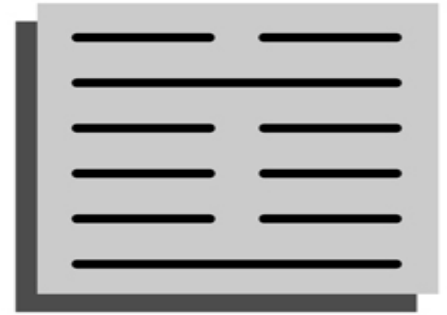


# Change Management Associates



December 2013

## Featured Topic



### "Leadership: The X-Factor"

Dear Drew,

A common theme at the fall conferences was the importance of leadership to a lean transformation. At least two keynote speakers referred to leadership as the 'x-factor' - the variable that can have the most significant impact on an outcome. Leaders cannot delegate the responsibility for transforming the culture of an organization - the real objective of lean - to a 'lean office', continuous improvement professionals, or the like.

No less an authority than Art Byrne provided a roadmap for success during his keynote at the Lean Accounting Summit in October. Art has spent much of his career leading successful lean turnarounds at Danaher, Wiremold and now many organizations as part of J.W. Childs, a private equity firm. As CEO or now owner, Art personally delivers the initial training in lean concepts. Further, he is an active participant in those early kaizen events - leading by example all the way. Unfortunately too many leaders are too busy to be involved at this level, except for making the occasional appearance at kick-offs or report outs.

It is more than the obvious message about commitment that leading by example sends to all members of the organization. A leader's involvement gives them the opportunity to exhibit the desired behaviors such as 'show respect', and to 'go see' firsthand the progress of the transformation. Leaders can demonstrate that decision making and change can happen quickly and need not be dragged out over time. Obstacles that only leaders can address can be identified in short order. Addressing them in a timely manner

## Upcoming Events



CMA and our network affiliates have the following events scheduled:

### AME Events:

#### TPM 101 Workshop

Hatboro PA

January 28-29, 2014

Hosted by Acme Corrugated this 2-day workshop will provide attendees the opportunity to learn TPM concepts, including a shop floor application exercise. For more information [click here](#).

#### People Centric Leadership

Milford DE

January 28-30, 2014

This three day course will focus on the key communications skills required of all leaders. [Click here](#) for more information.

#### A3 Improvement Process

Reading, PA

February 27, 2014

Hosted by Remcon Plastics, this workshop will cover the subject of A3s. See how

demonstrates 'servant leadership' and shows people that the leaders 'have their backs' through the transformation process.

I heard more than a few people make comments during or after keynote presentations lamenting about the lack of leadership involvement in the lean effort in their own organizations. Often these comments were along the lines of 'what can I do'? My response is 'more than you think.' I posed a similar question to one of my mentors at GE back in the mid-1980s. I recognized that the knowledge and experience that I was obtaining as a participant in one of GE's corporate management programs was not widely prevalent. Most managers who we would come in contact with will not have had the opportunity that we were given. I asked my mentor how we were to handle this obstacle. He encouraged me to control what I could control and to 'coach up' - an expression that has stayed with me in the years that followed.

I always encourage people to first worry about their 'sphere of influence'. Go forward and implement the concepts in your immediate area of responsibility. This applies to team members, supervisors, and managers alike. Not only will you make your job somewhat easier, you will demonstrate the benefits of the concepts to others thereby creating other 'converts' and new supporters to your cause. True the full benefits might not be realized due to a lack of total 'buy-in', but never let idealism get in the way of improvement. Remember that lean is about continuous improvement.

And remember to 'coach up'. In a respectful way (always!) teach the concepts to others, including leaders. In the midst of your own enthusiasm find patience. Allow people to go through a similar discovery process that each one of us has had at some point in time in the past. Too often the lean zealot in the organization forgets how he or she learned. Their impatience with others can 'turn people off' to the concepts - the exact opposite effect that the zealot wanted. With the proper approach and some time, you will be surprised to find that your 'sphere of influence' is wider than you had ever thought. And in the process you may become your organization's 'X-factor'.

Best Regards  
Drew Locher  
Managing Director, Change Management Associates

**Book Review: "The Lean Turnaround"  
How Business Leaders Use Lean Principles to  
Create Value & Transform Their Company**

Remcon has used A3s to create a culture of continuous improvement. [Click here](#) and see what it is all about.

### **Keys to Sustaining: Going to See & Leader Standard Work**

Elmira, NY  
March 13, 2014  
Kennedy Valve will provide a tour in the morning followed by a workshop covering the important subject of leader standard work & going to the 'gemba'. [Click here](#) to learn more.

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### **Lean Enterprise Institute Workshops**

Dallas, TX  
January 21-24, 2014  
Lean Office workshop, Problem Solving, Leader Standard Work and other workshops will be offered. [Click here](#) for more information.

Florence, KY  
Feb. 11-14, 2014  
Two supply chain tracks - warehousing & logistics. [Click here](#) for info.

**Lean Transformation  
Summit**  
Lake Buena Vista, FL  
March 3-4, 2014  
[Click here](#) for information on LEI's annual summit.

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**Be sure to check out  
our publications!**

Few people have the lean experience and credentials of the author Art Byrne who has transformed Danahar, Wiremold, and now many other organizations as Operating Partner of J.W. Childs, a private equity firm. It is that experience that provides instant credibility to what he says and writes. I had the privilege of spending time with Art this year, first at a conference in Poland during the summer, and then in Orlando this fall. I can say from firsthand experience that his message is a powerful and lasting one.

That message and his voice come through in "The Lean Turnaround" - a book written by and for a CEO. Truth be told, anyone in a leadership role can benefit by reading this book. In his matter-of-fact and plain speak way, Art simply states the obvious - that leaders must lead the lean transformation. Further, he provides specifics of what this means - teaching the concepts, participating in kaizen events, removing obstacles...leading by example. All the while he provides the exceptional results that he and his teams have achieved at the aforementioned companies as evidence that Lean is the way to go.

Art has always understood the power of Lean as a strategic difference maker, and not a set of tools. And he doesn't use the term 'turnaround' in the classic sense. It is not about a major austerity program, head-count reductions, selling off assets and the like. Rather it is about maximizing the value creating potential of any organization.

"The Lean Turnaround" is a must read for anyone in a leadership role, and certainly for every CEO.



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"Value Stream Mapping for Lean Development"

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