
Lean Deployment Models

Client Introduction

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Presentation Objective

- Discuss what to consider when deploying lean
- Provide participants with overview of various lean deployment models
- Discuss key roles in deployment
- Highlight infrastructure considerations
- Discuss metrics and sustainability



Why are you deploying Lean?

- Long term goals should drive the deployment strategies.
- A guiding vision is important for change management.
- Key long term goals to consider:
 - Enterprise transformation
 - Strategic improvement
 - Problem solving
 - Cost reduction
 - Image
- Begin with the business case
 - what do you want from lean?
 - how much do you want from lean?
 - how fast do you want to go?



*Begin with the
end in mind*



Public vs. Private Sector Issue

- Government and private sector organizations have much in common
 - Pressure to improve service and products
 - Expectations to control or cut costs
 - Do more with less
 - Increase capacity, quality and productivity
 - Large organization behavior
- Key differences to recognize during deployment
 - Customers, clients, users and taxpayers
 - Politics
 - Reward system
 - Funding and budgeting



Which Deployment Model to Use?

Impact

- Business Transformation
 - Organization wide deployment
 - Major culture change
- Strategic improvement
 - Targeted deployment on critical problems
 - Projects necessary for success or survival
- Problem solving
 - Specific operational problems
 - Incremental improvements in organizational performance

Scale

- Entire organization
- Department
- Project/Section/Team

Organization Readiness

- Culture
- Past process experience
- Management team
- Stability

Model should be selected based on Organization Goals

Deployment Models

- There is no one “right” model
- Adapt the deployment to the organization’s situation
- Four models to consider:
 - **Enterprise wide** (traditional model)
 - **Department/business unit** (scalable model)
 - **Targeted** (problem solving model)
 - **Grass roots** (bottom up model)
- Other considerations
 - **Centralized** (centrally based lean experts)
 - **Decentralized** (lean experts in-house working with local lean leaders)
 - **Partnership approach** (local lean experts reporting to in-house Deployment Champion)



Enterprise Wide Model

- **Characteristics**
 - Top down driven
 - Comprehensive
 - Major culture change
 - Rapid, highly visible deployment
- **Deployment considerations**
 - Solid leadership from the top management is essential
 - Large infrastructure and full time staff
 - Significant planning and management over time
 - Integration with other management systems
 - Need for common language and problem solving methodology
 - Need to address cross functional processes

This is the traditional deployment model with a proven track record.
However, it is challenging to execute.



Department / Business Unit Model

■ Characteristics

- Department leadership but enterprise management support
- Department pilot for enterprise
- Comprehensive at the department level
- Culture change

• Deployment considerations

- Easier to start due to smaller scale
- Slower pace is possible; scale up after initial success
- Greater use of consultants and outside training
- Less integration with management systems
- Similar to enterprise model but on a smaller scale
- Risk of not getting beyond the department level

Good option for a strong mid level leader with a supportive boss.



Targeted Model

■ Characteristics

- Top management leadership
- Focused on a few specific business problems
- Driven by a desire for strategic impact
- Culture change not a deployment objective

■ Deployment considerations

- Easy to get started
- Can work in smaller organizations
- Quick results because problems are identified ahead of time
- Infrastructure needs are small; use contracted resources
- Risk of not sustaining the gains

Good model if resources are very limited.
Can build momentum for organization wide efforts



Grass Roots Model

■ Characteristics

- Originates at the bottom of the organization
- Highly motivated individuals lead the effort
- Project or problem specific
- Culture change not an objective

■ Deployment considerations

- Easy to do
- Track record for sustainable improvement is not good
- Few if any infrastructure needs
- Big success can lead to using other deployment models.

Model can produce good results but often fades over time due to lack of top management attention.

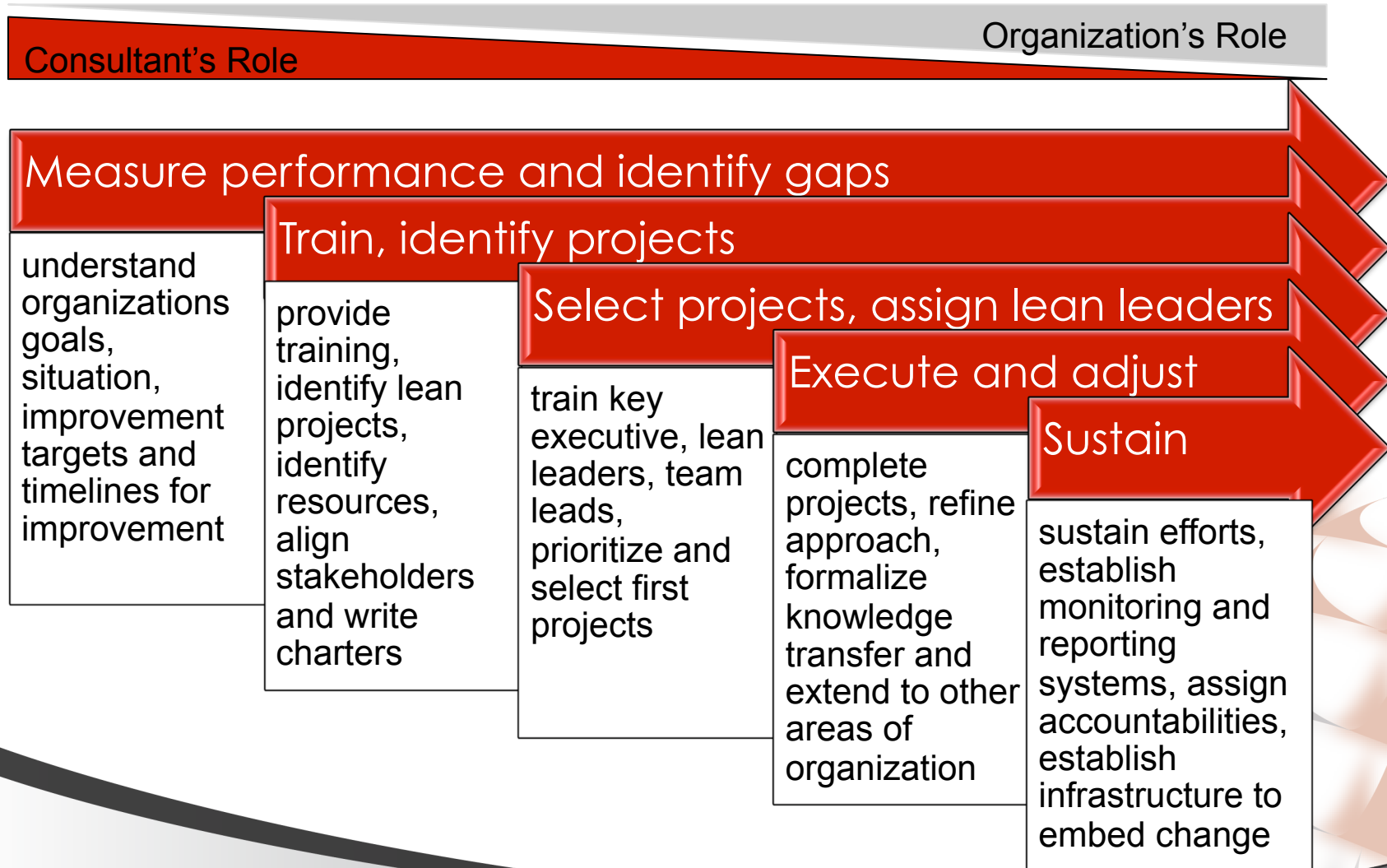


Deployment Foundation

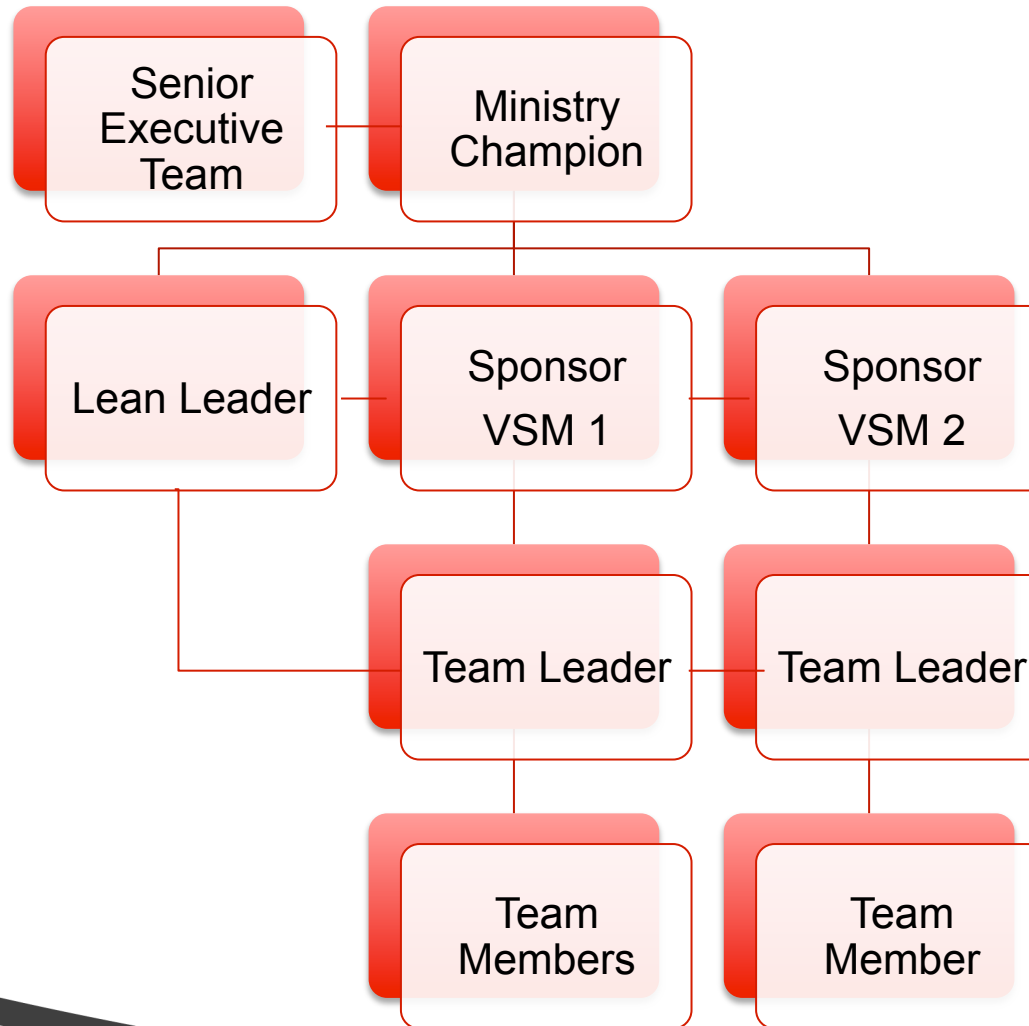
- Unrelenting focus on what matters most
- Adopting a deployment maturity model
- Understanding deployment customer requirements
- Roles and Responsibilities
- Deployment accountability
- Talent development
- Change management



Deployment Roadmap



Lean Governance (Example)



Senior Executive Team

Set Direction

- Develop deployment strategy
- Establish improvement targets
- Communicate importance of initiative
- Review results ongoing
- Select projects that support the organizational strategy
- Manage leadership process



Department Lean Deployment Champions

Prioritize and Deploy

- Implement deployment strategy
- Communicate business needs
- Select projects that support the organizational strategy
- Select lean leaders
- Manage results
- Sponsor improvement projects



Sponsor

Sponsor Improvement Events and Projects

- Gain buy-in from and prepare key stakeholder
- Select projects align with business objectives
- Work with lean leaders to prepare for lean events
- Provide info on business requirements
- Provide expert resources to support team
- Assure lean approach is being deployed
- Monitor project progress
- Remove organizations barriers
- Rewards team success



Lean Leader

Lean Leader

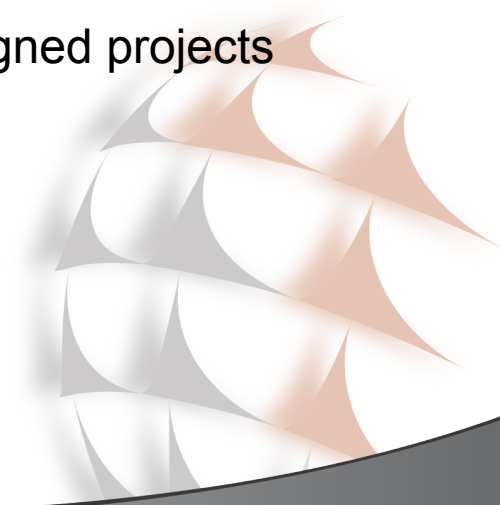
- May be a full or part time roll – becomes lean resource internally
- Supports many improvement teams
- Possesses x-functional knowledge, analytical/technical skills, coach/mentor
- Facilitates team success – ensures team deliverables ready for event
- Assists team with data analysis pre-event
- Assures implementation improvements are successfully executes (proper monitoring and reporting in place)
- Assist team leads with PDCA cycle
- Coaches business leaders in use of lean tools in context of business goals



Team Lead

Team Lead

- Part time project responsibility
- Selected based on the context of the value stream – subject knowledge – potential ownership
- Possesses leadership skills, project management skills, problem solving skills
- Supports the lean facilitator during the process – keeps team engaged and in scope
- Assumes leadership in all pre-event activities
- Assures successful implementation of improvement in assigned projects



Deployment Maturity Model

Transforming

Two to five years to a Lean culture. (closer to five)

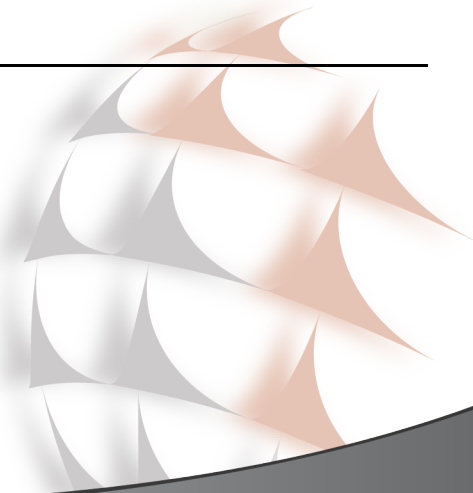
- Continuous improvement is everyone's job
- Improvement drive by strategy and scorecard
- Lean is "the way we work"
- Result: Value delivered to taxpayers & customers

Optimizing

- Management team leads process improvement
- Opportunity-focused clusters
- Managers applying the Lean methodology
- Result: Financial benefits & better strategy execution

Improving

- Deployment Champions and Lean team drive deployment
- Ad hoc projects focused on financial benefits
- Learning the Lean tools
- Result: Financial benefits



Supporting Infrastructure

■ Projects

- Project idea and charter development process
- Project financial validation process
- Project selection process
- Project management process
- Audit results process
- Project database

■ Training

- Curriculum
- Statistical software
- Deployment Champion / Lean Leader support
- Tools and templates
- Project report outs

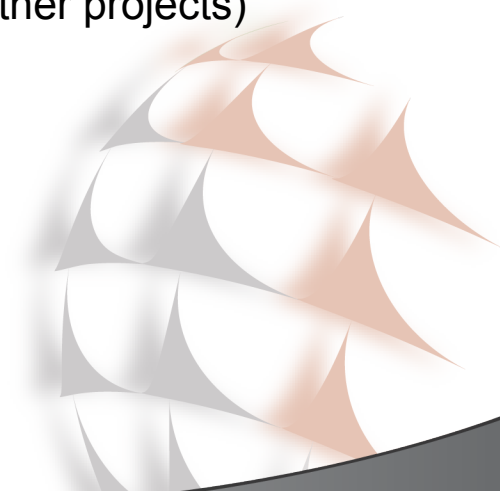
■ People

- Selection process
- Certification process
- Development plans
- Rewards and recognition
- Organizational structure
- Engagement



Deployment Metrics

- **Outcome measures**
 - Lean project financial benefits
 - Culture change
- **Deployment management measures**
 - Projects completed
 - Project cycle time
 - Projects on-track
 - Active and completed projects per Lean Leader and Team Leader
 - Benefits per project
 - Lean Leader successful repatriation (coming back to work on other projects)
 - Charters written
 - Charter inventory
 - Lean Leaders per employee
 - Projects per employee



Sustaining the Gains

- Create a Lean control plan
- Build a data and performance driven management culture
 - Organization performance
 - Process performance
 - Lean performance
- Strengthen management accountability
- Maintain the Lean focus on the most important organization goals and performance gaps
- Tighter integration between Lean and the enterprise's management systems (Strategic Deployment – aka *Hoshin Kanri*)



Questions



Please feel free to
contact us to discuss
your continuous
improvement needs.

We would be happy to
answer any questions
you may have.



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