

# *Essential Elements to Sustain Lean & Six Sigma Success*

*(or any other key change initiatives)*



# Harry W. Kenworthy

Harry W. Kenworthy was Vice President, Manufacturing for Rogers Corporation, a Connecticut based, NYSE listed, global manufacturer. He was also Rogers Executive Six Sigma Champion: leading the Six Sigma effort throughout Rogers; developing the Rogers Six Sigma (R6S) training program, which incorporates the best of traditional Six Sigma (DMAIC), Lean Techniques, and a series of Specialized Problem Solving Techniques. The Rogers Six Sigma Black Belts and Master Black Belts reported to him and many were trained by him. He provided R6S training in the US, Europe and Asia.

Harry is Principal & Manager of the Quality and Productivity Improvement Center (QPIC,LLC), a consulting organization he founded in 1984. He had the honor of working with Dr. W. Edwards Deming in 1983-85 on a series of seminars throughout the US. He has spoken at over 60 conferences on Quality and Productivity and has been published in Quality Progress and Purchasing magazines. Harry was a founder of the Connecticut Quality Council and chaired CBIA's Manufacturing Council. He was also a Malcolm Baldrige National Quality Award Examiner from 1989-1991.

His consulting client base has included: AT&T, Ensign Bickford, Florida Power and Light (during their quest for the Deming Prize), Ford, Garrett Turbochargers, John Hancock Insurance, Van Leer Containers (Holland), Honeywell, Domtar Packaging, Nedlloyd Shipping, City of Hartford, to name a few. He's one of the leaders in implementing Lean in Government. Harry earned a BS in Materials Engineering from RPI and an MBA in Finance from Syracuse University. He's also listed in Who's Who in America.



# SPACER

**S**AFETY

**P**URPOSE

**A**G

**C**

**E**X

**R**O

- Candor
- Confidentiality
- Stay focused on the topic
- One speaker at a time
- Encourage participation
- Don't interrupt
- Have an open mind
- Debate facts not feelings
- Listen to the other side

# What do Unsuccessful and Successful Change Initiatives have in Common?

1. Think of an experience where a major change was either successful or unsuccessful.
2. Discuss with your partner what happened during the major change.
3. What were the key factors that led to success or failure?
4. Prepare your ideas and be ready to report to the class.



**10 Minutes to discuss and categorize**

# *The Case for Achieving Change Effectiveness (ACE)*

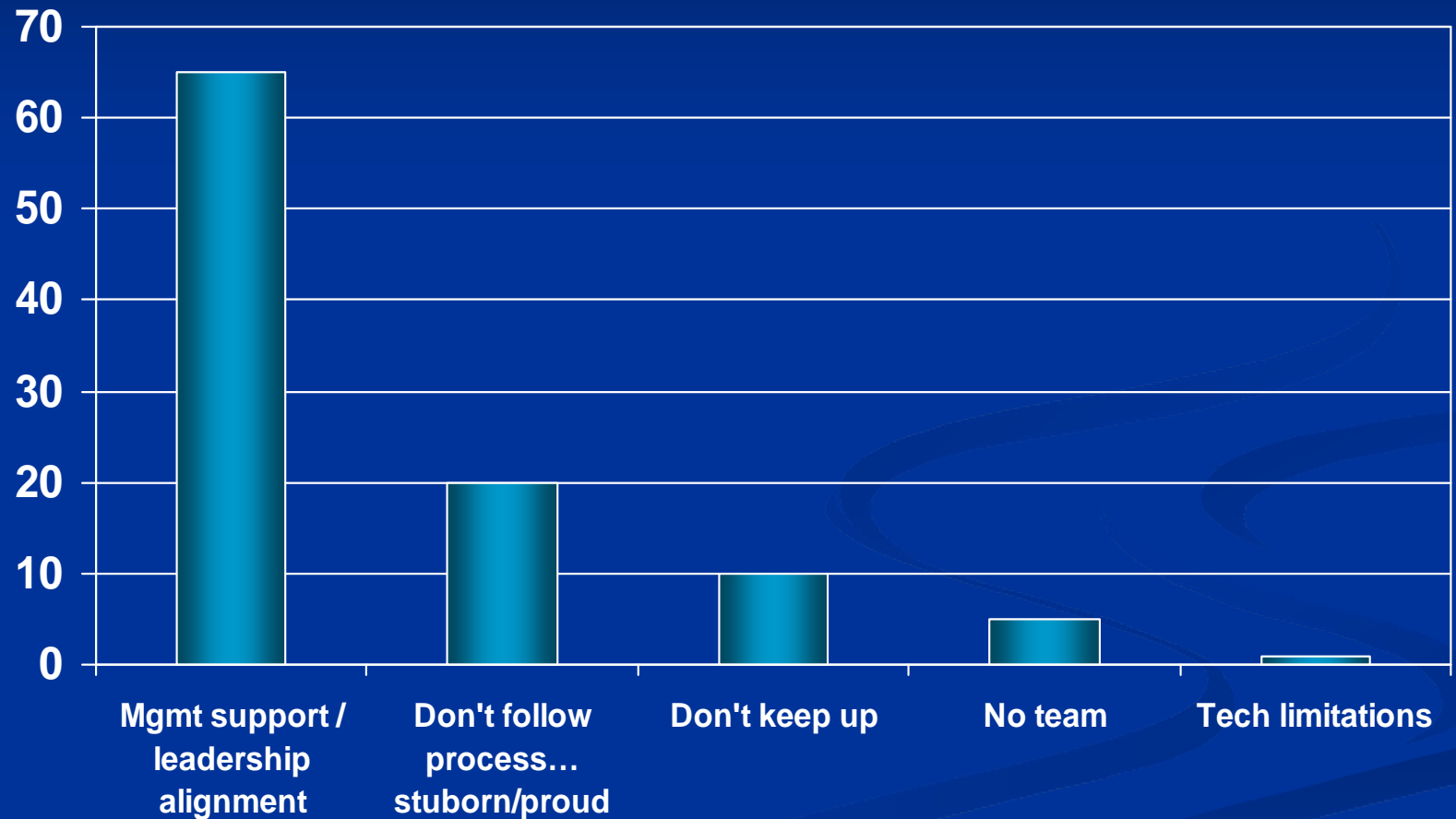
What are the leading causes for CEO firings?\*

- 31% - mismanaged change
- 28% - ignored customers
- 27% - tolerated low performers
- 23% - denying reality

\* Leadership IQ survey of 1087 corporate directors – *Business Week*, July 4, 2005, page 10. Obviously multiple causes for firings were cited.

# Why Lean Fails

(Why Organizations Don't Get Results)



# Sustainable Success

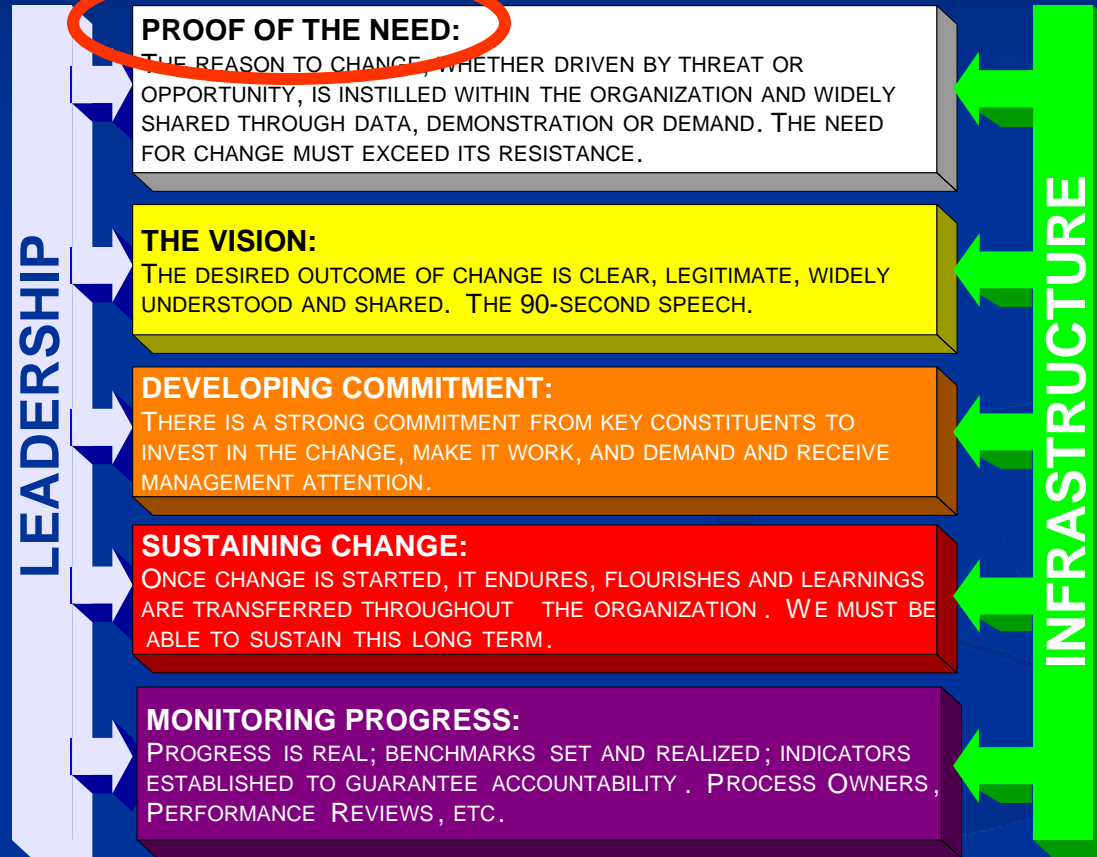
It's never about the tools & techniques. It's *always* about the behaviors, actions, systems, and structures that make up the culture.

# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



Culture =  
“the way we  
do things  
around here”

Actions,  
Behaviors,  
Systems &  
Structures drive  
Culture

**CHANGING SYSTEMS AND STRUCTURES:**  
Making sure that the management practices are used to  
complement and reinforce change

# Proof of the Need

*A key element for success centers around creating a Shared Need in the implementation of changes.*

*A shared need involves everyone buying into the benefits of making the change.*

## **Why bother?**

- Forces any resistance or apathy to be addressed up-front.
- Builds the momentum needed to get the change initiative launched.
- Validates why the Initiative is important and critical to do

**The  
“WAKE-UP CALL”**

## **What are we after?**

- A shared recognition by the organization of the need and logic for the change.
- Dissatisfaction with the status quo (greater than the natural resistance to change)
- The ability to frame the need as both a threat and an opportunity

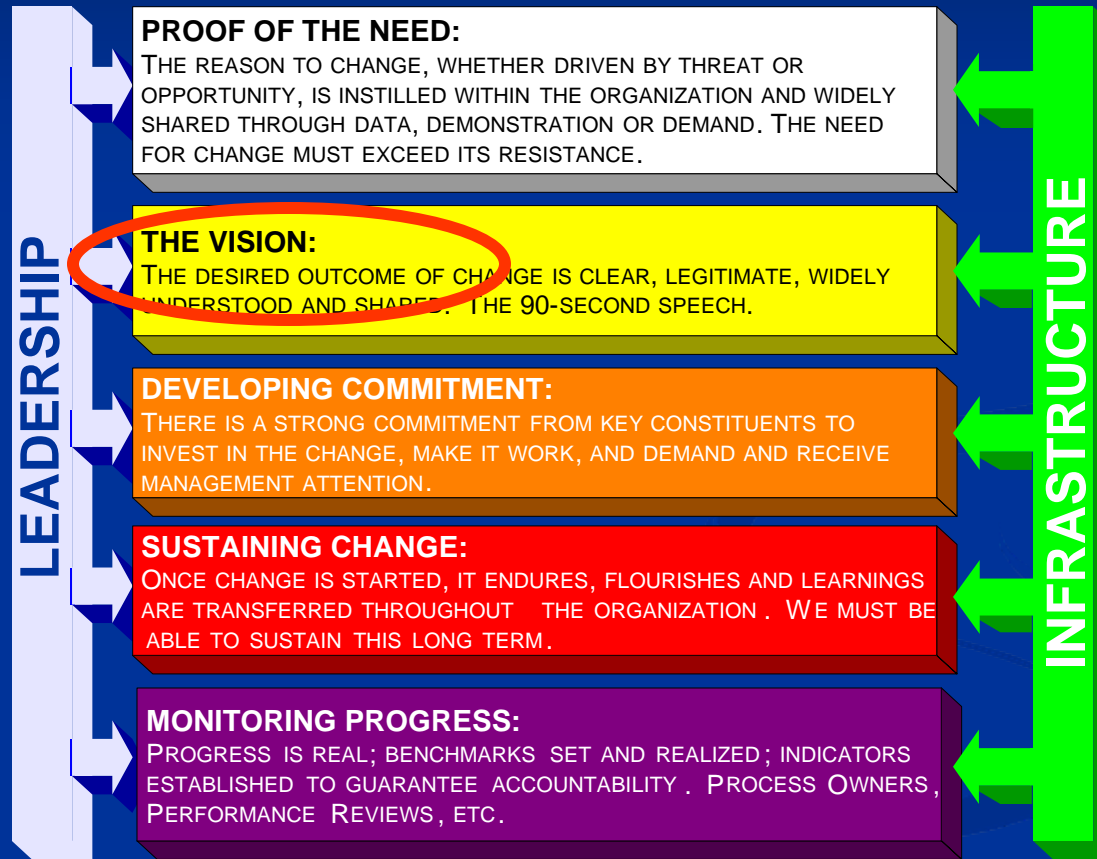


# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



### CHANGING SYSTEMS AND STRUCTURES:

Making sure that the management practices are used to complement and reinforce change

*Implementing & Sustaining LEAN Initiatives*

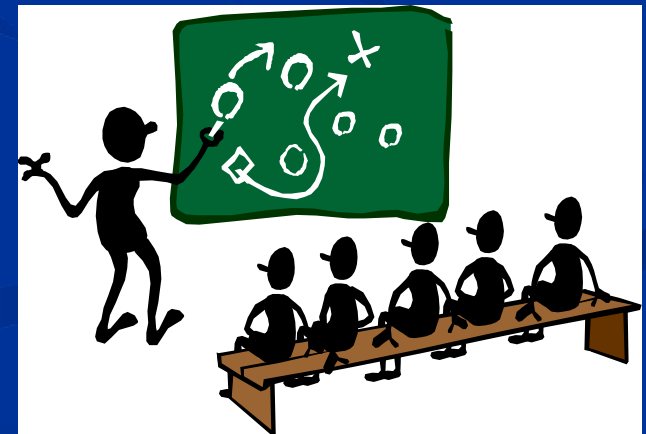
# The Vision

## *Why bother?*

- Visions paint a picture that appeals to both the “head” and the “heart” and answer the question, “Why change”?
- Clear statement of the future state helps gain genuine commitment.
- A well-articulated vision helps establish the milestones to monitor progress and change systems and structures.

## *What are we after?*

- A clear statement about the outcomes of the change.
- A view of the future state



# Vision Assessment

To what extent:

- has a Vision been clearly articulated for the change?
- is the Vision simple and straightforward?
- is the Vision motivating and energizing?
- is the Vision shared and understood across the organization?
- is the Vision actionable?
  
- and, how aligned is the team around the Vision?

*How can you clarify and deepen the Vision for the change?*

# The Elevator Speech

1. Imagine a chance meeting of a key stakeholder of the Change Initiative in an empty elevator with 90 seconds to ride.
2. Describe the need for change and the vision of the new state, as one might respond to the questions like:  
What is the Change?  
Why are we doing it?  
What do you expect from me?  
How is it going to benefit me? (WIIFM)
3. Executives should practice this “speech” so they can convey a uniform message to others.



***Communication of clear purpose helps overcome resistance***

# The Change

Our town is in a budgetary crisis and we need to balance the budget using LEAN.

What would be our Elevator Speech?

# Continuous Improvement (CI) Government Draft Elevator Speech

\_\_\_\_\_ is facing serious fiscal challenges for the future. In order to help address these issues, we are initiating a Continuous Improvement (CI) Process throughout \_\_\_\_\_ to increase service to all of our constituents, reduce wasteful activities, improve our financial stability and enhance \_\_\_\_\_ as a place to live.

*We will be working with all departments to identify key department processes to be able to select CI projects to generate positive results. We need your help to recommend CI opportunities; participate on project teams, as needed; and provide your support and cooperation. CI will be successful based on the support of all employees – we can't do it without you.*

*CI will help to provide better job satisfaction, work on the right things that truly matter to our constituents, and increase pride in being a key member of the \_\_\_\_\_ community.*

*CI will help us all enhance \_\_\_\_\_ for it's employees, residents, and future.*



# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



**CHANGING SYSTEMS AND STRUCTURES:**  
Making sure that the management practices are used to complement and reinforce change

*Implementing & Sustaining LEAN Initiatives*

# Stakeholder Analysis

*A Stakeholder is any person or group of people who:*

- Are likely to be affected, positively or negatively, by the Change Initiative.
- Are in a position to assist or block achievement of the outcomes.
- Are experts or special resources that could substantially affect the quality of your end product/service.
- Can have influence over other stakeholders

***Identify those individuals with an interest in the process and what their positions on a particular Change Initiative might be.***

# Sources of Resistance

Source of Resistance	Definition/Causes of Resistance	Some Strategies for Overcoming Resistance
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Habit and inertia</li> <li>• Difficulty in learning new skills</li> <li>• Lack of skills</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provide education and training</li> <li>➤ Provide coaches, technical resources, tools / job aids</li> <li>➤ Get people involved</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>• Threat to status quo</li> <li>• See Initiative as a “loss”</li> <li>• Power and authority imbalance or self-preservation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Empathize with the loss and show WIIFM</li> <li>➤ Do a political map to understand influence patterns</li> <li>➤ Provide “safe exits” and/or alternate job designs</li> <li>➤ New measures and rewards -- customer driven</li> <li>➤ Clarify roles and responsibilities -- accountabilities</li> </ul>
<b>Cultural</b> <b>(Most Difficult)</b>	<ul style="list-style-type: none"> <li>• Control Issues</li> <li>• Locked into old "mindset"</li> <li>• Afraid of letting go</li> </ul>	<ul style="list-style-type: none"> <li>➤ Do a cultural audit: what beliefs drive us?</li> <li>➤ Articulate desired mindset and gaps</li> <li>➤ Give resistor control over the initiative</li> <li>➤ Give the resistor credit for the change</li> </ul>

# Stakeholder Analysis – Project Example

Stakeholder Name	Strongly Against -2	Moderately Against -1	Neutral 0	Moderately Supportive +1	Strongly Supportive +2	Type of Resistance	Plan to Address
Champion/ Director					X		
Producer			X → O			Cultural	Active Participation On Team, Implement Several Producer Ideas Addressing Ergonomic Issues
Shop Floor Supervisor					B		
Customer, ATK	B X				O	Cultural/ Technical	Presentation To Be Created For Customer Visit on 4/27/06. Emphasis on Improvements & Quality
Program Management		B	X → O			Cultural/ Technical	Emphasize Impact On Cost SHOW ME THE MONEY, OPEN TO IMPROVEMENTS Project Reduced Labor Cost & Provide Estimates
Manuf. Engineer					B		
Project Engineer			B		O X	Cultural	Invited to join team. Emphasize Importance Of Input. Had Desire To Positively Participate
Quality Engineer					B		

Key: X = Current Support Level  
O = Level Stakeholder Needs to be

B = Baseline Assessment

Baseline Projection

Progress Towards Goal



**To obtain project success, the acceptance of your project solutions is equally as important as the quality of technical solution itself.**

# The Change

Our town is in a budgetary crisis and we need to balance the budget using LEAN.

What would be our Stakeholder Analysis?

# Stakeholder Analysis

## *Steps:*

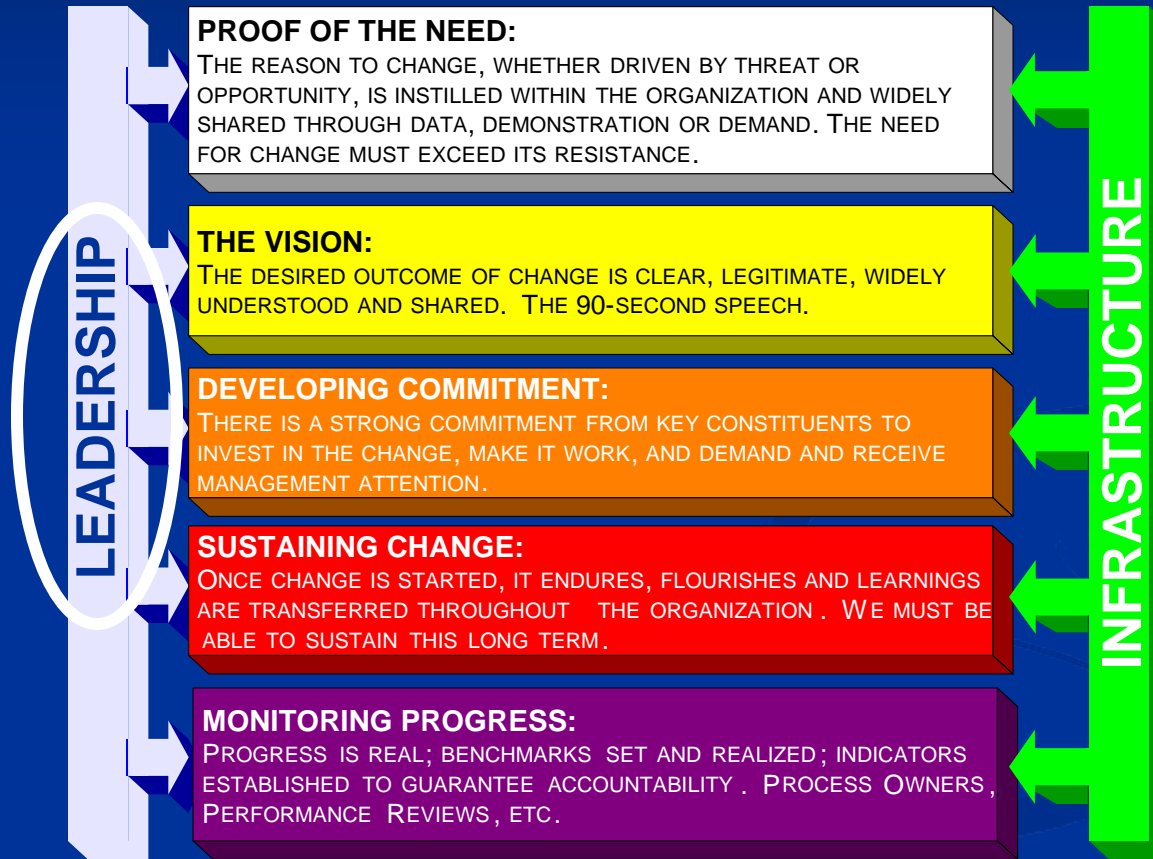
1. Brainstorm key stakeholders by name or title. Plot where individuals currently are with regard to desired change ( $\sqrt{\quad}$  = current).
2. Plot where individuals need at the minimum level to be ( $X$  = desired) in order to successfully accomplish desired change - identify gaps between current and desired.
3. Plan action steps for closing gaps with influence strategy (TPC).
4. Who influences other Stakeholders?

# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



**CHANGING SYSTEMS AND STRUCTURES:**  
Making sure that the management practices are used to complement and reinforce change



# Lean Culture – “The way we do things around here”

1. **Respect for People** – People want to do a good job and want to be successful.
2. **Behavior** - what we do and how we do it.
3. **Focus on building Quality**, provide the necessary **Support**, and cultivate **Ownership**.
4. **“No Problem is a Problem”** – Make it easy to see and solve problems and learn from mistakes.
5. **Move from the 5 “Whos” to the 5 “Whys”**
6. **Environment** – Free of Fear

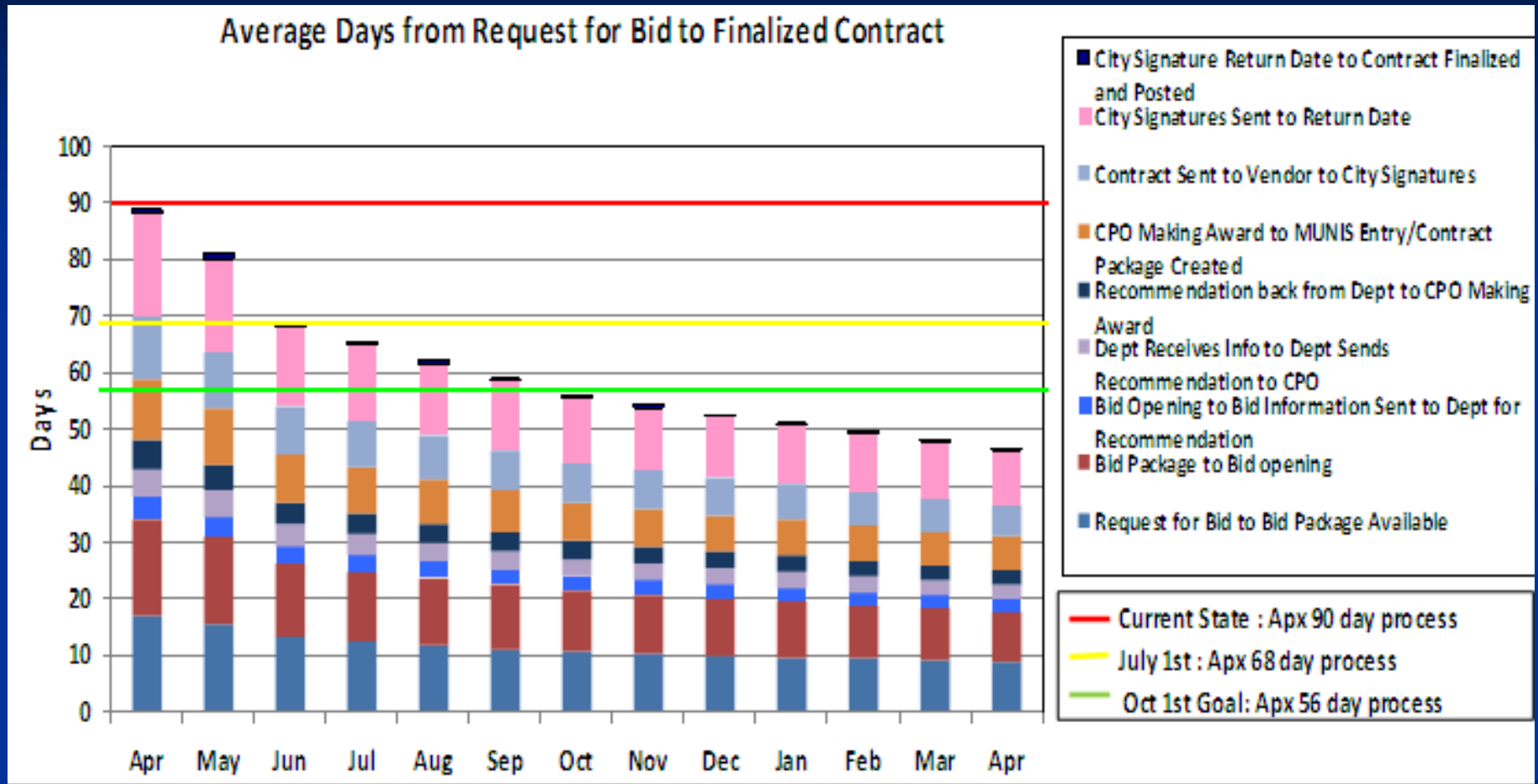
# How do you have “Engaged People”?



1. Teach them to see the process.
2. Give them problem solving skills training.
3. Push responsibility to the appropriate level of action.
4. Introduce end-to-end metrics.
5. Create frequent problem-solving loops.
6. Make the abnormal immediately visible.

*Lean Enterprise Institute*

# Visual Controls – Metrics for Projects



Large, in color, tabulated and prominently posted monthly in Process Owners Area & on intranet sites.

# Expectations

*We get what we  
**EXPECT, INSPECT,  
and RE-INFORCE.***

**All three are required for organizational  
discipline and high performance.**

# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



**CHANGING SYSTEMS AND STRUCTURES:**  
Making sure that the management practices are used to complement and reinforce change