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LEAN THOUGHTS

Richard Kunst
Tel: 519 841 0150
E-mail: rkunst@kunstartofsolutions.com Web: www.kunstartofsolutions.com

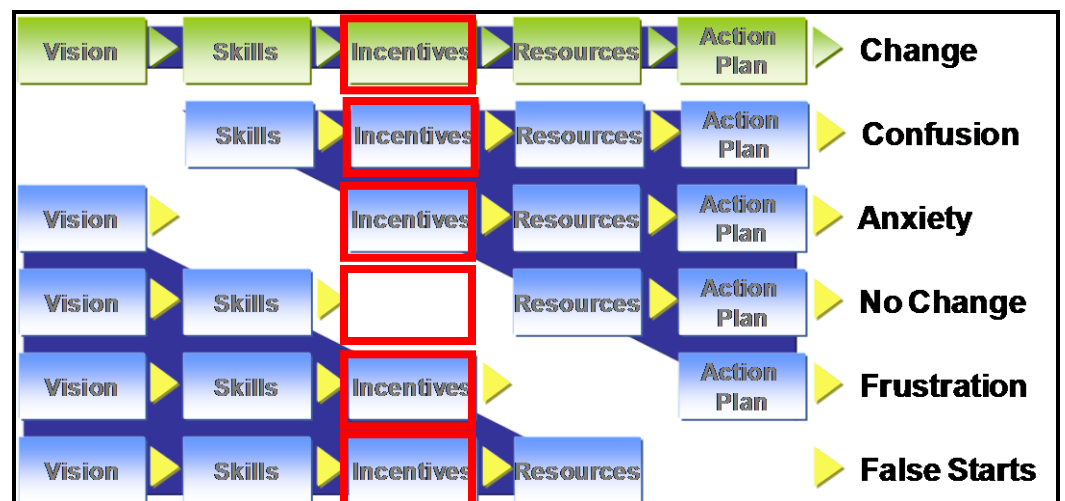
Succession Planning and Managing Change

Many companies embark on a journey of change. Normally this involves changing process ... but process is supported with people so it makes sense that you look at the evolution of your people as part of the change process ... this is not an HR driven initiative but true career planning.

But ... before you start the change process you need to reflect internally and with your team on the following questions;

- **Why are we Changing?**
- **What are we Changing?**
- **What are we Changing to?**

Once you have answered these basic fundamental questions then you need to look at your critical factors that can impact success ...



Most of you are familiar with the above slide showing the key factors that enable change and what the resulting impact can potentially be if you are missing to address one of the factors. Personally, I would place succession planning in the "Incentive" category. "Resistance to Change" is a topic always near the top of any agenda when the discussion revolves around change management ... closely followed by "we need senior leadership commitment"

Let us explore this opportunity in greater detail

LEAN CONSORTIUM MEMBERS:

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*Where “Lean Thoughts”
Become Reality*



Now if we can make change personal and can show our team members how it will be beneficial and a career building strategy I am sure the resistance will become adrenalin to the organization to implement change.

FACT ... Lean will open up capacity.

FACT ... Change creates rumours and speculation.

FACT ... Rumours and Speculation distract the organization from managing change.

There are several ways to create focus within your organization ... many of them are hard tools; Policy Deployment, Project Management etc ... but Succession planning can help you on the emotional side of your employees.

How to make this happen? Just like Value Stream Mapping you need to start with the “Current State” which is likely your current organizational chart.

Your “Future State” organizational chart is what you need to create after you have completed a successful implementation of change.

Now look at how you are going to migrate from your current state to future state. Who is going to be effected and how will they be effected. This can include the elimination of positions. Be honest with your organization about what the result will look like.

Then develop your project plan of migration. What are the aspirations of the folks within your organization and where is it that they would like their career to evolve. Like in the game of chess, you should planning for at least two moves ahead and a solid roadmap on how to get their. Identify your trigger points that will initiate the move and include this within your critical success metrics of your change movement.

Process Change can be all about changing the face of the business ... but people want to know what is planned for them, when and how. This may get folks excited to insure change is properly implemented and documented for sustainability.

If you cannot answer what your next two potential career moves are within your organization ... then neither can your people and that will sum into “Resistance to Change”

“SLOW DOWN AND GO FASTER”

THEN HISTORY OF LEAN

1913 - Henry Ford introduces the moving assembly line

1924 - Kiichiro Toyota develops non-stop shuttle change automatic loom

1926 - Henry Ford writes Ford, Today and Tomorrow

1933 - Automobile department established at Toyota Automatic Loom

1945 - Toyota struggles to rebuild after WWII

1948 - Taichi Ohno introduces material withdrawal by subsequent process

1950 - First use of U-shaped cell Layout at Toyota

1953 - Kanban supermarkets placed in Toyota

1955 - Andon lights introduced

1962 - Set up reduction efforts reduce set up times from 8 hrs. to fifteen minutes

1965 - First use of mistake-proofing

1971 - Set ups reduced to three minutes

1981 - Publication in English of Toyota Production System by Shigeo Shingo

1989 - Establishment of the Shingo Prize

1990 - Publication of "Machine That Changed The World"

1996 - Publication of "Lean Thinking"

2007 – Kunst Art of Solutions begins full-time operations

Contact me if you need coaching or facilitation help in the areas such as but not limited to; 5S, Value Stream Mapping, Set-up Reduction, Problem Solving or Policy Deployment and Consortium Development



2008 Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 16 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 13, ACE Bakery, contact Cindy Grolleman, cgrolleman@acebakery.com</p>	<p>T</p> <p>Wednesday 19, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 16, CTS Corp., contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shreshowcase</p> <p>Saturday 05 Eaton Milton. Contact Cindy Grolleman cgrolleman@acebakery.com or Joe Fisher JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 14, Stackpole CSD, contact Don Barber Don.Barber@stackpole.ca</p>	<p>T</p> <p>Wednesday 18, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com</p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 24, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 08, CGL Manufacturing contact Dave Deskur daved@cglmfg.com</p>	<p>T</p> <p>Wednesday 12, Messier-Dowty, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 10, Orenda, contact Brenda McIntosh brendamcintosh@orenda.com</p>