

## Tools for LARGE Businesses

Level 3 Question 10: Do we have a Operational excellence program (Lean, Six Sigma etc) to assure continues improvements

<b>Title</b>	Operational Excellence Program
<b>Why</b>	Even if you embrace Lean tools and encourage your people to apply these on their processes, you will not get a significant business impact until you organize your Operational effectiveness efforts as an overall program with Senior leadership focus and specific measurable efficiency outcomes..
<b>What</b>	<p>An operational Excellence program is a corporate wide initiative to improve operational efficiencies, drive down. Cost and improve quality in your processes.</p> <p>The OPEX initiative requires</p> <ol style="list-style-type: none"> <li>1. That there is an overall ambition and result expectation,</li> <li>2. that all key functions are involved, such as Finance in order to calculate the actual saving from the program</li> <li>3. That the people involved are trained in using the tools and methods</li> <li>4. That your leaders are trained, so that the can follow up, monitor and coach the employees</li> <li>5. That senior leadership is engaged, promote the imitative and follow up diligently on progress and outcomes.</li> </ol>
<b>How</b>	<p>Settinge the baseline – Training people</p> <ul style="list-style-type: none"> <li>• The criteria of success for a Lean program is to a high extent a matter of involving the employees.</li> <li>• The aim is to create a culture which focuses on ongoing improvements. Hereby we can ensure establishment and determination of project results.</li> <li>• The Lean Program will involve and train almost all employees in the Lean tools so that chosen teams can analyse and carry through the changes with support from the consultants.</li> <li>• More teams will be chosen along the way from analyse to implementation and dissemination, in order to achieve as much involvement as possible, and hereby obtain an attitude as outstanding as possible.</li> </ul> <p>Starting up</p> <ul style="list-style-type: none"> <li>• It is suggested that the management chooses 3 teams in Phase 1, who should work on VSM (Value stream mapping) of the project flow, the production flow and supplier management.</li> <li>• All involved areas – Project management, Production and supplier management are trained 5 hours in Lean – The Project team members in phase 1 will receive 2 days training, The Management will as a beginning receive 2 days training.</li> <li>• The chosen teams shall at the end of phase 1 suggest solutions with a view to their own analyses and the project work, with support from the consultants</li> </ul>

	<ul style="list-style-type: none"> <li>• At a meeting all involved employees will have the possibility to comment and come up with ideas with a view to the training they have received. (Hearing and gathering of ideas).</li> <li>• Changes are implemented along the way, to the extent that it benefits the project, and if the organisation can manage it with regard to resources.</li> <li>• The work is carried out with a speed so that management and organisation can handle the operation parallel – good ideas should however be implemented immediately after approval in the teams or the steering group.</li> <li>• The project should be kept in a high pace in the beginning – Management and steering group ensure the necessary support.</li> <li>• After an intense start the consultants' roles are changed to coach and reviewer, supporting the process. The consultants work effort will thus be massive at first while it accordingly will be more sporadically.</li> </ul> <p>Organization</p> <ul style="list-style-type: none"> <li>• The steering group in the project will be the management and key persons.</li> <li>• It is suggested that the two project teams consist of 1-2 employees from each patient course.</li> <li>• The project model is subsequently explained in details, step by step.</li> </ul> <p>Project model and plan</p> <p>Phaes 1 – Duration: 2 months</p> <ul style="list-style-type: none"> <li>• Management and key persons are trained and a common vision is created, and goals and measuring system for the project and the project organisation are agreed upon</li> <li>• 3 interdisciplinary team is appointed by the management</li> <li>• The entire plant is informed at meetings</li> <li>• The team receives a 2-days training. The other employees "all involved" are trained 5 hours</li> <li>• Analyses are carried through and improvements are implemented in the team</li> <li>• Value stream for project flows from start to end is analysed and new ones are designed</li> <li>• A meeting on "Hearing and gathering of ideas" is kept among all employees (who has qualified through a 5-hours training)</li> <li>• At the steering group meeting the suggestions will be discussed, with a view to a kaizen-catalogue. A plan is agreed on how to implement the suggestions – the extent depends on the steering group's priorities</li> </ul> <p>Phase 2 – Duration: Six weeks</p>
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	<ul style="list-style-type: none"> <li>• Implementation of solutions in newly established smaller teams from the project group (team leader etc. will be responsible for the implementation)</li> <li>• Ongoing improvements are implemented in order to become part of the culture</li> <li>• The management is trained in determination, among other things through a combination of performance management and Kaizen</li> </ul> <p>Phase 3: Duration: 10 Weeks</p> <ul style="list-style-type: none"> <li>• Determination and dissemination to the other areas</li> <li>• Training and coaching of management and employees</li> <li>• Auditing against Lean Assessment System</li> </ul> <p>Meeting and Implementation structure</p> <ul style="list-style-type: none"> <li>• Project status is reported weekly by a short "weekly letter", which summarises activities, the making of results, challenges and decision-making items.</li> <li>• A project meeting will be held as required, as follow-up/decision-making items stressed in the weekly letter.</li> <li>• A steering group meeting is held every 3 week, including a fixed agenda and any other business</li> <li>• The project will currently take care of boards for performance management etc.</li> </ul>
<b>Templates</b>	See next page

## Generic Project Model

