

Introduction to Leadership



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Founder and CEO, Supplier Excellence Alliance

- ✈ Developer of the SEA Lean Enterprise System, Roadmap, and Process Maturity Model
- ✈ Chairman, Corazon de Vida Foundation
- ✈ Partner, Xcaret Company, Inc.
- ✈ Partner, Blackstone Antiquities, LLC
- ✈ Past Chairman, California Awards Program





	2011	2010	2009
Stephen E. Barton Leadership & Culture Award	National Technical Systems (NTS)	MPC Industries	Hixson Metal Finishing, Inc.
Workforce Development Award	Cal-Comp USA; Forest City Gear	Schrillo Company, LLC	Geater Machining & Manufacturing Company
Operational Excellence Award	Hixson Metal Finishing	SMS Technologies, Inc.	Tara Technologies Corporation
Supply Chain Innovation Award	Hercules Heat Treating Corp.	Hixson Metal Finishing	SMS Technologies, Inc.
Performance Award: Most Improved Using SEA Metrics	MPC Industries	TSI Plastics, Inc.	MD Engineering
Customer of the Year Award	Boeing Defense, Space & Security	ITT Force Protection Systems	Parker Hannifin Corporation, Parker Aerospace
Richard Hall Award for Leadership Excellence	Marzel Neckien, President, W Machine Works; William C. McGinnis, CEO, NTS	Douglas C. Greene, Hixson Metal Finishing; John Yerger, SMS Technologies, Inc.	Dee Vaidya, TechniGraphics, Inc.

The SEA Roadmap

	Stage One	Stage Two	Stage Three
	Stabilization	Supply Chain Integration	Sustainability
Leadership & Culture	Establish high-performance leadership system	Focus on supply chain integration	Focus on new product startup
Workforce Development	Establish workforce development system	Implement process control	
Operational Excellence	Accelerate sustainable lean performance improvements	Accelerate flow production	
Business Results	Establish industry-standard performance metrics	Show measureable improvement	Demonstrate reduced risk

The SEA Roadmap

	Stage One	Stage Two	Stage Three
	Stabilization	Integration	Sustaining
Leadership & Culture	1.1.1 Strategic Planning Process 1.1.2 Leadership Communication Process 1.1.3 Organizational Performance Review Process 1.1.4 Continuous Improvement Management Process 1.1.5 Workforce Development Integration Process	1.2.1 Supply Chain Integration Process	1.3.1 New Product Startup Process
Workforce Development	2.1.1 Job Skills & Cross-Training Certification Process	2.2.1 Continuous Improvement Process	
Operational Excellence	3.1.1 Kaizen Process 3.1.2 6S Visual Workplace Process 3.1.3 Quick Changeover/SMED Process	3.2.1 Material Management Process 3.2.2 Production Planning Process 3.2.3 Development Process	
Business Results	4.1.1 Inventory Turns 4.1.2 Sales/Employee 4.1.3 On-Time Delivery 4.1.4 Parts per Million		4.3.1 Process Maturity 4.3.2 Quick Ratio

2011 Roadmap v2

Certification Level

Bronze OTD 90-94.9%, PPM<15,000

Silver OTD 95-98.9%, PPM<10,000

Gold OTD 99-100%, PPM<2,500

Scores: Leadership & Culture

1.1.1 Strategic Planning

1.1.2 Leadership Communications

1.1.3 Organizational Performance Review

1.1.4 Continuous Improvement Management

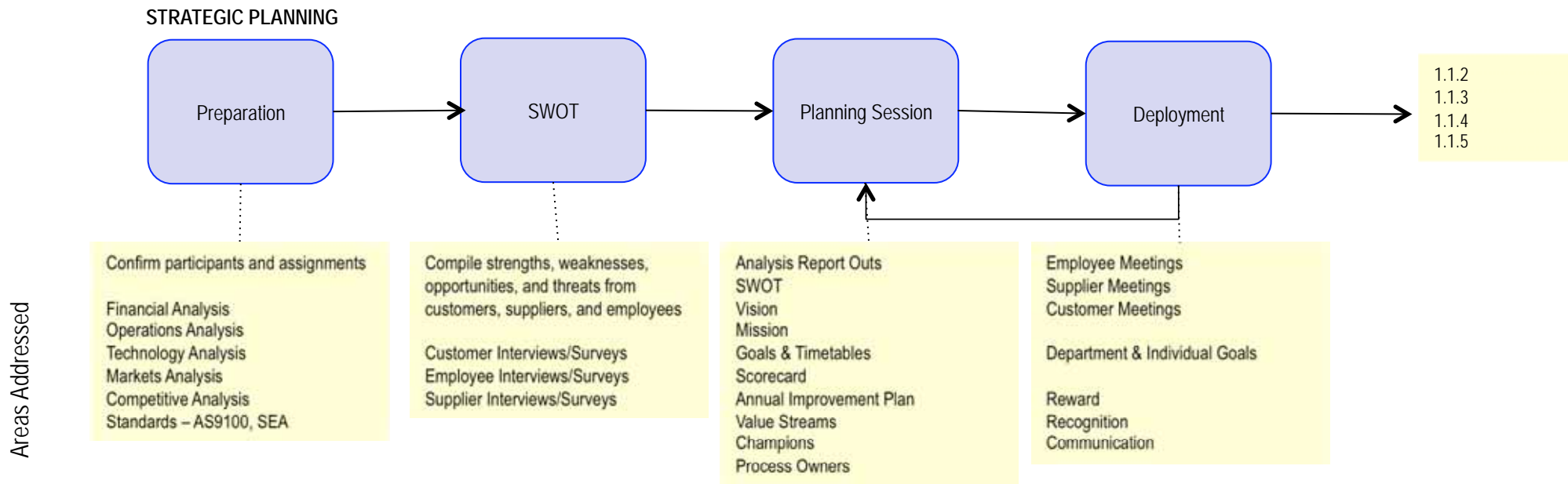
1.1.5 Workforce Development Integration

1.2.1 Supply Chain Integration Process

1.3.1 New Product Startup Process

1.1.1 Strategic Planning

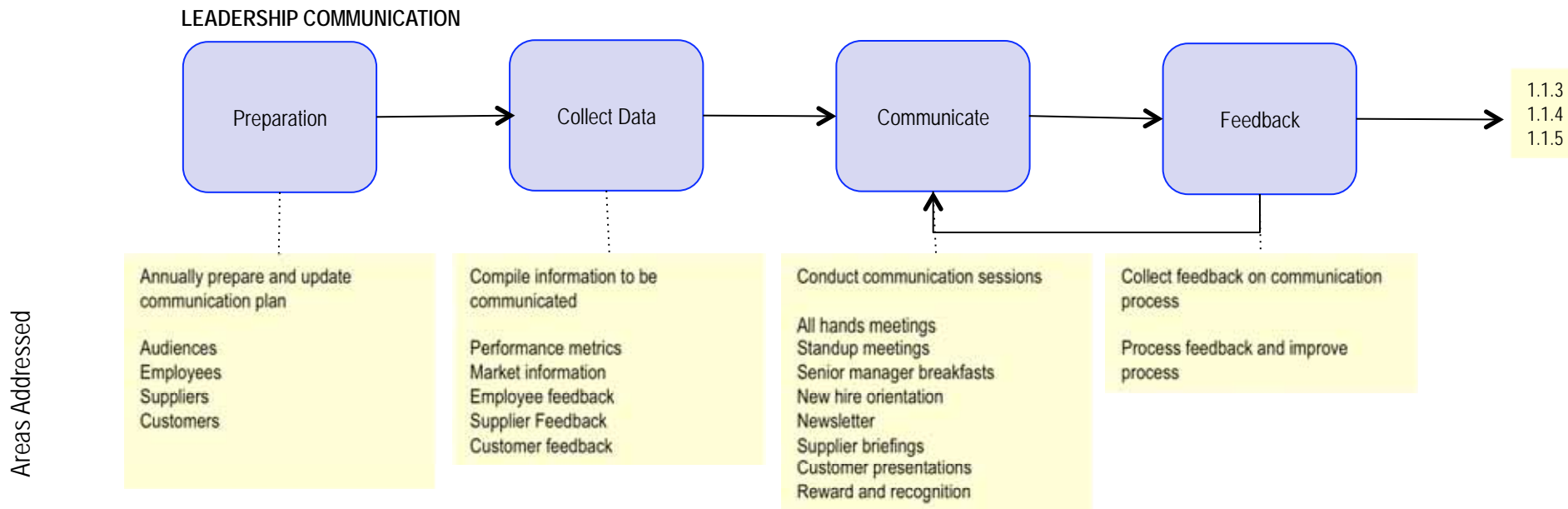
Purpose: to define and deploy the most important strategic priorities to drive performance improvement.



1.1.1 Strategic Planning Process – How do your senior leaders accomplish strategic planning? What are the key process steps and who are the participants? How do you ensure that the process addresses strengths, weaknesses, opportunities, and threats; major shifts in technology, markets, and competition? What are your key strategic goals, measureable targets, and timetables? How are goals and metrics deployed throughout the organization?

1.1.2 Leadership Communication

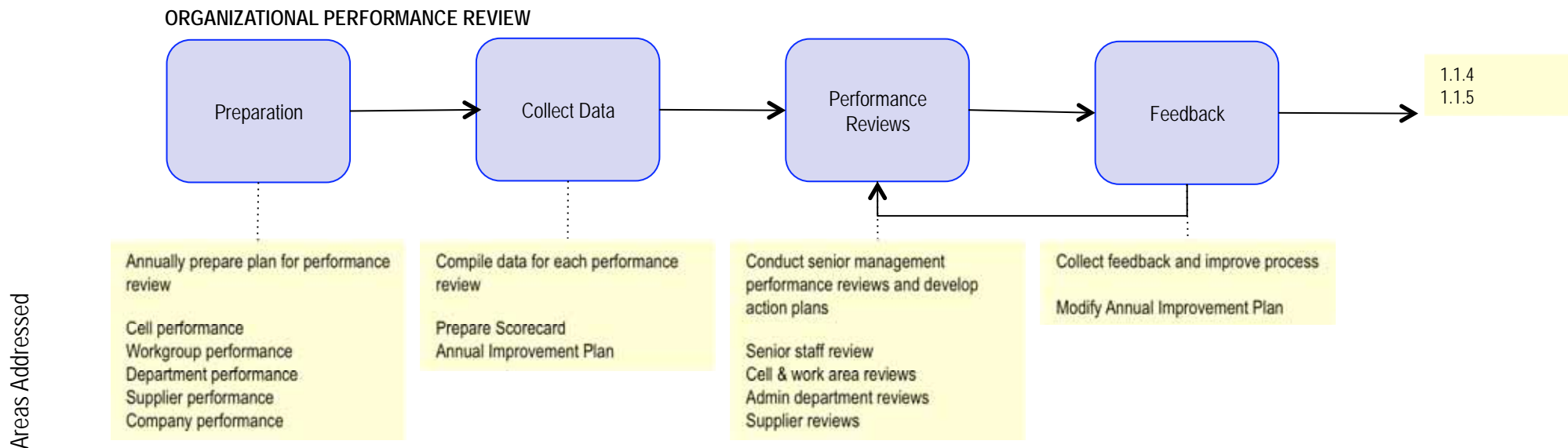
Purpose: to ensure understanding, buy-in, and ownership at all levels of the organization to drive performance improvement.



1.1.2 Leadership Communication Process – How do senior leaders communicate and reinforce company direction and expectations (vision, goals, mission, and values) to all employees, customers, and key suppliers/partners? What are the key process steps and who are the participants? How do senior leaders encourage frank, two-way communication throughout the organization? How do senior leaders create and re-enforce a high-performance work culture that embraces standard work, process maturity, and lean production techniques? How do senior leaders involve themselves in reward and recognition that re-enforces a high-performance work culture?

1.1.3 Organizational Performance Review

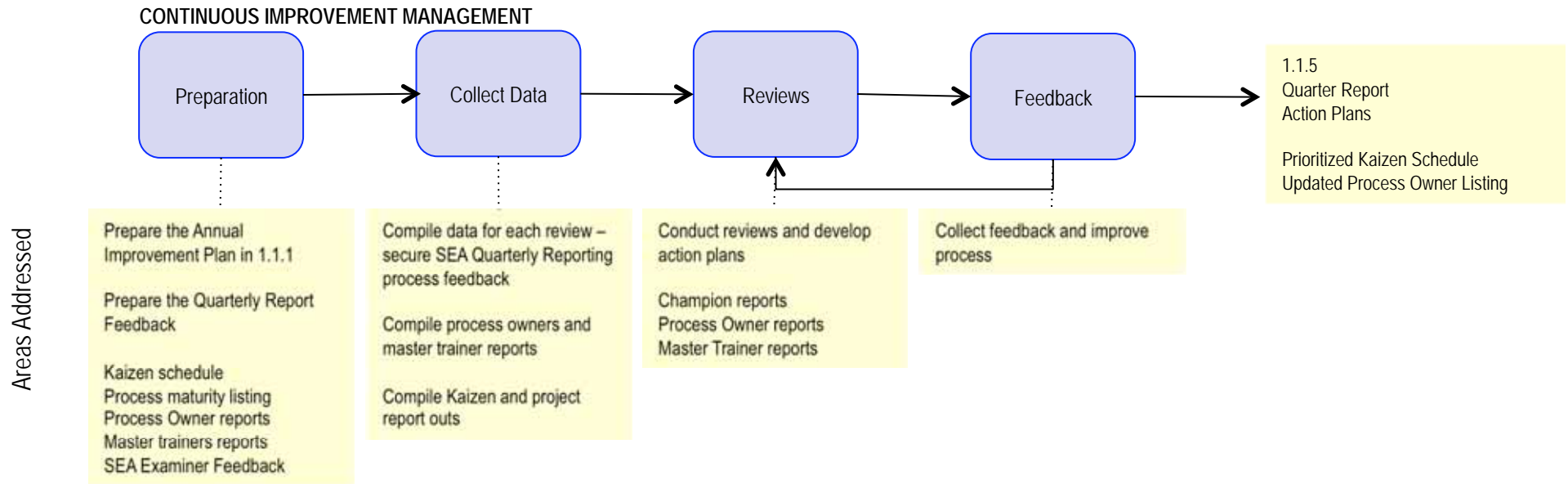
Purpose: to ensure focus on and accountability for targeted performance improvements at all levels of the organization.



1.1.3 Organizational Performance Review Process - How do senior leaders review organizational performance to assess organizational success, competitive performance, and progress relative to strategic goals and action plans? How do senior leaders select, organize, and assess key performance metrics and measureable goals? How do senior leaders translate organizational performance review findings into priorities for continuous improvement?

1.1.4 Continuous Improvement Management

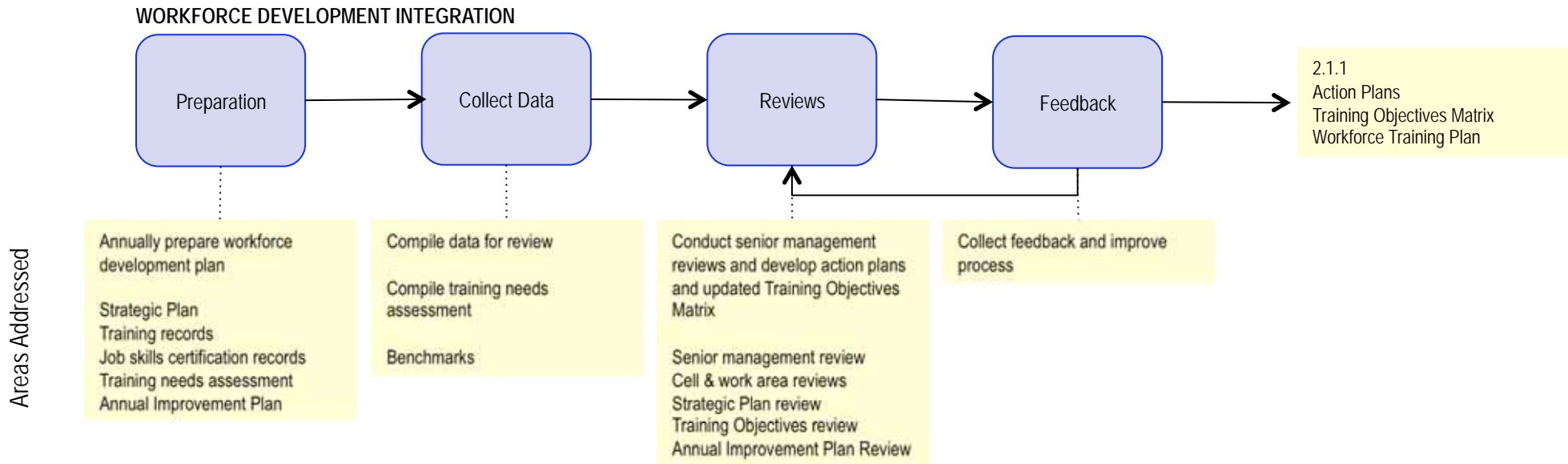
Purpose: to prioritize and drive improvement efforts, as well as allocate necessary resources.



1.1.4 Continuous Improvement Management Process – How does your organization select improvement priorities and review progress on improvement initiatives? How are process owners, master trainers, and strategic champions included in this process? How are improvement projects and teams selected and given direction? How is a standard problem-solving model deployed throughout the organization? How are recognition and sharing of key learning accomplished? How are process improvement ideas solicited, reviewed, approved, and implemented? How is a high level of workforce participation ensured? How are improvement suggestions recognized? How are suggestions made visible in work areas?

1.1.5 Workforce Development Integration Process

Purpose: to ensure that management sets priorities and allocates resources to workforce development.

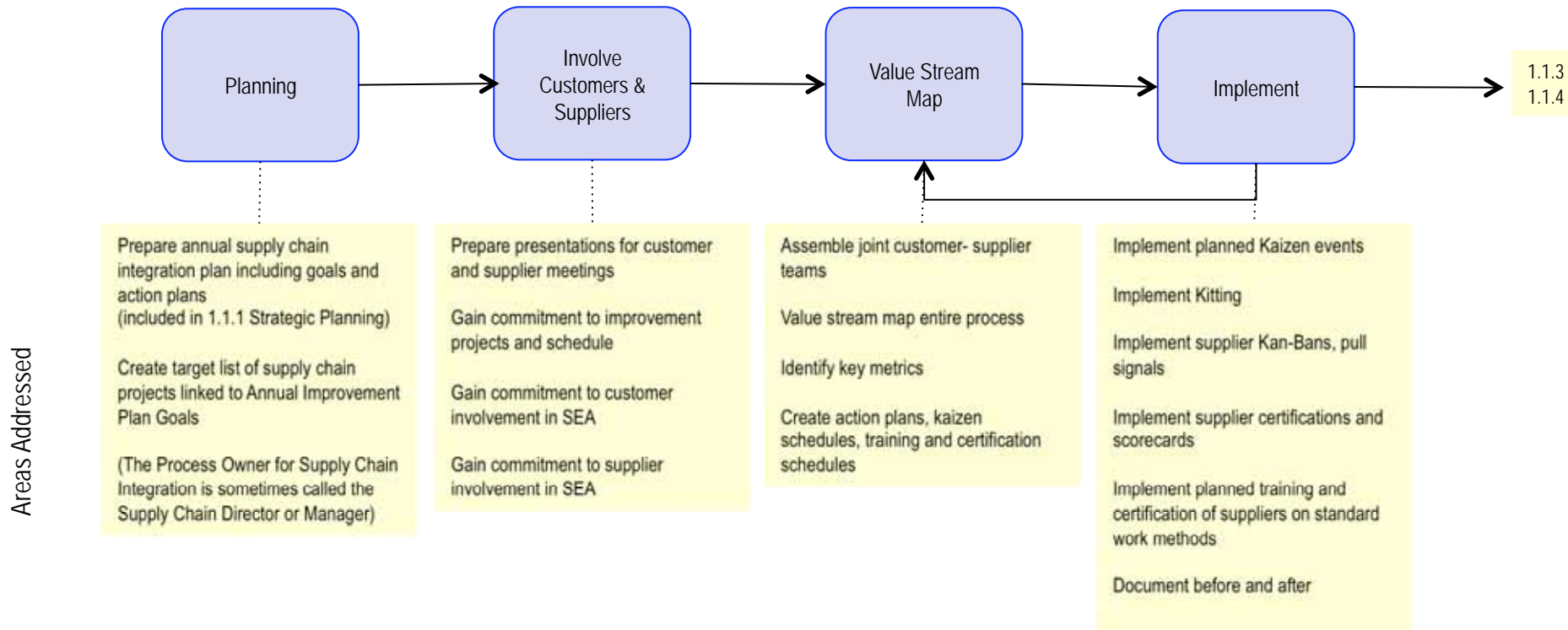


1.1.5 Workforce Development Process – How do senior leaders evaluate the need for workforce development and select topics for each level and function? How does the selection of training topics integrate with strategic goals and process improvement needs? How is the workforce-training plan prepared and monitored? How does your organization ensure continuous learning from improvement projects, customers, and suppliers? How does your organization integrate benchmarking into the learning process? How does your organization integrate such learning into on-going employee education, training, and development?

1.2.1 Supply Chain Integration Process

Purpose: : to integrate customer and supplier efforts to increase performance and reduce cost for the entire supply chain

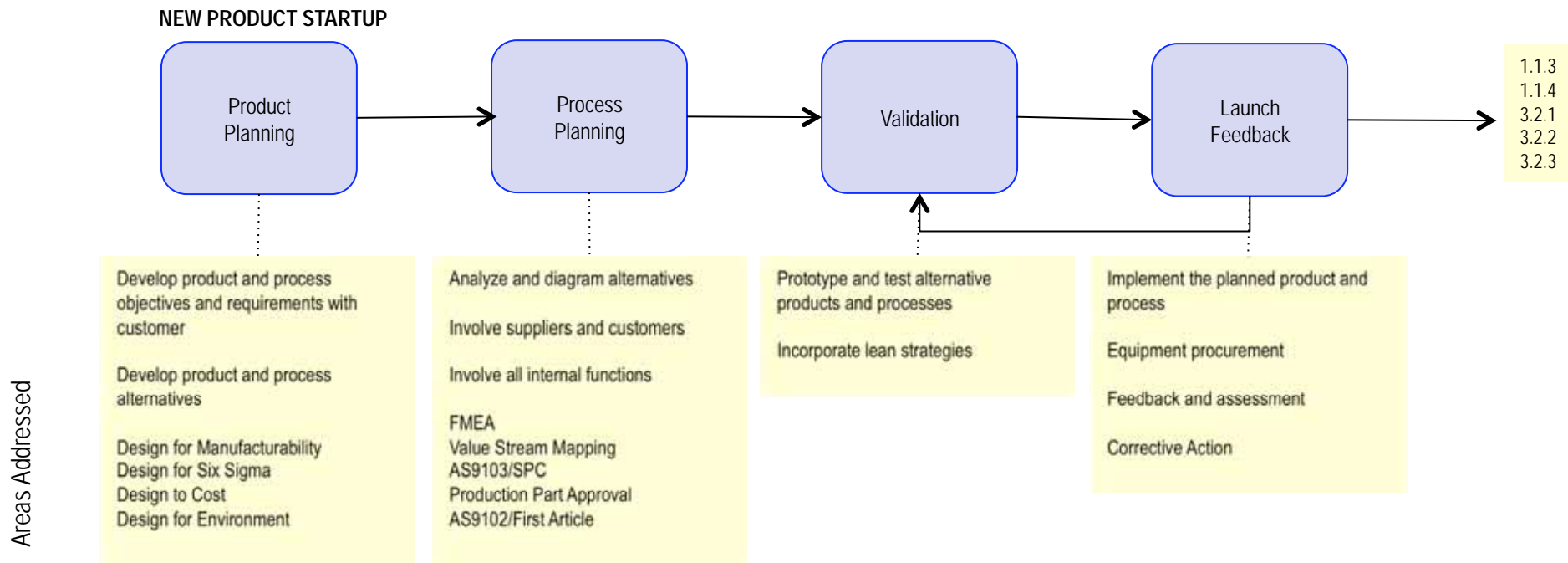
SUPPLY CHAIN INTEGRATION



1.2.1 Supply Chain Integration Process – How do senior leaders select supply chain improvement projects? How does your organization integrate its customers and suppliers into its improvement strategies? How do you qualify suppliers in quality, delivery and ability to respond to pull signals? How do you integrate suppliers into your lean strategies such as in supplier-managed inventory, min-max, consumption-based ordering, pull signals? How does your organization make use of teaming agreements to drive alliances that improve supply chain performance?

1.3.1 New Product Startup Process

Purpose: to plan and implement a highly effective product and process startup



1.3.1 New Product Startup Process – How does your organization contribute to the immediate success of customer startup operations including first article and early production efforts? How are processes like Advanced Product Quality Planning “APQP” and Production Preparation Process “3P” used to pro-actively ensure value for customers? How are customers needs for reduced lead time and high levels of initial quality considered in the startup process?