



## **External Speaker – 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. CQPO is an organization developed in 1999 as a vision of Toyota Motor Manufacturing to share Lean Quality philosophy and human resource practices with education, business, and community organizations. CQPO current projects with Toyota include New Hire selection and training process, Team Leader and Group Leader post promotion training, Quality Circle Leader and Manager training, and Global Problem Solving for all levels. Mike is an adjunct professor with the University of Kentucky's Lean Manufacturing Program. Mike is co author with Dr. Jeffery Liker (Author of the Toyota Way) of Toyota Culture. Mike is an adjunct professor with the University of Kentucky's Center for Manufacturing and a member of the faculty of Lean Enterprise Institute. Mike is also president of Lean Culture Enterprises.

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.

*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 has served and contributed to numerous community boards such as the Kentucky Community and Technical College System and the Lexington Mayor's Partnership for Youth. Mike has degrees in Business and Psychology from Xavier University and a Masters of Arts in Counseling from Asbury Theological Seminary. Mike's wife, Suzy and he are co-founders of CMH, Inc. and Life Learning Ministries and have three children, Ben, Leah and Lindsay.

## **Creating a Sustainable Lean Culture** **Connecting the “Product” and the “People” Value Streams**

### **Description**

Most companies embarking on a lean journey soon become frustrated with kaizen events and isolated improvement projects that yield great short-term results but have no sustainability. They are searching for something more: the culture of continuous improvement with its philosophy, processes, and people aligned to cultivate problem solving.

In this program we attempt to explore the unique culture of Toyota:

- What is it
- How to get it
- How to keep it

The course is intended to demonstrate how connecting and simultaneously developing the “Product” and the “People” Value Streams helps accelerate your lean implementation setting a foundation for a sustainable lean culture.

### **Course Learning Objectives**

- Understand key components of establishing a lean culture of mutual trust, respect and continuous improvement
- Specify and understand the skills and behaviors required to build and manage a lean system
- Understand how to attract, select, develop and engage competent, able and committed team members.
- Learn importance and role of standardization and problem solving in establishing a lean culture
- Understand how to develop leaders who sustain and improve the systems of lean

### **Day 1 - Course Outline**

- Lean Leadership – Comprehensive Management System for the Enterprise
  - Purpose and Outputs
  - Vision & Values
  - Servant Leadership
  - Connecting to Lean Technical Systems & Processes
  - Role of HR in Lean
  - Establishing a Culture of Trust and Continuous Improvement
- The Quality People Value Stream
  - Lean Competencies
  - Recruitment and Selection/Promotion Processes – The right people at the right time in the right form and amount
  - Training and Development (Orientation, Standardization, Fundamental Skills and Job Instruction
  - Engaging members in the work – Daily Systematic Problem Solving at all levels of the organization
  - Enrolling members in the company (Career Development, Family, Community and Environment)

### **Day 2 - Course Outline**

- Human Systems for Lean Supporting Processes – HR Infrastructure to Support Lean
  - Working level organizational structure – Rule of Five, Matrix Organization, Suggestion System and Quality Circles
  - Clean and Safe Work Environment
  - Visual Management and Two Way Communication
  - Leadership Accountability
  - Workforce planning and flexible people and systems for Stable Employment
  - Fair and consistent policies and practices
  - Performance Management, Rewards and Recognition and Corrective Action
- Implementation Strategies
  - Change Management
  - Hoshin Planning
  - Floor Management Development System
- Self Assessment Gap Analysis and Action Plan ~

- Assess your organization in terms of Lean Leadership and Lean Human Systems
- Prioritize your gaps using the Hoshin Kanri process
- Develop a customized A-3 and Action Plan to address your priority gap

### **Program Benefits and Outcomes**

- Understand what you and your team will need to change in your current role to successfully lead a Lean Transformation
- Understand how to create management systems and infrastructure that make problems visible and engage team members at all levels in a rigorous problem solving and continuous improvement process
- Complete an assessment of your organization revealing gaps in terms of its leadership, technical and human systems that need to be addressed in order to build a lean culture.
- Develop a clear action plan to address the prioritized gaps utilizing Hoshin and A-3 tools.