

Recommended Approach for Implementation of Lean/World Class

Executive Summary

Implementation of Lean and World Class Principles for enterprises of any size is not a trivial matter, requiring a major commitment of resources and time. Answering the question “where should we start?” is often at the forefront of the leadership team’s concerns. In this overview document we will share the RSC Consulting recommended approach derived from nearly two decades of practical experience in hundreds of companies on two continents, across a myriad of industries.

We have been heavily influenced by the great “thinkers” such as Henry Ford, Dr. Deming, Dr. Juran, Taiichi Ohno, Peter Senge, Anthony Robbins, Michael Hammer, and many more. The approach is pragmatic – first is discovery and understanding – then applying tools and techniques appropriate to the situation. Let us share what we have learned – and how you can achieve a 25% or better improvement in across-the-board performance.

Why We Recommend a Tailored Approach to Implementation

RSC Consulting has learned that a “cookie cutter” or “one size fits all” approach to implementation is not appropriate. There are many dynamics that affect the approach a particular business should take in the process of implementing Lean and World Class principles. Some of these are:

- Markets served, and the presence or absence of global competition
- The overriding culture of the company: it’s people, the interaction of Management and Labor, the community, and the industries in which it competes
- The range of complexity of the company’s products and services on the continuum from simple, repetitive production to highly complex highly engineered “one of a kind” job shop and contract manufacturing
- The financial realities – the degree which major cost components interact, such as design/engineering, distribution/sales, materials, labor, and fixed/variable overheads
- The nature of the supply chain – and the degree of inter-reliance on supplier and customer trading partners to achieve success

The Recommended Initial Assessment

We highly recommend an initial two-day assessment before commencement of activities such as initial training, Value Stream Mapping, and focused “Kaizen” (Continuous Improvement) events. What is learned from the assessment is provided to the business leadership team with a concise “go-forward” plan of attack that promises results that are sustainable and long lasting for your business.

Methodology for Implementation - Summary

The basic recommended approach is outlined in text and graphically below.

1. Initial Assessment and Discovery
2. Orientation of the Leadership Team and the Work Force to Lean/World Class Principles
3. Value Stream Mapping, Establishment of Metrics, and Implementation Planning
4. Communications Planning
5. Putting in Place the Building Blocks – Team Building and 5S
6. Continuous Improvement Events – Focused “Kaizens” Accomplish Large Improvements Rapidly while providing the basis for a “transfer of knowledge”
7. Establish Sustaining Actions – the Deming Wheel of Plan-Do-Study-Act
8. Knowledge Transfer Completion – and a Self Sustaining Status

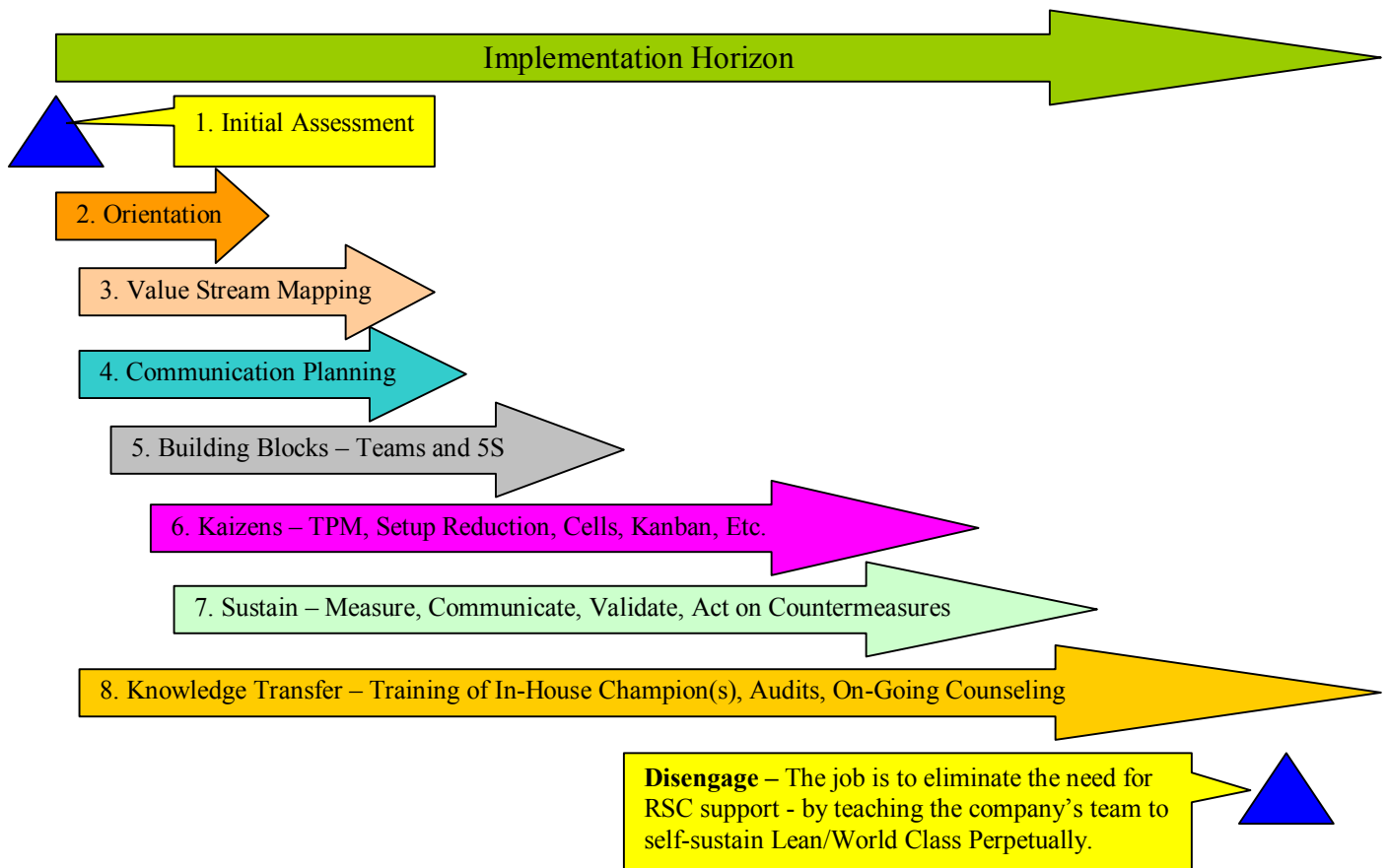


Figure 1 – Implementation Approach Graphic

We Guarantee Results

If guaranties are important, let’s talk. There are many ways to approach this issue. We will make an arrangement that meets your needs.

Contact us at the phone number below or at our web site: www.rscconsulting.biz or by e-mail: ron@rscconsulting.biz or roncrabtree@ameritech.net