



***Big Opportunities, Big Challenges:
Lessons Learned from Large Deployments***

**Whitney Mantonya
Collaborative Lean Solutions
September 26, 2013**

**Hosted by:
MoreSteam.com**

Agenda



- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Today's Session
 - Whitney Mantonya, Collaborative Lean Solutions
- Open Discussion and Questions



- Founded in 2000
- Trained 400,000 Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Cal Poly and George Washington University

Select Customers:



Today's Presenter



Whitney Mantonya, Principal Collaborative Lean Solutions

- *Recently founded Collaborative Lean Solutions*
- *Previous Vice President of Operational Excellence at Cardinal Health*
- *Certified Black Belt and Master Black Belt*
- *MBA from Baker College Center for Graduate Studies; B.S. in Business Administration from The Ohio State University*

Random facts about large deployments

- ▶ Majority of Fortune 500 companies have implemented some form of Lean Six Sigma
- ▶ Wide variability in the success of these efforts
- ▶ Many challenges exist in large deployments- some are common across any deployment, others are unique to larger deployments.
- ▶ Not one right answer- successful deployments flex and change to ensure ongoing success

Common Themes

- ▶ Structure
- ▶ Training
- ▶ Talent
- ▶ Adoption
- ▶ Strategic Alignment

Structure- the facts...

Quality is managed by:	Revenue Group				
	< \$100M	\$100M to \$1B	\$1B to \$5B	\$5B to \$10B	>\$10B
A centralized quality department	32%	35%	24%	33%	28%
Leadership located in multiple business units/parts of the organization	32%	53%	65%	55%	68%
A centralized committee of leaders from multiple functions	9%	7%	7%	5%	4%
Senior executive leadership/officers	27%	4%	4%	8%	0%
Board of external representatives	1%	1%	0%	0%	0%

Quality is governed by:	Revenue Group				
	< \$100M	\$100M to \$1B	\$1B to \$5B	\$5B to \$10B	>\$10B
A centralized quality department	22%	50%	22%	17%	24%
Leadership located in multiple business units/parts of the organization	12%	18%	28%	64%	43%
A centralized committee of leaders from multiple functions	13%	14%	36%	16%	22%
Senior executive leadership/officers	50%	18%	13%	3%	9%
Board of external representatives	2%	1%	2%	0%	1%

Structure

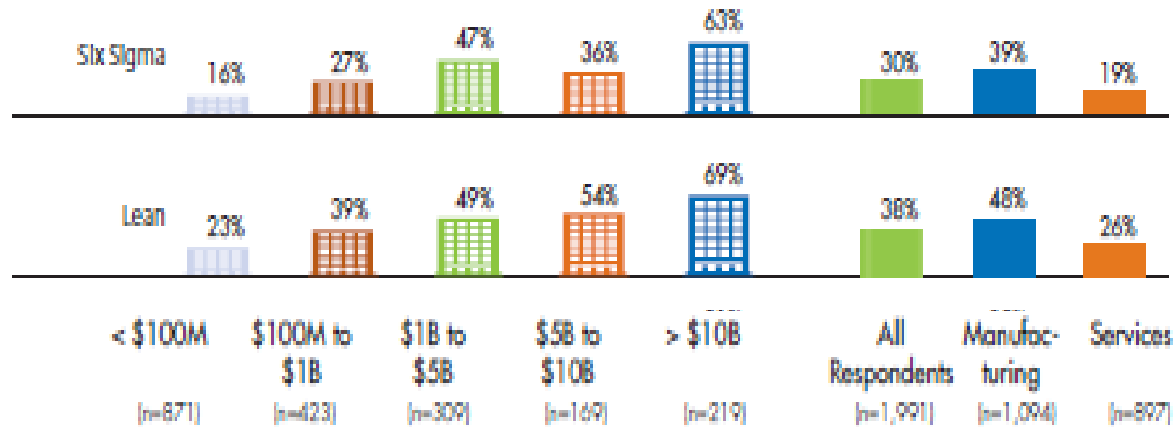
- ▶ Goals drive structure
- ▶ Very challenging to leverage efficiencies of central structure with business intimacy
- ▶ Quality of LSS leaders critical in decentralized structure to avoid pet project, pulling of resources into daily work
- ▶ Continuum- decide what absolutely should be standard and what decentralized

Training

- ▶ Who?
- ▶ What?
- ▶ When?

Training- the facts....

Does your organization provide training (either through direct training or compensate for external training) to staff working on quality-related activities?



Training- Who?

- ▶ Benefits of wide spread training
 - ▶ Creates common language
 - ▶ Awareness
 - ▶ Demonstrates organizational commitment
 - ▶ Identify early adopters
- ▶ Challenges of wide spread training
 - ▶ check the box mentality
 - ▶ Lack of engagement
 - ▶ Concept quickly forgotten

Training- Examples and Outcomes

- ▶ **Mandatory Training**
 - ▶ Expectation every director and above participate in LSS Sponsor training
 - ▶ People did speak the language
 - ▶ Opened a conversation about the impact of LSS to their areas
 - ▶ Less than 50% ever sponsored a project
- ▶ **No training beyond Executives**
 - ▶ Large parts of the organization had no knowledge of efforts
 - ▶ Limited the opportunity for engaging ideas
 - ▶ Convert people one person at a time
 - ▶ Hunt and peck for projects

Training- What?

- ▶ Belt Levels - projects drive the level of training to offer
- ▶ Sponsor
- ▶ Executive

Training - When

- ▶ Timing is important!
 - ▶ Start with Executives
 - ▶ Sponsor and Belts simultaneously
- ▶ Multi-generational plan

Talent

- ▶ What do in the beginning
 - ▶ Bring in talent from the outside
 - ▶ Build capability internally
 - ▶ Full-time vs. part-time

Bring talent in

- ▶ Gain experience and insight
- ▶ Can lack business credibility depending on the culture

Develop internal capability

- ▶ Can build credibility quickly, depending on selection criteria
- ▶ Picking the right partner critical

Selecting the right talent

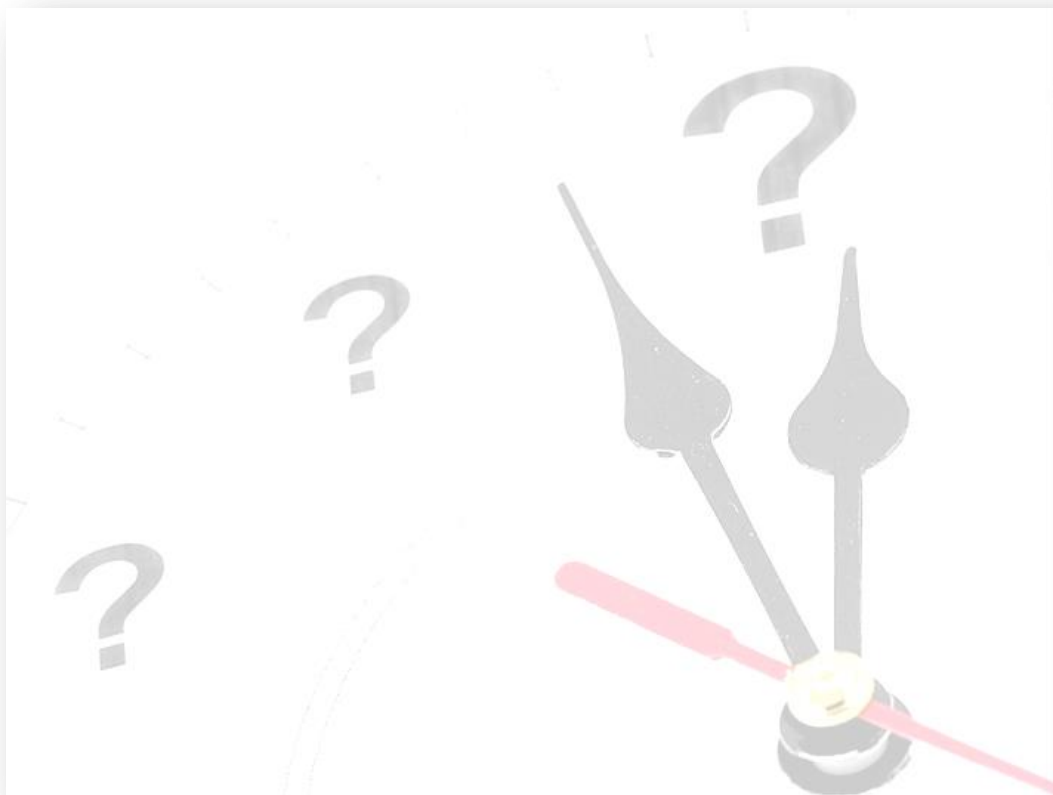
- ▶ Getting the best vs. getting the most available
- ▶ Understanding skills needed
 - ▶ Hint: I really like to analyze data isn't it!

Competency Area	Specific Competencies	Level of Competency (1 to 10)	Average Competency Level
Customer Focus	Ability to view the world in the context of the customer and make decisions in the customer's best interest. Understands key customer needs in assigned areas.		#DIV/0!
Communication Skills	Demonstrated ability as a strong, clear, and candid communicator, and an effective presenter with good negotiation skills. Listens effectively and stimulates development of new ideas with effective probing/questioning. Documents efforts, actions, plans and can effectively produce reports.		#DIV/0!
Passion/Enthusiasm	Creates an exciting and positive working environment which promotes creativity. Projects genuine personal commitment to people, the organization, quality and process improvement. Results oriented with a focus on people and meeting the customers needs.		#DIV/0!
Analytical/Technical Skills	Functional expertise in area of focus. Proficient in use of Microsoft Office Suite (Word, Excel, Outlook, Power Point). Demonstrated comprehension of Financial Statements Ability to comprehend and analyze complex problems.		#DIV/0!
Training/Coaching	Effective training and coaching skills. Creates an open and receptive environment for learning and effectively imparts new information. Enjoys helping others develop and maximize their abilities.		#DIV/0!
Empowerment	Works effectively across departments. Encourages risk taking and empowerment. Ensures the accomplishment of key objectives by inspiring and trusting others.		#DIV/0!
Change Agent	Understands and embraces the necessity for change. Demonstrates a commitment to life-long learning. Challenges conventional thinking and enjoys problem solving.		#DIV/0!
Leadership Values/Skills	Leads and inspires others by example. Practices positive leadership through the use of reward and recognition. Demonstrated ability to engage in projects with a keen interest in team members, leveraging individuals strengths to obtain results.		#DIV/0!
Confidence/Commitment	Respectfully voices opinion in any forum. Willing to become personally involved in problem resolution. Speaks confidently of experience and is recognized as someone who is committed to results. Works well under pressure, maintains focus.		#DIV/0!
Results Oriented	Track record of inspiring people to achieve positive results. Well respected individual who consistently demonstrates excellent performance.		
Respected by Organization	Has developed an effective multifunctional network. Demonstrated ability to make good decisions given the information available.		#DIV/0!
		Grand Average	#DIV/0!

Type of Resources

- ▶ Types of projects dictate the level of training
- ▶ Long term success requires some level of full time resource commitment.

Questions



File View Help

Attendee List (2 | Max 201)

Attendees (1) Staff (1)

NAMES - ALPHABETICALLY

Corena Bahr (Me)

Search

Audio

Audio Mode: Use Telephone Use Mic & Speakers

MUTED 00000000

[Audio Setup](#)

Talking: Suzie Smith

Questions

Questions Log

Q: Is there a volume discount?

Type your question here.

Send

Webinar Now
Webinar ID: 731-938-951
GoToWebinar™

Master Black Belt Program

- Offered in partnership with Fisher College of Business at [The Ohio State University](#)
- Employs a [Blended Learning model](#) with world-class instruction delivered in both the classroom and online
- Covers the [MBB Body of Knowledge](#), topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*



Thank you for joining us

Questions? Comments about today's program?

Whitney Mantonya, Collaborative Lean Solutions

collab.leansolutions@gmail.com

Website: <http://collaborativeleansolutions.com/>

Ellen Milnes, Marketing Communications – MoreSteam.com

emilnes@moresteam.com

Archived presentations and other materials:

<http://www.moresteam.com/presentations/>