



Interim General Manager

Overview

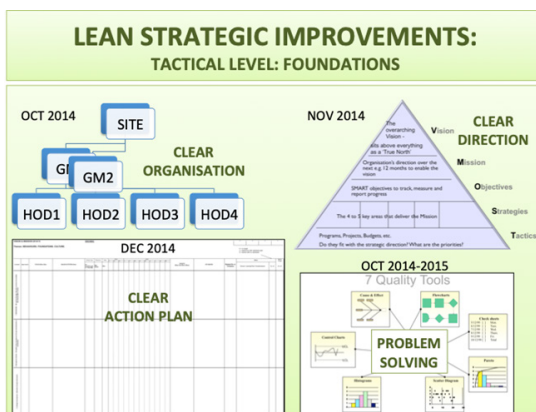
Invited to operate in a temporary/interim capacity as Interim Head of Lean Implementation (a General Manager-level position), at a new European Distribution Centre of a major high street retailer.

Project Solution

- Teach front-line supervisors and team leaders the basic Lean tools
- Initiate coaching in Lean Leadership behaviours for the more senior managers.
- Visual management was put in place to give a daily/shiftly review of the performance of the operation, identify missed targets and opportunities and catch them back within same day or shift wherever possible. This was followed stringently, with monthly reviews of progress with Directors.

Results

- Plan in place and progressing to target to develop knowledge of Lean management and associated Lean tools of 5S, Visual Management, Short-Interval Control meetings and Practical Problem Solving.
- Development of shop-floor Visual Management Centres, both for local leaders in their areas, and a central higher level KPI suite for the senior team.
- Implementation of daily reviews of operational KPI by all leadership levels, providing deeper understanding of missed targets and reasons, with a grasp of the containment activity to prevent a situation from worsening and countermeasure plans to prevent recurrence.
- Implementation of a weekly “Gemba Walk”, which is a walk-through of key shop-floor areas by senior management. This enables the senior team to gain a first-hand grasp of the shop-floor improvement activity and to deliver coaching and support as appropriate.
- Increased lead team understanding of how to sustainably implement Lean ways of working in this new business unit.



Lean Strategic Improvements:
2-PHASE OVERVIEW

