

Helping Manufacturers Achieve Performance Excellence Through Sustainable Lean Transformation

The OpEx Leadership Project Approach

The OpEx Leadership approach to Lean Transformation is unique in its combination of **time-honored Lean tools and methods, a hands-on approach to training and implementation, and a focus on sustainability.** From the outset of our projects, **improvement targets in Quality, Productivity, Lead Time, and/or Cost are defined (based on client needs),** the right methods and tools selected and trained, and the **project planned and implemented using a team-based approach.** What sets OpEx Leadership apart is the **focus on sustainability throughout the lean transformation.** OpEx Leadership Lean Transformation projects achieve **sustainable results through applying proven change management techniques,** transparent 'Gemba' (shop floor based) performance management, and **organization design principles that focus on developing a top-to-bottom problem solving organization.**

The OpEx Leadership Lean Transformation Process

The OpEx Leadership Lean Transformation Process is unique in that, regardless of the scope or size of the project, the focus lies on **enabling the organization to make significant, sustainable, and rapid improvements** while setting the foundation for a **true world-class continuous performance improvement.**

Here's an example of a typical Lean Transformation Process:

1. Organizational Self-Assessment: 'Where Do We Stand Versus World-Class?'

The first step is a detailed look at what defines 'world class' in the manufacturing realm, and how the key leaders evaluate where the organization stands in comparison. From this assessment, the leadership discovers causes - what keeps the organization from achieving world class - then develops the strategy and action plan to make significant steps toward excellence.

2. Select the Project Area, define the Performance Targets

This is the problem definition phase: What Quality, Productivity, Lead Time, and/or Cost issue need to be addressed? What needs to be achieved in order to reach performance targets?

3. Define the Cross-Functional Project Team

It's critical to select the right personnel to take ownership and rollout the transformation. This group will be jointly responsible for achieving the targeted results, not only during the transformation, but also in the long term. This is an essential part of the Sustain Package.

4. Perform the Current Condition Assessment

Before beginning Lean Transformation activities, the Cross-Functional Project Team is trained in Current Condition Assessment. The value stream (material and information flow), manpower application, and process performance are all analyzed. Problems and potential improvements affecting the defined Performance Targets are documented.

5. Define the Target Condition

What should it look like when it's finished? The new value stream is defined, as well as manpower needs and performance improvement requirements (uptime, changeover, availability, etc.). Further, vital elements of the Sustain Package such as transparent performance measurement, organizational development, and structured problem solving are included in the Target Condition. All of the activities to reach the Target Condition are documented in the project plan.

6. Train and apply the appropriate Lean Tools and Improvement Methods

Opportunities found through defining the Target Condition drive the tools and methods that will be trained and applied in the project. Tools and methods such as 5S, Standardized Work, SMED, Kanban, etc., are introduced and trained through classroom discussion and 'learn-by-doing' shop floor application. A unique aspect in this approach is that achieving the Performance Targets as part of the training anchors the principles in the organization.

7. Sustain your Gain - The Leadership Tools and Methods that Drive Continuous Improvement for the Long Run

The most challenging aspect of a lean transformation is sustaining the continuous improvement culture in the long run. The OpEx Leadership Sustain Package addresses this leadership. The package includes the tools, methods, and organization design principles that support these behaviors. Most importantly, the entire process is supported by an experienced and understanding coach.

The OpEx Leadership Role in Lean Transformations: The Builder-Architect Model

OpEx Leadership Consulting and Coaching helps clients transform by **listening to and understanding their needs**, then working together with the leadership to design a **custom approach that addresses those needs long term**. As the Builder, the **client organization learns and internalizes through doing** - every level is actively involved in the transformation. As the Architect, OpEx Leadership assures the **transformation approach fits the needs**, works to **keep the transformation activities on track**, educates the stakeholders, and **provides coaching and support** from the shop floor to the board room.

Contact OpEx Leadership

OpEx Leadership can help you significantly improve your performance and work with you to **define, develop, and roll out your world-class lean transformation**. Contact **OpEx Leadership** at +1 (864) 551-3602 or info@opexleadership.com today to learn more.