Successfull Lean & Digital transformations

(in post pandemic and millennials times)

The “Me – Us – It” approach

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My professional experience

MBB - 15 years Lean Six Sigma and TPM

My "teachers"

- 9 y: Toyota Head of Supplier Support Center, + his team
- 5 y: P&G Shingeo Shingo Prise Winner, + retired GMs

My experience

- Pharma (MSD) & Food (Kraft Foods / Mondelez Int.)
- 35+ countries
- 400+ kaizen events & projects
- 200+ belts mentored & certified
- 70+ sites: lean transformations & mergers

Site and Global OpEx Director

10 years VP & General Manager

3 Site GM roles in different countries

Mondelez Int. – JDE:

- Berlin (Germany): 400 people - Coffee Site

Thermofisher

- Linz (Austria): 800 people – API CDMO Site
- Monza (Italy): 2200 people – CDMO Vaccine & Sterile Site

Cluster VP & GM

Thermofisher:

- European Business: 5600 people, Sterlie & OSD , 5 Sites

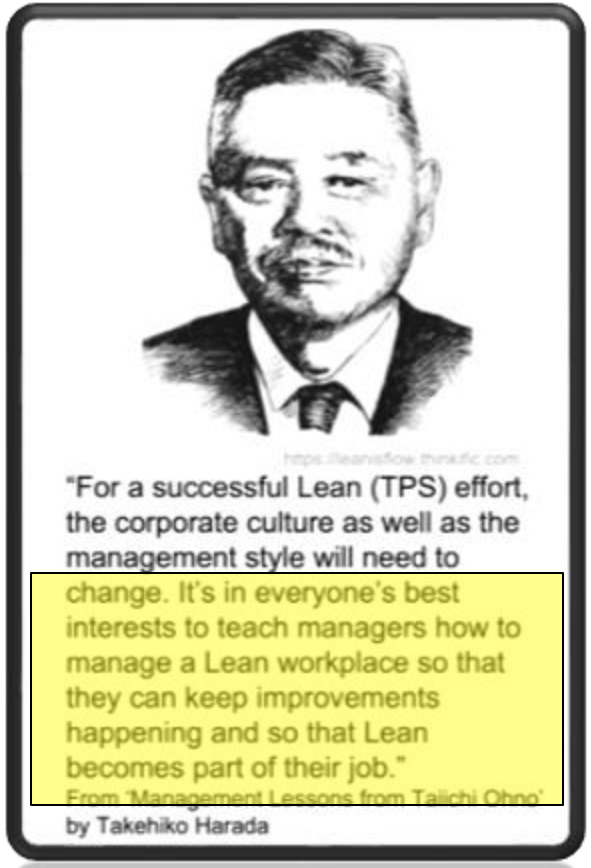
Site and Cluster GM & VP

My passion: unleash the potential, work on the «elephant in the room»

HAVE LEADERS BEEN PREPARED AND TAUGHT?
a new approach..

90%+ HBS

SOFT SKILLS



Three elements

@ my best - YOU

- Meaning of being a leader
- Expected behaviours (leaders cannot stay in the office doing emails)

@ our best – YOUR TEAM

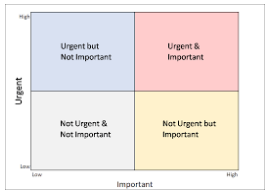
- Not a group, a team!
- Same Values, a “Line of one” (aligned visible behaviours)
- Different experiences, knowledge, capabilities..

@ its best – YOUR BUSINESS

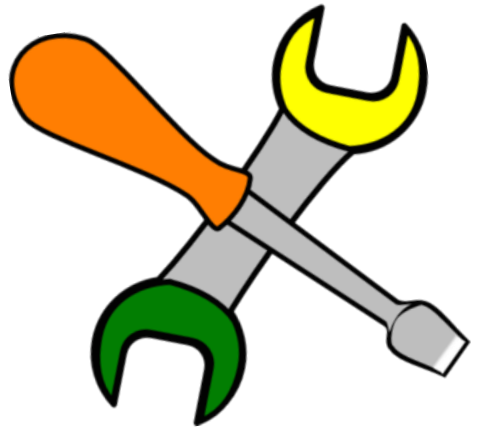
- Where do we start, and how?
- “Zero” Mindset, not tools
- Sustainable Realization, not superficial installation
- Keys are
  - How we engage 100% people
  - How we develop people
  - How we solve problems

Three elements

The Emotional Thermometer



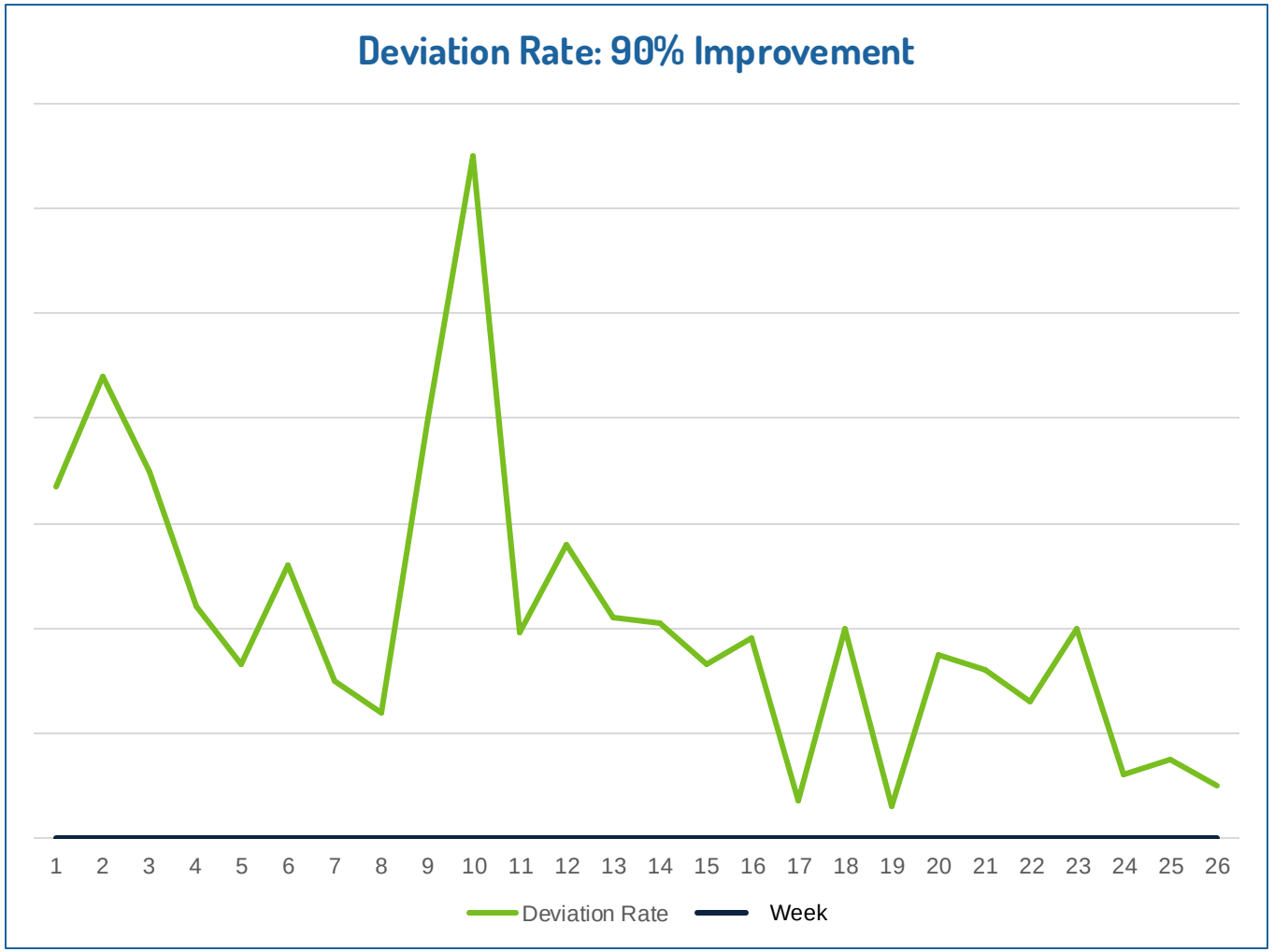
My goals for these 30 minutes

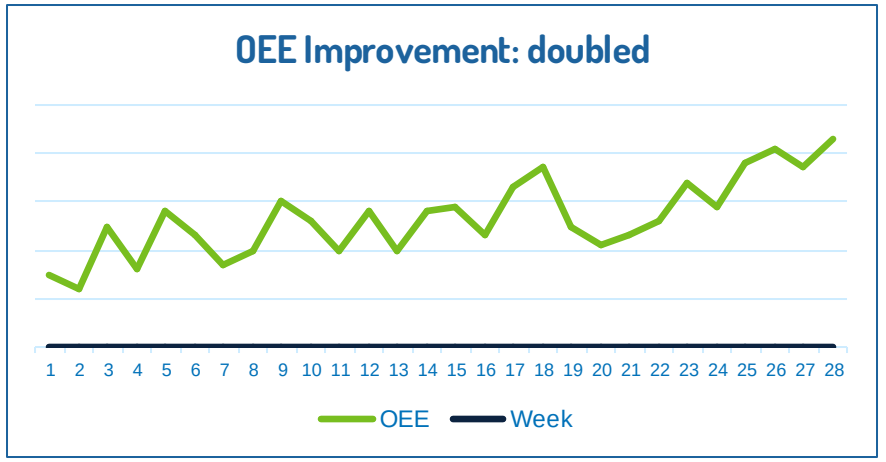


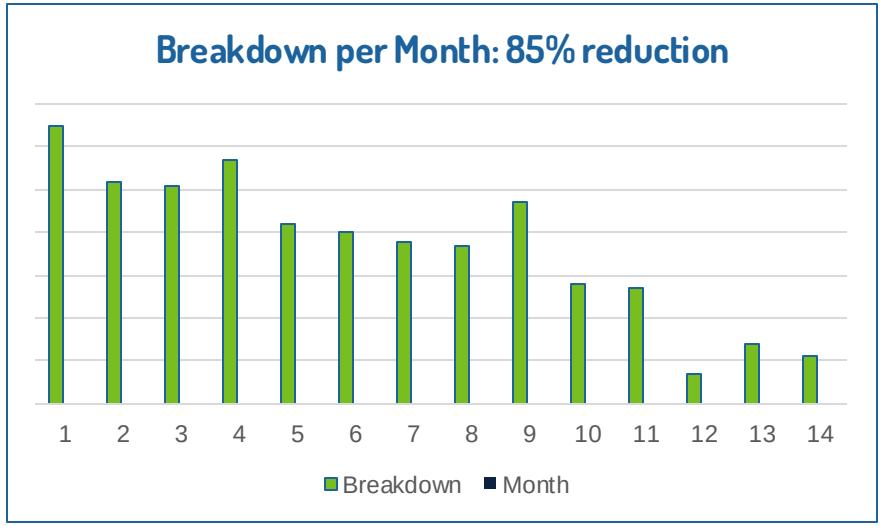
Results in Site A in 1,5 years

- Record EBITA
- **Customer Allegiance Survey** improved **by 20%**
- Record **RFT +6 point, then up over 98%**
- Record **OTD 99%**
- Quality **deviations down 41%**
- Record Operational Excellence hard savings
- Massive engagement: **83% Employee Involvement Survey**

Results in Site B in half a year







Be a manager and a leader

Management

- Manage to DO
- Static
- Capabilities
- Performance

Leadership

- Lead to a place
- Vision & Legacy
- Dynamic
- Trust

Servant / empathetic Leadership

- Create trust, in a rhythm
- On the floor: understand, help simplify
- Help people find solutions for their problems
- Make them feel important

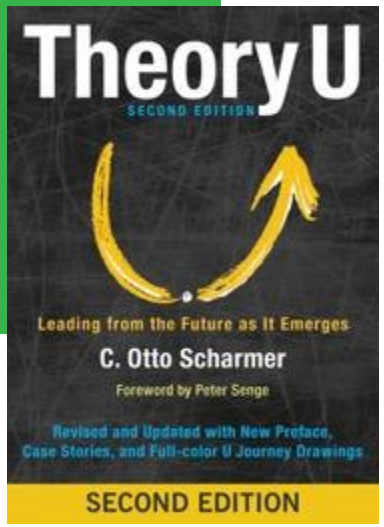
Make Numbers

Focus on people: build vision for them, trust, make them feel important

Why ”me at my best”

“The success of an intervention depends on the interior condition of the intervener.”

Bill O'Brien, late CEO of Hanover Insurance



Me at my best

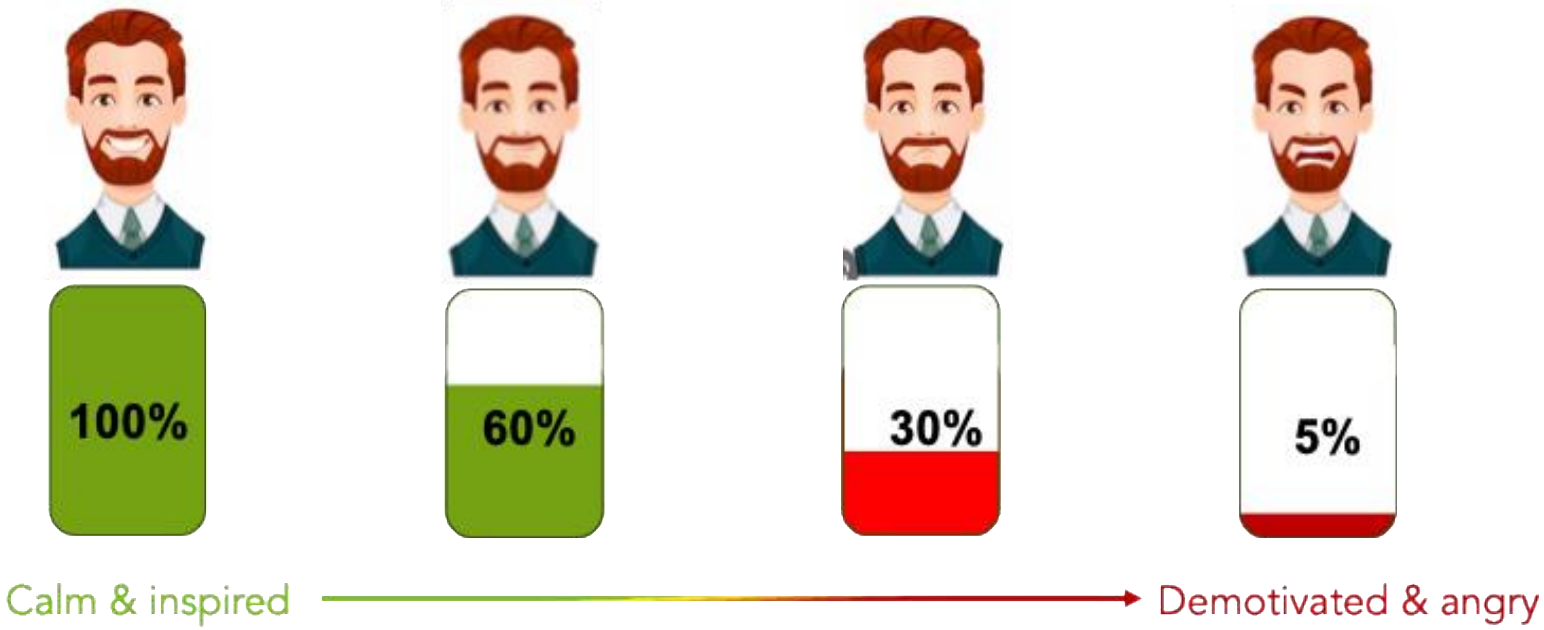
"Leaders have the responsibility

to be (always) at their best,

mood influence behaviours,

which influence culture"

The emotional Thermometer..



It is fundamental for a leader, to understand how behaviours change depending on the color

What happens if you are "always" red?

- Fear to talk
- Fear to report problems
- Delays in decisions
- Hidden issues
- Bad behaviours, nervousness
- Demotivation
- Resignation

- Self assess and be self aware
- Learn how to manage (fill) your tank
- Link to calendar
- Culture depends on these behaviours!

US

"THE BEST PART OF THE DAY IS THE PART WHEN YOU AND ME BECOME WE."
WINNIE THE POOH
Erich Fromm • Meet cry bye?

The uttermost important!

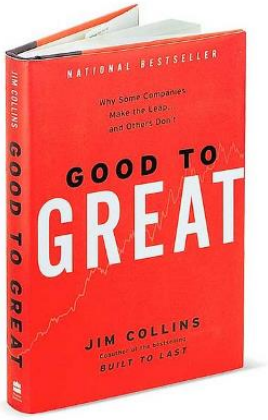
US

The first job of the Leaders is to get:

'the right people on the bus...

...the wrong people off the bus,

... and the right people in the right seats'



Jim Collins, Good To Great.

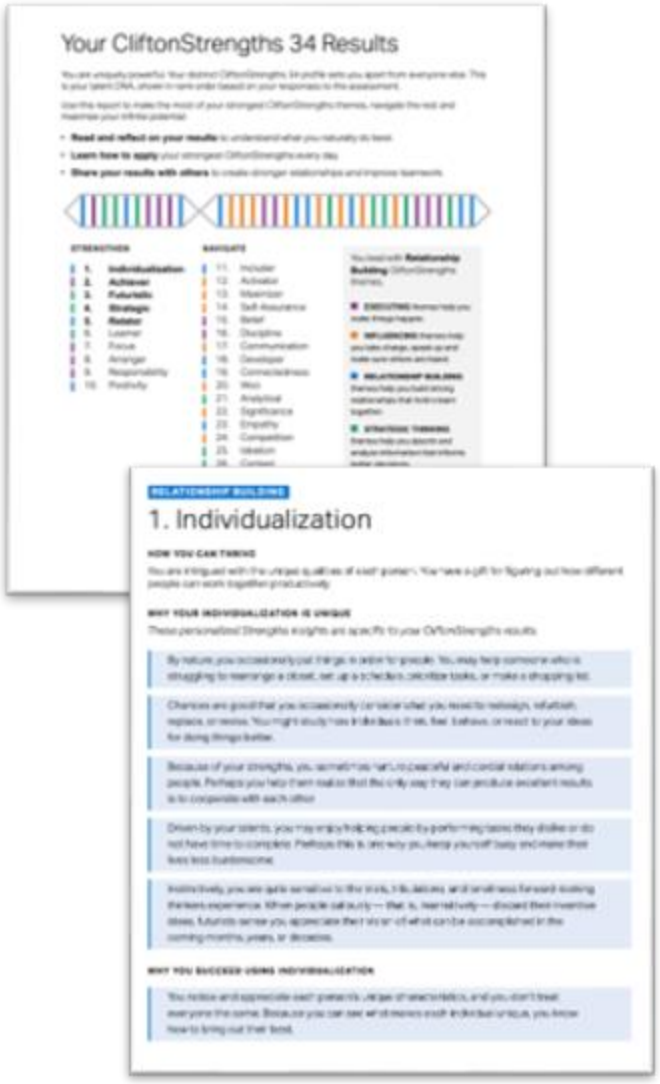
Team Selection

Role Independent

Role Dependent

LINE OF ONE ATTITUDE: ALIGNMENT, POWER TIME & HELP EACH OTHER

Understand your team: Gallup Strengthsfinder



			Executing									Influencing								Relationship Building									Strategic Thinking								
Name	Unicorn	Expert	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic
Overall Ranking			**1**	**7**					**9**	**10**							**5**									**6**		**2**	**8**							**3**	**4**
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IT

https://leanisflow.thinkific.com

"For a successful Lean (TPS) effort, the corporate culture as well as the management style will need to change. It's in everyone's best interests to teach managers how to manage a Lean workplace so that they can keep improvements happening and so that Lean becomes part of their job."

From 'Management Lessons from Taiichi Ohno' by Takehiko Harada

MINDSET (what most manufacturing leaders have not been taught)

imaging your manufacturing unit..

producing with **ZERO** safery problems

with **ZERO** Quality problems

that **NEVER** changes production plan

How would your day be?

True North

= Zero unexpected problems

= Zero deviations

= «Production has to be boring»

What do we see instead?

Hard Facts

- High number of **Quality Deviations**
- **Reoccurring** problems
- Several **Planning changes**
- **Unreliable** claimed as flexible, **daily rush** to make numbers
- Low people involvement, **„told what to do“**

Soft Facts

- **„Hero“ culture** → Dependance on few people
- **Installation** of lean tools, **no realization** nor understanding
- **Email vs talk**, to “communicate“
- **Leader in the office:** in vs on the job
- Few deciders, **„delegate up“ culture**

the «True North» MINDSET

S 0 Q

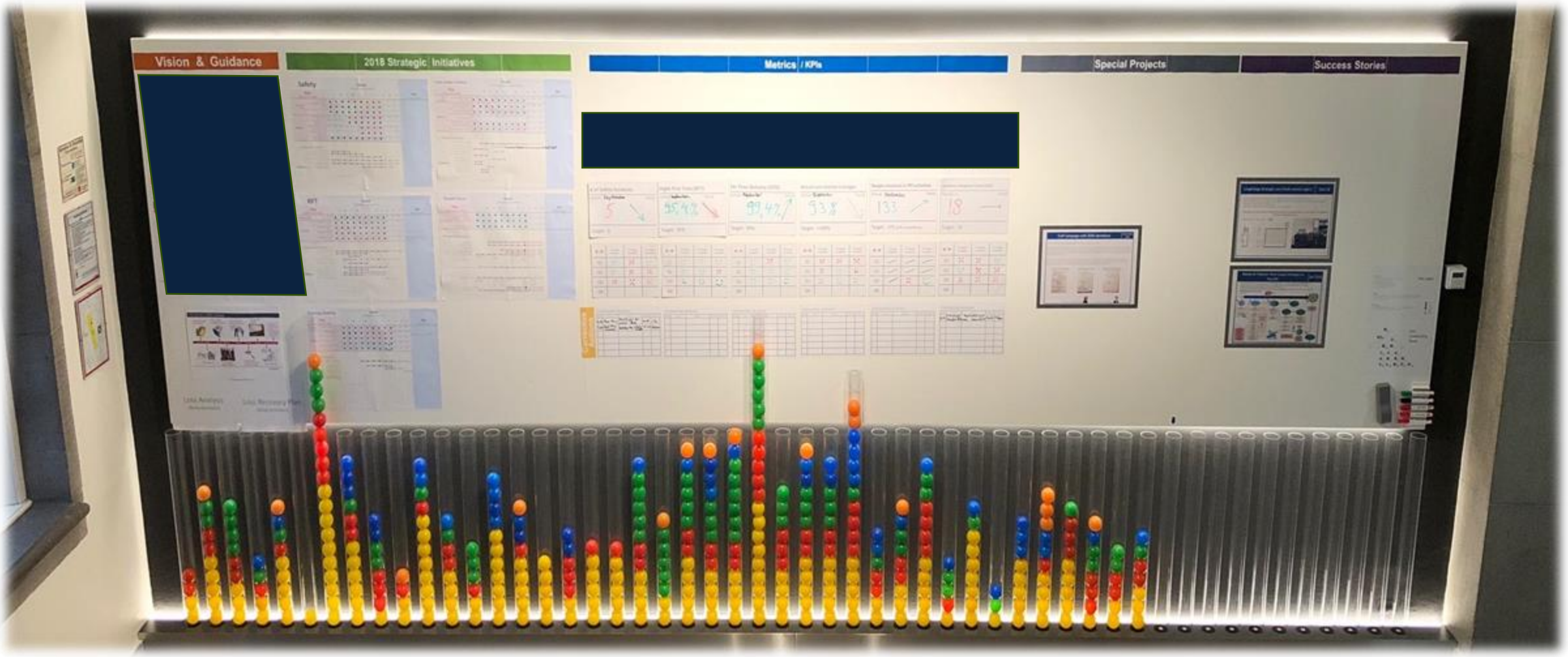
C 100 D

Application of true north: how do we get there?

The Philosophy	The Priorities
0 Deviations through **100%** People Involvement	**S**afety **Q**uality **D**elivery **C**ost

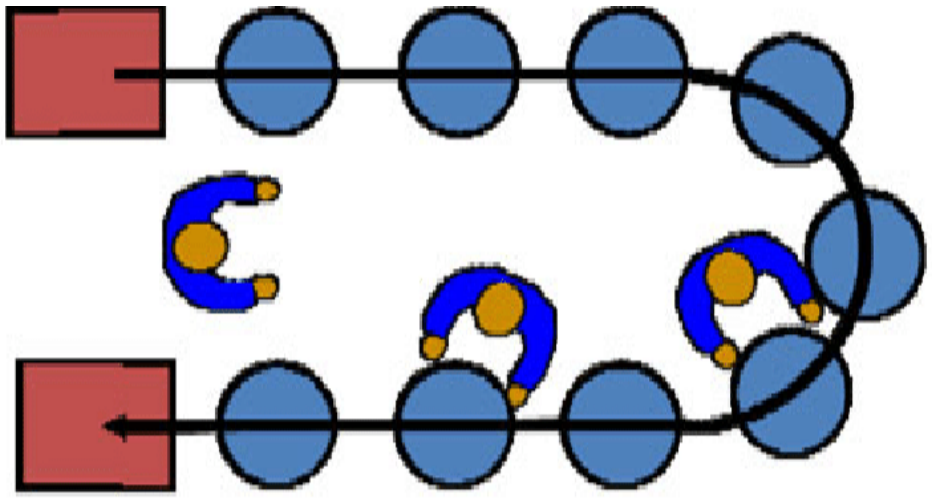
- **PICK THE RIGHT AREA (S Q D C)**
- **FOCUS ON ZERO**
- **PICK A PROBLEM AND SOLVE IT FOREVER**
- **USE 100% OF YOUR PEOPLE**

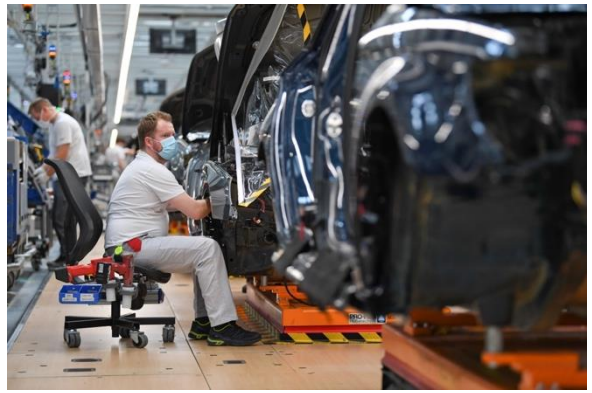
The Strategy Wall



What do we leaders have to go see?

Where leaders have to focus





Gemba Walk

How leaders understand real life

GOALS:

- (Slowly but constantly) **build TRUST**
- **Understand problems** (and AFTERWARDS help people solving THEIR PROBLEMS)

  (Only leaders have the “D” to change things)

Watch outs

- Not an audit!
- Focus: how we make people feel (muri)
- Do not bring problems away from them and home with you..

Kaizen: a tool for 100% engagement

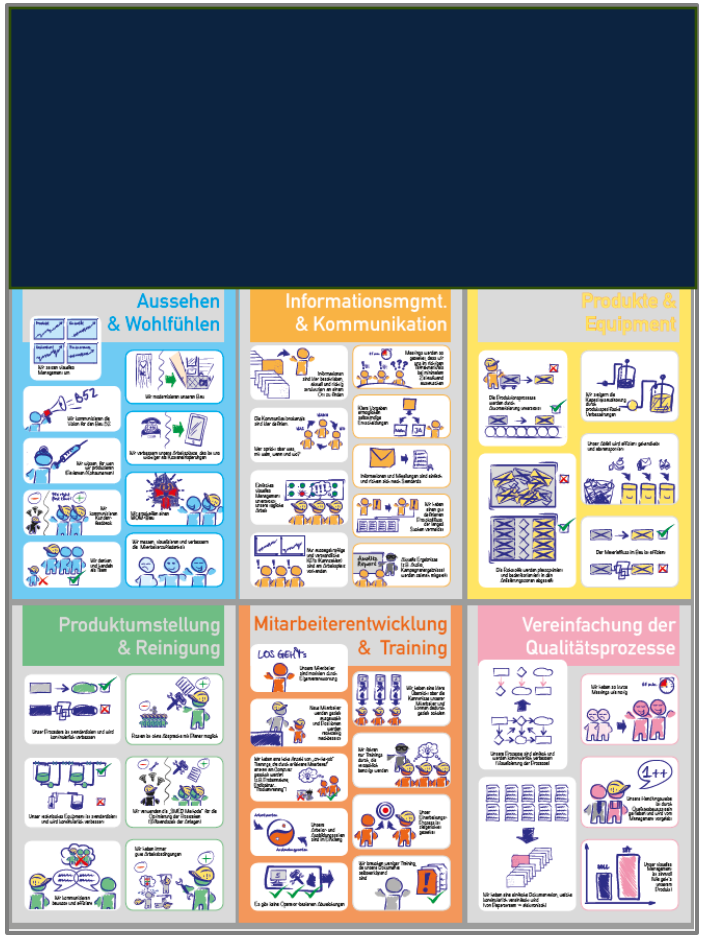
How to get a real 100% engagement for zero deviations?

Creating a culture of “Best API Ops in the World”

- 100% people in a room
- Explained the 0 Deviations need
- Explained “focus is people”
  - Human error do not exist
  - Training is not a solution

Results

- Six streams, with “individual touch”
- Events in rhythm
- People have space to work on what they like, not € driven
- We support them to have time, 100% focus
- Rolled out to all buildings, Q and R&D

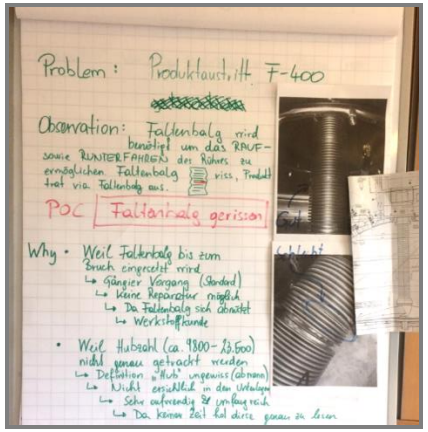


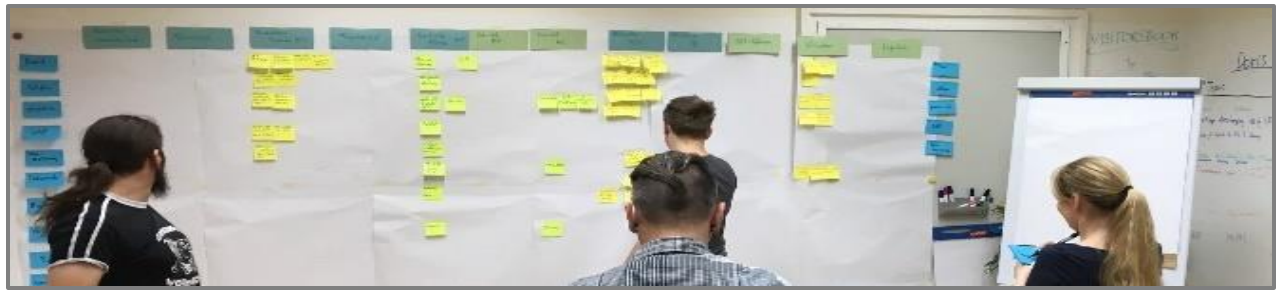
Root Cause Analysis (5 why)

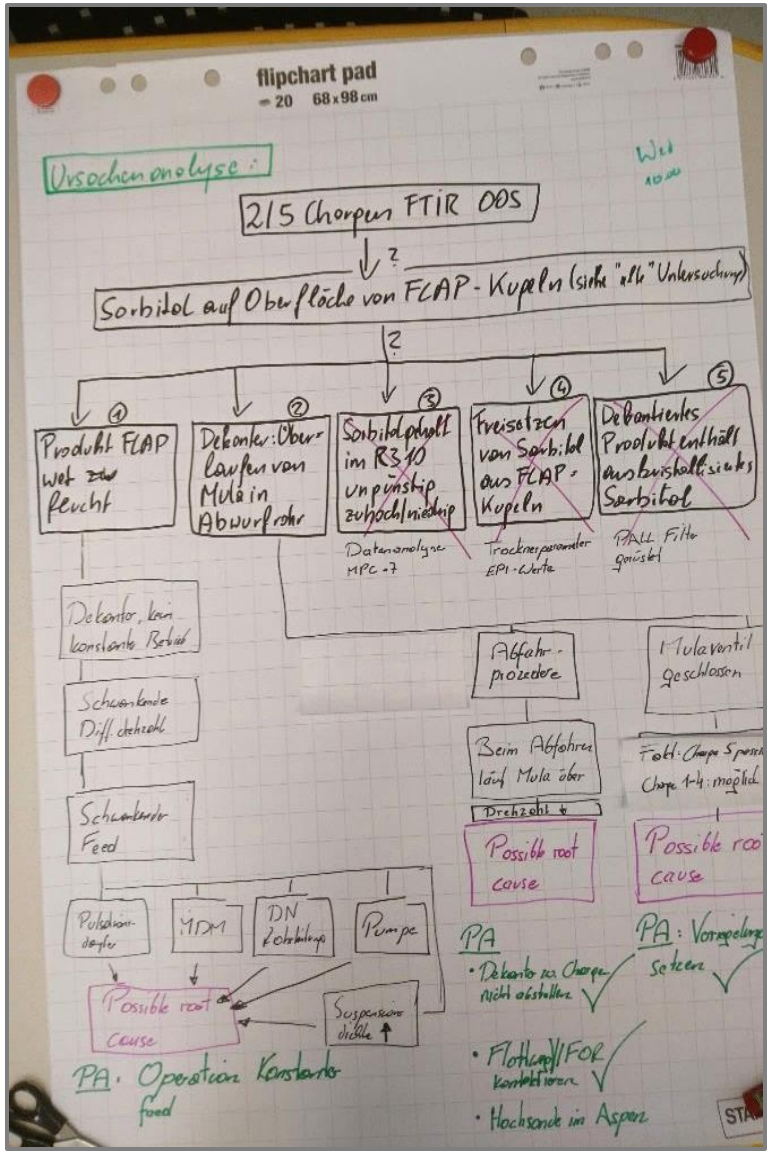
How leaders allow and help empolyees to solve their problems forever

“FULL TIME JOB”

- **Re-occurrence vs compliance**
- **Clear rules**
  - Start now
  - Draft in 24 hours
  - RC made with and by people







The “Me – Us – It” approach

Develop your leaders and your shopfloor (as a consequence)

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