



Honesty ♦ Integrity ♦ Compassion ♦ Excellence

## LEAN TRANSFORMATION CONSULTING

### FKI - Rolling out a company wide change programme

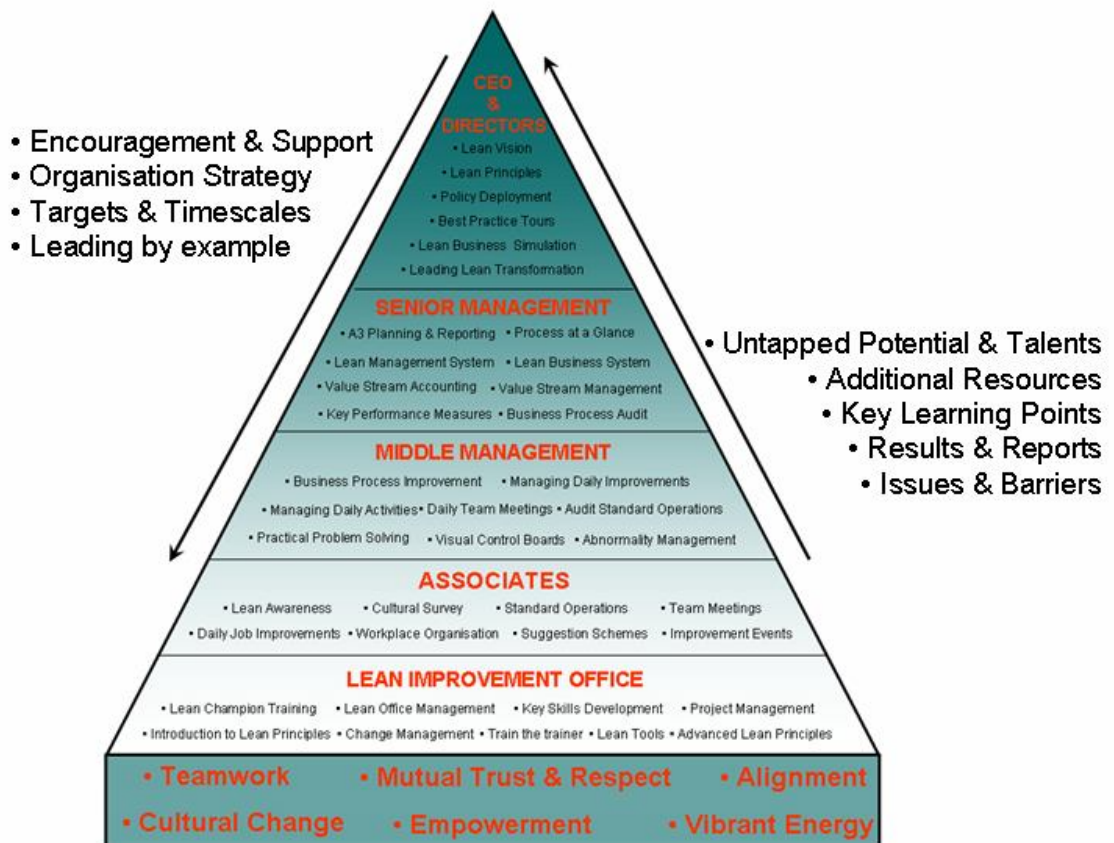
#### Background

FKI is the largest UK conglomerate encompassing a wide range of division in locations across the globe. Each division acted totally independently both from an operating and reporting perspective. There was a lack of interaction and this led to best practice not being shared between the numerous divisions causing a real sense that opportunities were not being maximised.

#### Structured and Systematic Way reaps the Results

LT Consulting strongly believe that a simultaneously top down and bottom up structured approach is the most effective way to embed a culture of continuous improvement through the whole organisation that will lead to long term sustainment of lean. LT's many years of experience of applying Lean principles have developed a method that is guaranteed to achieve exceptional results never before seen in organisations whatever its size or complexity. See below our unique Learning model:-

### LT Integrated Learning System



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## The Assignment

The assignment was to develop and implement a company wide improvement programme to ensure that the diversity of the organisation could be maintained but with a standardised approach to continuous improvement.

Key aims:-

- To embed a culture of continuous lean – based change improvement
- Integrate learning and make it accessible to all employees
- Create a structured reporting method to ensure the improvements are measured effectively with decision making based on fact and data
- Enable the organisation to set effective targets and monitor them to give a accurate view of the business, to deliver greater customer satisfaction.

## LT's Approach

LT take a structured and standard approach and ensure that the change is driven through the entire organisation.

The first step was to establish a steering committee comprising of the company's main board and headed up by the Chief Executive. The role of Steering committee was to set the vision, agree, the programme and set the targets and measure. It also sends a powerful message to the whole organisation of the commitment and drive being assigned to Lean principles.

To implement the programme 5 divisions were selected out of approx. 20 , these were selected as they represented key areas of operation for the organisation. Within each division a lean champion was selected to be the driver for change, all the lean champions were trained simultaneously across the globe and then they in turn trained and inspired their teams through local continuous improvement events managed by an on site command centre.

All successes and learning was reported monthly through the local command centres and the steering committee meet every two months at divisions that had demonstrated best practice to review.

## Key Successes:-

- **Company intranet** used for communication of best practice, learning and training. Making all aspects of the change programme accessible to all employees globally.
- **Best Practice** examples were communicated and used by divisions who previously were acting in isolation.
- **Effective Learning for all** – the learning was tailored to meet the needs of the individuals using a range of media such as the intranet, training events, group coaching, individual mentoring.
- **Metrics and Reporting** – effective measures meant that meaningful results could be used to drive the business forward.
- **Sharing and Learning** – First time that there was a framework in place to connect the divisions in shared learning, reducing significantly the isolation between divisions.

- **Stretched Targets** - targets that were increasing challenging needed to be set as the organisation had not experienced the high levels of improvement previously.
- **Empowerment** – employees from the board members to shop floor team members.
- **Greater Staff Morale**- care was taken to systematically involve everyone in the change management programme; at one of the sites 100% of the workforce had attended an intensive improvement activity and had the opportunity to feedback direct to the senior management on their achievements and learning outcomes.

#### **What was achieved :-**

- ▶ increased level of performance
- ▶ significantly increased level of cross divisional communication
- ▶ Accessible learning for all levels
- ▶ culture change lead by the senior management