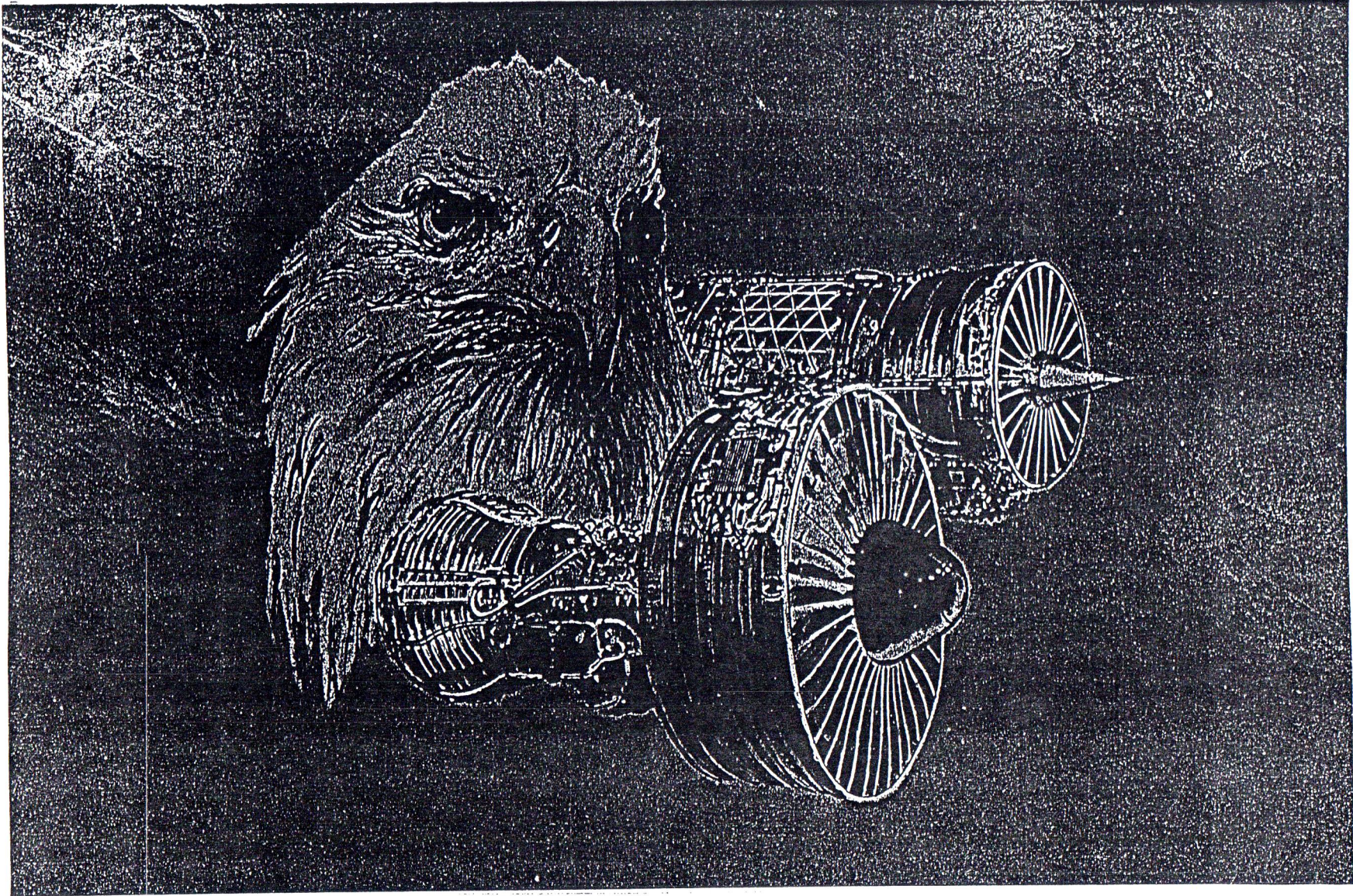


# STRATEGIES FOR WINNING

Bob Emiliani 17 Nov 1995  
Business Unit Mgr, Rocky Hill, Conn.



OPERATIONS MANAGEMENT MEETING - NOVEMBER 1995

Ideas on Lean leadership based on what I learned from participating in Shingijutsu genba Kaizen, 1994-1995.



# CONTINUOUS PERSONAL IMPROVEMENT

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- Business process effectiveness
  - Systems/procedures
  - Managers/leaders
    - Perform fundamentals with skill
- Continuous product/process improvement
  - Manufacturing
  - Office
    - We ask a lot of our employees

# CONTINUOUS PERSONAL IMPROVEMENT

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- Manager's principal product  
= Successful interaction with people
  - Leadership/stretch goals
  - Consensus building
  - Motivation/rewards
    - Consistency of words/action is KEY

# CONTINUOUS PERSONAL IMPROVEMENT

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- Additional senior management requirements
  - More leadership by example
  - Less external/more internal thinking
  - Dedication to continuous improvement
    - End result: More credible/capable organization

# CONTINUOUS PERSONAL IMPROVEMENT

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- Continuous improvement
  - Never ending self-development
  - Accept challenge to modify behavior
- One-piece flow
  - Do it **NOW!** Complete tasks as they come up
  - Service-oriented mindset

# CONTINUOUS PERSONAL IMPROVEMENT

- Standard work
  - Reduce variation in management/leadership practices
  - Adapt style to new framework
- Pull system
  - Provide what's needed/when it's needed
  - Take immediate & meaningful actions
    - SPEED is critical to success



# CONTINUOUS PERSONAL IMPROVEMENT

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- Visuals/5S
  - Desk neat & clean
  - Signs that say where I am
- TPM
  - Take care of my health
  - Others can help me be a better person
  - My critics have helped me the most
    - Since I work FOR my employees, I should do these things well

# PERSONAL WINMETRICS

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- Lead-time
  - Do I meet needs?
    - minutes/hours/days/weeks/months?
- Training hours
  - Do I think in terms of learning/development hours?
- Work stoppages
  - Are people slowed/stopped because of me?



# PERSONAL WINMETRICS

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- Inventory
  - Zero/few ineffective relationships
- Incidence/severity rate
  - Had any confrontations lately?
  - Have they impacted my effectiveness?
- On-time performance
  - Commitments filled when expected?
- Overdue
  - Number of unmet requirements
  - How late: 1-7 days?; 8-14?; 14+?

It's Difficult,  
Uncomfortable,  
Never-Ending,  
and Takes Self-Awareness  
But... It Can Be Fun &  
Rewarding.  
It's What It Takes For  
P&W To Win!!