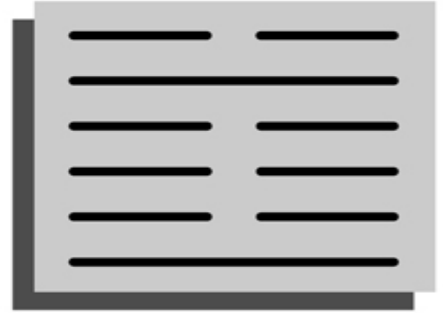


Change Management Associates



August 2013

Featured Topic



"From Hire to Retire" The People Value Stream

Dear Drew,

More and more organizations have learned that the real objective of Lean is to develop a culture of continuous improvement. This can only be accomplished by engaging all associates, and providing them with the requisite skills and processes to successfully practice CI. Further, creating a culture takes time, years actually. Therefore, organizations must commit to the long term development of associates if they truly want to be a Lean Enterprise. In other words, organizations must commit to the continuous improvement of the 'people value stream'.

The People Value Stream begins with the hiring and on-boarding process. Selecting, orienting and providing new associates with effective training is critical to the creation and sustainment of an organizational culture. In place of poorly defined on-boarding processes where new hires are often left to figure things out on their own under the guise of 'on-the-job' training, effective and efficient processes will be developed and put into practice. Behavior based selection methods and proven training techniques will actually shorten time required for new hires to become fully productive and be better prepared to succeed in the new culture. Candidates are selected not just for skills and experience that they currently possess, but for their willingness to collaborate and learn.

The learning process doesn't stop after the on-boarding process. Aristotle said, 'to be learning something new is the chief pleasure of mankind'. Every organization must provide learning opportunities throughout an associate's career with that organization. This includes the continual development of associates' problem solving abilities. American psychologist Abraham Maslow

Upcoming Events



CMA and our network affiliates have the following events scheduled:

AME Events:

Annual International Conference Toronto ON

October 21-25, 2013

The AME annual conference is the best 'all things lean' conference in the world. 50+ company presentations, 30+ tours, 30+ workshops, 8 keynote speakers, special interest sessions and more. Join over 2,000 fellow Enterprise Excellence practitioners for a week of shared learning. [Click here](#) for more information.

Lean Enterprise Institute Workshops

Minneapolis, MN
September 17-19, 2013
Lean Office workshop, Problem

identified 'achievement' as a means to self esteem - the fourth level need in his famous hierarchy. Even higher is self actualization where people realize more and more of their potential. Later Maslow identified another level 'self transcendence - the need to unite and serve beyond the individual self (and organization). Think community service. Mature organizations encourage and provide opportunities for associates to participate in community service activities. All together this provides a stimulating and rewarding work environment, and in turn ensures associate satisfaction and engagement.

Much of the responsibility for creating learning opportunities for associates lies with supervisors, managers - every leader in the organization. And, of course, leaders define culture in any organization. Therefore leaders must develop the requisite skills, including coaching skills, with the support of the organization. Leadership development often involves some form of mentoring. Leaders seize the many learning opportunities that arise in the natural course of business, and use them to develop their team members.

Lean organizations frequently reflect on its capabilities to insure that it is 'keeping up with the times' - that it has the necessary knowledge, skills and abilities to support the business objectives and strategies in the present and the future. Personal assessment is part of this as well. Periodic self assessment results in the development (or updating) of an organizational development plan that is aligned with the direction of the business, as well as personal development plans supported by the organization. For this to happen effectively, HR professionals from within the organization need to be directly involved with the strategic planning & deployment process. HR needs to 'be at the table'.

While the ongoing improvement of the 'people value stream' is the responsibility of an organization's most senior leaders, the responsibility for execution lies mainly with the human resource function. However, if human resource professionals are consumed with the various administrative processes and responsibilities, they will have little time for CI activities. Therefore, lean concepts must be applied to these processes in order to free up valuable time to put towards the continuous improvement of the 'hire to retire' value stream.

I ask you to reflect on your organizational development efforts. Do they result in associate satisfaction and engagement? A recent Gallup poll on this subject revealed that 71% of associates are either not engaged (52%) or disengaged (19%). Are they sufficient to better insure long term success of the organization? If not you should consider expanding your awareness and knowledge of the various subjects that fall under the broader concept of 'Lean HR'.

Best Regards
Drew Locher
Managing Director, Change Management Associates

Solving, Leader Standard Work and other workshops will be offered. [Click here for more information.](#)

Be sure to check out our publications!

"Lean Office & Services Simplified"
(2012 Shingo Prize recipient)

"The Complete Lean Enterprise"
(2005 Shingo Prize recipient)
VSM for Administrative & Office Processes

"Value Stream Mapping for Lean Development"

NEW!! "Unleashing the Power of 3P: The Key to Breakthrough Improvement"

Books are available at www.productivitypress.com

Go to www.cma4results.com
Click on "Newsletters" to find past newsletters. Recent newsletters are:

"Improvement Kata Speaking Helps Improvement Kata Thinking"
Slideshare available on website.

"We Don't Make Widgets - Lean for Job Shops"
Takt time, pull systems, cellular/flow and more - all applied to low volume/high mix

Lean HR Summit October 1-2, 2013, Orlando FL

The 2013 Lean HR Summit will be held at Disney's Yacht & Beach Club Resort. The Lean HR Summit offers workshops, practitioner presentations, and keynotes covering various aspects of the subject of 'Lean Human Resources'. These include; Leadership & Coaching, Organizational Development, applying lean concepts to HR processes, and more. Pre-conference workshops will be offered on September 30.

Keynote presenters include; Pete Gritton, former VP of HR & Administration at Toyota Motor Manufacturing Kentucky and Toyota North America, authors Jerry Bussell ("Anatomy of a Lean Leader"), and Cheryl Jekiel ("Lean Human Resources"). Not just for HR professionals, the Summit provides something for everyone regardless of industry or position. [Click here](#) for more information.



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