a combination of lectures, case studies and a sharing of real-time transformation experiences, learn how to integrate these practices into your leadership routine and discover the benefits to the organization, its people, and yourself.

## THE WEEK AT A GLANCE

LEADERSHIP	ALIGNMENT	DAILY MANAGEMENT	PROBLEM-SOLVING
<b>TUESDAY</b> November 9 10:30am-5:30pm	<b>WEDNESDAY</b> November 10 10:30am-5:30pm	<b>THURSDAY</b> November 11 10:30am-5:30pm	<b>FRIDAY</b> November 12 10:30am-3:30pm
<b>Integrating Lean into Leadership</b>  Internalize the Why, How, and What, enabling a culture of continuous improvement.	<b>Hoshin Kanri (Policy Deployment)</b>  Get a laser focus on implementing the “the vital few” initiatives that will drive change.	<b>Daily Management System</b>  Ensure sustainment through operational governance, standard work routines, visual management, and accountability.	<b>Develop the Problem-Solving Mindset</b>  Develop a culture of problem solvers and embed PDCA in everything you do.

### DON'T MISS OUT!

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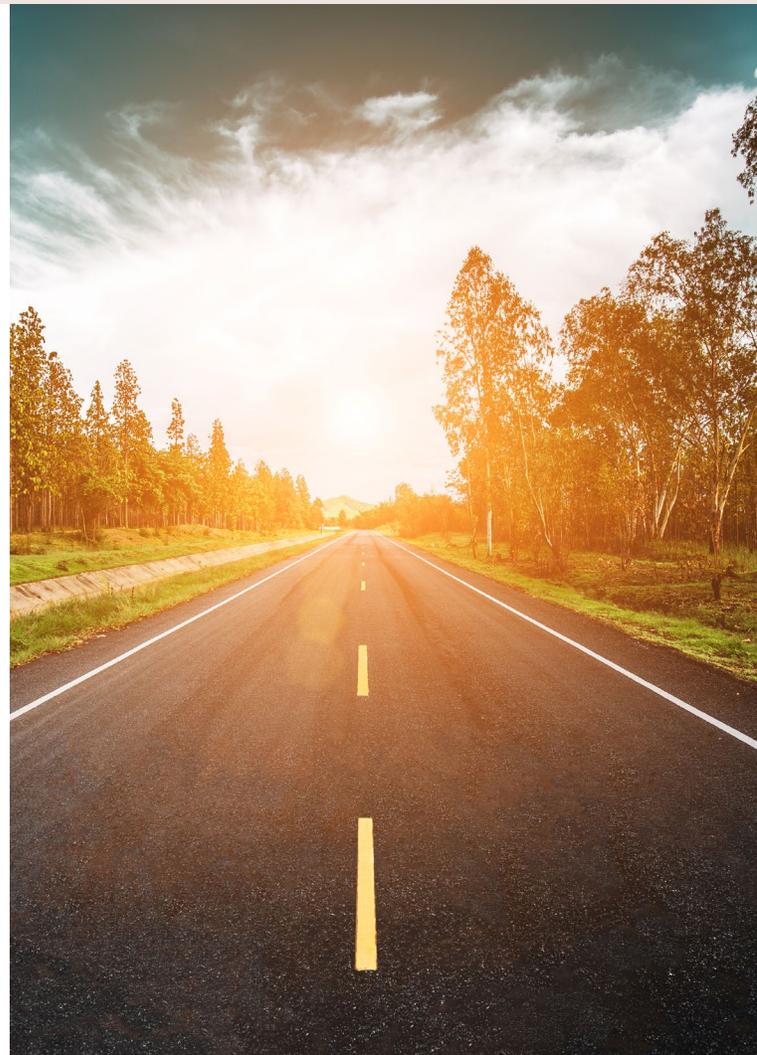
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## TUESDAY, NOVEMBER 9 **INTEGRATING LEAN INTO LEADERSHIP**

### INTERNALIZING THE WHY, HOW AND WHAT OF A LEAN TRANSFORMATION

Lean transforms the way processes and people work, and at each organizational level generates a brand-new operating and innovating model making long-term strategy possible. Executives and leaders should have clarity of the fundamental elements underlying this transformation, so that they can constantly act, behave, and support the efforts to keep their enterprise in motion.

At the beginning of any change or initiative, there should be a clear sense of the "Why" and the "How", before moving on to the "What" needs to be done. The purpose of this session is to share with leaders the essentials of a Lean transformation (Why, How and What), and to build an understanding of their roles in this journey.

This session combines simulations, lectures, fun and reflection to share ideas and instill in participants a desire to start or continue the Lean journey, and how this path will:

- tremendously benefit **the** organization.
- greatly benefit **your** personal development, career and legacy.

#### Participants will learn:

- how to engage their organization in change, through a subtle balance between rational attitudes and emotions
- how value stream improvement is the focus of Lean efforts
- what empowerment really means and how collaboration in the workplace is the engine that changes the overall company mindset
- how visibility is central in a Lean organization and is fundamental to building a Lean Management System
- how to influence and align people in the shared vision of continuous improvement

## WEDNESDAY, NOVEMBER 10 **HOSHIN KANRI (POLICY DEPLOYMENT)**

### IDENTIFYING THE 'VITAL FEW' INITIATIVES THAT WILL DRIVE ORGANIZATIONAL CHANGE

The fundamental purpose of Hoshin Kanri is to focus a company's efforts on very well-defined initiatives to align and mobilize SBU's, plants, departments, operational teams and all supporting personnel. It is a leadership-driven strategic process which gives clarity to everyone on where the company is going and what is important to the long-term, while creating the structure for regular review and renewal.

In this session, we will share our practical experiences of Hoshin Kanri in the context of a Lean transformation, calling upon experience acquired in a variety of business environments. Learn how to build the plan, starting at the Executive committee level, and how to cascade it down to the team level. We will also introduce the Catchball process, a key component which creates local ownership by allowing for plan feedback and adjustments.

We will illustrate the Hoshin Kanri deployment process in a real case study, presenting its impacts and the difficulties encountered, then suggest some practical recommendations to start and implement the process.

#### Participants will learn the:

- key concepts and principles of Hoshin Kanri
- 5 steps of policy deployment and how to use the X-Matrix at each level
- link between Hoshin Kanri and daily management
- connection between Hoshin Kanri and team empowerment
- link between workplace metrics and strategic objectives
- the 4-level performance review system to ensure success

**THURSDAY, NOVEMBER 11 DAILY MANAGEMENT SYSTEM**

**ENSURING SUSTAINMENT THROUGH ORGANIZATION-WIDE OPERATIONAL GOVERNANCE**

An effective Daily Management System enables the building of leadership capabilities at multiple organizational levels, driving team member’s autonomy through teaching, coaching, and establishing standard work routines, while ensuring daily accountability for actions that eliminate the top 7 wastes.

In essence, DMS is the establishment of real-time monitoring of performance/activities in every department, and the most effective way to ensure that daily work is tied directly to organizational goals and that changes are being sustained.

Using real-world examples, we’ll share a disciplined approach to DMS that drives line leadership behavior to proactive problem-solving, while building organizational capability for the long term.

**Inside the day’s activities:**

Tailored as a discovery session, the day’s agenda includes questions and gap analytics that will be captured and built into an action plan for each participant. The agenda will cover:

- The compelling business case for change
  - The Role of Leadership—Servant Leaders, Learn/Do/Teach/Coach
  - Tactics—Standard Work, Visual Management, Metrics, Daily Routines
- The attributes of a good system
- Importance of daily routines and sticking to the process
- Reflection/Action Plan
- Organizational integration through Daily Management

**Key learning objectives include the:**

- importance of DMS in sustaining all CI efforts
- key components to build an effective DMS across the organization
- importance and role of a visual management system and team routines
- direct connection between Daily Management, employee engagement, and productivity
- role of performance management and metrics in linking organizational goals to strategic deployment

**FRIDAY NOVEMBER 12 DEVELOP THE PROBLEM-SOLVING MINDSET**

**DEVELOPING A CULTURE OF PROBLEM-SOLVERS**

Lean transformation is inherently a problematic process. That is to say, there will be problems along the implementation path. Problems highlight opportunities. As such, no organization can ignore problem-solving. The challenge is to develop a problem-solving community, where employees at all levels of the organization understand the cause and effect relationship and have easy to use, highly-effective tools to help them drive to root cause. This workshop has been designed to show you how you can make that happen.

The session will explore how to: make problems visible, categorize and prioritize them, apply a step-by-step process to understand the issue, measure it and its impact, identify where it comes from, and develop countermeasures and solutions.

**Inside the day’s activities:**

In this interactive session, participants will learn the importance of A3 thinking and understand how they should act, behave and integrate problem-solving in their daily activities to generate discipline and focus on actual problems. The agenda will cover:

- How problem-solving fits into the overall Lean management system
  - Capturing and categorizing problems and defining the corresponding problem-solving process
- Understand the A3 problem-solving process, how it integrates Lean methodologies and principles and connects with performance management
- Engaging the right people, measuring and sticking to the process
- Reflection/Action Plan

**Key learning objectives include the:**

- importance of problem-solving in sustaining all CI efforts
- step-by-step A3 thinking and acting process
- questioning process that leaders should master to ensure proper problem-solving
- role of leaders in a company-wide cultural/behavioral transformation
  - problem-solving and KPI’s
  - building problem-solving capability at all levels of the organization using Gemba walks, Daily Management Systems, and other practices.

