



# Lean Management Systems Driving Growth

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**Vice President Organizational Excellence**



SYSTEMS CONTROL



# Our Purpose...

***Systems Control designs and manufactures engineered solutions that enable the reliable delivery of energy to the world.***

***Continuously improving and learning as individuals and as a company is a core value.***





# Our Story...

- Lean in the beginning
- Lean as we matured
- Our results
- Lean in the future
- Some takeaways for you





# Lean in the Beginning





# Learning the Tools

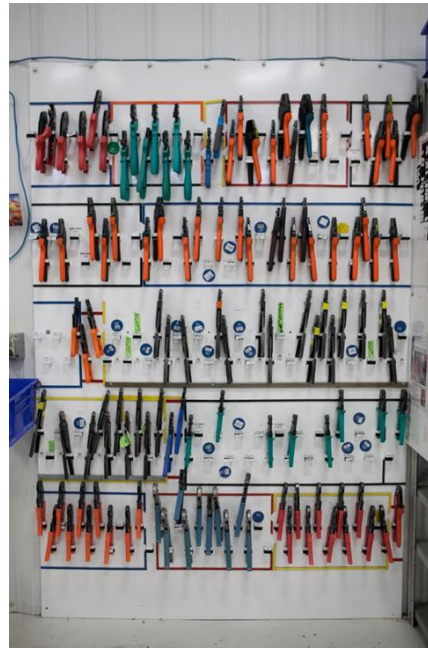






# Our first year with Lean

- 36 RI Events, Value Stream Maps, 5S
- All the other lean tools





# The First Events

- “Wow, I can’t believe I walked that much in a day!”
- “If only I had all the right parts when I need them”
- “I didn’t realize I was causing them to...”
- “Can we make a cart to present these materials?”
- “I can’t believe how much space I have without the WIP!”





# The Events were powerful...

- Got results
- Built momentum and buy-in
- Our people knew the tools of Lean







# Real life examples of lean

- Restaurants
- Roundabouts vs. stop lights (batch vs. flow)





# Lean in low volume world...

- Customers make changes
- Sometimes a lot of changes
- Sometimes late in the process





# What can we control and improve?

- Our velocity
- Our internal information flow
- Our communications with customer





# Lean as we Matured





# Lean Management Systems







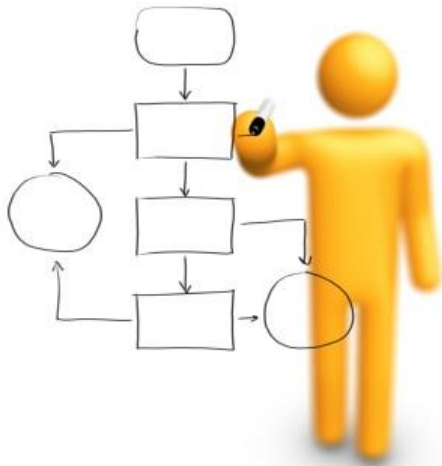
# Working with LEI





# Working with Jim and Dave

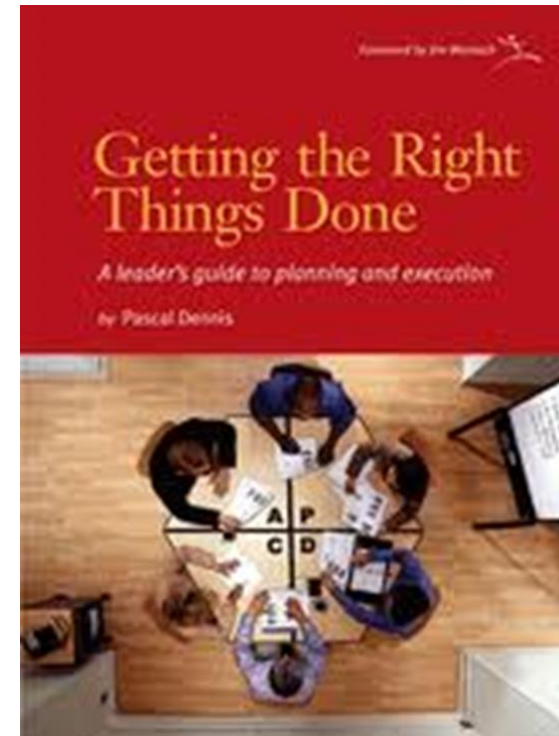
- How do leaders add value?





# Strategy Deployment

- True North
- Mother A3's
- Supporting A3's
- Control Panels
- Check and adjust monthly





### 2016 Mother A3 Strategies

EBITDA Improvement

Revenue Growth

Operational Excellence

### Supporting Strategies

Mnfg. Cost Reduction



Quality Improvement



Safety Improvements



Org. Development



Delivery Improvement



Logistics



Manufacturing Engineering



Recruiting



EE Product Improvements



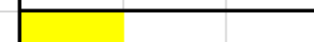
Engineering Services



Engineering Team A3



Accounting Systems



IT Systems



Remote Engineering Services



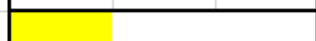
Purchasing



Materials Management



Remote Office





# People Development using A3

- Leaders walk the GEMBA
- Teach and use Problem Solving and A3 Thinking
- Socratic Questioning and Kata
- Remove Muri (overburden) and obstacles







# Problem Solving and Lean

- A problem is a GAP
- A gap between ***what should be happening*** and ***what is happening***





# Leading by Questioning

- Lean Leaders perfect the art of questioning
- Why and How questions vs. Who questions
- Teaching vs. telling





# Some examples...

**What are you working on?**

*Which of your projects are you most concerned about?*

**Who caused this problem?**



*What do you think our problem is? What do you think the potential countermeasures are?*



# Questions for Leaders...

*What is the problem you are trying to solve?*

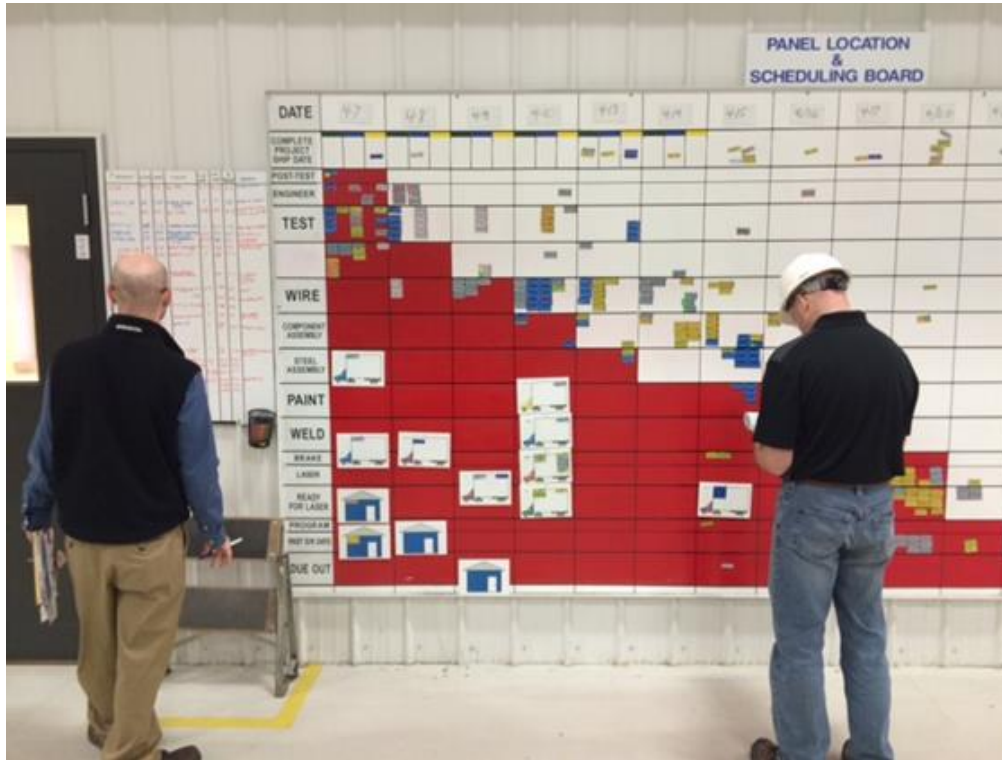


*What countermeasures have you tried?*

*What have you learned?*



# Visual Management at Systems Control









# Our Walls...





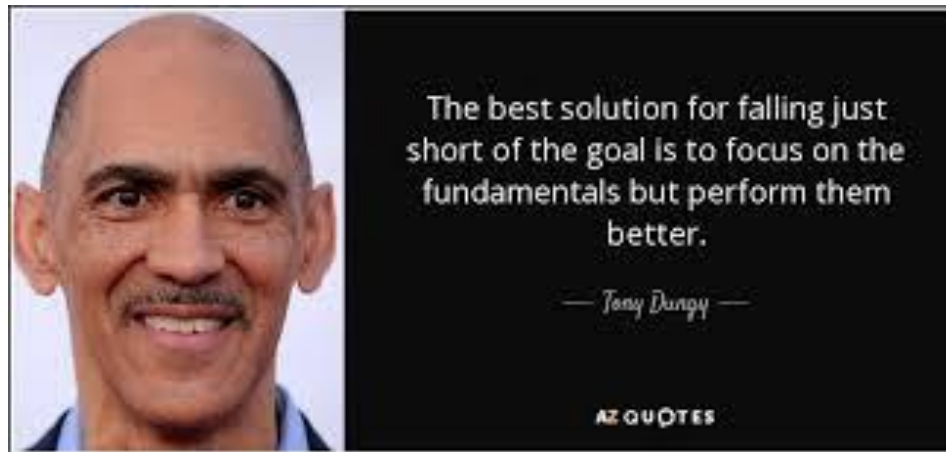
# IDEA System

2. Fill out this side <u>AFTER</u> your IDEA has been Implemented.		
Description of Problem:	Countermeasures taken:	Results:
<p>We constantly do not have the right conduit bodies when needed.</p> <p>ex) we need 2 LR's and 2 LL's were ordered for the project</p>	<p>Arlington makes a universal fitting that can transform into anything you need.</p> <p>LL - LR - LB - T</p>	<p>Always have what you need and reduce the number of fittings needed on hand.</p>
<p>Before Improvement (sketch)</p> 	<p>After Improvement (sketch)</p> 	



# As we focused on Lean Management...

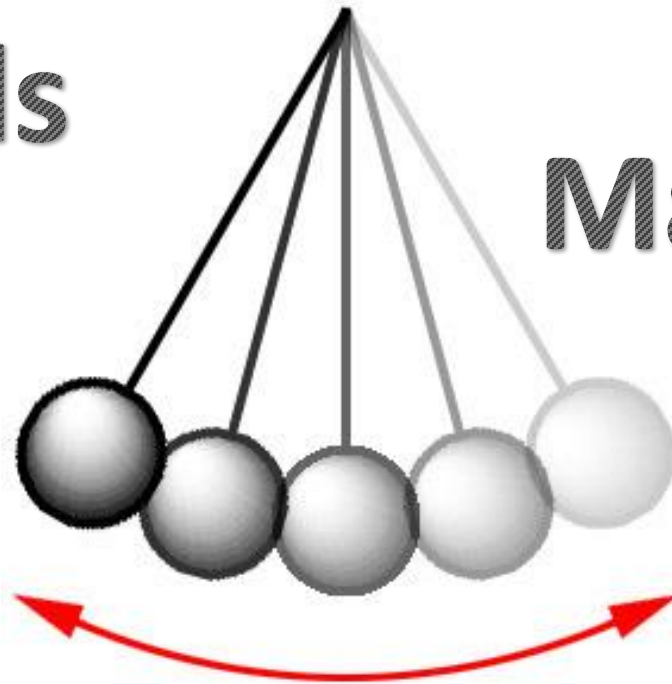
- Fewer Events
- Diluted knowledge base of what lean is
- 5S slipped





# Lean Tools

# Lean Management











# Our Results...



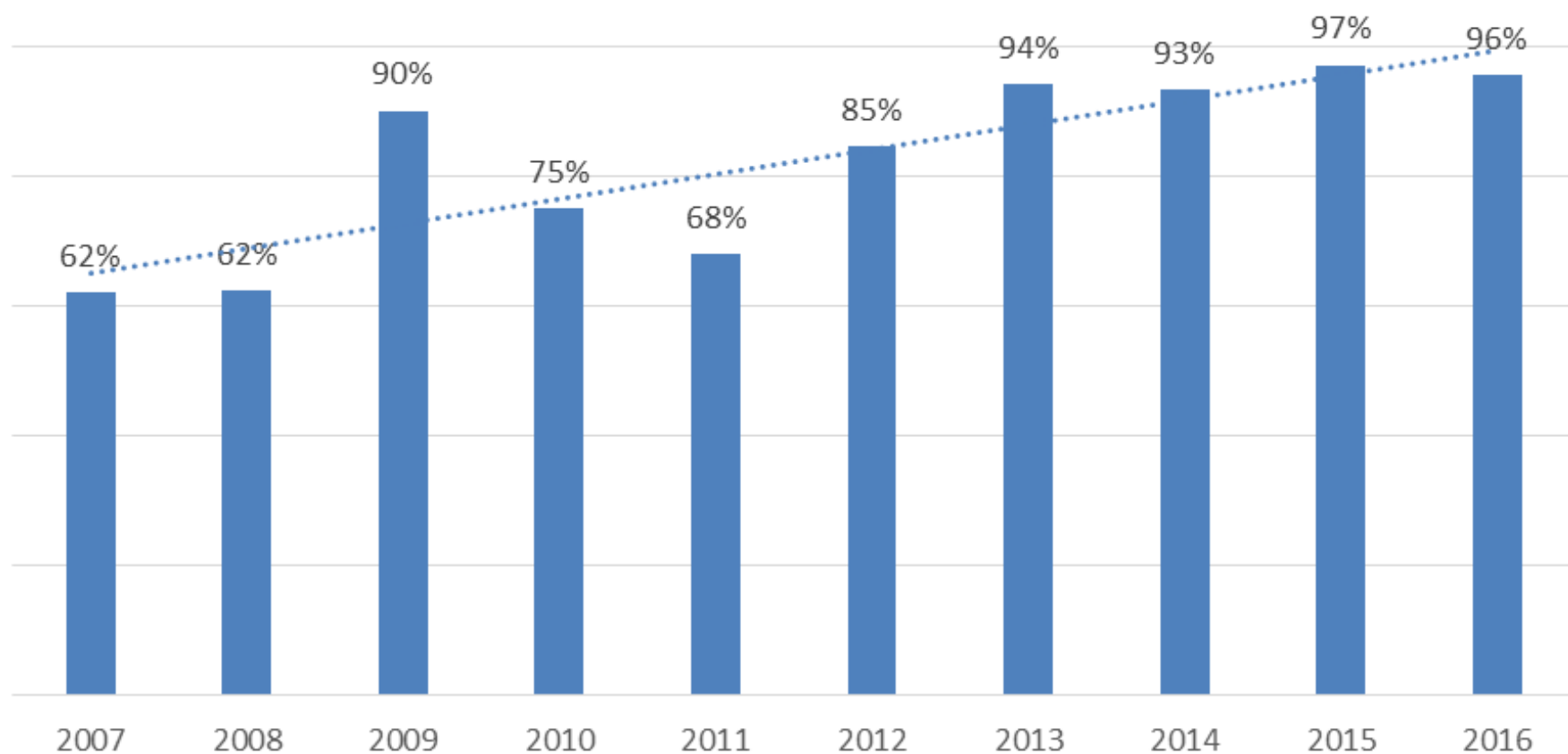


## Annual Revenue





## OnTime Delivery





# What's next?

- We need both tools and management system
- Back to basics 5S, Daily Improvements
- Regular RI Events (N/25)
- Lean Leader Development





# 2016 Lean Leader Development







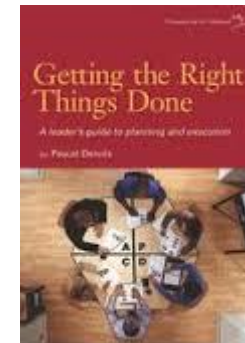
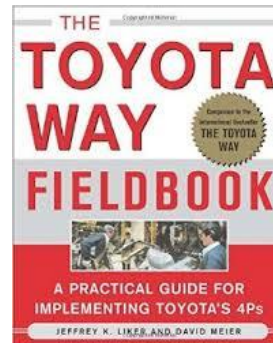
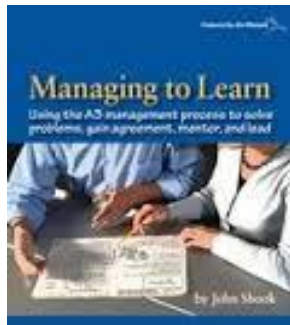
# Top 5 Take Aways for you...

- Lean Tools and Lean Management – dual focus
- Kaizen Events energize and teach even in mature Lean organizations
- Strategic A3s align your key business results to your actions
- Use your office walls – a visual environment is critical
- Teach and practice real problem solving



# My favorite Lean Resources

- [www.Lean.org](http://www.Lean.org)
- [www.gembaacademy.com](http://www.gembaacademy.com)





# Thank You!

**Your opinion is important to us!**

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

**Session: TP/06**

**Presentation Title Lean Management Systems  
Driving Growth**

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