

point**b**.



# Point B

*Is Lean Earning Its Keep?*

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# Introduction

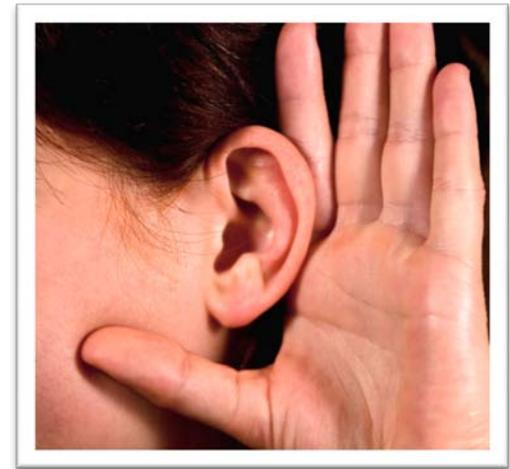
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- Lean 20 years ago
  - Mostly Manufacturing Based
  - Focused on Process & Machines
  - Common Understanding, Large Span of Control
- Lean Today
  - Wide variety of Industries
  - Tried and True Factors have Changed
    - Services aren't tangible
    - No geographic confinement
    - Quality is harder to measure
  - Varying Needs/Vision, No “Control” of Resources

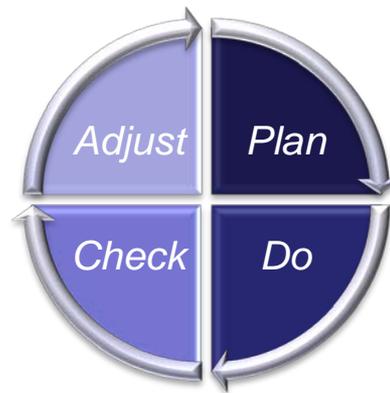
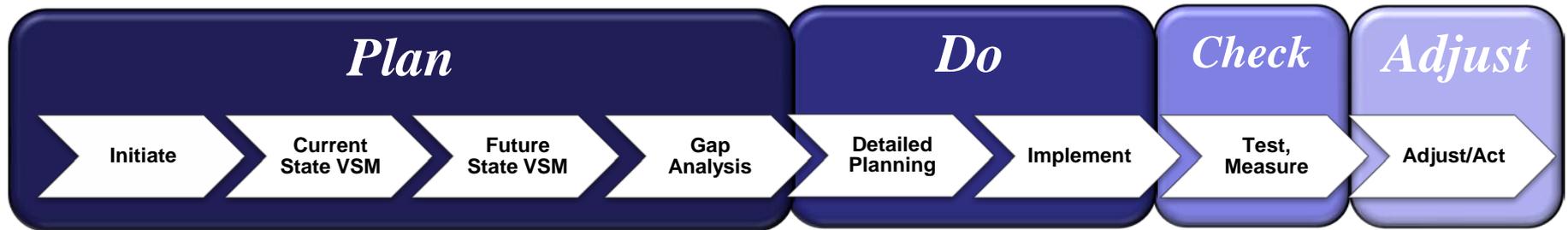
# Voice of the Customer

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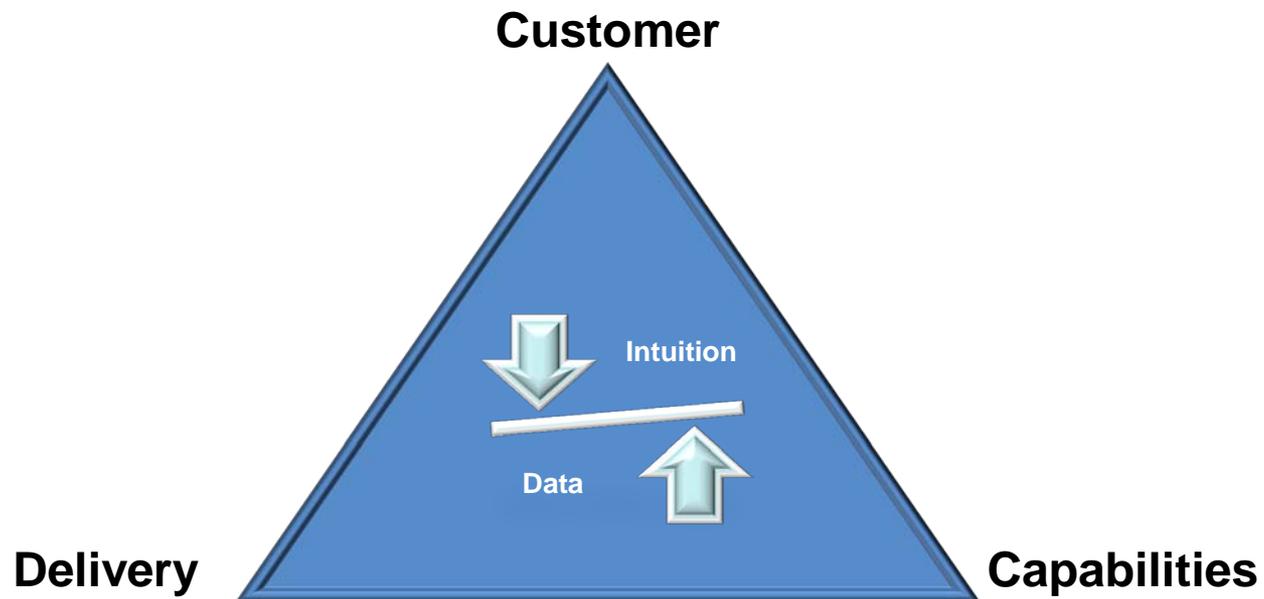
- Reduce Cost
- Alignment
- Sustain or Improve Quality
- Customer Loyalty



# Using Lean to Improve the Effectiveness of Your Lean Team



# Current State Assessment is all about Sight

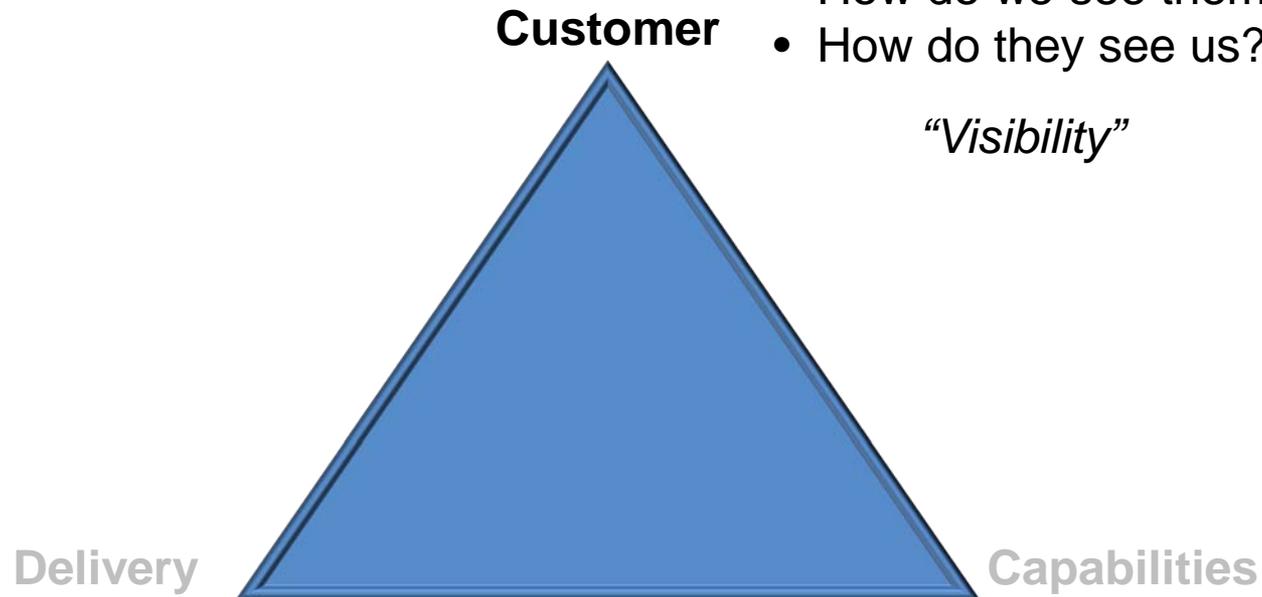


# Customer: Who is it?

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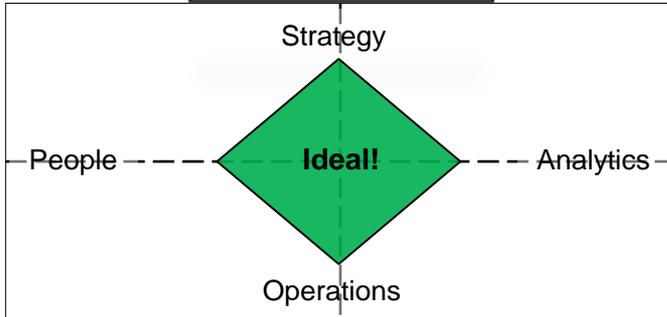
- More than one?
- How do we see them?
- How do they see us?

*“Visibility”*



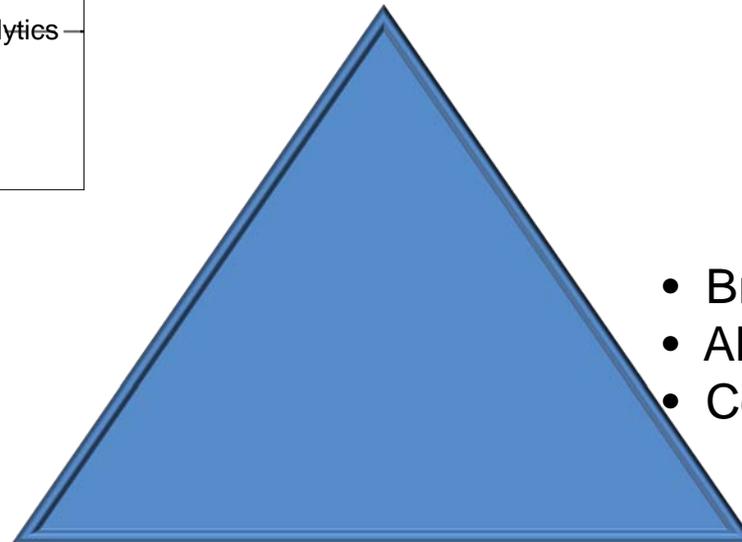
# Capabilities: What is valued by the customer?

Capabilities Matrix



Customer

Delivery

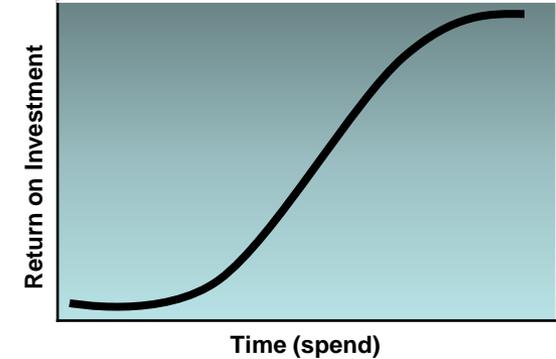


**Capabilities**

*"Varied"*

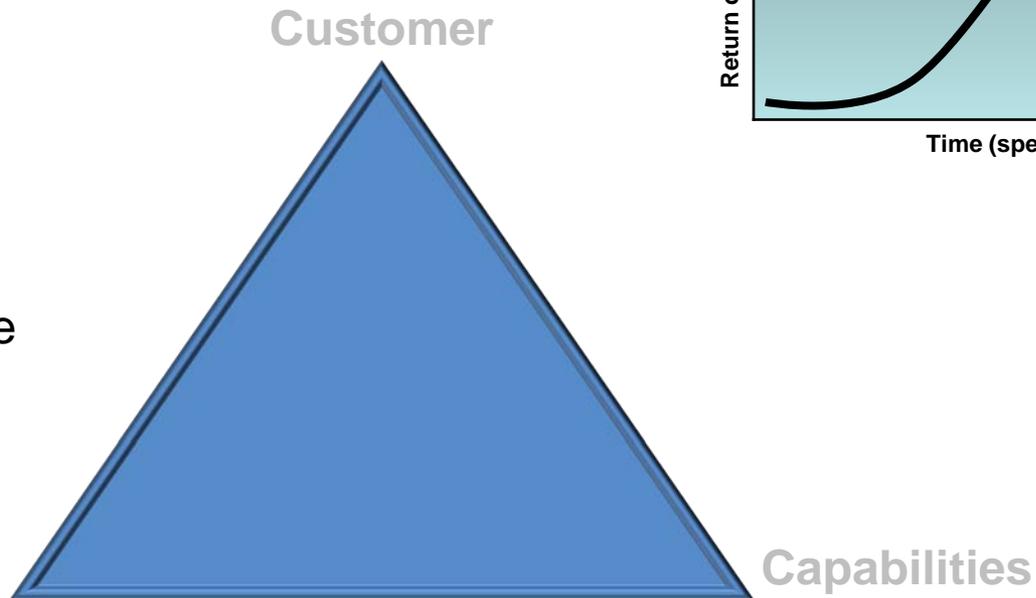
- Breadth of skills
- Aligned with customer need
- Communications

# Delivery: Are you able to execute?

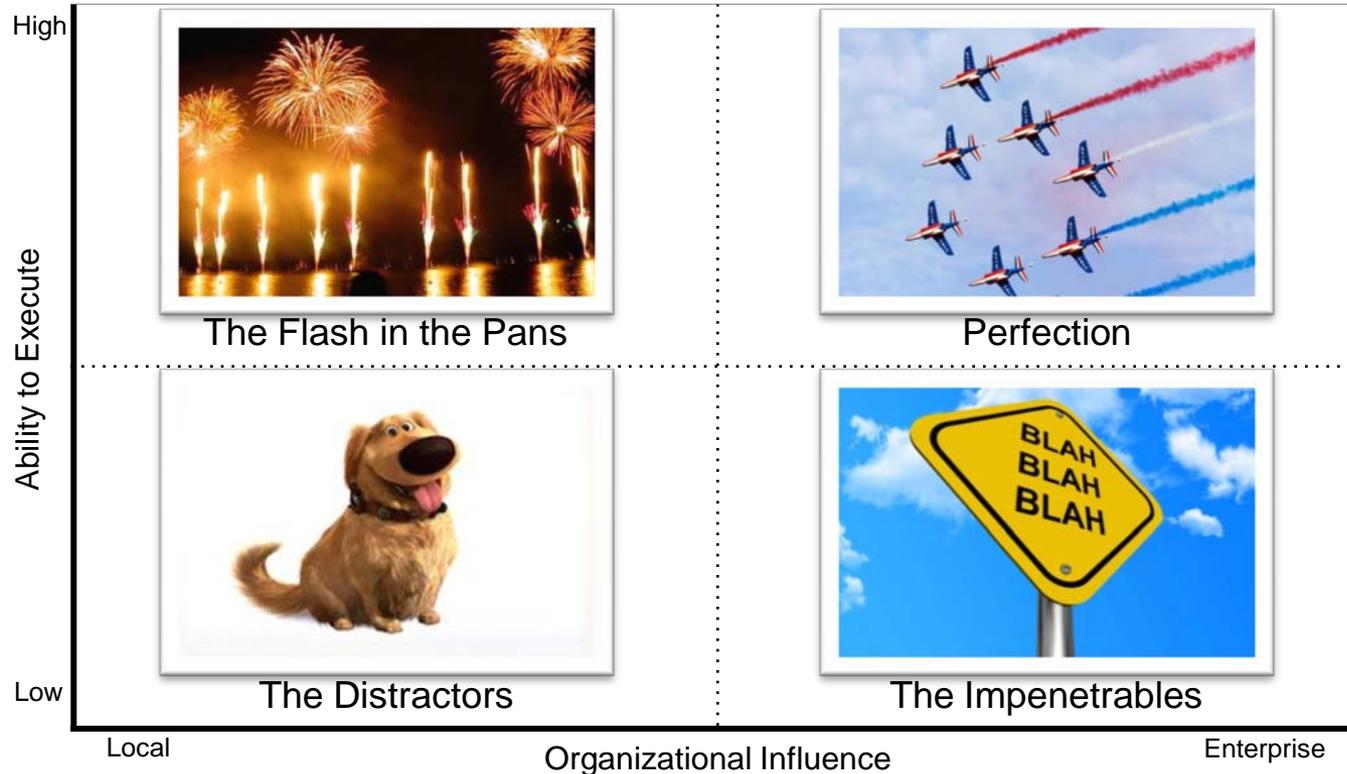


- Organizational Structure
- Team leadership
- Delivery Style

**Delivery**  
***“Valued”***



# Based on the assessment, where does your team lie?



## What is your “Perfect” Future State?

“Perfection” will differ, depending upon industry and maturity of environment

However, its vital that the foundation is solid:

- Visible
- Varied
- Valued



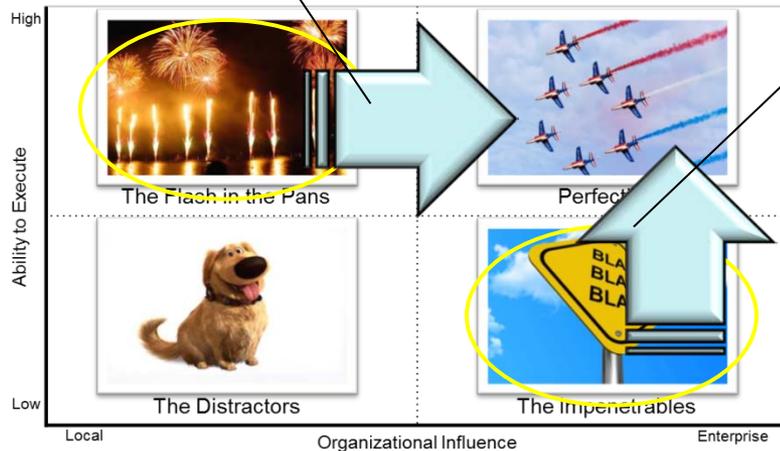
# Gap Analysis

- How far off course are we?
- What is our ability to change course?



# Better Align Strategy and Execution

- Senior level of sponsorship
- Accountability for business outcomes
- Show & Tell
- Go horizontal
- Show one, do one, teach one
- Communications, change management and strategy types



- Co-sponsorship
- Operational accountabilities
- Change management and operations types
- Customer value
- It's all about the execution
- Reference projects

~~Never Underestimate the Power of Culture~~

Always Overestimate the Power of Culture

On:

- Strategy
- Improvements
- Your transformation



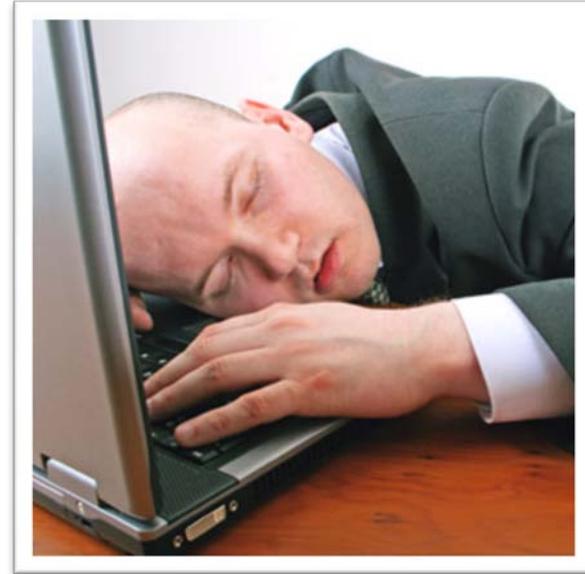
# Symptoms of a Sub Optimized Team

## Too Busy



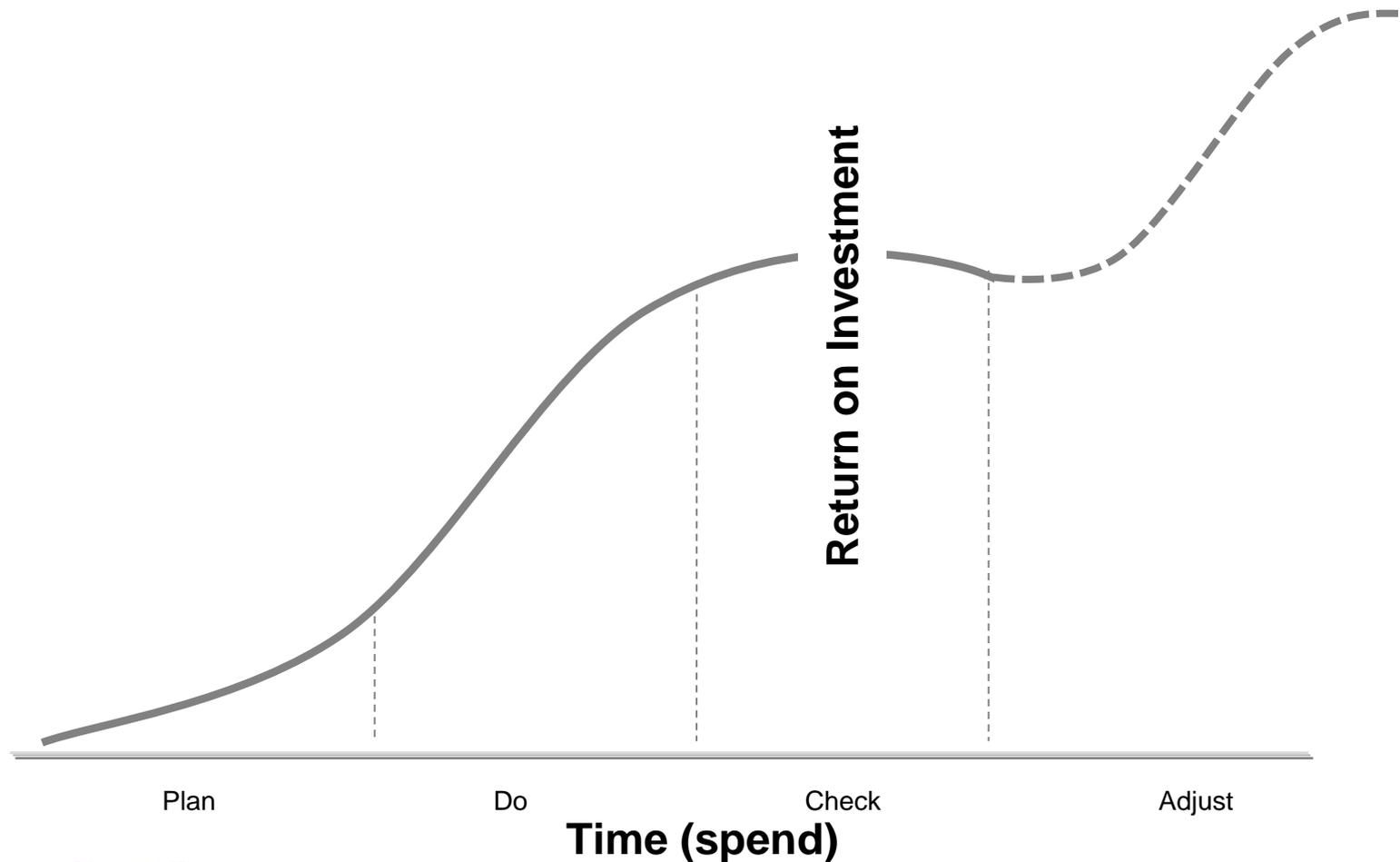
- No Cadence, working on every project
- Too much “Do” not enough “Coach”
- Project/Practitioner Mismatch

## Not Busy Enough



- No involvement in Strategic Planning
- Other Lean Teams exist in the Org
- Team works on spot improvements, many of which aren't implemented

Are we making the progress we should be making?



# One size doesn't fit all

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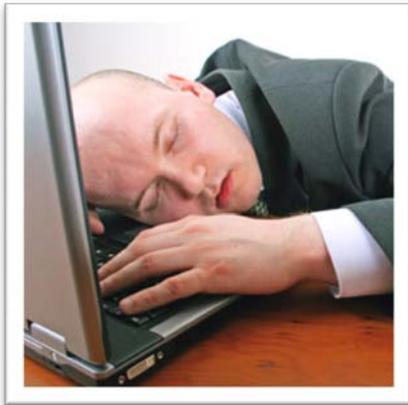


- Depends upon how far off you are on the spectrum
- Ability to affect change

# Proven Countermeasures



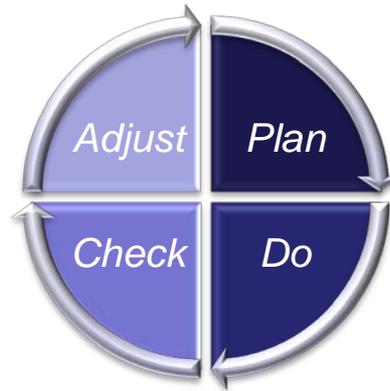
- Establish “Governance”
- Establish Standard Work for project assignments
- More Coach, less Do



- Go to the “Gemba”
- Tackle a High Profile Project
- Invest in the Team

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## Is Lean Earning Its Keep?



Thank you!