

# Successful 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 Prize 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, Sterile & 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



<https://leanvflow.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

# 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



Urgent but Not Important	Urgent & Important
Not Urgent & Not Important	Not Urgent but Important





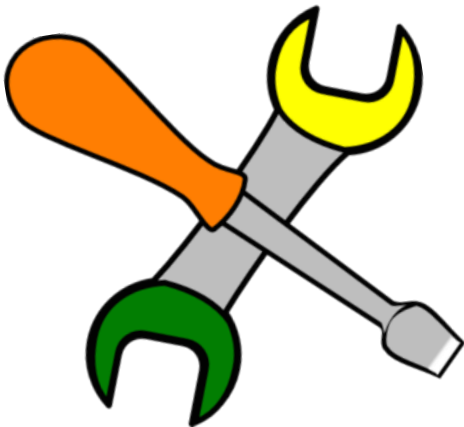








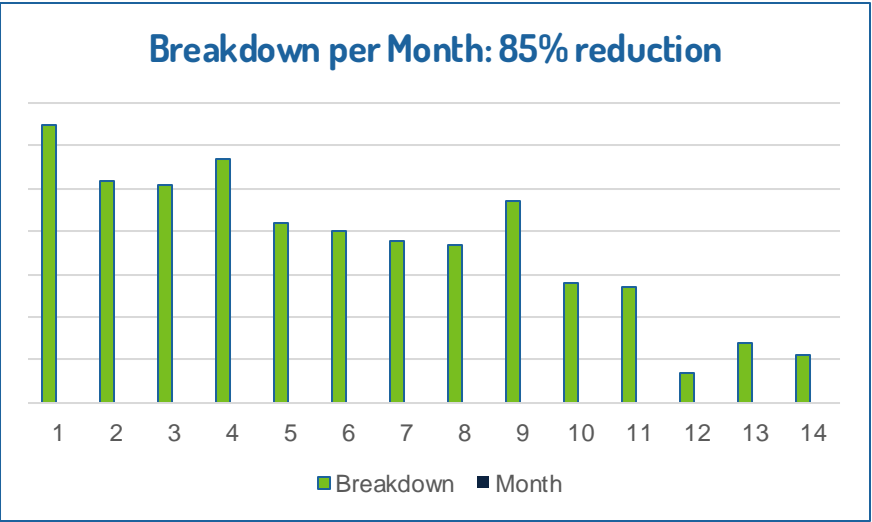
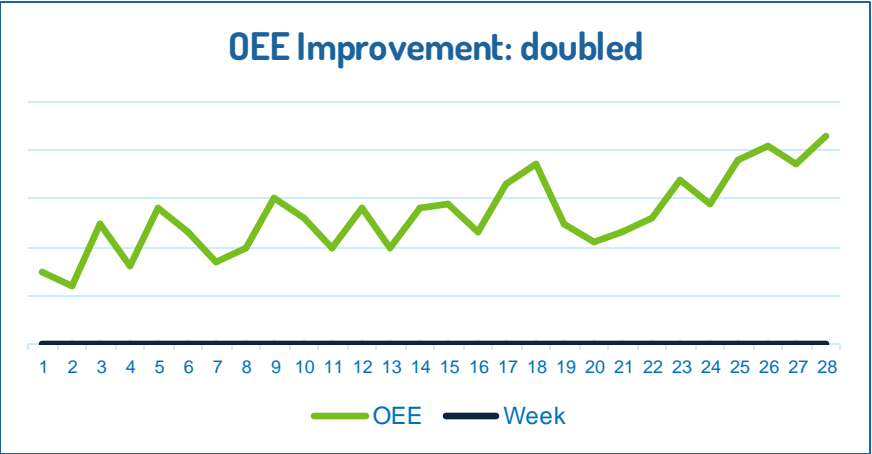
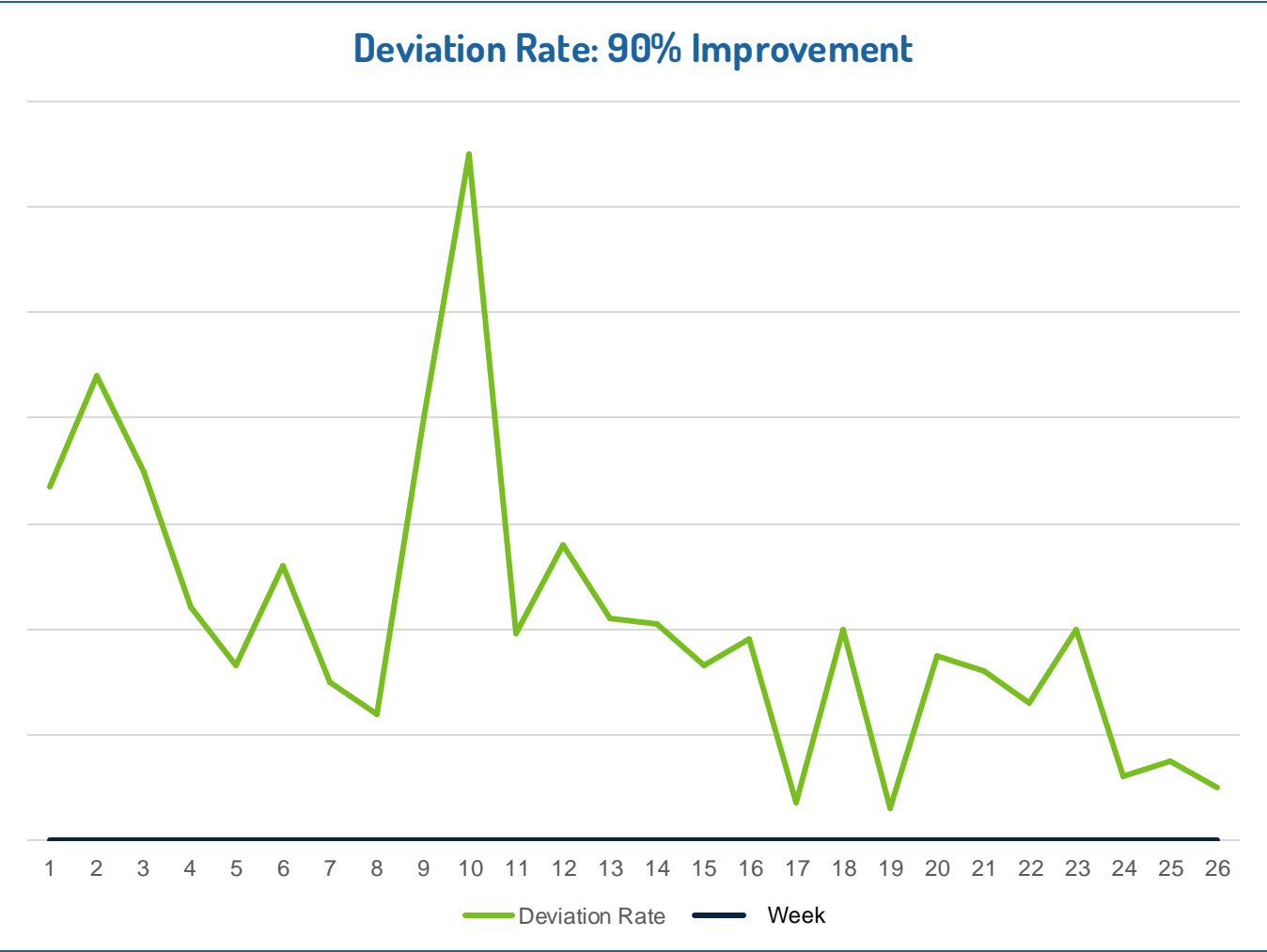
My goals for these 30 minutes



# 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





## **Management**



- Manage to DO
- Static
- Capabilities
- Performance

Make Numbers

## **Leadership**



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

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

## **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

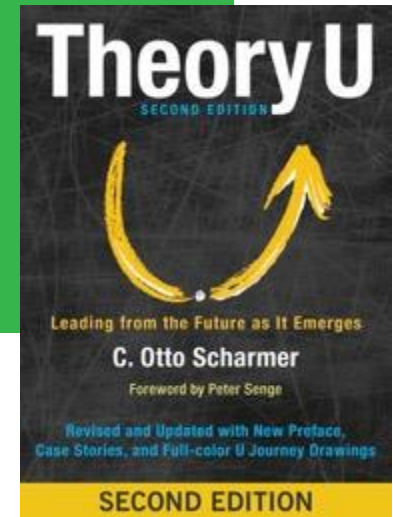
# Why "me at my best"

Me

Me

**"The success of an intervention depends on the interior condition of the intervener."**

Bill O'Brien, late CEO of Hanover Insurance

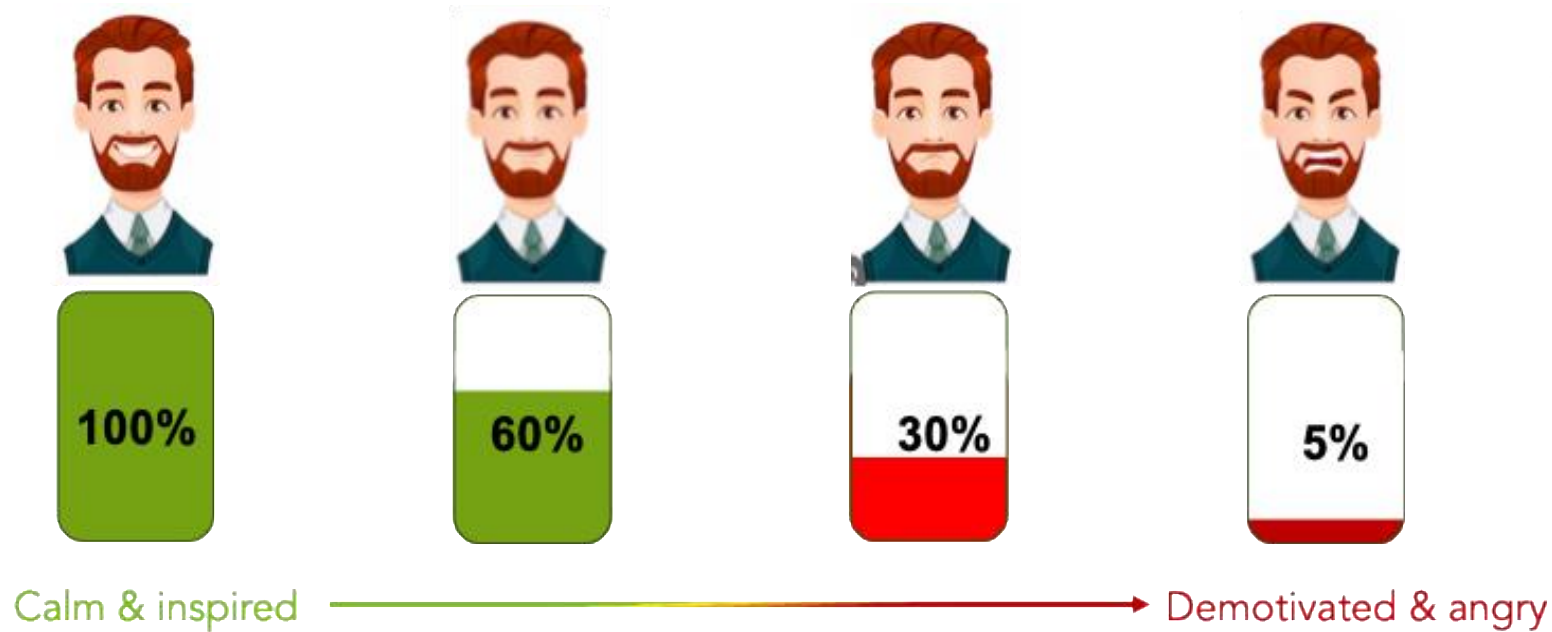




***“Leaders have the responsibility  
to be (always) at their best,  
mood influence behaviours,  
which influence culture”***

# The emotional Thermometer..

Me



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

US





US

The uttermost important!

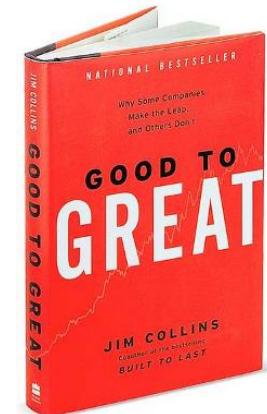
US

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.

## Role Independent



## Role Dependent



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

# Understand your team: Gallup Strengthsfinder



### Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths, in profile, set you apart from everyone else. This is your genetic DNA. Above is your order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes. Navigate the rest and maximize your infinite potential.

- Read and reflect on your results to understand what you naturally do best.
- Learn how to apply your strongest CliftonStrengths every day.
- Share your results with others to create stronger relationships and improve teamwork.

#### 1. Individualization

**HOW YOU CAN THINK**  
You are intrigued with the unique qualities of each person. You have a gift for figuring out how different people can work together productively.

**WHY YOUR INDIVIDUALIZATION IS UNIQUE**  
These personalized Strengths insights are specific to your CliftonStrengths results.

- By nature, you excel at just things in order to provide. You may help someone who is struggling to rearrange a closet, set up a schedule, decide tasks, or make a shopping list.
- Chances are good that you occasionally consider what you need to redesign, refashion, replace, or reuse. You might study how to make it as fast, better, or more to your liking for doing things better.
- Because of your strengths, you sometimes naturally establish and control relationships among people. Perhaps you help them realize that the only way they can produce excellent results is to cooperate with each other.
- Driven by your talents, you may enjoy helping people perform tasks they dislike or do not have time to complete. Perhaps this is why you keep yourself busy and make sure that less busy teammates.
- Instinctively, you are quite sensitive to the needs, tribulations, and anxieties of others, making them experience. When people call out — that is, heartily — discuss their creative ideas, future plans, or appreciate their vision of what can be accomplished in the coming months, years, or decades.

**WHY YOU SUCCEED USING INDIVIDUALIZATION**  
You notice and appreciate each person's unique characteristics, and you don't treat everyone the same. Because you can see and move each individual uniquely, you know how to bring out their best.

			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	
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IT



<https://leanisflow.thinkific.com>

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becomes part of their job."  
happening and so that Lean  
they can keep improvements

# MINDSET (what most manufacturing leaders have not been taught)

IT

imagining your manufacturing unit..

producing with **ZERO** safety 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»



## OBSERVATIONS

### 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** → Dependence 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**

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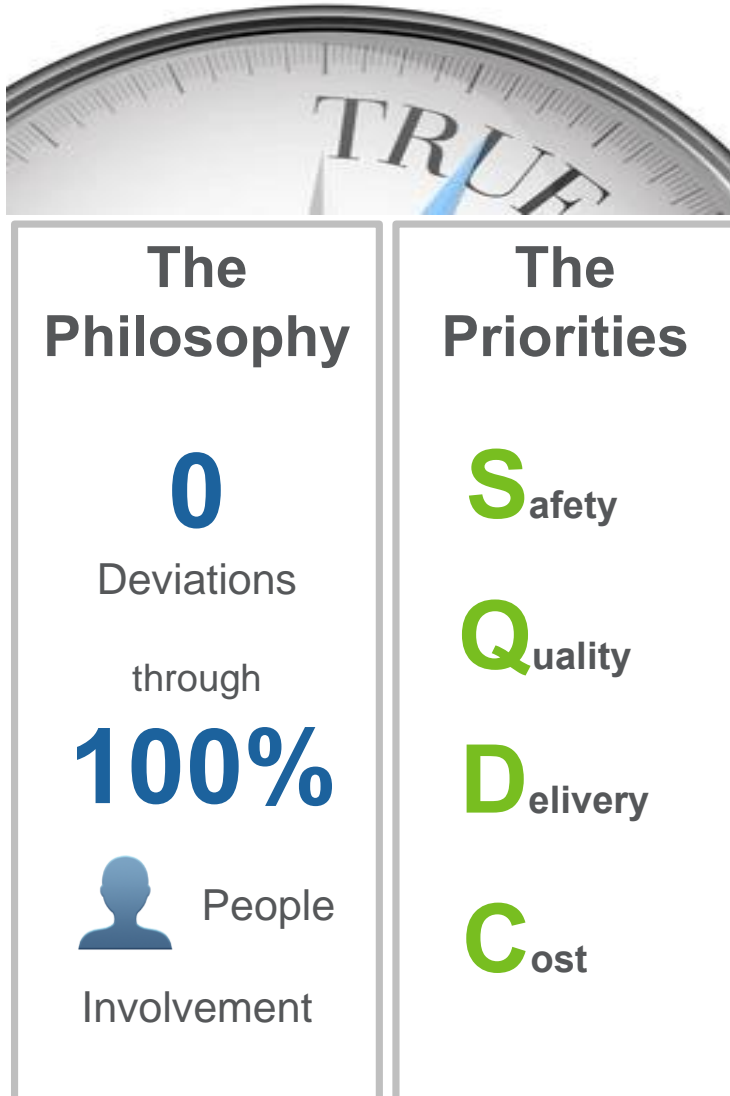
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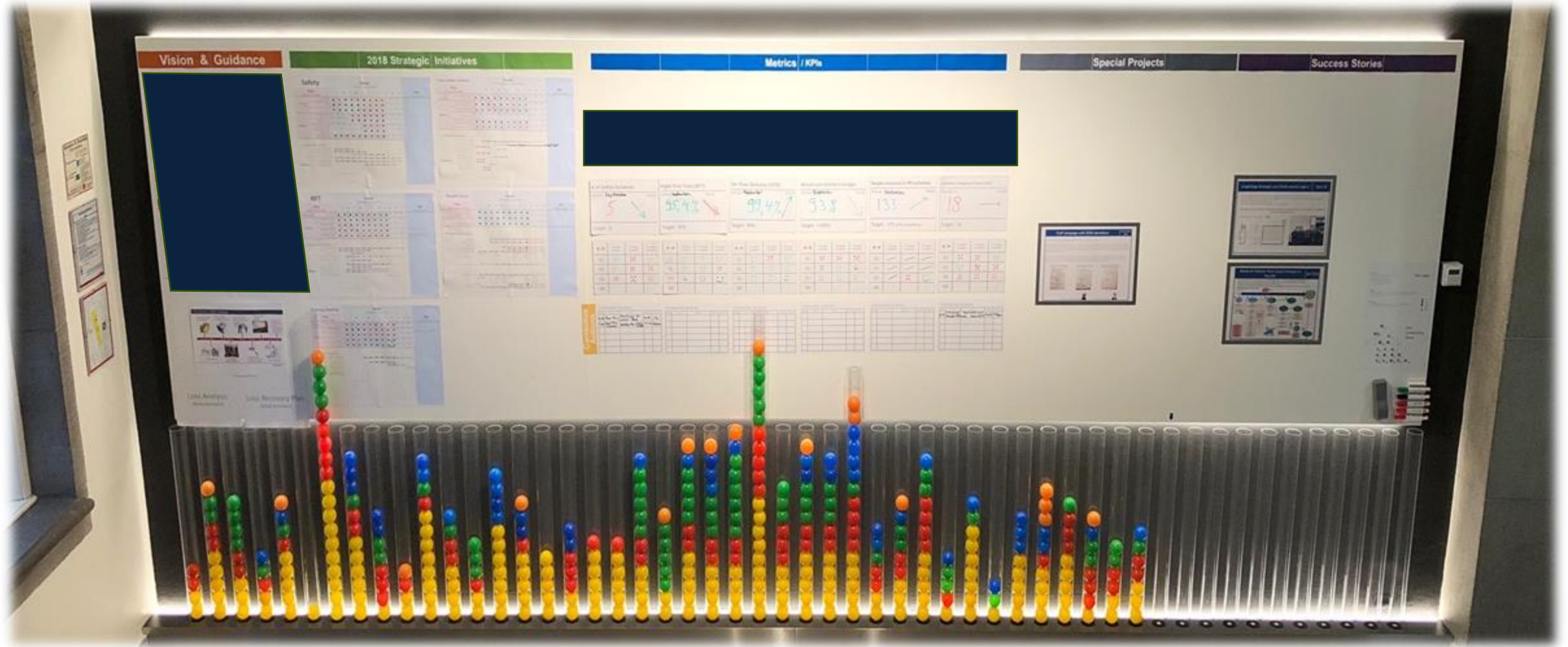
# Application of true north: how do we get there?



- **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

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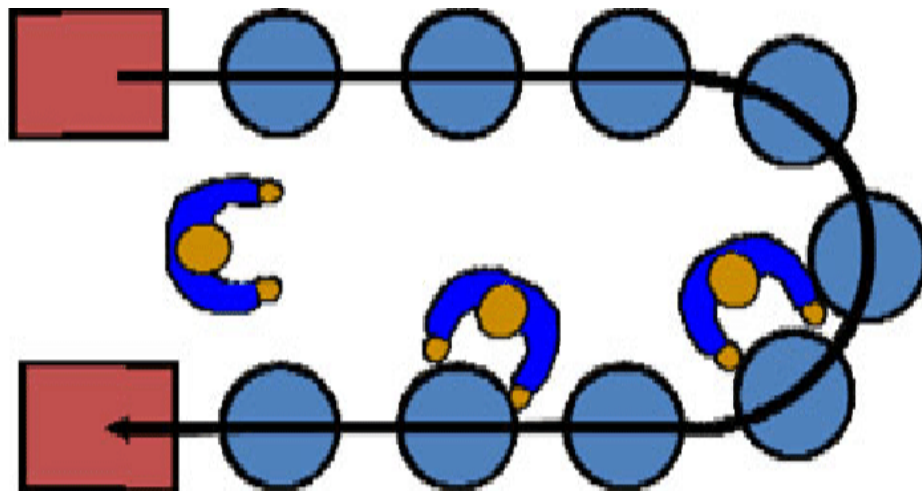




# What do we leaders have to go see?

## Where leaders have to focus

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### 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..

### Dig Deeper! 8G's

• Genba	現場	Actual Place
• Genjyou	現状	Actual Condition
• Genchi	現地	Actual Location
• Genbutsu	現物	Actual Object
• Genjitsu	現実	Actual Facts
• Genji	現時	Actual Time
• Genpo	現法	Actual Method
• Genin	現因	Actual Cause

[www.artoflean.com](http://www.artoflean.com)



現地現物  
Genchi Genbutsu "See and Say"





## 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





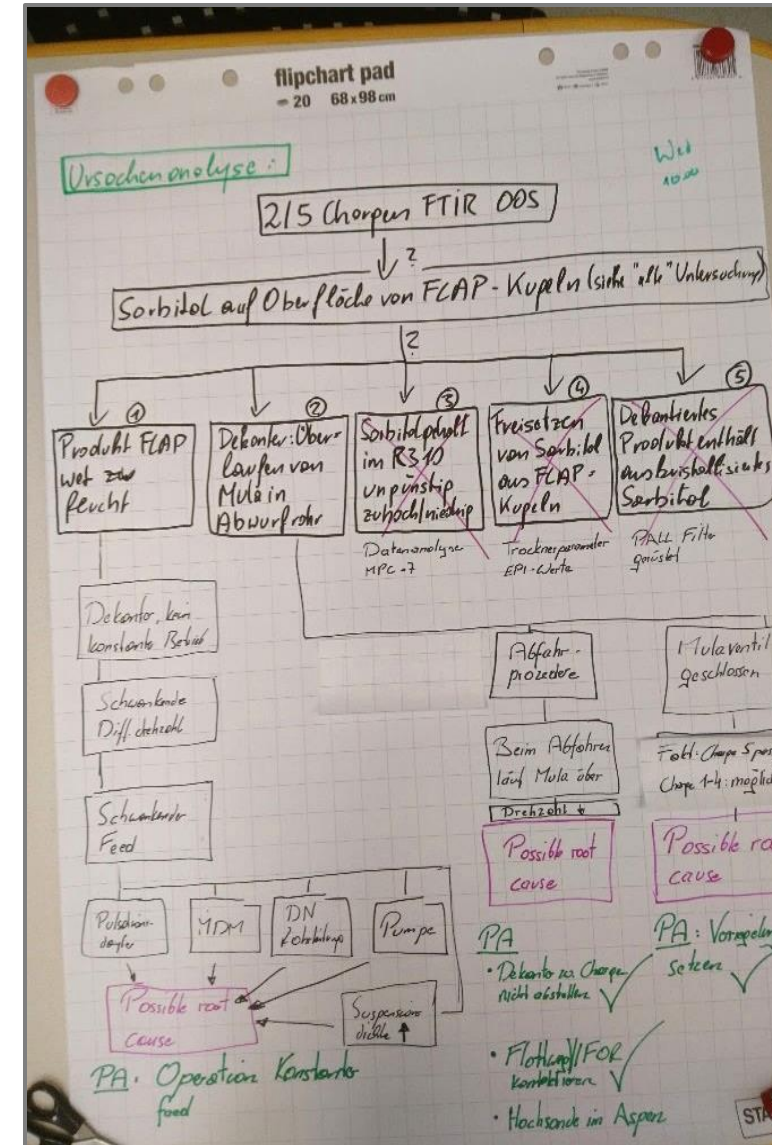
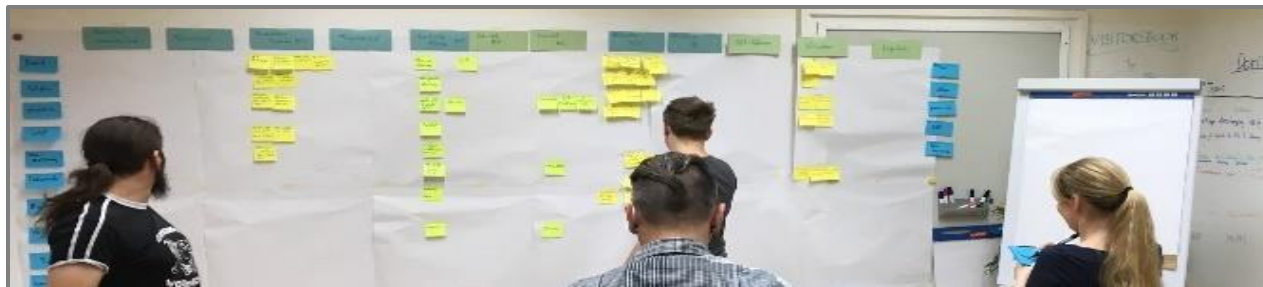
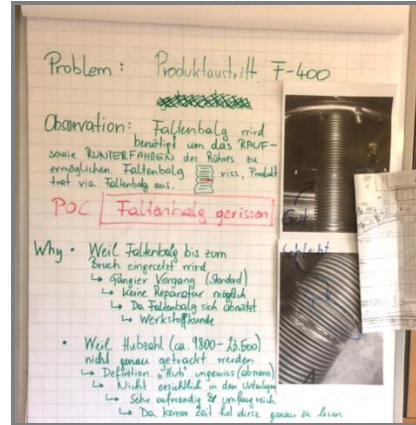
# Root Cause Analysis (5 why)

How leaders allow and help employees to solve their problems forever

IT

## “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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