

# SUSTAIN CONTINUOUS IMPROVEMENT.

Strategies for Long-Term CI Success

# Deploying and Sustaining Operational Improvements

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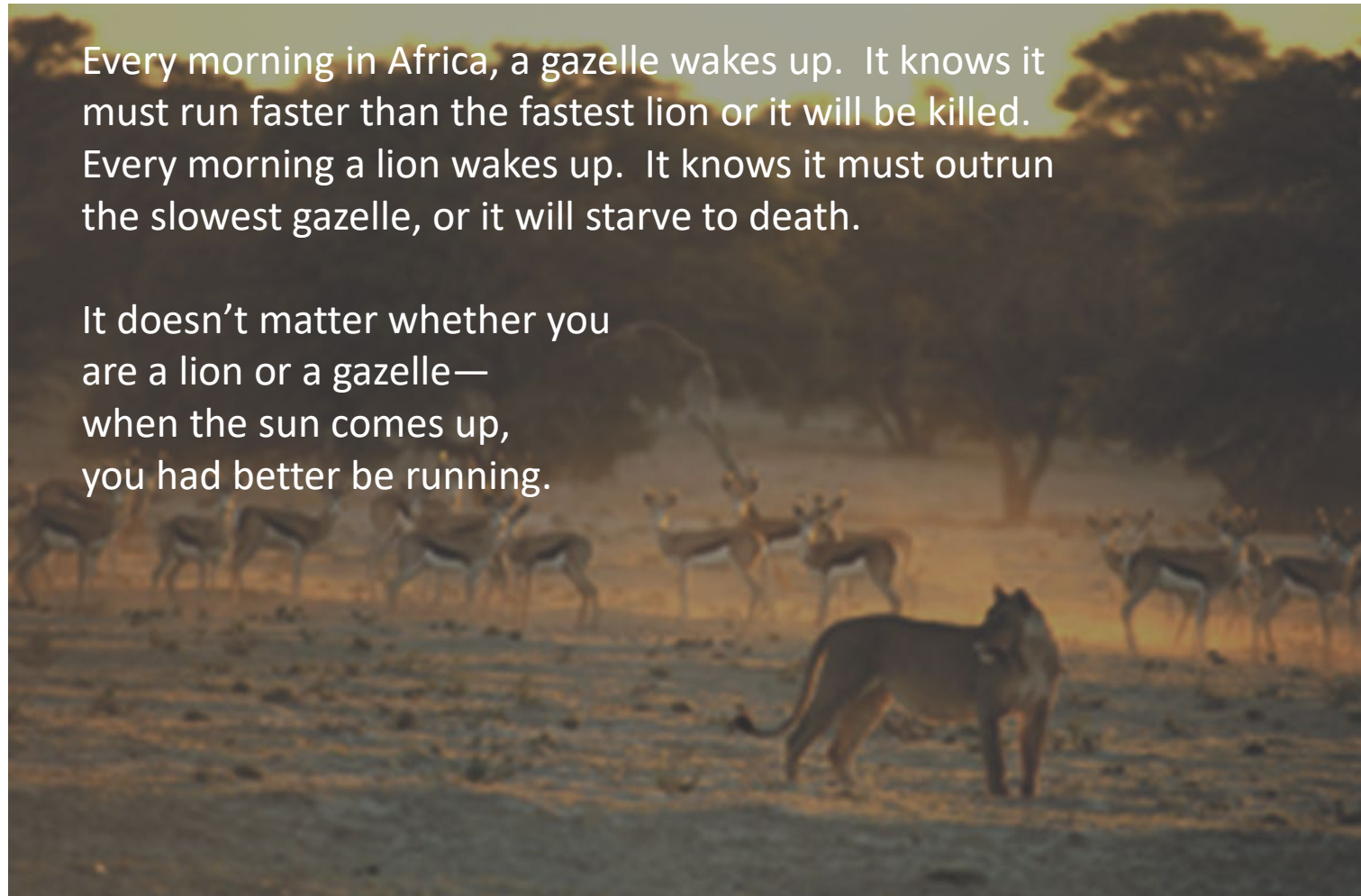
## Agenda:

- What does the Research Data tell us
- Why initiatives fail or do not sustain the initial improvements
- Why Deploying and Sustaining Improvements Matter
- Sustainment Strategies

# Deploying and Sustaining Operational Improvements: Are We Winning?

Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed. Every morning a lion wakes up. It knows it must outrun the slowest gazelle, or it will starve to death.

It doesn't matter whether you are a lion or a gazelle—when the sun comes up, you had better be running.



Deploying and Sustaining Operational Improvements:

# Graveyard of Failed

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## Initiatives

Poll: Have you ever implemented an improvement or lean process that did not sustain?

- Yes, currently or recently
- Yes, in the past
- No

Deploying and Sustaining Operational Improvements:

# Graveyard of Failed

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## Initiatives

Poll: What was the improvement or lean process that did not sustain?

- 5S
- Standard Work
- Kanban
- Inventory Management
- Other

Deploying and Sustaining Operational Improvements:

# Graveyard of Failed

# Initiatives



Deploying and Sustaining Operational Improvements:

# What We Already Know

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## Industry Week Study:

70% of U.S. Mfg. Plants have adopted Lean

Only 24% saw significant results

74% of Lean Initiatives failed to meet expectations

## Kaizen Institute / Harvard Study:

A Study of 400 companies found that most Lean Initiatives failed due to:

Lack of Direction

Insufficient time and resources

Poor Employee buy-in

(Only 10-20% of Leans Potential was realized in most cases)

## Lean Failure Rate Estimates, (other sources)

70% -95% of lean initiatives in U.S. companies fail

Deploying and Sustaining Operational Improvements:

# Let's Dig a Little Deeper



Key signs or indicators of lean failures, (Opportunities for open ended questions):

- Initial improvements tend to fade over time
- Lean is reduced to isolated tools, 5S, Kanban, etc. without understanding the principles behind them and a Lean Transformation
- Leadership Disengagement, no visual senior leadership engagement, delegation to middle management or consultants
- No clear vision aligning continuous improvement to business goals or strategies

Deploying and Sustaining Operational Improvements:

# Let's Dig a Little Deeper



Key signs or indicators of lean failures, Opportunities for open ended questions:

- **Poor Communication:** Teams do not understand why change is important and their roles
- **Lean / Continuous Improvement** is all about cost cutting
- **No effective metrics or feedback loops** measuring progress or areas for improvement, (what is winning, are we winning)?
- **Teams become fatigued** with too many initiatives
- **Lean becomes a buzzword** with no real impact

Deploying and Sustaining Operational Improvements:

# Why It Matters

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Supports Strategic Goals: Lean Systems and tools are more than tactical:

- Aligns teams with longer term business goals
- Improves responsiveness to customer needs
- Enables data-driven decision making
- Lean is a strategic enabler, not just a shop-floor initiative

Develops and maintains a Continuous Improvement Culture

Bottom Line Results: a successful deployment plan will have a positive sustainable financial impact on the

Deploying and Sustaining Operational Improvements:

# Why It Matters

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Protects the value of the initial efforts: Without robust deployment plan:

- Standard work erodes
- Waste creeps in
- Teams revert to old habits

Drives Long Term Operational Excellence:.

Builds a Culture of Accountability and Ownership:

Deploying and Sustaining Operational Improvements:

# The Roadmap

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**Deploying and sustaining improvements in a manufacturing operation requires a blend of strategic planning, employee engagement, and continuous monitoring. There needs to be a Road Map.....**

# Deploying and Sustaining Operational Improvements: The Roadmap

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## Operational Pillars: Where to Begin

### ➤ Daily Huddle

- Keeps Priorities Aligned and on track

- Creates Rapid feedback loops

- Builds team accountability and engagement

### ➤ Gemba Walks

- Provides real time insights through Observation

- Strengthens Trust and Communication

- Reveals Waste and Barriers getting in the way of the Work

# The Roadmap

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## Operational Pillars: Where to Begin

### ➤ Leader Standard Work

Creates consistency in leadership behaviors

Hardwires accountability

Sustains cultural discipline

### ➤ Documented Standard Work

Ensures process consistency and stability

Accelerates training and onboarding

Provides a baseline for improvement, (Kaizen)

Deploying and Sustaining Operational Improvements:

# The Roadmap

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- **Leadership Commitment – Top-down support:**
- **Begin to build a Lean Culture: Start with the Pillars**
- **Train and develop Lean Champions:**

Deploying and Sustaining Operational Improvements:

# The Roadmap

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- **Start Small and Scale up: Once Stable Expand**
- **Integrate into your Daily Management Work, (LSW)**
- **Deploy systems to measure effectiveness, (Are we winning)**

Deploying and Sustaining Operational Improvements:

# Final Thought

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Building your roadmap on the four core pillars—Daily Huddles, Focused Gemba Walks, Leader Standard Work, and Documented Standard Work—creates the disciplined foundation needed to lock in improvements, drive consistent performance, and strengthen long-term, high-value relationships with your clients.... Moving you toward a Sustained Lean Culture of Continuous Improvement

Will you be the Lion or gazelle, moving faster than your competition?


# Thank You!



Share your feedback

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