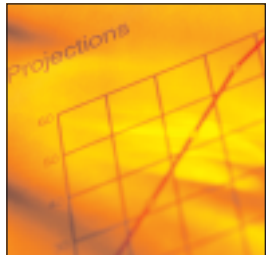




# The MRC <sup>TM</sup> **Lean 6** TRANSFORMATION





## Transforming Work

Lean Enterprise and Six Sigma principles are keys for a company to become world-class and to enhance profits through the elimination of unnecessary wastes.

At MRC, our passion is to help local companies compete regionally, nationally, and globally. This led MRC to develop the Lean6™ Transformation Program.

The MRC Lean6 Transformation Program, a two-year commitment, is designed in a Train-Plan-Implement format that will enable a company to quickly build internal competency in Lean6 and decrease its reliance on the MRC resources over time.

### What is a Lean6 Transformation?

A Lean6 Transformation is a journey that a company takes centered on a fundamental philosophical change and systematic shift in the organization's culture, expectations, measures, performance and long-term goals.

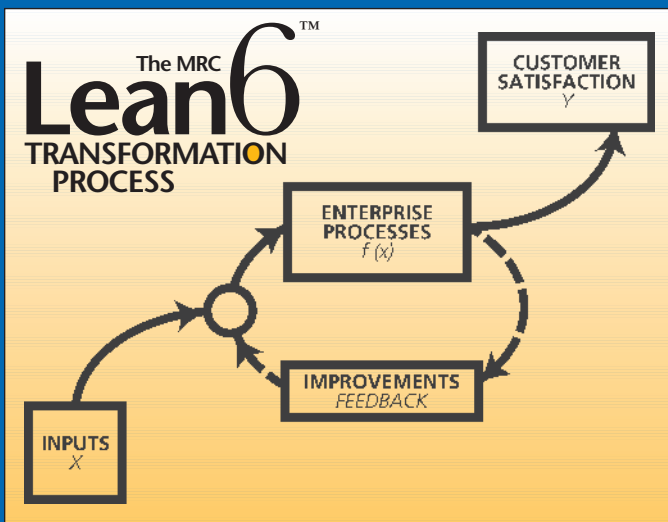
Lean6 has its roots in the Shingo Prize which recognizes world-class performance and serves as a model for performance excellence.

MRC chose the words Lean6 Transformation to emphasize the strategic nature of a company's effort and its use of both Lean Enterprise and Six Sigma tools. The power of the transformation occurs when Lean6 becomes a core aspect of the company's long-term business strategy. Lean6 is represented by this simple closed-loop process.

The power of the transformation occurs when Lean6 becomes a core aspect of the company's long-term business strategy.

Key Benefits include:

- Improved bottom line
- Reduced waste
- Increased customer feedback



As illustrated by the model, performance excellence is best described as world-class companies meeting ever-changing customer demand (Y) using varying inputs (X) through their various business processes,  $f(X)$ . The key to excellence is reducing the effect of variation and the elimination of waste through continuous improvement (feedback).

The MRC Lean6 transformation process builds internal competency through education and mentoring.

## What is the Lean6 Transformation Process?

The Lean6 Transformation is a journey which involves the following:

### 1. **Lean6 Executive Overview and Awareness**

provides the senior leadership of a company with an understanding of Lean6 tools and methodology. These leaders partner with MRC to deliver Lean6 Awareness training to all other company employees. The objective of this training is to build a case for change. The results are that all attendees come away with knowledge of what world-class really means and how it has been achieved by some companies, even some in the same industry.



**2. Lean6 Enterprise Assessment** evaluates the whole enterprise and takes a brief look at the internal company structure to determine where the largest gaps exist between current and world-class performance. It is very common for projects, such as recognition systems and team development to be identified during this step.

**3. Lean 101 (shop floor) or a Lean Office Workshop** provides general education in the Lean6 methodology and its tools for improvement. These presentations are supplemented with hands-on simulations tailored to their respective environments. Participants leave with an understanding of how traditional and world-class companies behave, as well as the activities required to transition from a traditional company to a Lean6 enterprise.

**4. Lean6 People Skills** enable a company to get "lean." The development of "lean" people includes gaining experience in the business, knowledge of lean tools and techniques, and soft skills that allow them to put their experience and knowledge to work. The Lean6 Transformation may require training in:

- Communication Foundations
- Team Building Strategies
- Managing Change & Conflict
- Problem Solving & Decision-Making
- Train-the-Trainer Facilitation

**5. Value Stream Map** a selected pilot area. A team within the company maps the information and material flows of a product or process in its

current state. The relative health of the value stream is shown by comparing the "value-adding" time to that of total lead time. Then, the team creates a "future state" map with its knowledge of lean and an implementation plan to realize its vision. The implementation plan from the Value Stream Map is executed through a blend of traditional project management efforts and team-based improvement activities.

**6. Kaizen Events** are the main vehicle for team-based improvement activities whose scope and complexity are conducive to rapid improvement. Kaizen events usually involve five- to 10- team members, who are dedicated for three to five consecutive days to implement a specific piece of the "future state." During this stage various lean and Six Sigma tools are taught and utilized. Improvements are prioritized according to the constraints identified by the team within the Value Stream Map.

Over the transformation period, MRC will continue to provide a cycle of training, mapping, and implementation assistance across all products and areas of the Lean6 company.

### What are the requirements for the company to qualify for a Lean6 Transformation?

- Provide top-down support for Lean6 as evidenced in the company's mission, quality statements, business/strategic plans, operations strategy, and time commitment demonstrated through direct involvement of senior leadership in training, projects, implementation, and communications.
- Establish a "no layoff" policy. This will allow workers more closely aligned with mapping the processes to identify and suggest improvements without fear of job loss.
- Create a dedicated company staff such as a Core Team to guide the implementation process. Depending on company size, Core Team members may need to be certified through the MRC Lean6 Certification program.
- Challenge current metrics, incentive systems, and performance evaluations to encourage that the behavioral norms match Lean6 strategies.
- Commit to a partnership with MRC to establish an internal Lean6 competency program.



## What are the typical results of companies making the Lean6 commitment?

Over the past 16 years, companies working with the statewide Industrial Resource Center (IRC) Network have enjoyed:

- 95% lead time reduction
- 90% quality improvement
- 85% work-in-process reduction
- 75% space utilization improvement
- 75% order processing improvement
- 50% productivity increase

MRC is proud to be this region's IRC and looks forward to assisting companies in the Lean6 Transformation.

## Lean6 Delivery Team

### **Richard Donati, 6 Sigma Black Belt**

Dick is a 6 Sigma Black Belt certified by the Institute of Industrial Engineers (IIE). He has over 30 years of diversified manufacturing experience, an MBA, a BS in Business Administration and a Certificate in Management Development.

### **James J. Mikulski, 6 Sigma Black Belt**

Jim has over 10 years of extensive industrial experience in a variety of industries. He is Lean6 Sigma certified by the George Group and earned an M.S. in Manufacturing Management and Leadership and a B.S. in Manufacturing Engineering Technology.

### **Mike Withka, 6 Sigma Black Belt**

Mike has 12 years of experience in pharmaceutical, plastics, machining, apparel, and brass hardware industries. He has been involved with the creation of continuous improvement programs for the past 7 years. He earned a 6 Sigma Black Belt certified by IIE and a B.S. and M.S. in Manufacturing Systems Engineering.



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