

# Driving Clarity during Growth:

Connecting the dots for end-to-end alignment



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# Driving Clarity during Growth

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**Our path in connecting the dots... from ownership and alignment, to turning red dots to green.**

- Provide insights in transforming perspectives using Lean thinking
- Showcase the breadth of end-to-end perspectives to push thinking to the edge
- Highlight success in breaking paradigms to develop leader collaboration



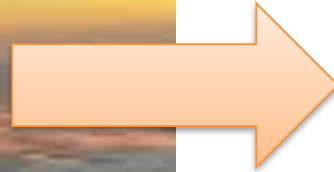
# Agenda

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- Linkage - Business Partner and Lean
- Our Journey
- Visual management systems
- Culture
- Problem Solving Momentum
- Results and key takeaways
- Q & A

# Our Lean Journey

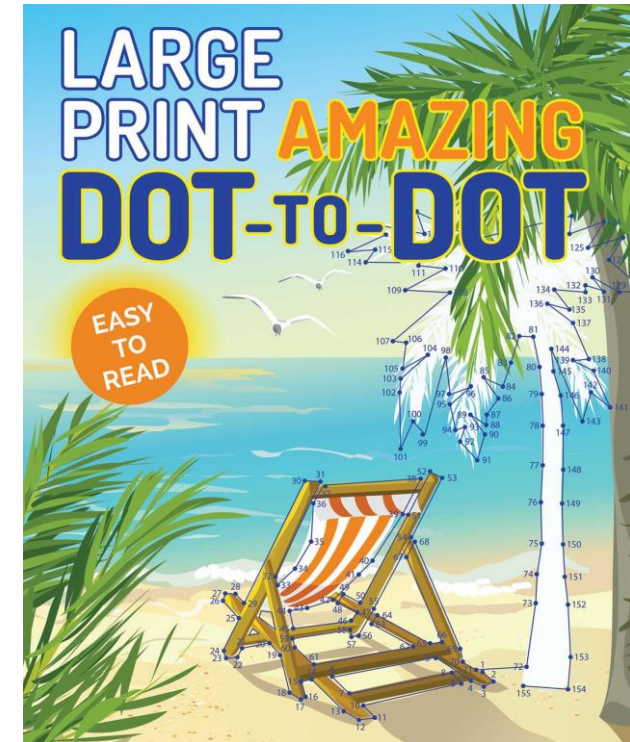
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# Success and how we achieved it

Enabling leaders to **connect the dots end-to-end** to drive and deliver solid business results by applying Lean techniques.

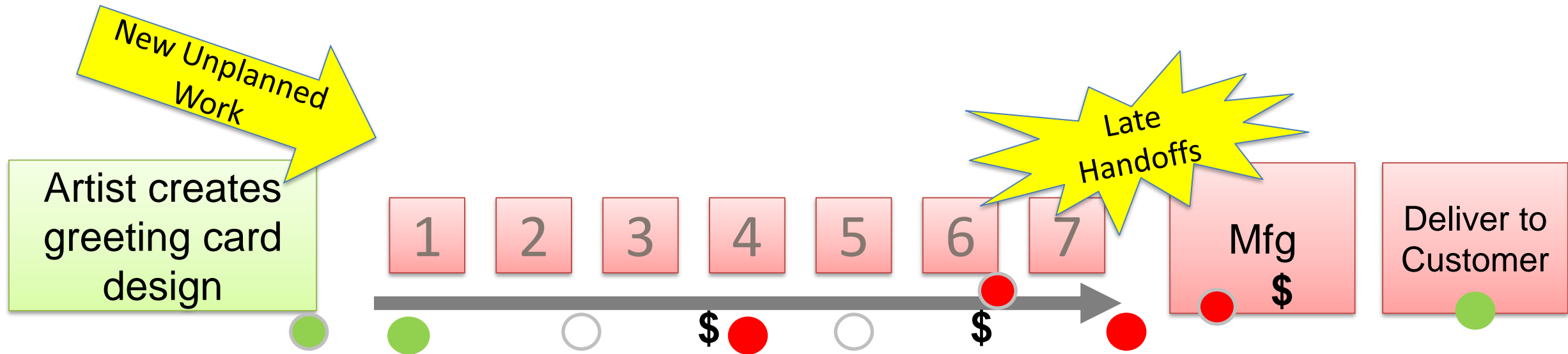
- ✓ Consistency in on-time delivery to partners
- ✓ Solved 168 problems
- ✓ Line of sight to millions in cost savings
- ✓ Challenged our culture
- ✓ Drove engagement using innovative techniques
- ✓ Increased our problem solving muscle





# Here comes the growth- we have a problem

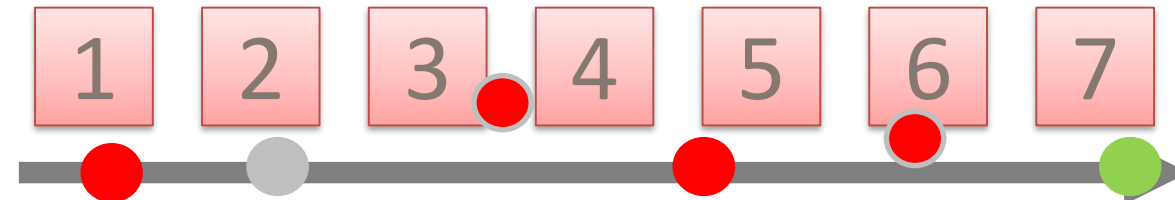
- An influx of new work
- Difficult to pinpoint where there was slowness – where are the dots?
- Incurring visible and invisible costs
- Individual areas controlled their own flow of work



# Make the problems visible & establish end-to-end linkages

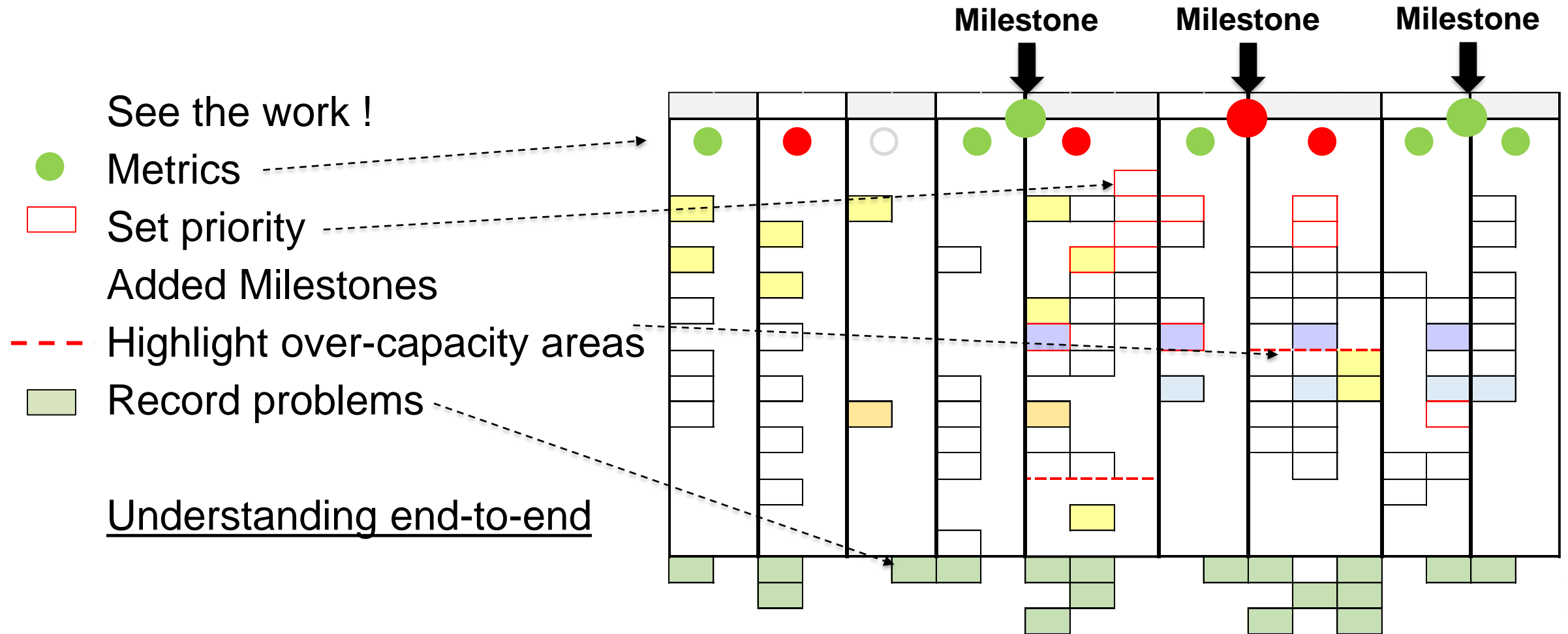
## Purpose of Forum

- Drive actions to enable on-time delivery of programs to our goals
- Create an environment of awareness and actions across the E2E flow
- Develop strong problem solving skills to define and sustain solutions



# Visual Management System

...our starting point – Aligning the Dots





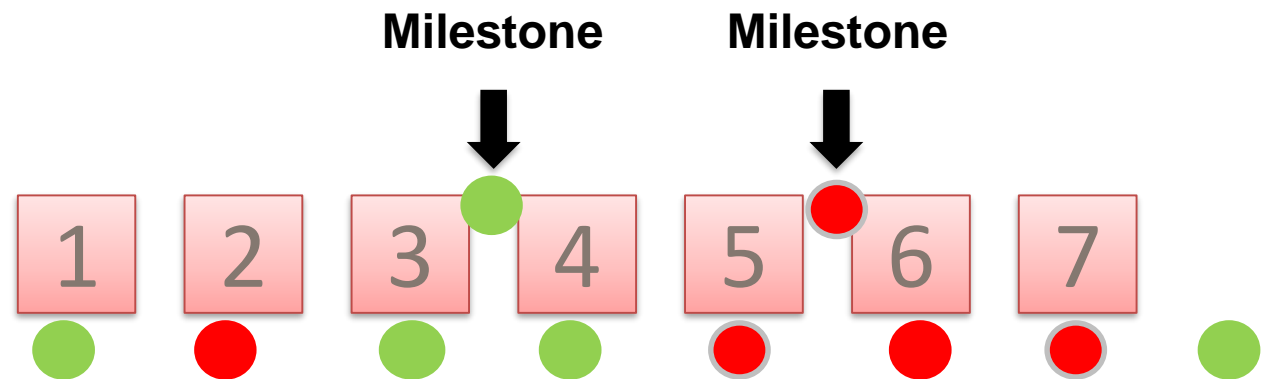
# Culture

## Resistance...

- “My department would be green if it weren’t for late work from upstream.”
- “Isn’t Lean for Manufacturing?”
- “I’d be on-time if the job didn’t have to go back for a fix.”
- “Is this visual management temporary? Who owns the dots?”

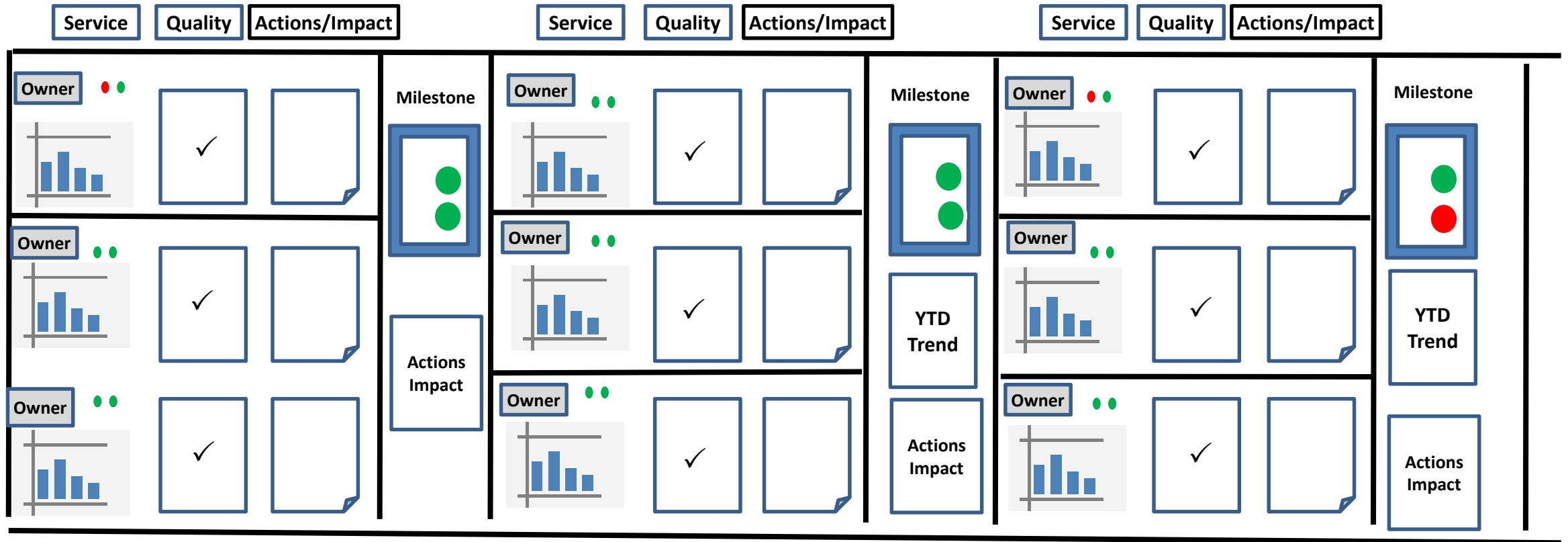
## Agreement...

- Strong leadership
- Courage
- Permission / Time

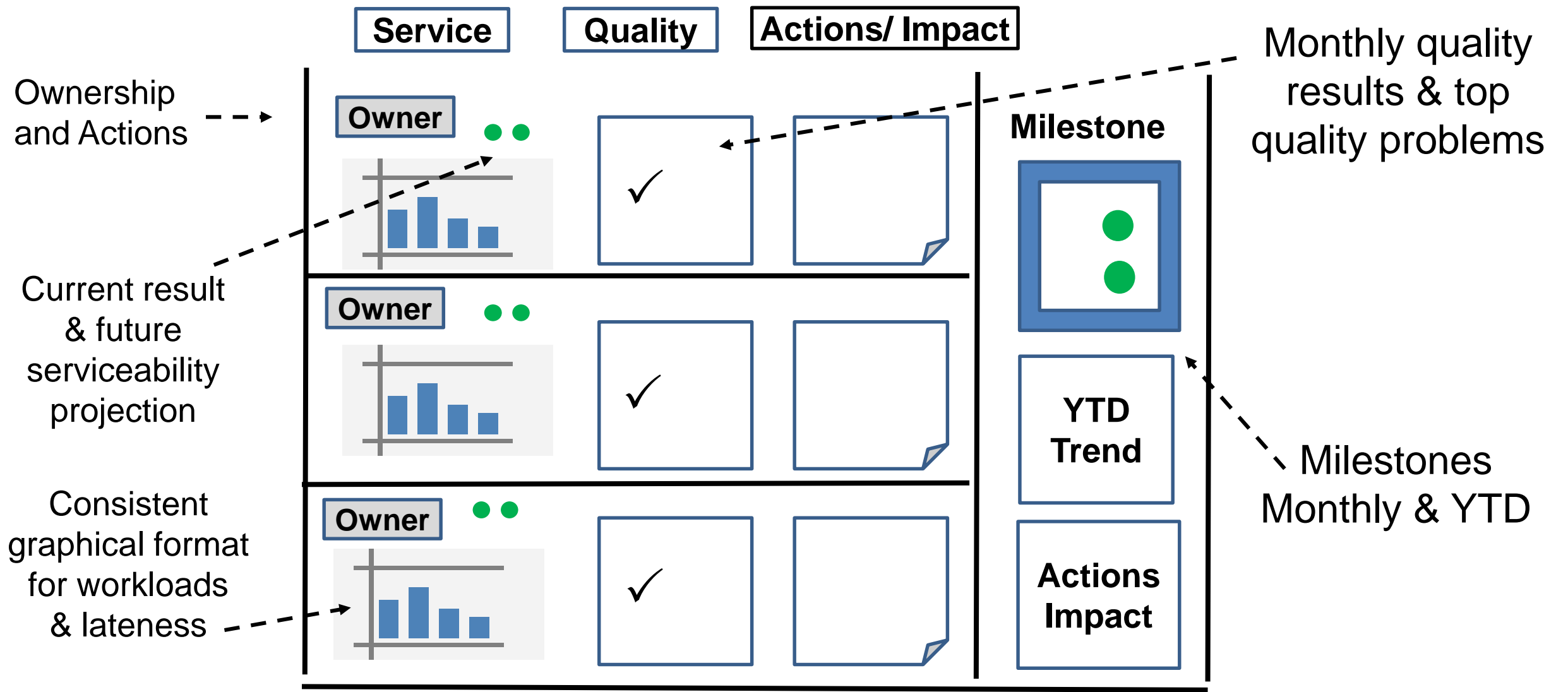


# Visual Management System

...where we are now



# Visual Management System - Detail



# Connecting the red dots...

Moving from I to We

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- Problem-Solving
  - ✓ Identification
  - ✓ Prioritization
  - ✓ Elimination
- Tiered Visual Boards
- Increasing accountability

# Problem-Identification



“It’s about the process,  
not the person.”



Group permission to  
identify problems

**Problem Card**  
Problem / Opportunity (include examples, impact):

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

23-C-864 2.18

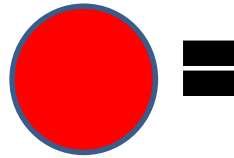
Standard way to  
surface problem



# Problem Identification



**The Gift of Problems**



**Problem Card**  
Problem / Opportunity (include examples, impact):

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

23-C-864 2.18

**If red, then ....**



**Training...  
more training...**

# We have Problems....Now What?



## Solution: End to end prioritization

*Problems Impacting On-Time*

*Other Problems*

*Team 1*

Problem Card  
Problem / Opportunity (include examples, impact)

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

201-000 1.0

*Team 2*

Problem Card  
Problem / Opportunity (include examples, impact)

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

201-000 1.0

*Hold*

Problem Card  
Problem / Opportunity (include examples, impact)

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

201-000 1.0

Problem Card  
Problem / Opportunity (include examples, impact)

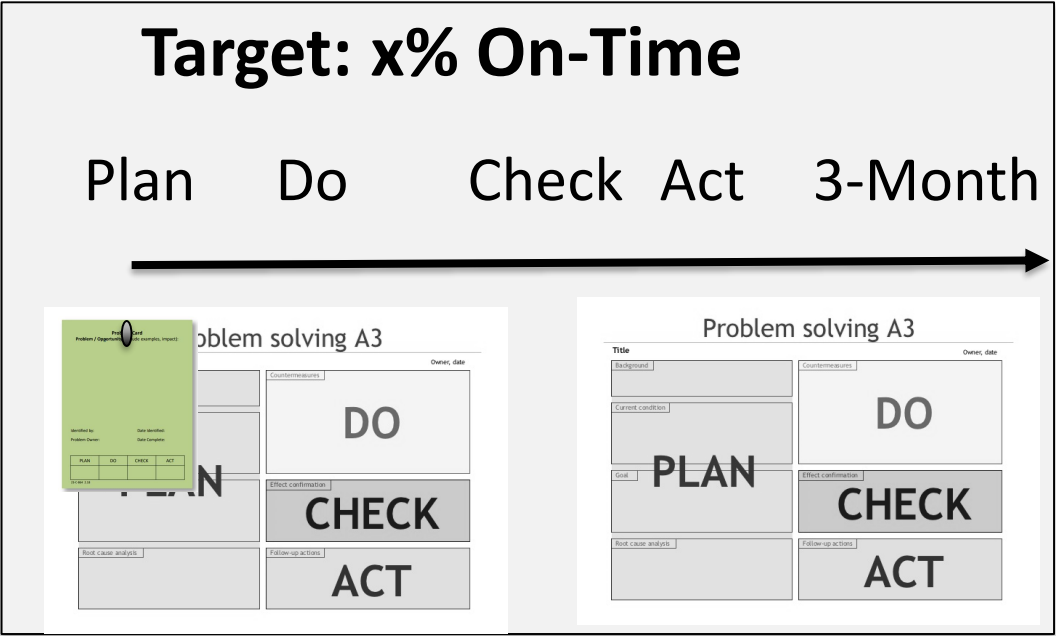
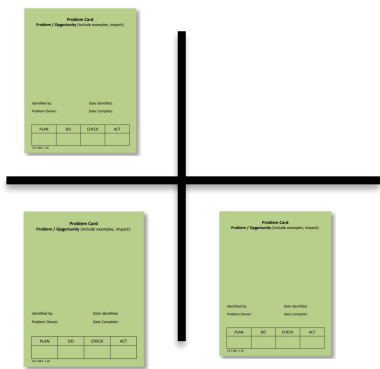
Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

201-000 1.0

# Sub-Process Teams

## Prioritize Problems



## 1- Team Action Board

What	Who	When	Status
Get input from X	Andrea	11/04	
		11/08	

# Increasing Speed

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## Sub-Process Team Share-out

<b>Tuesday</b>	<b>8:00-8:15</b>	<b>8:15-8:30</b>
Week 1	Team A	Team E
Week 2	Team B	Team F
Week 3	Team C	Team G
Week 4	Review/Re-rank Problems	

# Turning the red dots to green

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Lagging metrics to Leading indicators

Sub-Process Team

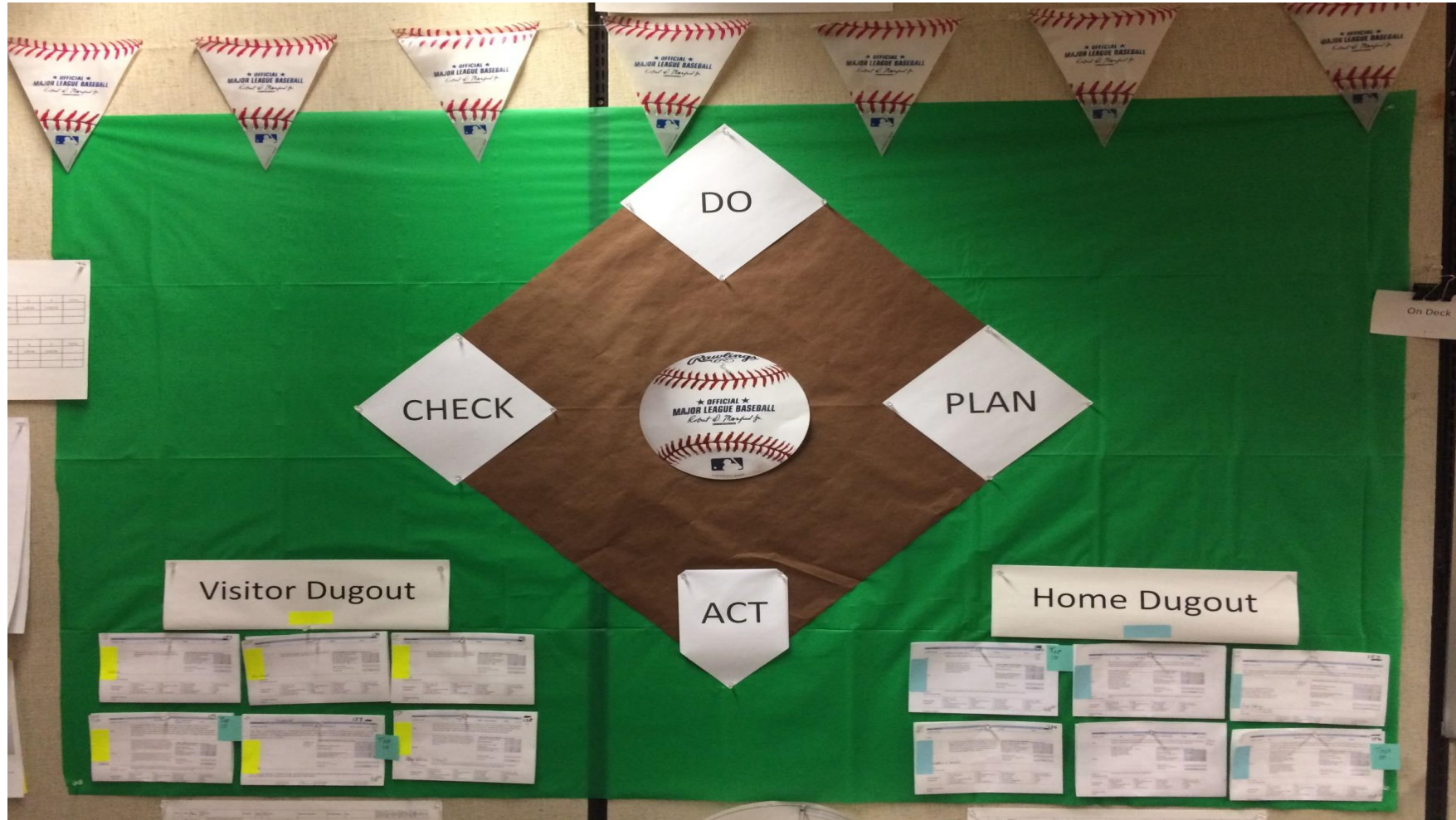
From: How did we do last month?

To: If we do this....I will be on-time





# Increasing Speed



# Practice, practice, practice....

**Foul if any of the required steps are missing or if you try to skip a base (or solution jumping):**

To go from the dugout to (PLAN) first base:

- Problem card
- A3 with background (link to priorities) and vague problem statement filled out
- 1 problem owner identified
- 

To go from first base (PLAN) to second base (DO):

- Specific good problem statement with no solution
- Visual/drawing of problem
- What is currently happening and what should be happening with gap
- Root cause documented
- A3 filled out for background and plan
- 

To go from second base (DO) to third base (CHECK):



# Reward Problem-Solving

**Problem Card**  
Problem / Opportunity (include examples, impact):

**Dave**

Identified by: \_\_\_\_\_ Date Identified: \_\_\_\_\_  
Problem Owner: \_\_\_\_\_ Date Complete: \_\_\_\_\_

PLAN	DO	CHECK	ACT

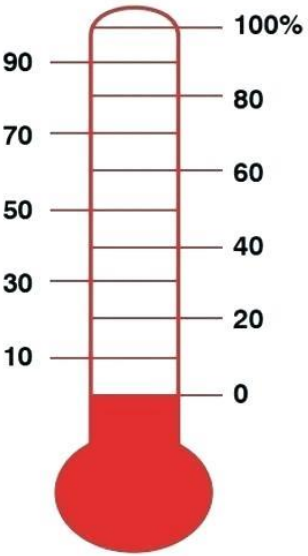
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Recognition

**OUR GOAL**

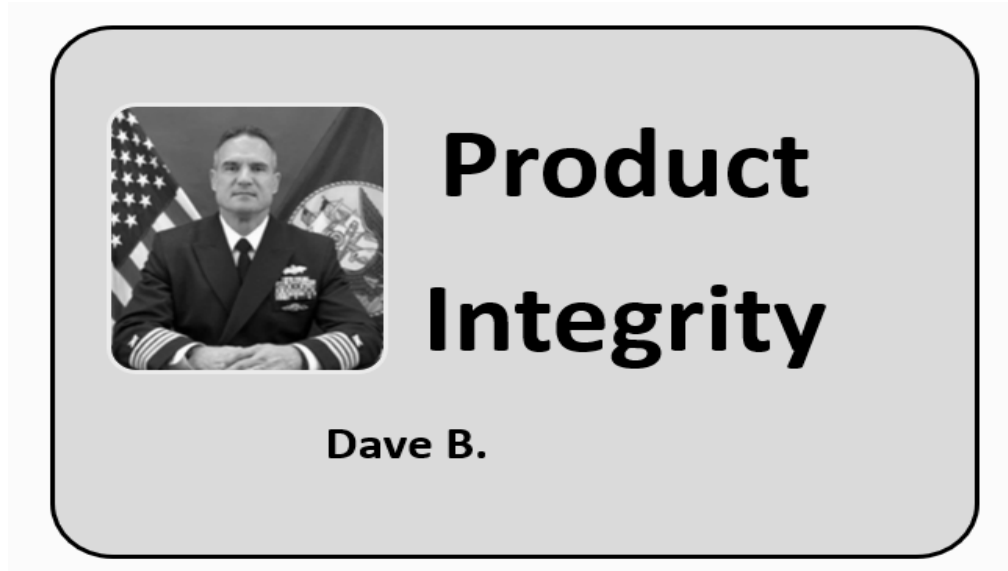
\_\_\_\_\_

90 70 50 30 10 100% 80 60 40 20 0



Progress

# Increasing Accountability



My Picture = My Numbers



Leadership Updates



# Tiered Department Boards



July 2018 – Department Visual Board Development



The MCAA Road to Tier 2  
Hallmark Basketball





# Sustaining the green

- Employee Reflection
- Quantification / Impact
- Importance of Symbols
- Leadership Communication
- Training/Common Language



# Success and how we achieved it

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Enabling leaders to connect the dots end-to-end to drive and deliver solid business results in service of our customers.

Developing process ownership expectations

Using Lean techniques - visual management, aligned metrics and PDCA problem-solving we:

- ✓ Increased consistency in on-time delivery to Supply Chain
- ✓ Identified and solved 168 problems with line of site to \$3MM in cost savings
- ✓ Engaged 17 cross-divisional departments in aligned metrics
- ✓ 1,645 attendee of Lean Basics and/or PDCA training; 130 in Hong Kong
- ✓ Created a common language around problem solving

# A Leading Edge Point of View

## Key Takeaways

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- Lean thinking can transform an organization's perspective - *more mindful of others and impact of lateness and rework*
- An End-to-End viewpoint can push thinking to the edge – *thinking differently*
- Success can come from breaking paradigms to develop leader collaboration – *don't be afraid to start; don't be afraid to ask*
- Innovative techniques can drive engagement – *over 1,600 trained in lean concepts and PDCA*
- Non-manufacturing environments can successfully use Lean to drive results – *creative, trafficking, pre-press, quality*

# ABOUT HALLMARK

30,000+

Employees worldwide;  
Kansas City headquarters

10,000

new and redesigned greeting  
cards each year

49,000

different products in stores  
at any one time

1000+

member global  
creative staff

100+

countries with  
product distribution

100,000

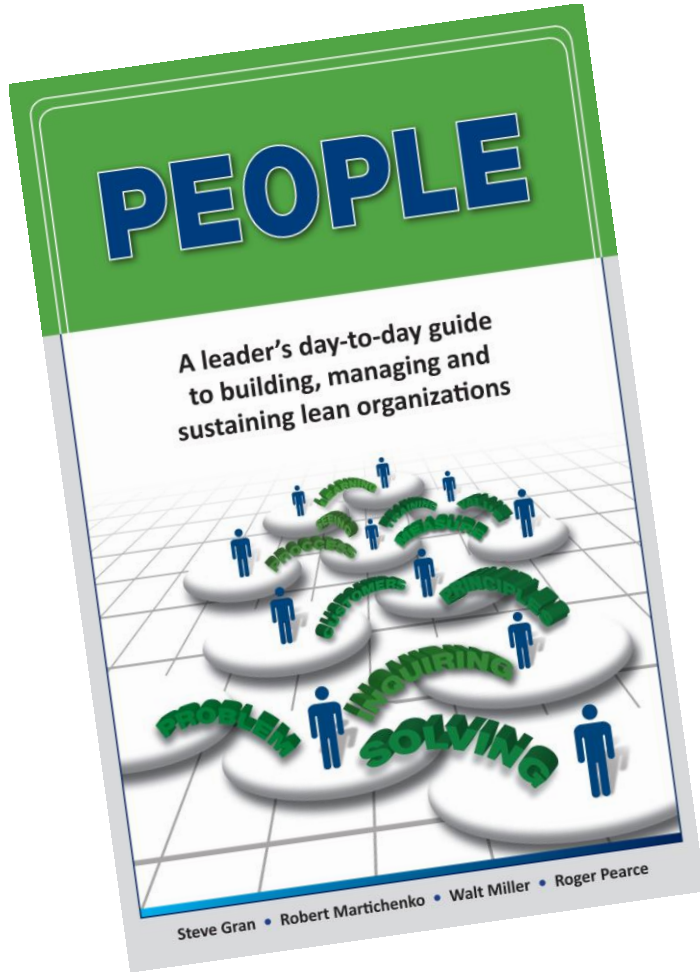
worldwide rooftops





# Resources / Links

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The Five Stages of Visual Management; Randy Siever

<http://theleanoffice.net/stages-visual-management/>

TXM Lean Solutions

5 tips for effective visual management boards

<https://txm.com/five-tips-designing-effective-team-visual-management-board/>



# Thank You!

***Your opinion is important to us!***

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

**Session No: WS/31  
Driving Clarity During Growth**

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