

Workforce Development Wrap-Up



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The SEA Roadmap

	Stage One Stabilization	Stage Two Integration	Stage Three 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

Processes: Workforce Development

2.1.1 Job Skills & Cross-Training Certification Process

How is job skills training and certification accomplished? How does your organization ensure that processes selected are linked to key priorities for improvement? How is cross-training accomplished? How is the team of master trainers maintained and expanded? How is the training and cross-training program reviewed?

2.2.1 Work Area Continuous Improvement Process

How is continuous improvement supported in all work areas? How are improvement projects linked to work area goals? How does the work area integrate continuous improvement into their daily operations? How are problem-solving and corrective action methods standardized in all workgroup processes? How are work areas and cells reviewed by senior management? How are statistical methods integrated into the standard work for appropriate managed processes? How are process control plans developed and implemented? How are statistical methods reviewed and their application improved?

Managing Change

- ✈ Establishing a high performance workforce development system maximizes performance and is therefore desirable
- ✈ Establishing a high performance workforce development system is 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

Recognize Wins

Sponsor More Change



Accelerating Supply Chain Performance

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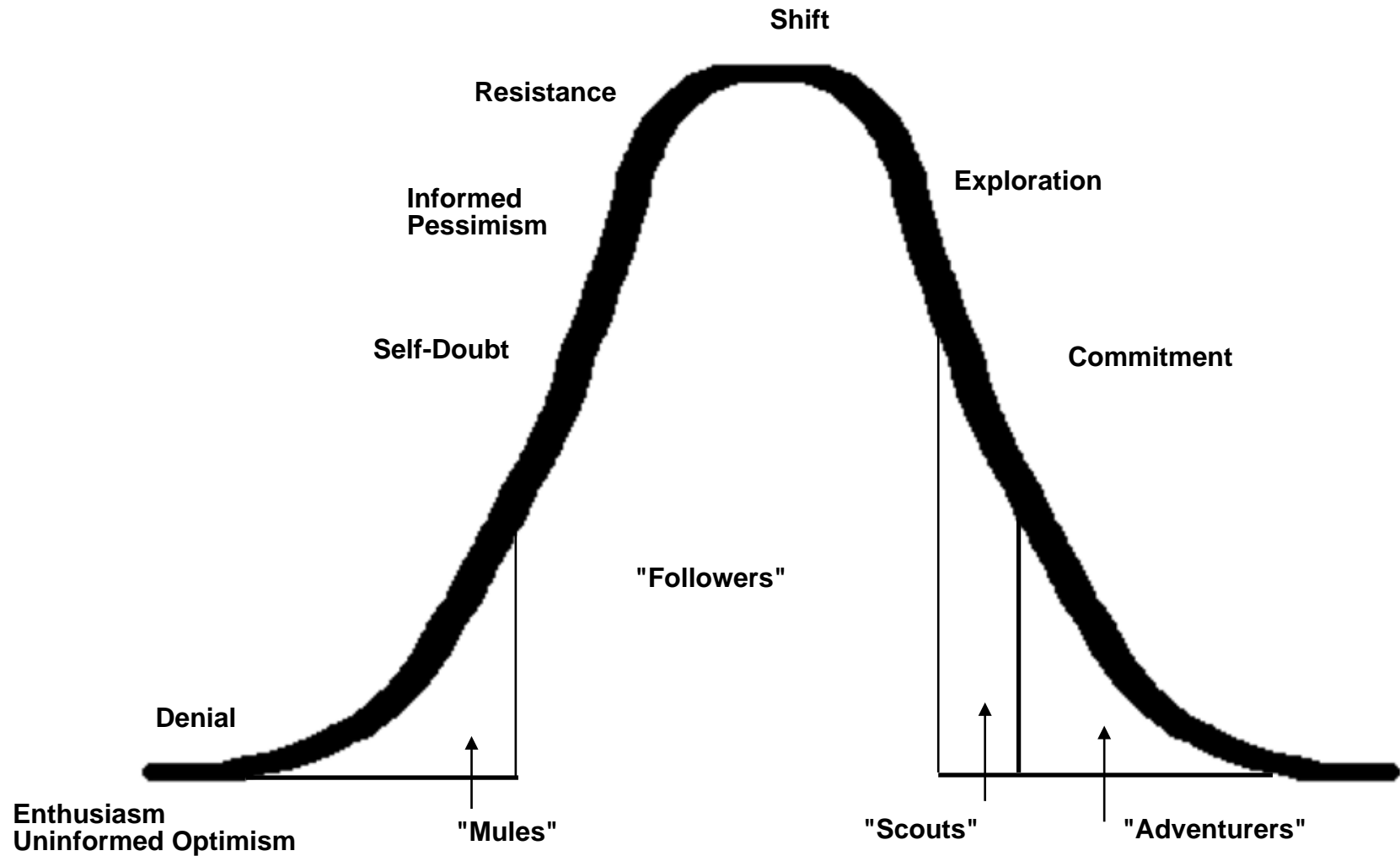
Professor John Kotter

- ✈ Leading Change
- ✈ The Heart of Change
- ✈ What Leaders Really Do
- ✈ A Sense of Urgency
- ✈ Our Iceberg is Melting
- ✈ Buy-In

Step-by-Step Plan

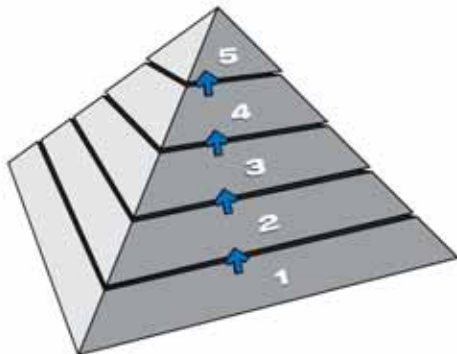
- ✈ Establish a Sense of Urgency
- ✈ Establish a Powerful Guiding Coalition
- ✈ Create a Vision
- ✈ Communicate the Vision
- ✈ Empower Others to Act on the Vision
- ✈ Planning for and Creating Short-Term Wins
- ✈ Consolidating Improvements and Producing Still More Change
- ✈ Institutionalize New Approaches

Change Model

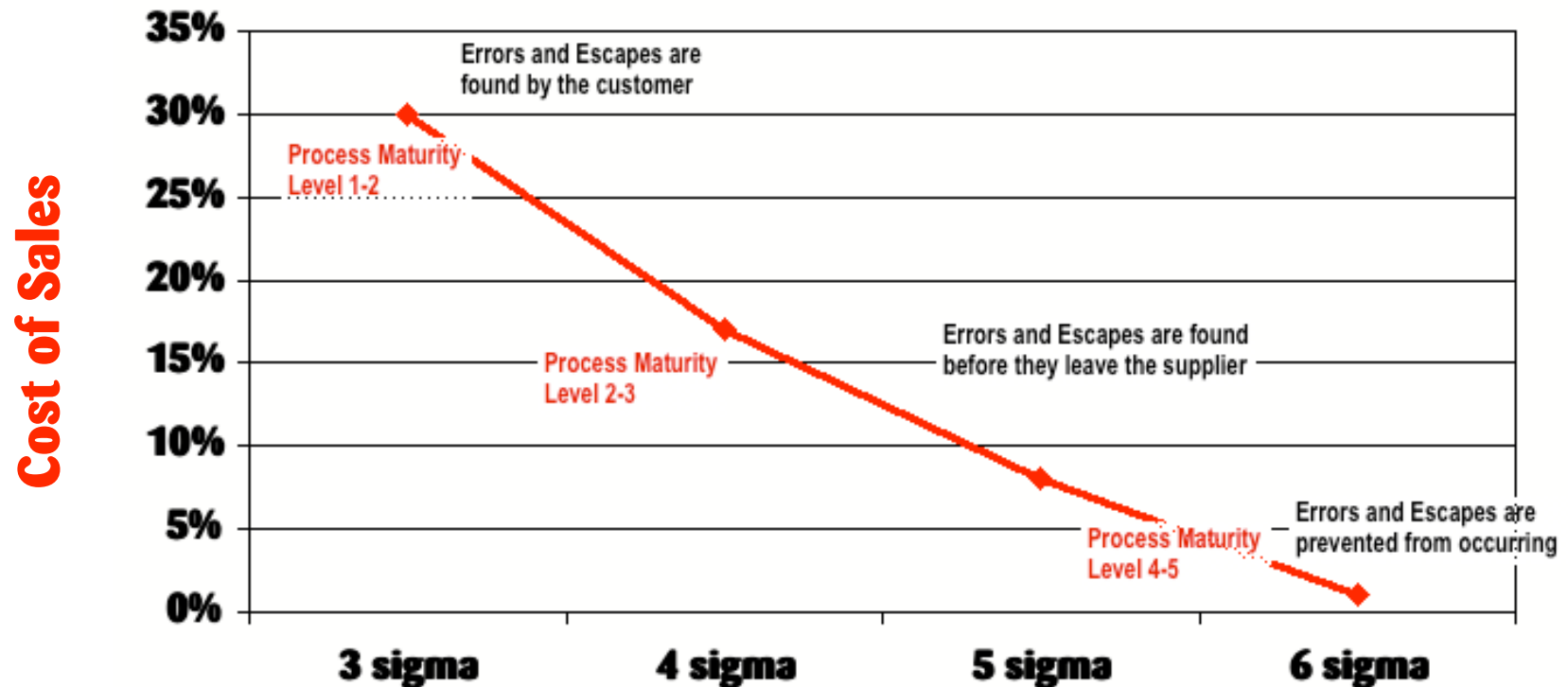


What's in it for me?

▼ Process Maturity Levels



- 5 The process shows continuous positive trends and benchmarks world-class
- 4 The process is under process control, is analyzed, and improved using data
- 3 The process has certified trainers and is standardized
- 2 The process has been documented to the work instruction level
- 1 The process has been identified, defined, and has an owner



Thank You

