

The role of the sponsor in a project and in a **LEAN** Transformation

Luciana Toda
Business Improvement Lead NA



Outline



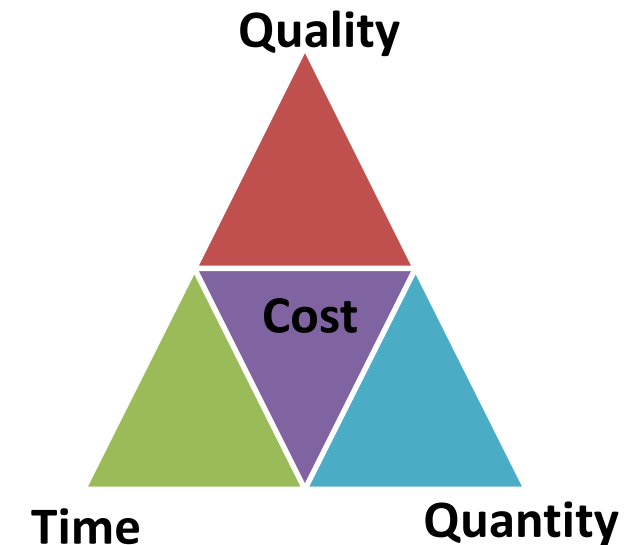
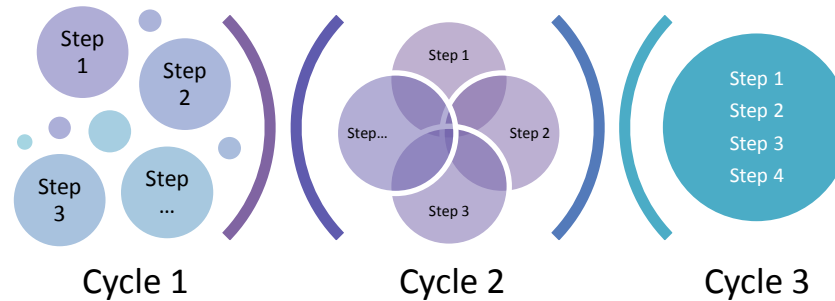
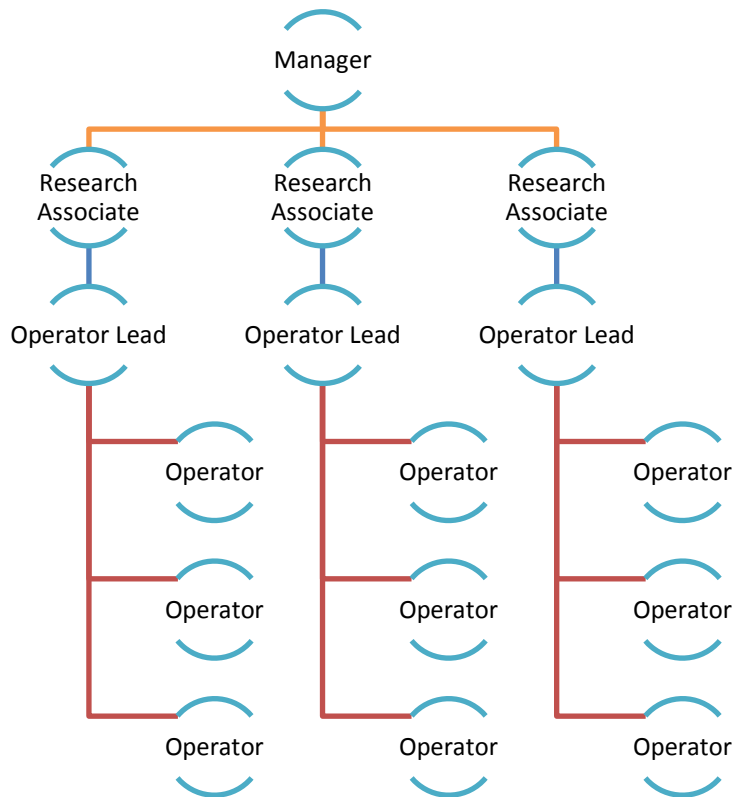
- The story of new manager (the future sponsor)
- What is Lean
- Respect for people
 - You must manage the change
- Continuous Improvement
 - You must KNOW your Value Stream
- Reflection section & Take away

Why it is so critical the Role of the sponsor?



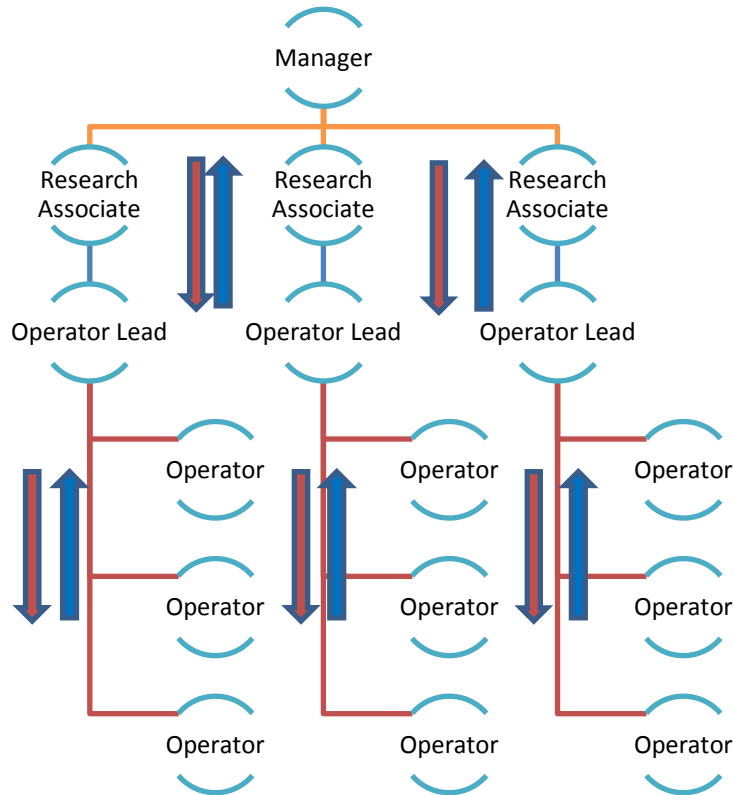
The story of a new manager....

- The year: 2008
- The situation: Fresh off graduate school
- The task: Lead a team through their cycles/processes



The story of a new manager....

- The attitude: Confident, hard-working, good heart, always improving
 - The result: Spinning the wheels, fire fighting



Tool: Tiered Meeting



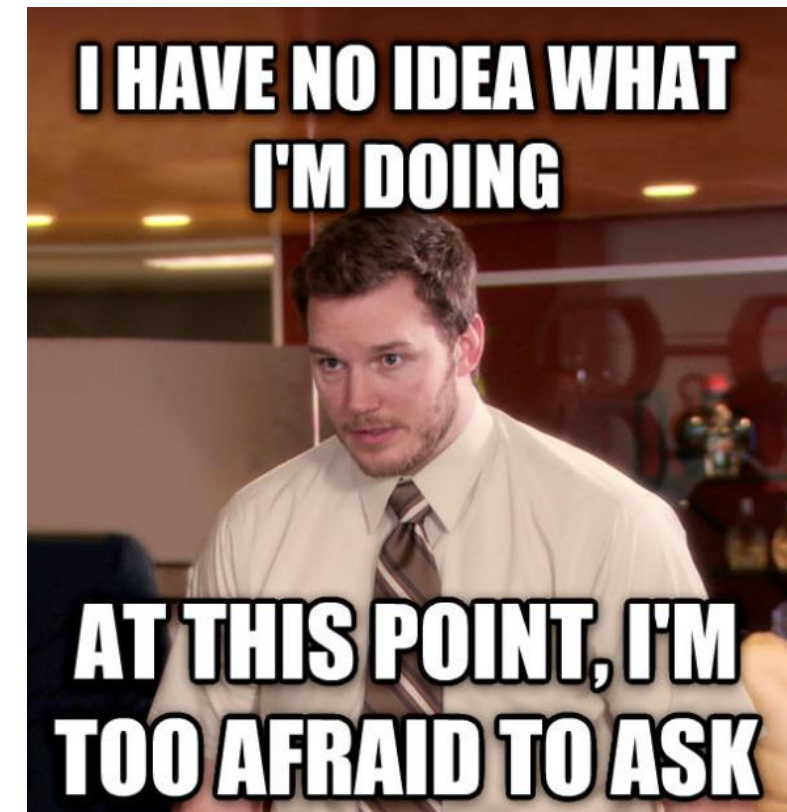
Tool: 8 Waste, Theory of Constrain



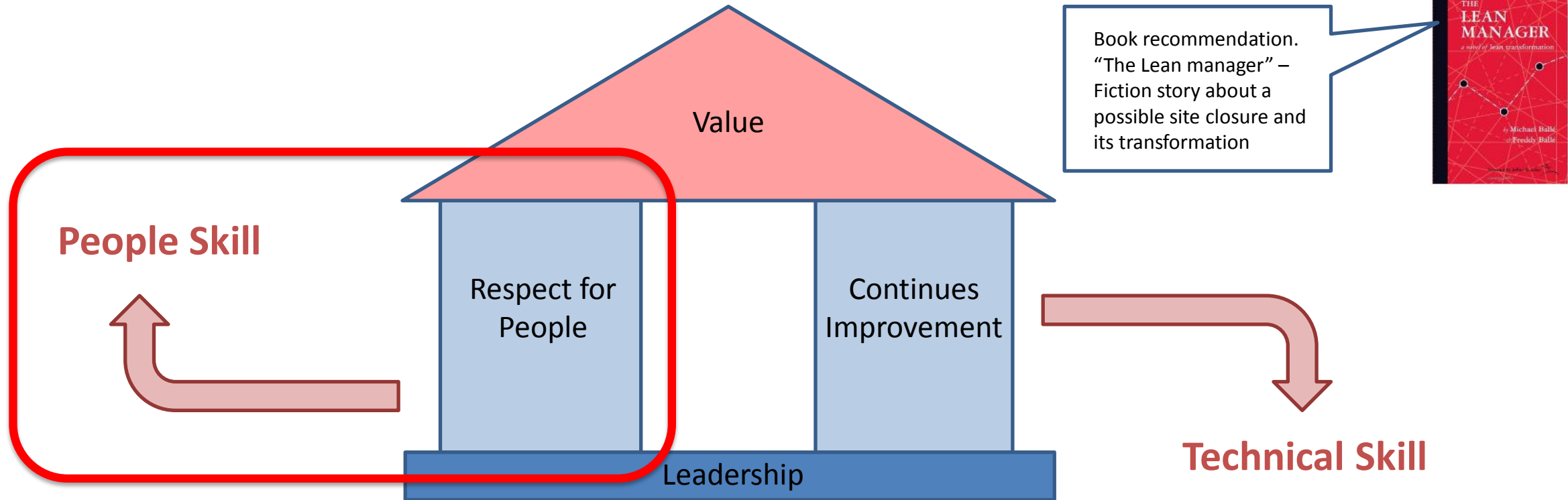
Tool: Voice of the Customer

The story of a coach

All leaders want a lean transformation to succeed but may not know how to or where to start – **True Story**



What is LEAN?



Respect for people - People skills



The # 1 take away... You must manage CHANGE

Leader	+	Vision	+	Skills	+	Incentive	+	Resource	+	Action Plan	=	Change
	+	Vision	+	Skills	+	Incentive	+	Resource	+	Action Plan	=	Paralyses
Leader	+		+	Skills	+	Incentive	+	Resource	+	Action Plan	=	Confusion
Leader	+	Vision	+		+	Incentive	+	Resource	+	Action Plan	=	Anxiety
Leader	+	Vision	+	Skills	+		+	Resource	+	Action Plan	=	Resistance
Leader	+	Vision	+	Skills	+	Incentive	+		+	Action Plan	=	Frustration
Leader	+	Vision	+	Skills	+	Incentive	+	Resource	+		=	False Start

The # 1 take away... You must manage CHANGE

Sponsor is accountable to:

- Provides leadership on c
- Owns the business case
- Keeps project aligned with portfolio direction
- Governs project risk
- Works with other sponso
- Focuses on realization of
- Recommends opportunit
- Ensures continuity of spo
- Provides assurance
- Provides feedback and le

Activities between sponsor and project manager

- Provides timely decisions
- Clarifies decision-making framework
- Clarifies business priorities and st
- Communicates business issues
- Provides resources
- Engenders trust
- Manages relationships
- Supports the project manager's r
- Promotes ethical working

Activities between sponsor and stakeholders :

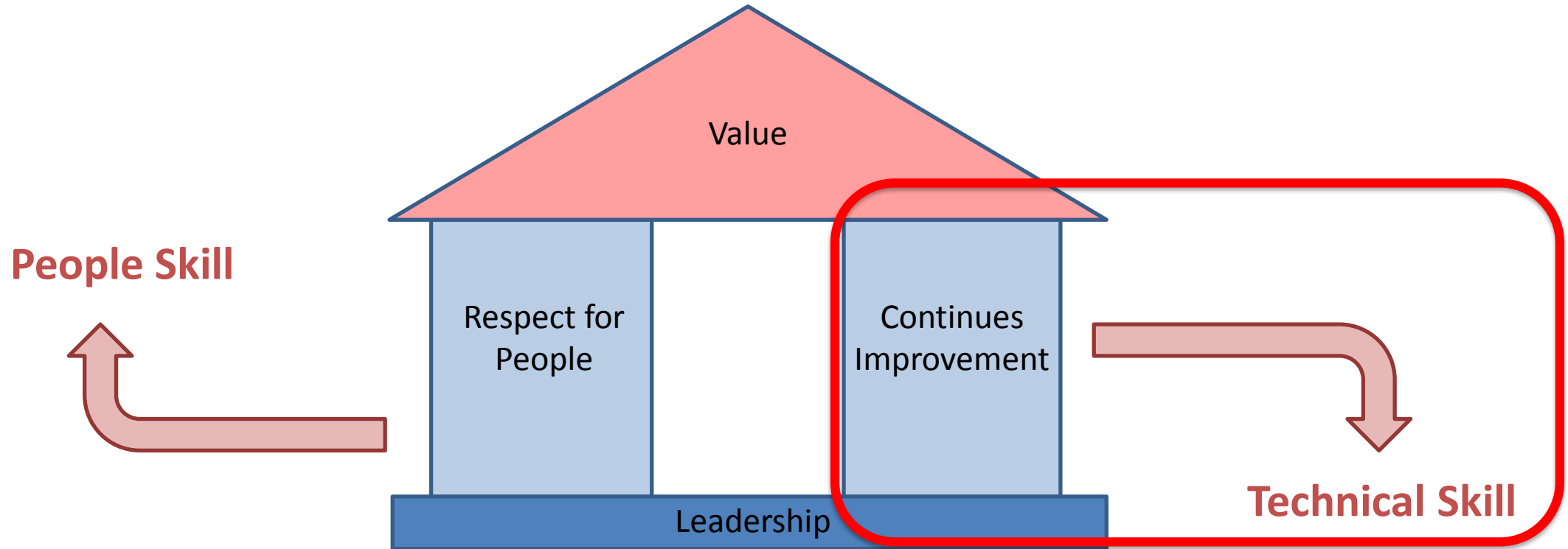
- Engages stakeholders
- Governs stakeholder communications
- Directs client relationships
- Directs governance of users
- Directs governance of suppliers
- Arbitrates between stakeholders

Leading on the Edge

Respect for people - People skills

The # 1 thing I want you go away with
is that you must manage **CHANGE**

What is LEAN?



Continues Improvement – Technical Skills



The # 1 take away – You must know your VALUE STREAM

... and your value stream starts from your customer

Tool: Voice of the Customer

What are the requirements :

- Priority 1 – Equipment and process must guarantee quality - T range from X to Y

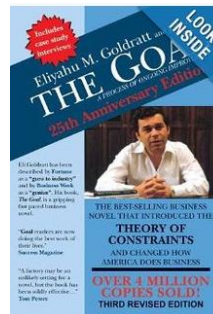
Continues Improvement – Technical Skills

The # 1 take away you must know how value flow in your value stream



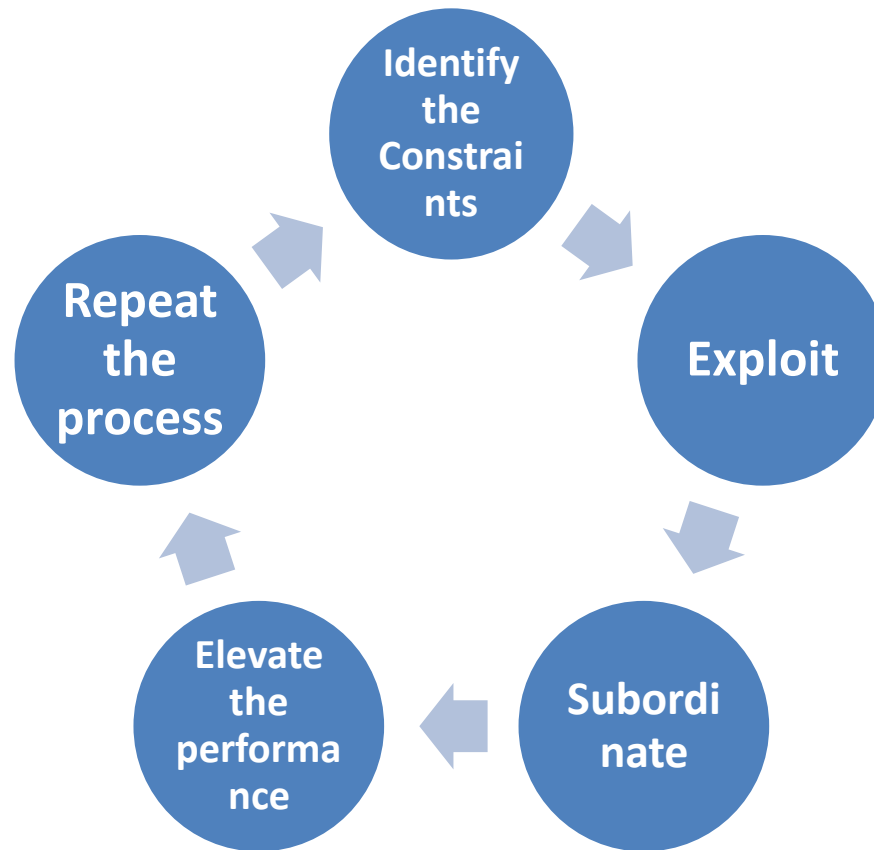
Tool:

- Theory of Constraints
- 8 waste (DOWTIME)



Continues Improvement – Technical Skills

The # 1 take away you must know how value flow in your value stream



Defect

Overproduction

Waiting

Non – Utilized Talent

Transportation

Inventory

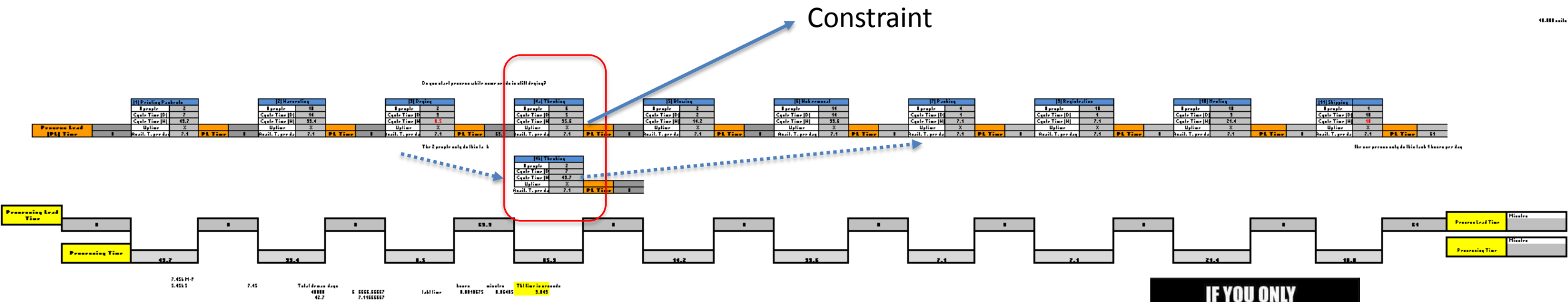
Motion

Extra-Processing

Continues Improvement – Technical Skills



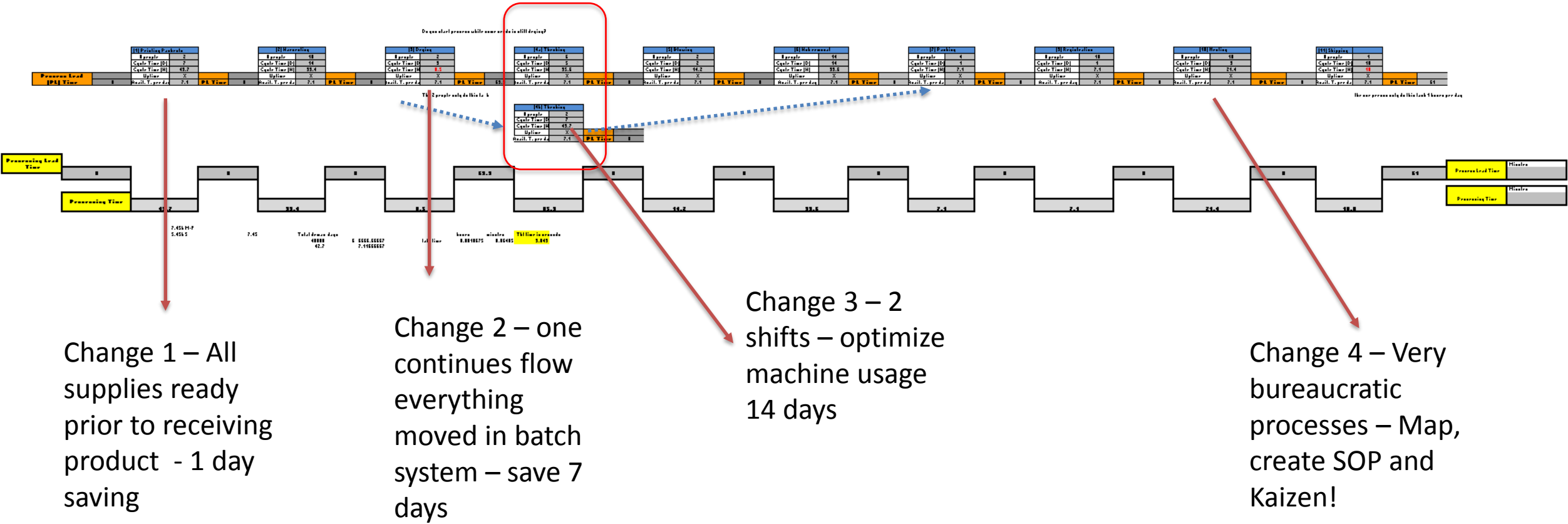
The # 1 take away you must know how value flow in your value stream



Date	Hours	# of employee	# Processed	#T/Time	(#T/Time)/#employee	
Day 1	5.15	4	528	102.5	25.6	Min
Day 2	6.45	4	847	131.3	32.8	
Day 3	6.45	4	1482	229.8	57.4	Max
Day 4	6.45	4	1321	204.8	51.2	
Day 5	5.1	4	1072	210.2	52.5	
Day 6	6.2	4	1057	170.5	42.6	
Day 7	5.25	4	877	167.0	41.8	
Day 8	5.25	4	787	149.9	37.5	



The # 1 take away you must know how value flow in your value stream

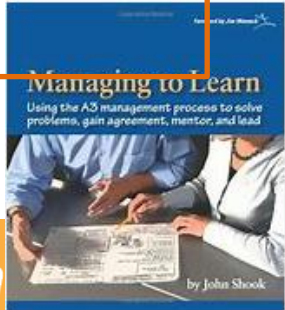


The # 1 take away you must know how value flow in your value stream

Tool: A3 Problem Solving

1- Problem Statement	4- Implementation
2- Root Cause Analyses	5- Monitor “Does the problem resolved?”
3- Counter measurements	6- Standardize and Sustain

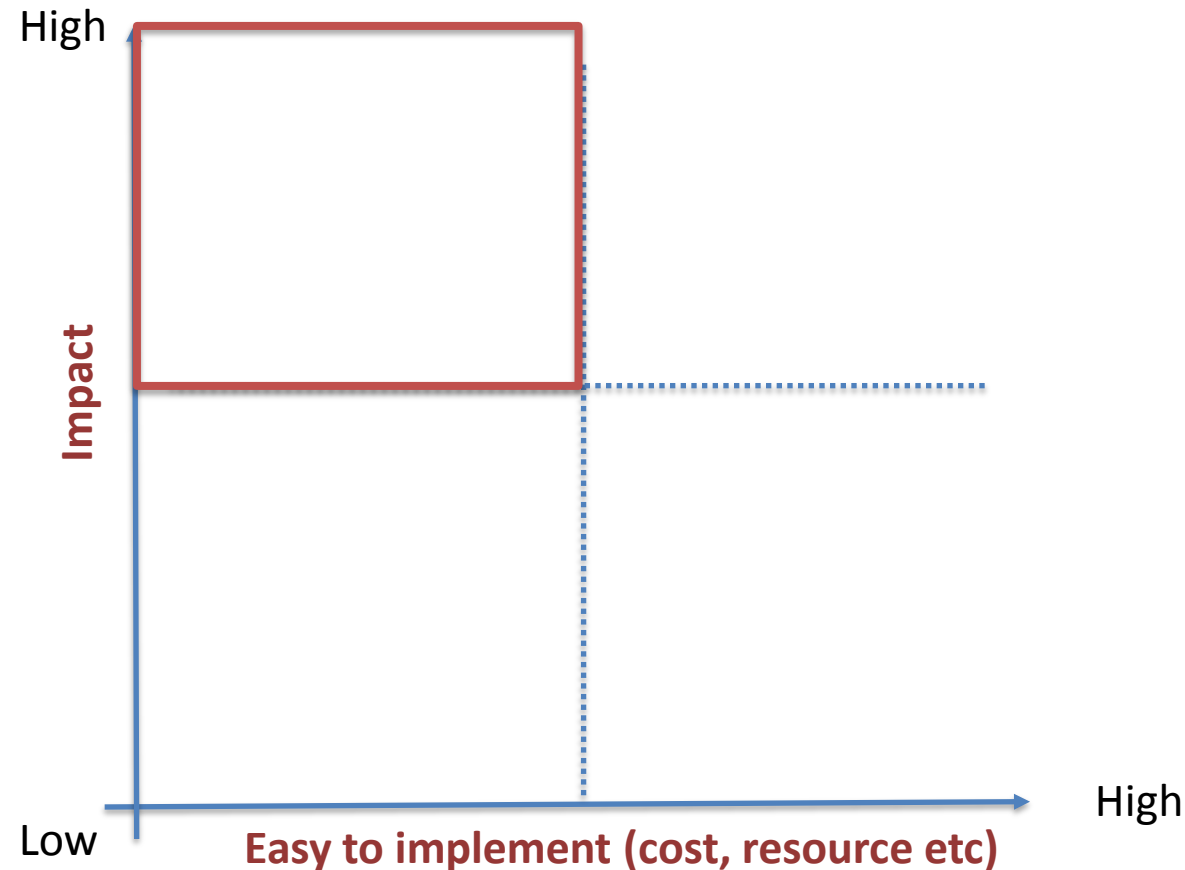
If you understand your value stream, you have a more holistic view of how it fits with the strategy. Your team will need your help to prioritize the A3s. We will always find more improvements that we need to make and not enough resource to deal with.



Continues Improvement – Technical Skills



The # 1 take away you must know how value flow in your value stream



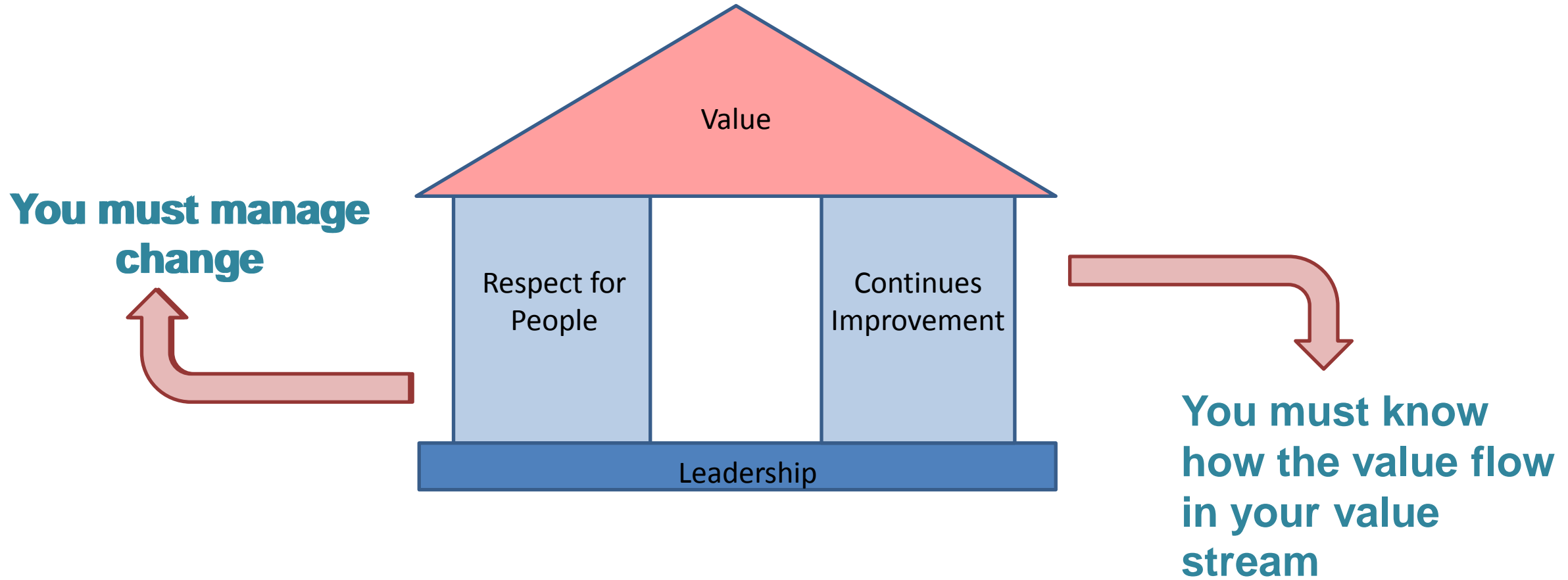
Leading on the Edge

The # 1 thing I want you go away with is that you must know how value flow in your VALUE STREAM

Without understanding the value stream, you can't understand where are the wastes in your system, and then you won't find the constraints that are slowing your work... in other words, you won't know where the improvement will bring the most significant impact Without knowing the voice of the customer, you won't know how to prioritize the critical qualities requirements you need to tackle first thus you won't know where and how to improve...

Take Away

- To be an effective sponsor you don't need to be a Lean expert



1- If you are a sponsor, how much of the elements we learned you are actively doing?

A: 0 – 25% **B:** 26% - 50% **C:** 51%-75% **D:** 76-100%

2- If you are in a project team or coach, how much of the elements we learned you believe your sponsor is actively doing?

A: 0 – 25% **B:** 26% - 50% **C:** 51%-75% **D:** 76-100%

3- If you are in a project team or coach, what area you would like people to give more emphasis?

A: Manage Change (People Skills) **B:** Know your Value Stream (Technical Skill)

Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: ThS/45

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Luciana Toda

Syngenta

lucianatoda@Hotmail.com