



# Workshop Outline

Delivered by the Author of the Book: *CYCLE TIME MANAGEMENT*

*The Fast Track to Time-Based Productivity Improvement*

## Understanding LEAN THINKING and TIME-BASED strategies ...And learning how to apply them to your business

### Overview

This experiential Workshop, focused on Executives and Operating managers, will show how organizations can change faster than their competition and survive economic pressures by improving their own business environment and even their expectations!

This workshop will provide an introduction and raise the awareness for both LEAN thinking and *Time-Based Business Strategies*.... which in combination, are the most powerful business productivity strategies and implementation processes in the world today.

Through a simulation format, participants will experience a proven methodology to apply new business performance parameters and develop an understanding of how to apply paradigm-shifting tools and improvement processes needed to make the changes in business practices happen to continuously outpace the competition.

Also outlined will be the best practices and directions being adopted by world class organizations and the commitment they are showing toward associated management concepts, Methodologies and techniques that need to be applied to improve, sustain, nurture and stabilize organizational productivity.

The workshop can be delivered in either a 1-day or preferably a 2-day format and can be customized to suit the specific organizations needs.

### Workshop Topics

Introduction & Welcome.

Workshop Objectives/Expectations

Change: In The Global Marketplace

- Can your company change at least as fast as the world is changing?
- The failure of process re-engineering, TQM, employee empowerment, teams, etc....
- The illusion of change. What's next?
- Lessons from the global market place,

## New Business Operating Parameters and Performance Measures

- Customer Satisfaction...One of the driving forces for change
- The concept of internal and external customers
- A vision of customer/supplier interaction for the future
- The customer satisfaction/shareholder satisfaction pendulum
- Customer satisfaction, working capital, flexibility and cycle time
- Global Performance Improvement Ratios and typical change measurement index

## LEAN Thinking and Time-based Concepts... The appropriate levers for change

- What is Total Business Cycle Time? .
- Lean thinking....Value and non-value adding activities
- Continuous Improvement (CI) Strategy and impact on cash flow.
- Strategic benefits of Cycle Time reduction
- What changes are required to nurture a participative team environment?

## It's Time for Change...Changing The Business Process (and the Rules)

- The impact on structure., people, time and profits
- Releasing the power of change, Structured yet revolutionary change mechanisms
- New thought-ware required to break the business practice paradigms
- Using new visioning tools with new measurements for major changes in performance
- Business Process Flow...changing focus from organization "silos" to a Total Business Flow
- Comparison of Push versus Pull business process
- The concept of focused and flexible business process strategies
- The key constraints (flexibility/reliability/capability)
- Boundary (white space) management

## Business Simulation Part I...Experiencing the baseline Process

- Participation in a fully simulated, traditional business
- Identify key impediments to productivity, cost reduction and quality
- Round Table. Debriefing and Discussion of Part I
- Analysis and exchange by participants
- New performance measurements for improvement from a new vantage point

## Business Simulation Part II. Changing the Business Process

- Applying the new tools, thought-ware and improvement imperatives to a real situation.
- Mapping and cost time profiling the business.
- Visioning the journey from Baseline to Entitlement
- The lessons learned

## The Five Cycle-time Loops.....Partitioning your business using the 5 Loops method

### Make/Ship Loop

The Improvement Model... The 3 Tier Approach

Typical waste in Make/Ship loop. Pull scheduling . Plant layout

Changeover Reduction (flexibility)

Total Productive Maintenance (reliability) . Total Quality Commitment (capability)

### Distribution Loop

Managing customer demand

Turning distribution from storage to delivery.

Re-evaluating the role of distribution

Transportation in the year 2000 plus

### Supply Management

Objectives of Supply Management

Typical waste in Supply Management

Evolution of Supply Management towards the future.

Proposed purchasing strategy

Supplier Partnerships

Supplier Certification

Electronic Data Interchange (EDI)

### New Product Introduction (NPI)

How has competition changed product life cycles?

New Product Introduction issues and philosophy

World class NPI process. Principles of good design

Design for manufacturability (DFM)

Product team approach - get close to the customer

### Strategic Business Development

The Evolution of strategic planning

The Business mission statement .....one more time with feeling

The organization model for the future

## The New Organizational Structure (A New Management Model)

- The new asset - a process for change and environmental structure for Continuous Improvement
- Management's new role and skill set.... Managing ambiguity and chaos
- Power Structures and Decision Making.
- Forming Approval Teams.....The new Team/Leadership styles,
- The open architecture for change... vision/values/roles/goals/learning/intuition/breakthrough thinking

- Business Performance Management. "You cannot control what you don't measure."
  - Evolving role of supervisor. Communication, Increased employee involvement, commitment and responsibility. Employee empowerment and stakeholder participation
  - Total Quality Commitment .....Cost for poor quality, Statistical problem solving tools
- The Computer Integrated Business...at last? A new model!

## 21<sup>st</sup> Century Concepts, Tools, improvement Techniques and Measurements

- The 5 Business Loops... The new horizontal organization!
- Time based strategies: The new cash flow statements... working capital results required
- Understanding how the business really flows...business mapping...linear flow in the business.
- Future performance improvement opportunities...A cost and time profile.
- New measurements: Baseline Entitlement and Benchmarking, goal setting techniques
- Benchmarking against your competitors
- The 3 Tier Approach to Process Change... (Vision/change/practices)

## The Change Agents...Round Table

- The requirements to become an Architect of Change
- Transferring the "thought ware" required to push back those boundaries of change
- Practical application, coordination and a review of the "tools" required
- How to learn the prerequisites and the elements needed to create a blueprint for change
- Why your organization must become entitled to lead change before progress can be made
- Case studies: what others have done...

## Implementation Strategies

- Where to begin..Implementation Roadmap and the key steps
- A structure and time frame for change ....Implementation guidelines
- Evolution Plan concept and team structure
- 12 Step Implementation process and Project team member responsibilities