

Lean Deployment Roadmap

The First 90 Days

INTRODUCTION



Why?

Provide clarity on where to start and how to easily develop leadership routines along with daily continuous improvement practices



What?

A simple, visual, and manual system to drive learning and progress toward a specific goal



How?

Specific actions by role according to planned timeline

Overview

The General Idea

The 90-Day Get Started Plan is a model for guiding Gemba Academy subscribers through the first phases of a lean deployment. There is no single right way to begin a lean journey. This plan uses only a few lean practices and tools to get an organization started with both a lean management system and a lean production system in a pilot area.

The intent is for your team to learn from the deployment in the pilot area in about 90 days. The lessons learned should then be used to improve the approach and deploy to the next area.

The roadmap is for people at various levels of the organization. It illustrates what is to be done and by whom while establishing a timeline for completion.

The emphasis is on developing lean leadership routines along with continuous improvement and problem-solving routines.

Overview

Key Milestones

- 1. Change Management:** Upcoming changes are communicated to the organization. People are aware that work will be done differently, using lean methods and principles, and that they will be supported through this change. The essentials (who, what, when, where, why, and how) are clarified.
- 2. Continuous Improvement Learning Begins:** Supervisors teach 5S to associates in a pilot area and then coach them through the implementation and sustainment of 5S.
- 3. Daily Gemba Walks Begin:** Senior leaders walk through the value creating processes to see with their own eyes how customer needs are being met and how problems are being solved. They use their observations to coach the supervisors.
- 4. Lean Management System Supports a Lean Production System:** The beginnings of the lean management system are established and actively used at the various levels of leadership to support the lean production system. Key elements include:
 - 1. Visual Management:** Whiteboards or other simple visual tools to make the work visible and to drive collaboration.
 - 2. Leader Standard Work:** Simple leadership routines to support teams.
 - 3. Daily Accountability:** Brief stand-up meetings, or huddles, to keep teams aligned with customer need, organizational goals, and problem solving.
- 5. Associates Drive Continuous Improvement:** The people who own the processes solve their own problems with coaching from supervisors.

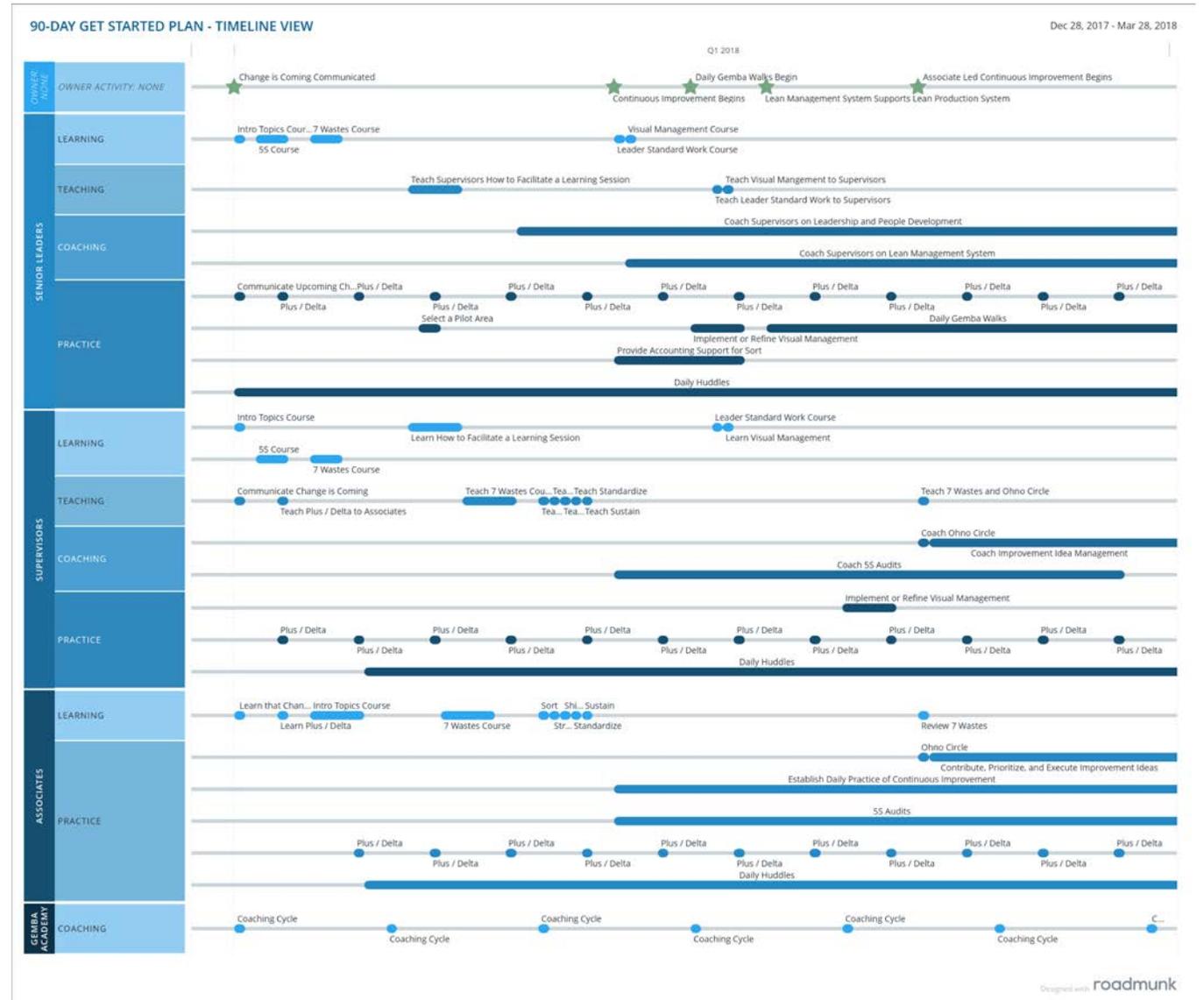
The Timeline

Keeping the Team on The Path

The timeline shows responsibilities for three roles: senior leaders, supervisors, and associates. The titles and layers of leadership will vary from one organization to the next. You'll need to decide how to categorize the roles in your organization.

A key aspect of the timeline is the list of general responsibilities associated with each role. Leadership roles (both senior leaders and supervisors) are associated with learning, teaching, coaching, and practicing lean. What is to be learned, taught, coached, and practiced is listed on the timeline.

The sequence of events on the timeline is more important than the schedule. The recommendation is to move quickly, allowing no unnecessary delays.



The Timeline

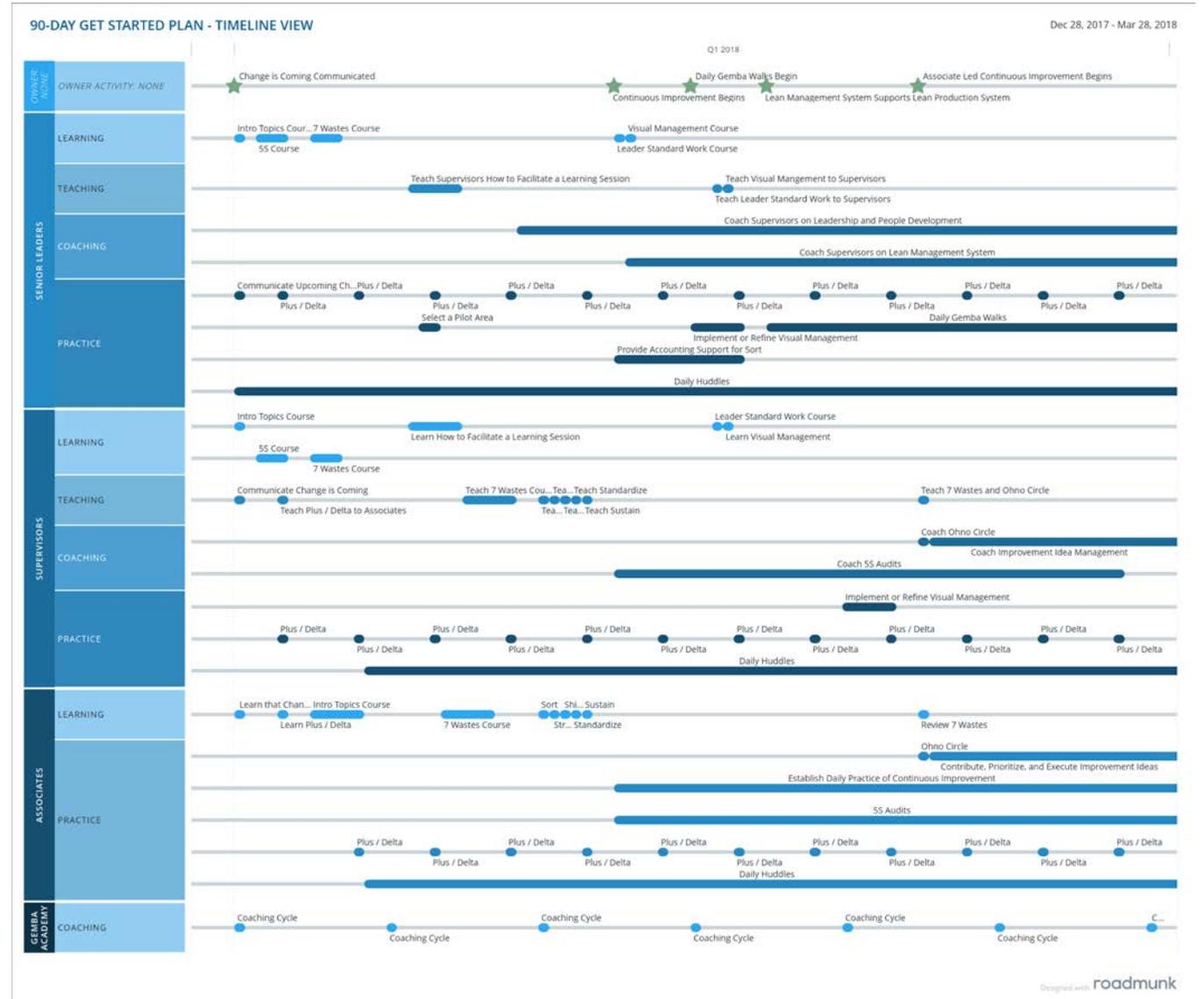
Keeping the Team on The Path

Don't Let Perfect Get in the Way of Progress

Mistakes will be made, and they will become great learning opportunities. Do your best to avoid analysis paralysis. You're strongly encouraged to keep the team moving.

Simple, Visual, Manual

The suggestion is to write your own timeline on a whiteboard. While the example in this plan was created using information technology for simple distribution, a simple and manual visual timeline is essential to promote teamwork and clear communication.



The Swimlane Clarity of Task Assignment

The swim lane diagram lists general tasks by role and time period. The example provided lists the tasks by month. You're encouraged to do what works best for your team. The intent is to make the work visible and have the diagram illustrate workload and progress.

Again, a simple and manual system such as a whiteboard is suggested.

90-DAY GET STARTED PLAN - SWIM LANE VIEW

	JANUARY 2018	FEBRUARY 2018	MARCH 2018	APRIL 2018	BUCKET: NONE
SENIOR LEADERS	<ul style="list-style-type: none"> 5S Course 7 Wastes Course Select a Pilot Area Teach Supervisors How to Facilitate Communicate Upcoming Changes Intro Topics Course Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Leader Standard Work Course Implement or Refine Visual Management Provide Accounting support for Sort Teach Leader Standard Work to Supervisors Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Daily Huddles Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Report Out Celebrate Success 	
SUPERVISORS	<ul style="list-style-type: none"> 5S Course Intro Topics Course 7 Wastes Course Communicate Change is Coming Learn How to Facilitate Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Leader Standard Work Course Teach Sort Teach Straighten Teach Shine Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Teach Standardize Teach Sustain Implement or Refine Visual Management Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Daily Huddles 	
ASSOCIATES	<ul style="list-style-type: none"> Learn that Change is Coming Intro Topics Course 7 Wastes Course Learn Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Sort Straighten Shine Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Standardize Sustain Establish Daily Practice of Continuous Improvement 5S Audits Contribute, Prioritize, and Execute Improvement Ideas Daily Huddles Plus / Delta Plus / Delta Plus / Delta Plus / Delta 		
GEMBA ACADEMY	<ul style="list-style-type: none"> Coaching Cycle Coaching Cycle Coaching Cycle 	<ul style="list-style-type: none"> Coaching Cycle Coaching Cycle 	<ul style="list-style-type: none"> Coaching Cycle Coaching Cycle 		
OWNER: NONE					

The Learning path

Learn Then Do

The lean learning path organizes Gemba Academy’s lean learning content to align with the deployment in the 90-day roadmap. It explains the general topic covered, its purpose, the related resources, and what to do at the place the work is done.

There are three parallel paths. One each for senior leaders, supervisors, and associates.

Supervisor Learning Path			
Topic	Goal	Resources	Practice
Introductory Topics	Gain an understanding of the general concept of lean	<ul style="list-style-type: none"> Introductory Topics 5S Workplace Productivity Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> Become familiar with these concepts to gain an understanding of new methods that will be used. Understand that your organization is adopting a new way of working. There will be challenges ahead and your contributions are critical to your organization’s success. Part of your role is to teach these topics to your teams using Gemba Academy materials.
Facilitating a Learning Event	To effectively facilitate lean learning events.	<ul style="list-style-type: none"> Use the resources within your organization 	<ul style="list-style-type: none"> Organize a learning event with your team Become very familiar with the learning content to be presented Practice with other supervisors to build your skills and confidence Facilitate a 5S learning event in the pilot area
Daily Practice with Visible Results	Teach the pilot area associates 5S while simultaneously implementing 5S in the pilot area Implement 5S as a daily activity while emphasizing sustainment Implement an audit and improvement system	<ul style="list-style-type: none"> 5S Workplace Productivity Gemba Academy Live at FastCap 2012 5S Action Guide SSF Cross-Training Board 	<ul style="list-style-type: none"> Teach the 5S course to your team using Gemba Academy videos, facilitator guide, and learner workbooks Teach then do one “S” at a time. Use the action guide to report out on the team’s achievements The supervisor shouldn’t do any of the improvement work because the achievement belongs to the process owners The supervisor’s role is to teach, coach, mentor, and inspire Keep the team moving
Eliminating Waste	Gain a deeper understanding of the seven deadly wastes and teach them to your team Implement a system to solve problems where the work is done.	<ul style="list-style-type: none"> Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> Use the Gemba Academy videos, guides, and workbooks to teach your team to find and eliminate the seven deadly wastes Focus on small improvements by everyone every day Create a simple, visual system for collecting, prioritizing, and implementing improvement ideas

Roles and Responsibilities

Teach, Coach, Mentor, and Inspire

The associate's responsibility is to both create value for the customer and to continuously improve processes. The leader's responsibility is to teach, coach, mentor, and inspire.

The timeline shows leaders learning a topic using Gemba Academy resources, then teaching direct reports. The conversations that come up and the questions addressed during learning sessions are a valuable part of the learning process. Not only does the learner develop an awareness of the topic presented, but also gains clarity on the direction of the organization and the intent of leadership.



Players take the field and coaches lead from the sidelines

Your Subject Matter Expert Gemba Academy Content

Leaders teaching lean topics can rely on Gemba Academy content to present the material. Facilitator guides and learner workbooks are included with the course content. Every learner gets the same message from one learning session to the next. Learning content can be reviewed quickly and easily in the training room or at the place the work is done.

The screenshot shows the Gemba Academy website homepage. The header includes the Gemba Academy logo, navigation links for Products, Pricing, Resources, and About, a search bar, and links for Log In and Help & Support. The main content area features the headline "Improvement Learning, Improved" and "Over 1000 Continuous Improvement Lessons". Below this, there are two buttons labeled "LEAN" and "SIX SIGMA", and a "Watch the Intro Video" button with a play icon. The footer section states "Gemba Academy is trusted by companies around the world for their lean and six sigma training needs." and lists logos for 3M, Baxter, Bristol Myers Squibb, Cleveland Clinic, Energizer, FedEx, John Deere, Polaris, Marquette University, and Starbucks. A link at the bottom reads "See how companies succeed with Gemba Academy training".

Lean Support

Gemba Academy Customer Success Team

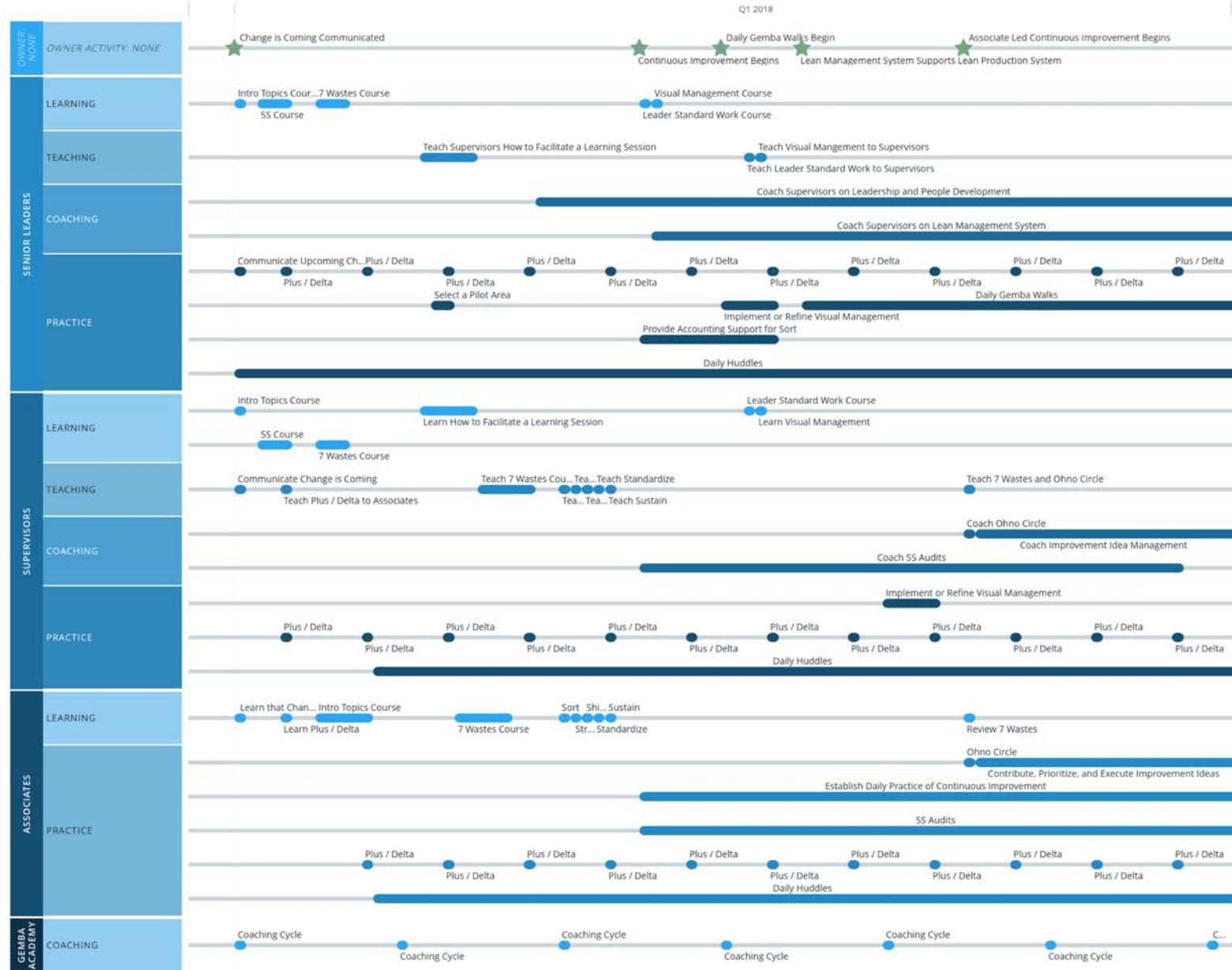
Optional coaching support is available from the Gemba Academy Customer Success Team. Biweekly coaching calls are encouraged through this 90-day period. Our lean coaches are experienced lean leaders and practitioners.

To inquire about our coaching support, please contact us at coach@gembaacademy.com. We're here to help you be successful.



90-DAY GET STARTED PLAN - TIMELINE VIEW

Dec 28, 2017 - Mar 28, 2018



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SUPERVISORS	<ul style="list-style-type: none"> 5S Course Intro Topics Course 7 Wastes Course Teach Sort Teach Straighten Teach Shine Communicate Change is Coming Learn How to Facilitate a Learning Session Plus / Delta Plus / Delta Plus / Delta Plus / Delta Teach Plus / Delta to Associates Teach 7 Wastes Course 	<ul style="list-style-type: none"> Leader Standard Work Course Teach Standardize Teach Sustain Plus / Delta Learn Visual Management 	<ul style="list-style-type: none"> Implement or Refine Visual Management Daily Huddles Plus / Delta Coach 5S Audits Teach 7 Wastes and Ohno Circle Coach Improvement Idea Management Coach Ohno Circle 		
ASSOCIATES	<ul style="list-style-type: none"> Learn that Change is Coming Sort Straighten Shine Intro Topics Course 7 Wastes Course Learn Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Standardize Sustain Plus / Delta Plus / Delta Plus / Delta Plus / Delta 	<ul style="list-style-type: none"> Establish Daily Practice of Continuous Improvement 5S Audits Contribute, Prioritize, and Execute Improvement Ideas Daily Huddles Plus / Delta Plus / Delta Plus / Delta Plus / Delta Review 7 Wastes Ohno Circle 		
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Thank You



Improvement Learning, Improved.