

How to Build Leadership for Next Generation Lean **Implementation Steps for** **Strategic Daily Management Development System**

Day 1

True North

- “Purpose of Plan” and Power of Why - True North - Values, Vision, Mission, and Philosophies: Roles and Responsibilities
- Group Exercise: Everyone on the same page for True North

Strategy Deployment Process

- Hoshin Kanri – Organizational Alignment

Foundations of the Daily Management Development System

- Foundations of DMDS (5-S, Standardization, Training Method, Visualization, Value Stream Organization & PDCA).

12:00 – Lunch

Foundations of the Daily Management Development System

- Foundations of DMDS (5-S, Standardization, Training Method, Visualization, Value Stream Organization & PDCA)

People - The Difference & Balance Between Lean Management and Lean Leadership

- A new role for the “Next Generation Lean Leader”
 - Servant Leadership – Setting up Intentional and Controlled Chaos
- Selection Systems and On Boarding processes

Problem Solving “at 3 levels” at all levels

- Engaged Workforce in PDCA and Innovation
- Link Team Member Engagement to DMDS
- Idea Implementation and Escalation & Problem Solving Teams

Final Summary & Debrief and Dismissal

Day 2

True North

- Confirm Kreg Tool True North - Cascade
- Group Exercise: Everyone on the same page for True North

Foundations of the Daily Management Development System

- Go to the Gemba to ID “Current State” of Lean Culture and ID Gaps in relation to foundations of DMDS (5-S, Standardization, Training Method, Visualization, Value Stream Organization & PDCA). Large group will break into sub groups for each corresponding KPI Pillar
- Check Action – each team report out “Current Situation”

Daily Management Development 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

12:00 – Lunch

Cascading and Aligned Metrics - Continued

- Key Performance Indicators

Cascading and Aligned Metrics

- 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

Cascading and Aligned Metrics – Check Action

- Each Pillar team report out progress:

Final Debrief and Dismiss

Day 3

Cascading and Aligned Metrics

- Group Exercise: - Continue, as needed to complete each Pillar's recommendation

Three Level Problem Solving

- Strategic, System and Daily (Boulder, Rock and Pebble)
- Check status of these three levels "at the gemba" for all levels and all pillars

Group Report Out - Three Level Problem Solving

12:00 – Lunch

Lean Leader Standardized Work

- Group Exercise – Develop Role and Responsibility and "Leader Standardized Work" for each Level of Leadership
- Daily Huddle Standardized Work

Role of HR in Partnering and Sustaining the System

- Engaged Workforce in PDCA and Innovation
- Link Team Member Engagement to DMDS
- Idea Implementation and Escalation & Problem Solving Teams
- Linkage to Performance Management, Evaluation, and Company Performance Award
- Leadership Follow Through – Discipline, Accountability and PDCA

Final Debrief and Dismiss

- Each Company/Individual Report Out
 - Lessons Learned and Next Steps
- Dismiss