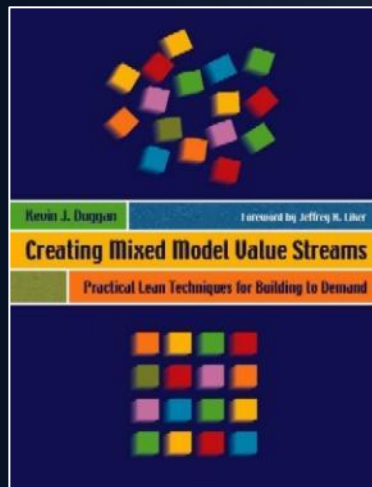
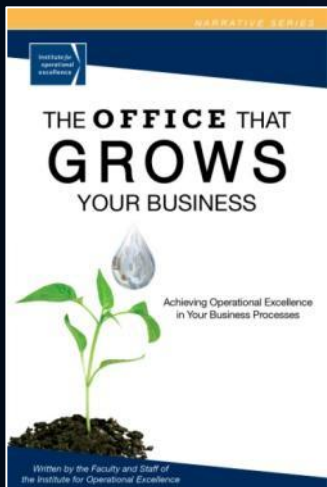


# Creating Operational Excellence: The Destination of the Lean Journey

Kevin J. Duggan, Founder  
Institute for Operational Excellence  
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Kevin Duggan, Founder  
Institute for  
Operational Excellence



- Author of Creating Mixed Model Value Streams.
- Co-author of The Office That Grows Your Business – Achieving Operational Excellence in Your Business Process.
- Featured on “Inside Business” with host Fred Thompson as the industry expert in Lean and Operational Excellence. The segment is airing nationally on CNN Headline News as well as CNBC.
- Guest lecturer at Ohio State University’s graduate program in Operational Excellence.
- Frequent speaker at both public and private executive conferences.
- Mentor to executives of many Fortune 500 companies.



# Pop Quiz

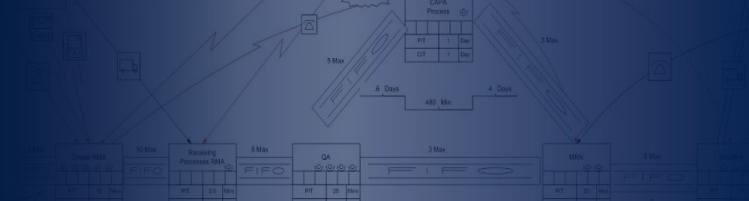
How will you achieve Operational Excellence?

- Continuous Improvement Activities
- Improve utilization of resources
- Reducing Cost
- All of the above
- None of the above

# Pop Quiz

Continuous improvement activities are done to:

- Eliminate Waste
- Improve Productivity
- Lower Cost
- All of the above
- None of the above



# Continuous Improvement

Companies have done continuous improvement activities for years....

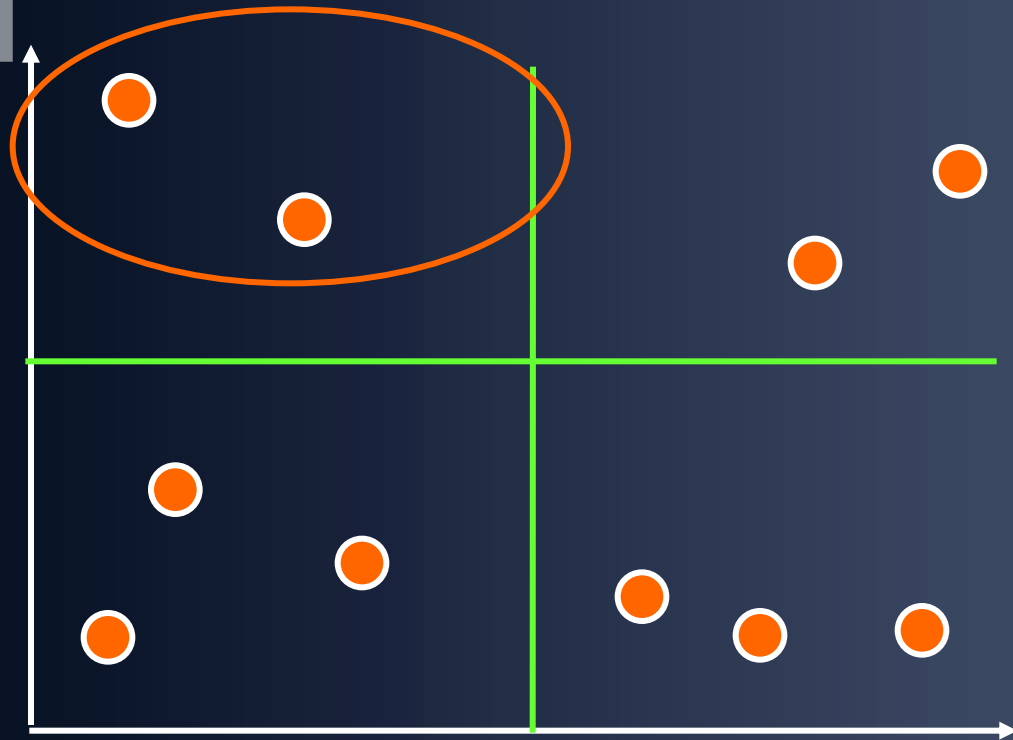
# Continuous Improvement

## Pareto



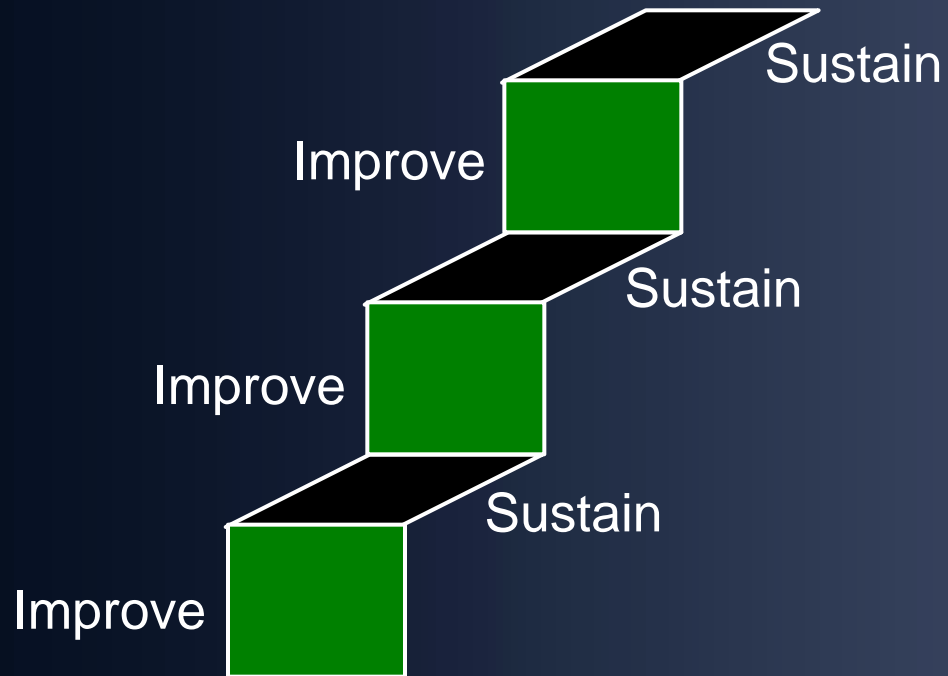
# Continuous Improvement

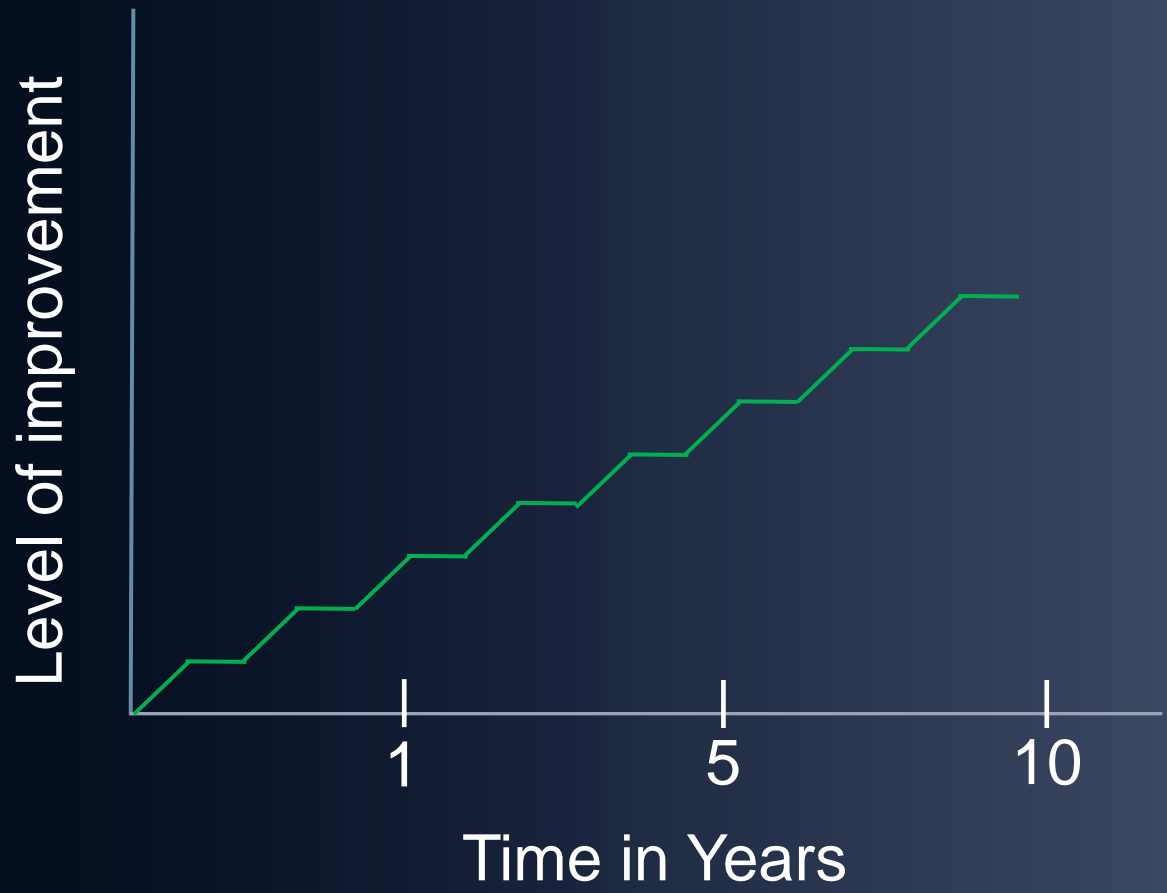
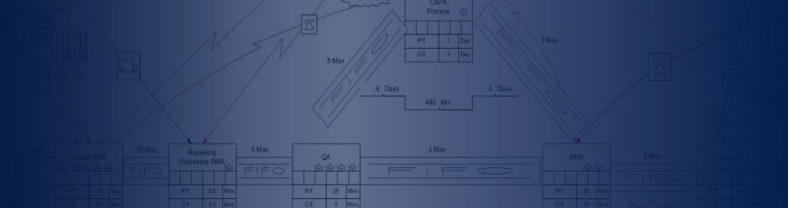
**Impact**

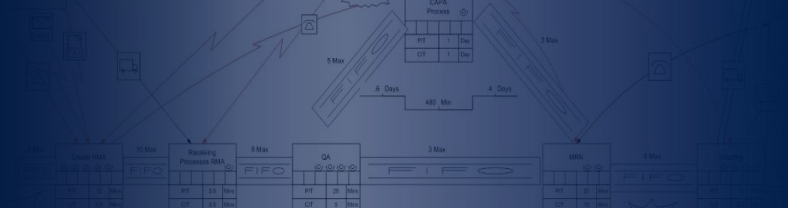


**Effort**

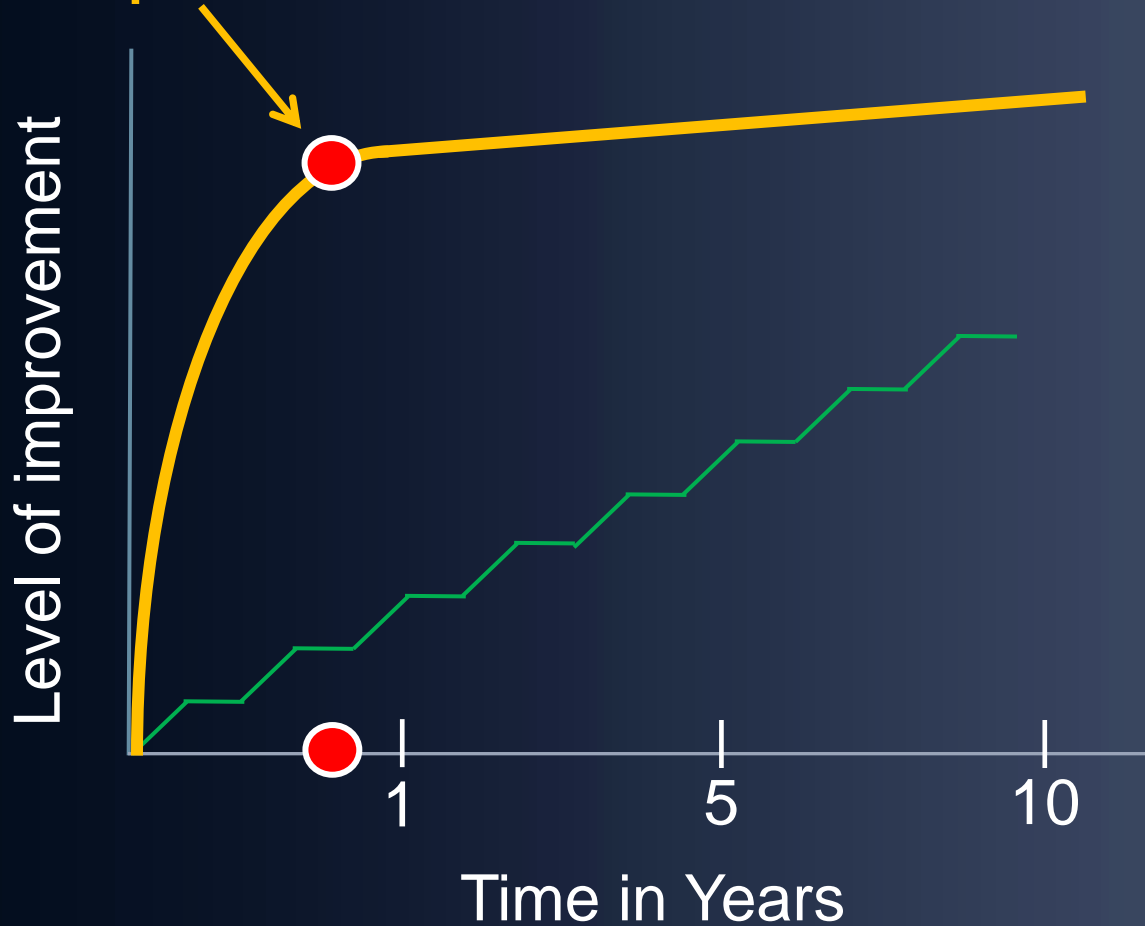
# The Continuous Improvement Journey

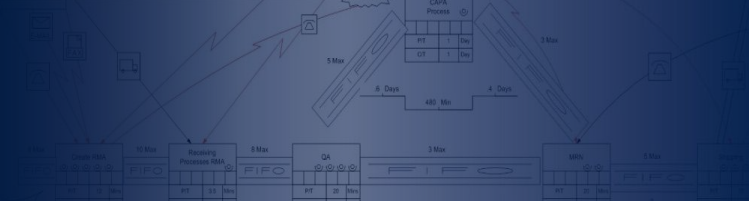






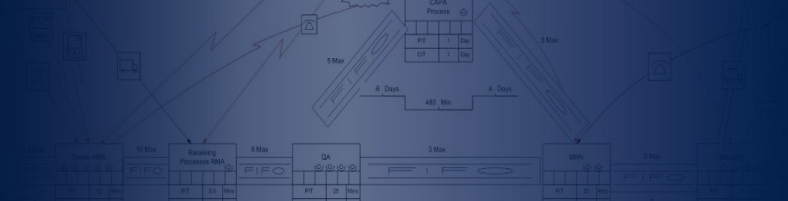
# Operational Excellence





# The Jump to Operational Excellence

## Answering the Tough Questions...



# In Your Operation...

## Why do you do Continuous Improvement?



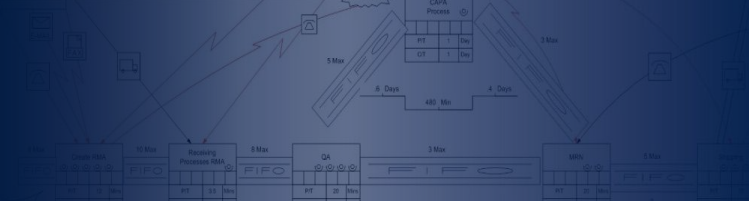
# In Your Operation...

What is the best way to do Continuous Improvement?



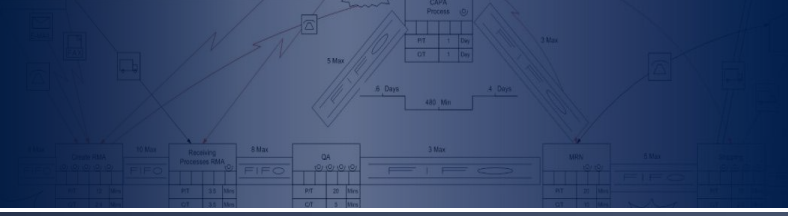
# In Your Operation...

How do you know where to improve next?



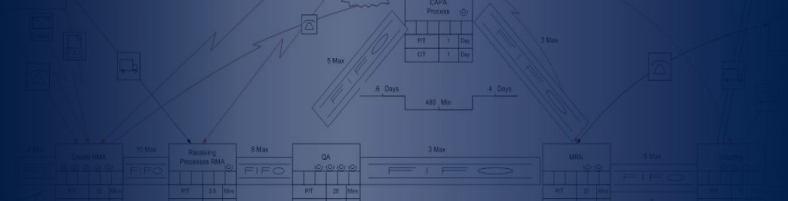
# In Your Operation...

Why do you strive to create end to end flow  
(continuous feed, small batches, etc)?



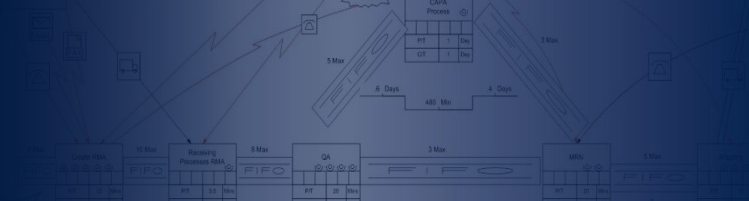
# In Your Operation...

What causes the death of flow?



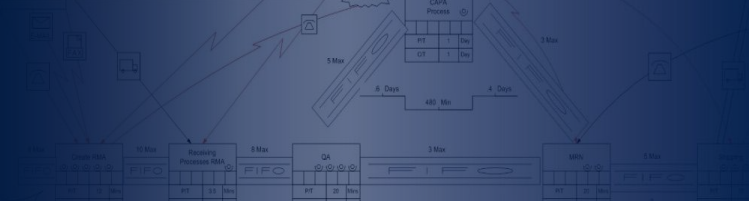
# In Your Operation...

What would your production floor look like if you applied every CI tool?



# In Your Operation...

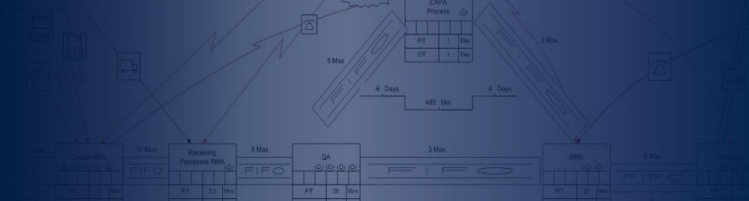
What would your office look like if you applied every CI tool?



# In Your Operation...

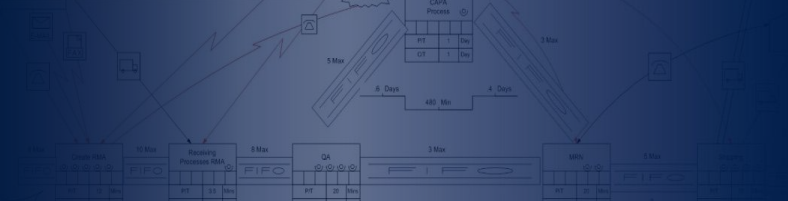
What would your supply chain look like if you applied every CI tool?

- On the receiving deck?
- On the supplier's shipping deck?
- In production control?



# The Jump To Operational Excellence

Where will your improvement journey will take you?



# What is Operational Excellence?

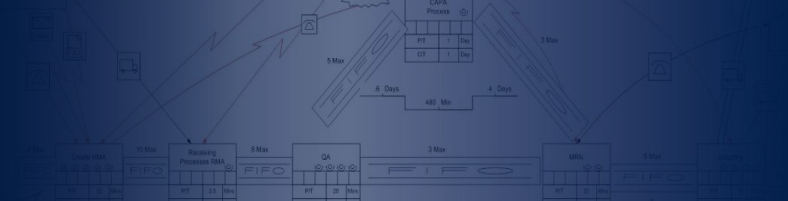
*You have 30 seconds... GO!*



# What is Operational Excellence?

“Each and every employee can see the flow of value to the customer, and fix that flow before it breaks down.” SM

*Kevin J. Duggan*

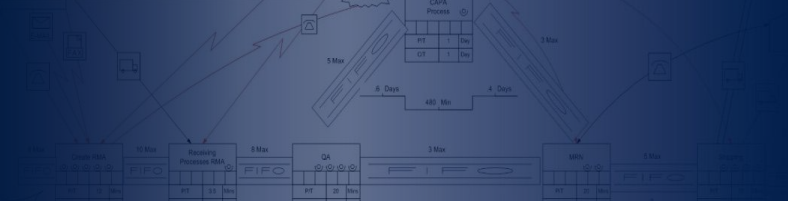


# Operational Excellence

is not just flow....

- Self healing flow
- Creating 'immune systems' for flow





# Operational Excellence

Is your business designed to grow?



# Principles of Operational Excellence

1. Create lean value streams
2. Make lean value streams flow
3. Make lean value streams flow visual
4. Create standard work for the lean value stream flow
5. Make abnormal value stream flow visual
6. Create standard work for the abnormal value stream flow
7. Teach employees to maintain and improve the flow to the customer
8. *Free management to work on offense*

# Five Questions for Flow

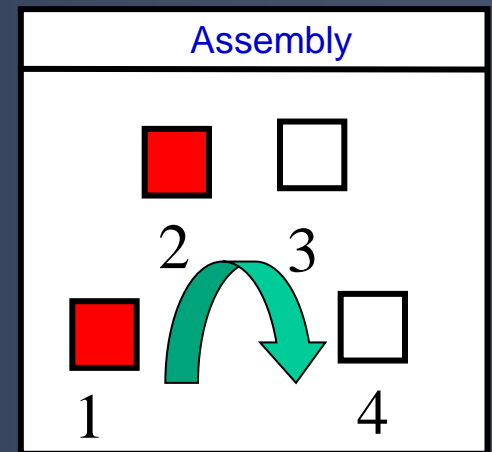
How do I know what to work on next?

Where do I get my work from?

How long should I work on it?

When do I send work?

Where do I send work to?



# The Engine that Starts Every Time

Management works on offense;  
Sales sells to the new  
capabilities.

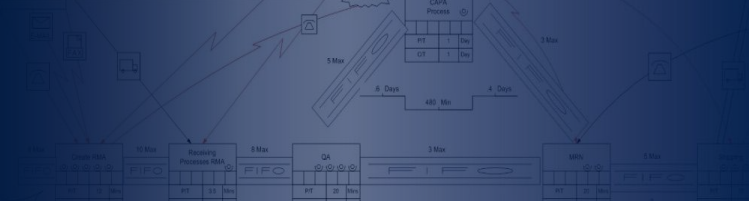
*Product*



*Sales*

*Customer*





# The Jump To Operational Excellence

.....Free leaders to work on offense