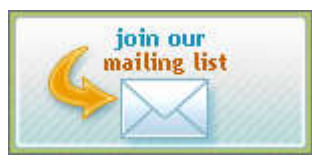




Leanovations, LLC Lean Newsletter December 2020



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Do You Have a Strategic Plan for 2021 With Breakthrough Objectives? Leanovations Practice What We Teach

- In This Issue**
- [Do You Have a Strategic Plan for 2021 and Beyond](#)
 - [Utilizing the 3-T's to Meet the Rapidly Changing Business World](#)
 - [Leanovations Embraces & Teaches the Toyota Principles of Invisible Competitiveness](#)
 - [Leanovations Announces 2021 Lean Leadership Certification \(LLC\) Classes](#)

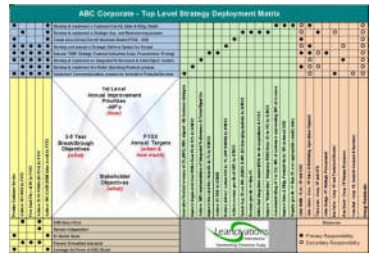
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At Leanovations we practice what we teach. At this time every year, Leanovations works with many organizations to develop and deploy their Strategic Plans with Breakthrough Objectives (BTOs), but we also review our own Strategic Plans and BTOs at the end of each year.

It is through a simple, yet dynamic Strategic Planning process that Leanovations is now entering into its' 15th year in business and have continued to grow our capabilities and services to our "Partners for Success" (customers).

Leanovations Strategic Planning process follows the Toyota method of "Hoshin Kanri", which is a method for ensuring the strategic goals of a company drive progress and action at every level within the organization. It achieves this by aligning the goals of the company (Strategy) with the deployment plans (Tactics) and the work performed by all employees (Operations).



The Hoshin Kanri - Strategic Planning and Deployment process strives to get every employee pulling in the same direction at the same time. It helps the organization think about where it is headed and the best way to get there. People perform best when they have a purpose. When they understand not just what to do - but why it's important. One of the benefits of Hoshin Kanri format is that it can help to create that purpose; providing focus and drive towards a shared vision of the strategic plan and important goals.

Some examples of Leanovations utilizing the Strategic Planning process with Breakthrough Objectives (BTOs) are when we first started in April 2006, we were solely focused on Lean and Innovations for the manufacturing community. But we established a 3-year Breakthrough Objective (BTO) to expand our capabilities into "Lean Government". We stayed focused on the goals, and began working with the State of Connecticut in early 2008, since then expanding our "Partnership for Success" to a number of States and even working with the Federal Government with Lean. Another example of establishing a Strategic Plan with Breakthrough Objectives was in 2008 when we developed objectives to expand into Europe and we were able to meet that objective in January 2010 by adding Osvaldo Mascarello, V.P. Leanovations European Operations who speaks (4) four languages and resides in Italy.

The Hoshin Kanri planning process is a very effective Strategy Deployment planning process that follows the Plan-Do-Check-Act (PDCA)

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improvement cycle. For Hoshin Kanri to succeed, the organization must undergo an effective analysis from both; a business fundamental including a SWOT analysis (strengths, weaknesses, opportunities and threats), and strategic planning with breakthrough objectives. **This is essential to building a "Lean learning organization", enabling an organization to collect and study performance information about itself from both short-term and long-term measures.**



In 2010 when we did our Strategic Planning and S.W.O.T analysis we realized an opportunity for growth was to provide ISO Certification services (consulting, training and auditing) for our "Partners for Success". So, our Breakthrough Objectives in 2010 were to expand our capabilities and services into ISO Certification. By 2012 we were off and running, bringing Kimberly Cunningham on as V.P. Lean-ISO Integration, Kim is an ASQ Certified Quality Auditor who has over 15 years of experience as a Lean-ISO Quality Consultant, ISO Quality Assurance Auditor, Quality Manager and Manufacturing Engineer.



It is important for organizations to reflect at this time of year to identify critical business issues facing an organization and select objectives and goals to overcome those issues. **Developing a Strategic Deployment Plan with 3-5 year breakthrough objectives, at the beginning of a new year is the best way for a company to obtain desired results and ensure that all employees understand and share in the vision** and create linkage throughout the organization to make the vision a reality.



Mark Your Calendars for the Upcoming Leanovations Workshops

At Leanovations we know staying relevant and viable requires expanding our capabilities and services and supporting customer needs in finding funding sources to offset training/consulting services. Since 2006, Leanovations has worked tirelessly to identify and secure funding to support our "Partners for Success" where possible. Through the years, Leanovations has been awarded contracts or been qualified/certified to conduct training that would receive Lean and/or ISO funding, such as; EnergizeCT (PRIME) administered through Eversource and United Illuminating, New England Trade Adjustment Assistance Center (NETAAC), State of CT Department of Labor (CT DOL), the Aerospace Defense Initiative (ADI) and many more.

A primary aspect of a Strategic Plan is to develop fundamental process measures, called Key Performance Indicators (KPIs). Key Performance Indicators (KPIs) provide the means for tracking progress towards goals. They also have a significant ability to drive behavior. It is essential to think through whether the selected KPIs will drive the desired behavior, so choose KPIs with care. KPIs must be monitored to assure the continuous improvement of the organization's key business processes. In essence, ensuring everyone is heading in the correct direction and with a sense of control.



At Leanovations we also track our KPIs, and depending how well we obtain our goals, our employees share in the results through profit sharing and retirement matching. We have watched our business grow, from where 100% of our revenue in 2006 & 2007 was from Lean Manufacturing, to today where we enjoy a diverse business model. Our revenue is now more evenly measured, resulting in approximately 40% Manufacturing, 40% Government, and 20% Healthcare, Education and Service industries. We also have diversified our products and services where revenue comes from: 40% - Lean; 20% - ISO; 20% - Strategic/Innovations; 15% - Green Initiatives; and 5% other support.

If you are interested in learning how Leanovations can assist your organization with Strategic Planning and deploying BTOs please e-mail us at info@leanovations.com or call (860) 479-0293. Visit our website at www.leanovations.com



→ Utilizing the 3-T's to Meet the Rapidly Changing Business World

The business environment is changing faster than at any time in history, and smart organizations know that their company's competitive advantage today and in the future, will come by transforming their business through Lean plus Innovations (Leanovations) **from beginning to end.**

Only by understanding what the customer values, will an organization survive in tomorrow's business world. **Organizations must have the foresight and vision to plan for the future, while quickly adapting to customer needs and utilizing employees with what we call the 3-T's of: Teamwork, Training and Technology to achieve operational excellence to succeed in this ever-changing world.**



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Lean Leaders around the world are rethinking how they get their products to market, add value to customers, and produce their products and/or services. Just think how different today is from just 12 short years ago, when Leanovations was formed. Think about how the world has changed for consumers to buy products or services (Amazon Prime debut was 2005), share photos and videos with family and friends (I-Phone introduced in 2007), buy a book (Kindle introduced in 2007), watch a movie (Netflix started Streaming in 2007), take a Taxi (Uber introduced in 2009) or even buy groceries (Blue Apron began in 2012). These types products or service Innovations are making leaders across the globe rethink, reshape and adjust the role of continuous improvement in preparation for this rapidly changing future.

Lean Leaders understand that World Class Operational Excellence is a must to achieve top-line growth, and that incremental process improvements may no longer create business sustainability, value creation and long lasting positive customer experience.

Unfortunately, for many organizations Operational Excellence is non-existing or at best stagnating. **Organizations need to put more emphasis on the 3-T's (Teamwork, Training & Technology) to harness the true power of World Class Operational Excellence by developing:**

- **A "Strategic Plan with Breakthrough Objectives (BTOs) only achieved through teamwork**
- **Employees by providing training that engages and empowers them**
- **Technology that enhances value creation and customer experience**

Leanovations 3-T approach has helped many organizations (manufacturing, government, healthcare and service organizations) develop a new path that transformed the business, building a competitive advantage having a significant impact on the top-line, and essentially allowing organizations to move faster than competitors.

Leanovations takes pride in helping organizations to





stay relevant in the rapidly changing landscape, through Lean and Innovation (Leanovations). Mapping out, and executing a Strategic Plan with Break Through Objectives (BTOs), which ensures the organization is innovative, agile, and providing superior customer experience.

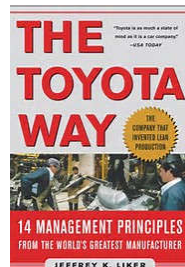


If you are interested in learning more on how Leanovations can assist your organization in establishing a 3-T strategy and being more agile. Please contact us at info@leanovations.com or call us at (860) 479-0293. Visit our website at: www.leanovations.com



Leanovations Embraces & Teaches the Toyota Principles of Invisible Competitiveness

Fred Shamburg, the Founder/President of Leanovations, LLC was introduced to Lean/Kaizen while an Industrial Engineering Manager at Pratt & Whitney over 25 years ago by two Toyota Executives, Mr. Nakao and Mr. Iwata, originators of the "Toyota Production System". Mr. Nakao and Mr. Iwata worked directly for Mr. Taiichi Ohno, the father of the Toyota Production System, leading Toyota's Kaizen Promotion Office.



Toyota Way By
Jeff Liker

What I learned from Mr. Nakao and Mr. Iwata was that **Toyota embraces and trusts the potential for growth is always extremely promising by focusing on opportunities they called an "invisible competitiveness strategy"**, utilizing teamwork/Kaizen events adopting principles of lean plus innovations (which is what Leanovations stands for).

Toyota believes it's success will only come by engaging the talent and passion of their employees, who believe they can always do better. This conviction is rooted in the

Toyota Way, a corporate philosophy that promotes continuous improvement. The result is a drive to design and produce more efficient and cleaner-emitting cars, to structure their operations to tread more lightly on the earth, and to enrich the lives of people in their communities. **These aspirations are part of a long-term view of sustainable growth that shows respect for the planet and its people at every turn. All are linked to the pursuit of Toyota's four key components: kindness to the earth, comfort of life, excitement for the world, and respect for all people.** Toyota's motto of "lean and innovation into the future" is working with passion and dedication to create a prosperous society.

Toyota highlights workplace vitality, invisible competitiveness and providing an environment for continuous improvement. Invisible competitiveness is a strategy focused on Lean and Innovations (Leanovations). **Invisible competitiveness is the actual capacity and capability of companies and its employees in the area of production or R&D, which customers and competitors do not see.** Invisible competitiveness consists of production lead-time, production quality, development speed in R&D, and the capacity and capabilities of a company and its' supplier partnerships.

Toyota has a policy centered on Lean and Innovation into the future, with plans to continue to place an emphasis on maintaining their position as a leading automobile manufacturer by adopting a "Global Vision" for meeting customer needs in a way that respects the



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earth and all the people. Toyota strives for sustainable growth by providing society with values such as "Safety and Peace of Mind," "Environmental Sustainability" and "Waku-doki (excitement and exhilaration that wows you)" through Toyota business activities.

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Toyota Global Vision

- Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people.
- Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile.
- We will meet our challenging goals by engaging the talent and passion of people, who believe there is always a better way.

To learn more on Toyota and the companies vision go to <http://www.toyota-global.com/>.

If you are interested in learning more about the Toyota Principles of Invisible Competitiveness in helping your company adopt Lean, Innovations, and Sustainability please contact Leanovations at info@leanovations.com or call us at (860) 479-0293.



Leanovations Announces 2021 Lean Leadership Certification (LLC) Classes

Leanovations conducts our 4 Day Lean Leadership Certification (LLC) program three times per year, to support the individual growth of Lean Leaders and allow them the opportunity to become a student of the Toyota approach, benchmark and network with other leaders and companies. Our 2021 Lean Leadership Certification (LLC) schedule is locked in, so mark your calendars now as the classes sell out early. **The 2021 LLC dates are:**

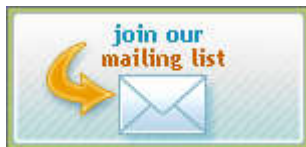
- * May 17-20, 2021
- * October 4-7, 2021

All graduates participate in a fast-paced intense 4-day workshop. The workshop includes visiting Lean manufacturing companies each day to hear from top management and the employees about the Lean journey they are on and touring the factories to see first-hand what it takes to become Lean a leader. We believe a key part of Leanovations mission is teaching and coaching organizations how to effectively address issues they currently are facing and will in the future, we call this "Transforming Tomorrow Today"!!!

Addressing change and improving the current state to a future state Good to Great, is an ongoing process, and having a Lean Leader focused on a structured engagement of the organization's employees at all levels is key to any successful Lean transformation. A Lean Leader is responsible for teaching and leading the organization in



PAST GRADUATING CLASS



developing a Lean culture, knowing it is not just about the tools - it is about the people, and having all employees, at all levels, becoming engaged in Lean.



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A Lean Leader understands to become a good teacher/leader, you first must be a great student. You must become a sponge looking to soak up and absorb new "Golden Nuggets" of wisdom, techniques and experiences from others that you will be able to draw upon as you lead, teach and mentor others. Lean Leaders must appreciate there is always something you can learn, through networking and benchmarking.

Since 2008, when we started offering our Lean Leadership Certification (LLC) Workshops, we have had over 1,000 individuals, from manufacturing, government, healthcare and service industries attend and graduate from our LLC workshops. We have enjoyed a diverse group of attendees from all levels to include; Business Owners/CEOs, CFOs and COOs to Machinists, Assemblers, Material Handlers and Office Support such as Sales, Human Resource and Procurement. **Graduates have come from over 90 organizations, 24 different states and 3 European countries.**

If you are interested in attending or having members of your organization attend Leanovations Lean Leadership Certification Program, please contact us at: info@leanovations.com or call us at: (860) 479-0293 or visit our website at www.leanovations.com.

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