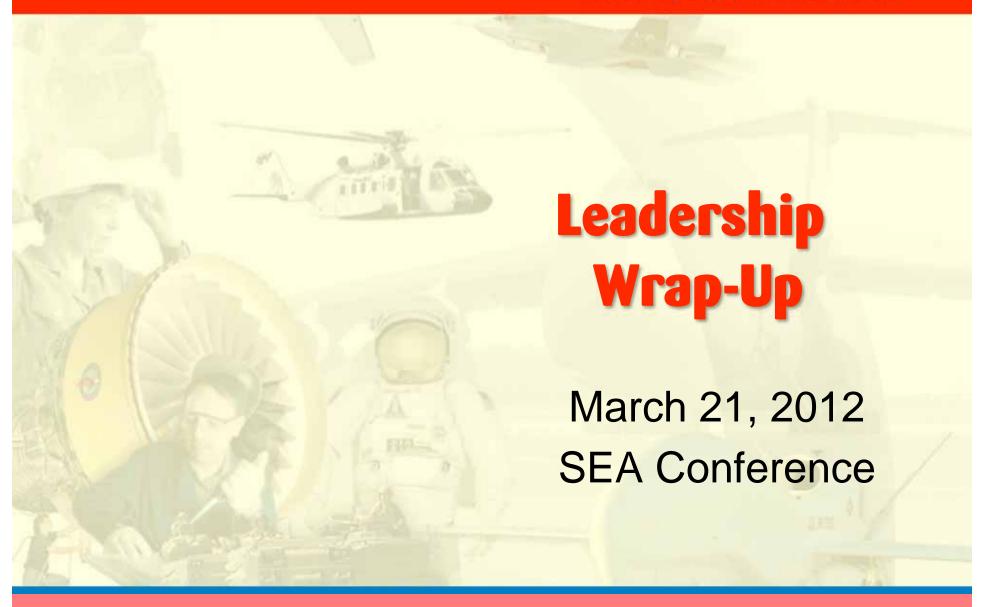# Managing Change

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- Developer of the SEA Lean Enterprise System, Roadmap, and Process Maturity Model
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- Past Chairman, California Awards Program

Leadership Wrap-Up

March 21, 2012

SEA Conference

The SEA Roadmap

	Stage One Stabilization	Stage Two Supply Chain Integration	Stage Three 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

SEA Accelerating Supply Chain Performance

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

Managing Change

✈ Establishing a high performance leadership system maximizes performance and is therefore desirable

✈ Establishing a high performance leadership system is usually a change

✈ Effective change management requires certain elements to be successful

Change Elements

Create a Sense of Urgency

Institutionalize New Approaches

Empower Employees

Create a Guiding Coalition

Create the Vision and Values

Share the Vision

Create an Action Plan

Sponsor More Change

Recognize Wins

Professor John Kotter

✈ Leading Change

✈ The Heart of Change

✈ What Leaders Really Do

✈ A Sense of Urgency

✈ Our Iceberg is Melting

✈ Buy-In

Step-by-Step Plan

✈ Establish a Sense of Urgency

✈ Establish a Powerful Guiding Coalition

✈ Create a Vision

✈ Communicate the Vision

✈ Empower Others to Act on the Vision

✈ Planning for and Creating Short-Term Wins

✈ Consolidating Improvements and Producing Still
   More Change

✈ Institutionalize New Approaches

SEA Accelerating Supply Chain Performance   146