TM 572 Innovative Leadership - Prof. Bob Emiliani

A3 REPORT

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Team Names: **Date:**

Improvement Theme: Consistency in Lean practice across all levels of the organization.

PLAN

1. GRASP THE SITUATION

BACKGROUND

Leaders in the organization have received extensive training in Lean management principles and practices (tools and methods) over the past three years. Most have attended more than one course, often for days at a time. The training they have received is delivered by top Lean trainers and Lean practitioners. The training always features hands-on activities designed to increase retention among adult learners. The feedback from participants is positive. They consistently rate the training at 4 or better on a 1 to 5 scale, and seem enthusiastic about on-the-job application of what they learned.

CURRENT STATE

Leaders attend the training with few exceptions or cancellations. They generally seem enthusiastic about leaning Lean management principles and practices. However, upon returning to work, few put into practice what they have learned – despite being told by trainers that to learn Lean they must apply the principles and practices on-the-job. Thus, little progress has been made over the last few years among the leaders, which in-turn affects the rate of improvement. Upon further investigation, it turns out that leaders rarely contact their trainers to ask questions or seek additional information or advice. Also, it seems that leaders do not communicate amongst themselves or seek feedback or learn from one another.

NEGATIVE IMPACT ON STAKEHOLDERS (Employees, Suppliers, Customers, Investors, Company, or Community)

- Leaders fail to develop the knowledge and skills necessary for Lean transformation.
- Employees resist Lean management in part because leaders do not practice what they learned in their training classes. There is a large gap between what leaders say and what they do.
- We are unable to apply Lean management across the extended enterprise (backwards to suppliers and forward to customers).
- Customers are not receiving the value in our products or services that they should be receiving.
- Lean management has been presented to investors and other stakeholders as the way the company will grow and improve its financial and non-financial results. We are not delivering on those commitments to them.

Problem Statement: Leaders do not practice Lean principles and methods that they learned in their training classes.

2. ROOT CAUSE ANALYSIS

5 Whys Root Cause Analysis

1. **Why don't leaders practice what they learned in their Lean training classes?**
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2. **Why**
   -
3. **Why**
   -
4. **Why**
   -
5. **Why**
   -
6. **Why**
   -
7. **Why**
   -
8. **Why**
   -
9. **Why**
   -

Root Cause:

IDENTIFY PRACTICAL COUNTERMEASURES

1.

2.

3.

4.

FUTURE STATE (Goals / Targets)

Tangible Benefits / Value
-
-
-
-
-

Intangible Benefits / Value
-
-
-
-
-

3. BUILD THE PLAN

KEY STEPS:

ESTIMATED BENEFITS:

Time Savings

Error or Rework Savings

Productivity Improvement

DO / LEARN (Follow-Up)

4. IMPLEMENT, MONITOR & ADJUST

WHO	DOES WHAT	BY WHEN