



# Executing Strategy

- Learnings

Ajay Raikar

**Partners in Business Excellence, Inc.**

email: [araikar@pbexcellence.com](mailto:araikar@pbexcellence.com)

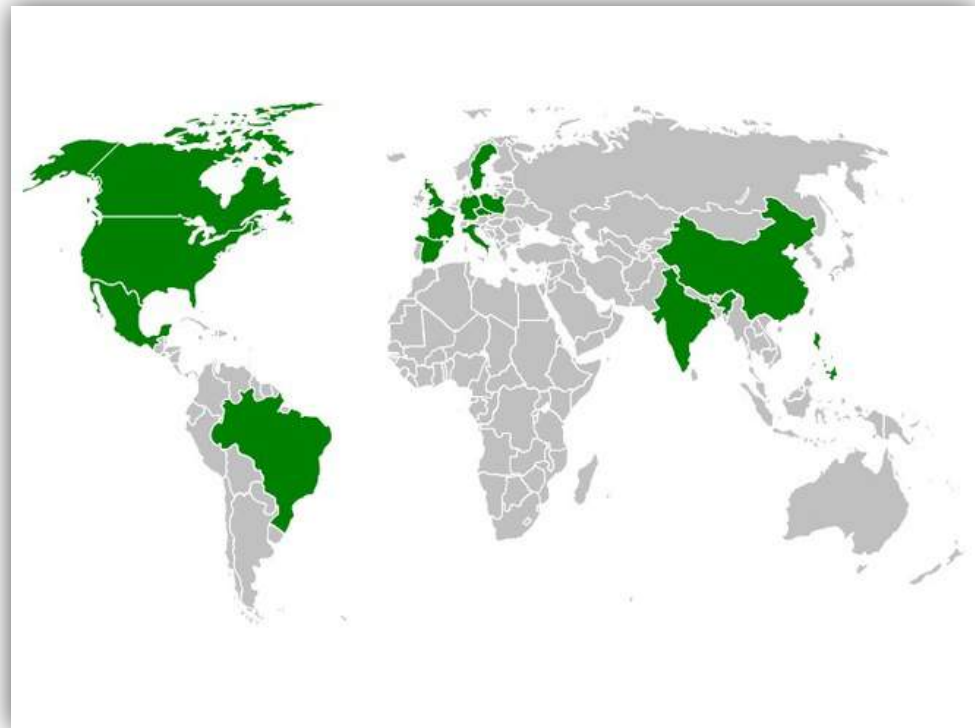


We have been helping organizations achieve their business objectives for over 15 years.

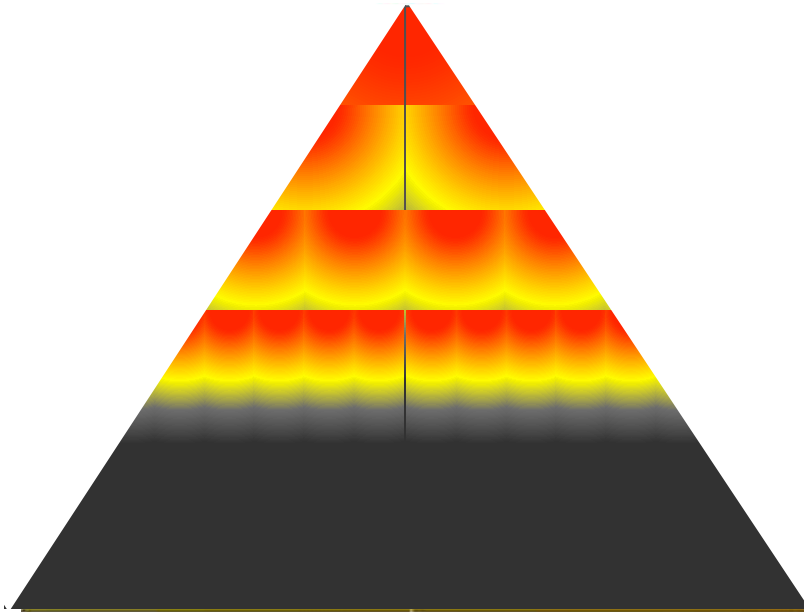
We provide analytical support, infrastructure analysis (short or long term), capacity restructuring, rapid operational turnaround (cost, quality, service, or working capital), capability building, policy deployment, and transformation.

#### Industries Served

- Aerospace
- Automotive
- Construction and Mining
- CPG
- Healthcare
- Light Industrial
- Oil & Gas



To be successful, Policy deployment needs to occur at every level.



- Consistency of message
  - “Why”
  - “What”
  - “How”
  - “Who”
  - “When”
- Communication – Regular & Repetitive
- Leading, Coaching + Governance
- Recognition
- Constancy of purpose – transformational change
- The “right” destination
- Leader Standard Work

## Effectively leveraging Mission Control Rooms

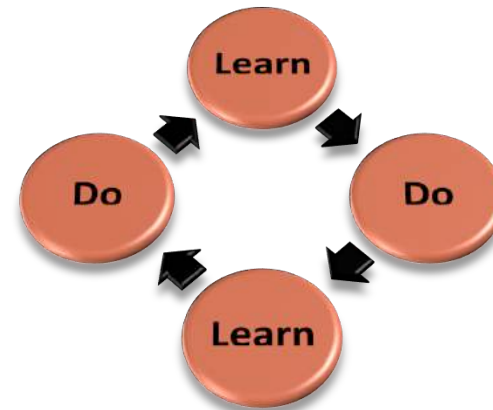


- Accountability
- Purpose
- Participants
- Frequency of Use
- Outputs and Next Steps
- Measuring effectiveness

# Explain the "Why" of the "What"



A collection of tools or a means to achieving objectives



Learning to see the necklace from the beads



# Dashboards and Visual Management



The purpose of Dashboards is to **INFORM**

The purpose of Visual Management Systems is to **IMPROVE**

**Widget Team # 1**

Daily,  
Weekly &  
few  
monthly  
KPIs

Today's  
Issues &  
Plans

Active  
Improvement  
Projects

Name	Identified	Impact	Priority
Project # 1	<b>Opportunities (not active)</b>		
Project # 2			
Project # 3			
Project # 4			
Project # 5			

Completed  
Improvement  
Projects (closed)



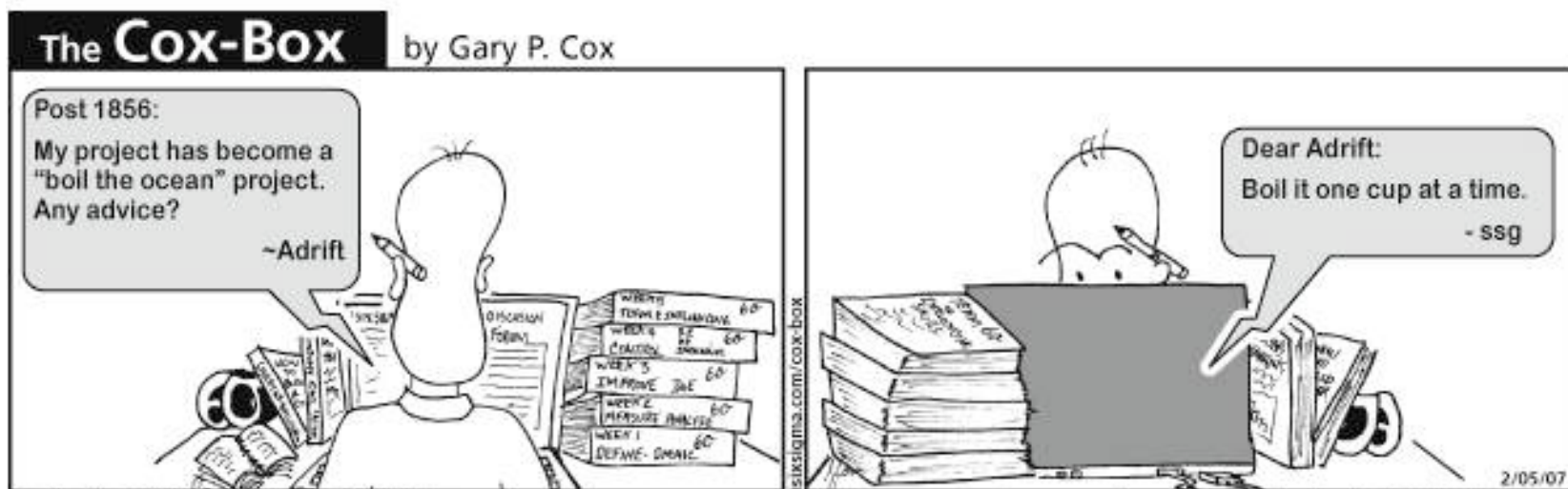
## Effectiveness of A3's

Active A3's are impactful only when completed

Number of Active A3's are defined by resource availability and competency

A good hoshin plan limits reaction to monthly performance

Good A3's are appropriately scoped



The Cox-Box © 2007 | SixSigma LLC and Gary P. Cox

## The Daily Huddle – Focused on the “Now”



THE DAILY HUDDLE – NECESSARY BUT INSUFFICIENT



# The Role of the Right Lean Leader



ILLUSTRATION / STEPHEN KONZ

About 90% of Lean deployments end up disappointing the organization and senior leaders!

The role of Lean leaders:

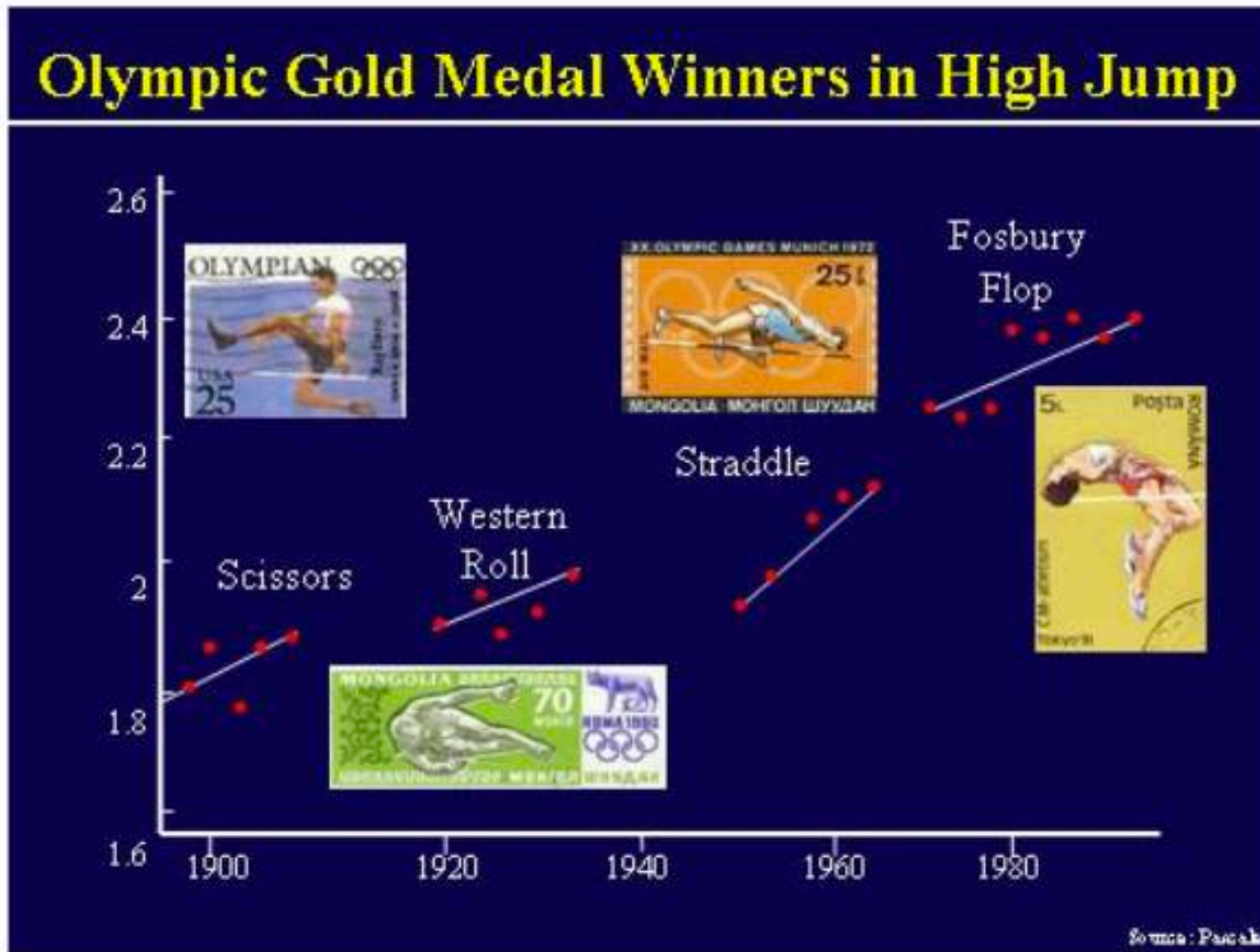
- Primarily transformational
- Thought leadership at C levels
- Coaching at all levels



“Dearth of Production Gurus”  
WSJ, Aug 2004

CAN YOU LEAD TO THE MOUNTAINTOP?

# Disruptive Events



The Three-Box Solution: A Strategy for Leading Innovation, by Dr. Vijay Govindarajan

**Managing the present**

**Selectively abandoning the past**

**Creating the future**

# The Role of the Right Lean Leader – Challenge the Status Quo

The New York Times: The Health Care Waiting Game Long Waits for Doctors' Appointments Have Become the Norm

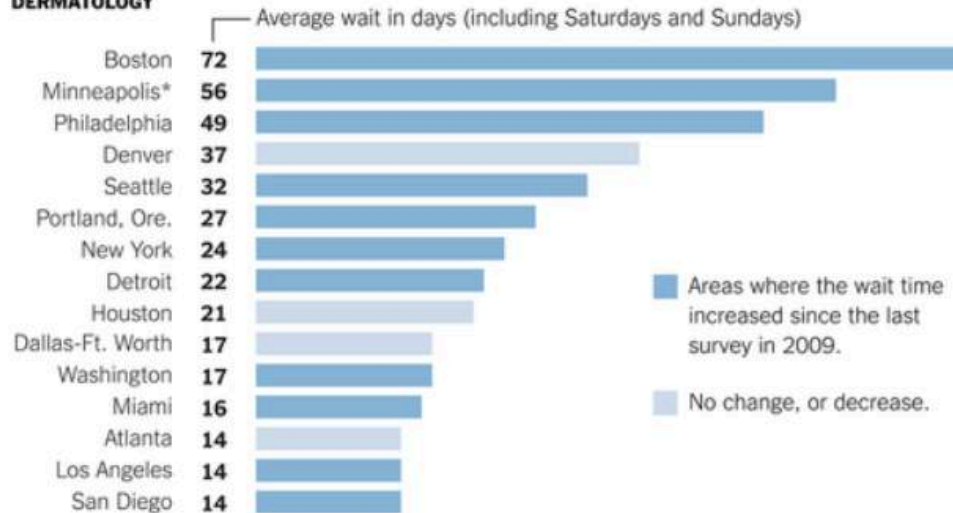
By ELISABETH ROSENTHAL JULY 5, 2014

## GRAPHIC

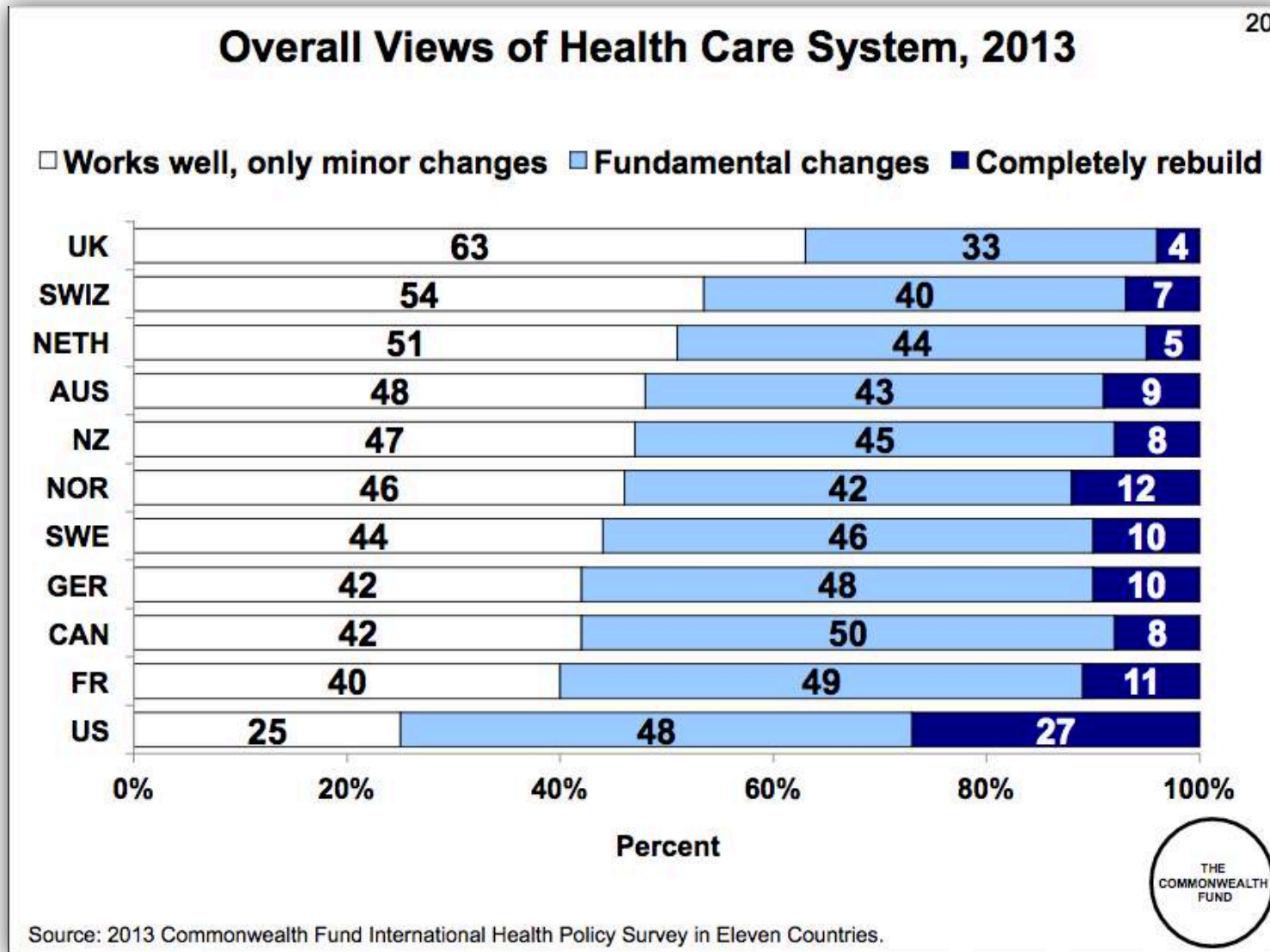
### Waiting ... and Waiting ...

A look at the average time to get five kinds of appointments for new patients in 2013, from a survey of 15 metropolitan areas.

#### DERMATOLOGY

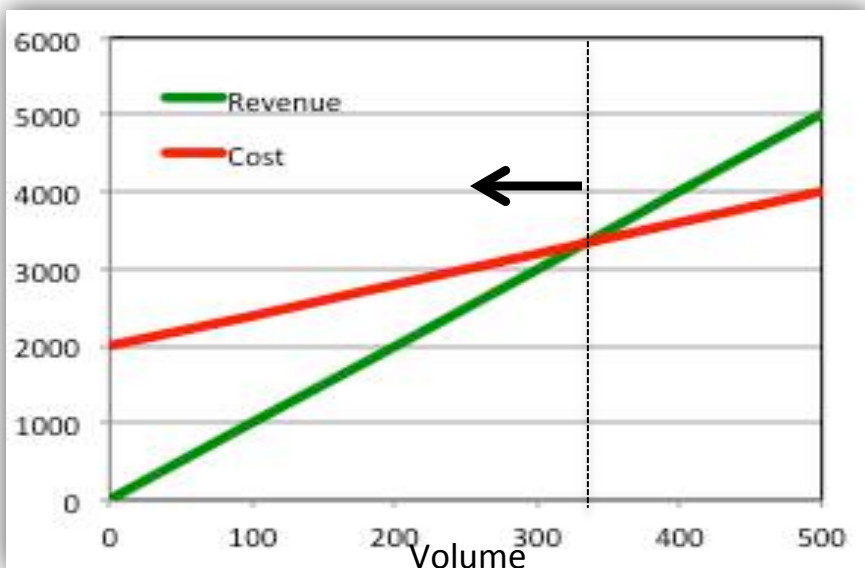


# The Role of the Right Lean Leader – Choosing materially relevant information





## The Role of the Right Lean Leader – Identifying Transformational Change



“Toyota could offset a good deal of the downturn, reducing labor costs by about 20% - - - - . But still 80% of costs were fixed. The board of directors set a target to reduce fixed costs to 70% - - - - -.”  
 - *Hoshin Kanri Helps Toyota Improve for the Long Term*, by Jeffrey Liker, *Industry Week* Oct 19, 2014

Lowering the breakeven point requires changes in multiple functional areas

- Product development
- Production control
- Production engineering
- Supply chain
- Manufacturing

## What our client experiences teach us

- Keeping C-level leaders engaged requires transformational thinking
- Pure transactional lean initiatives have a 2 – 4 year shelf life
- Developing a hoshin plan is comparatively easy
- Executing the plan is extremely challenging
- The right “measures”: Number of associates trained is a metric not a KPI
- Staying the course, in spite of less than satisfactory monthly/quarterly results is crucial
- Preventing “Mission Accomplished” syndrome
- Maintain sponsorship by delivering many bite-sized improvements