

The Challenge: Train and Deploy Lean Change Leaders

The Client:

This client is a global enterprise principally engaged in the manufacture of defense equipment. Kaufman Global was engaged by the client to lead various work streams to train and deploy Lean change leaders throughout their organization.

The Approach:

Kaufman Global provided in-depth, **hands-on Lean training to 45 internal client resources**, also delivered **Lean Leadership Workshops** to over 1,200 personnel at multiple sites.

The team also developed and performed a **pilot Integrated Product Development (IPD) program** that included training and the application of pragmatic tools and techniques to drive functional organizations together toward common goals and deliverables.

Another work stream focused on **operational improvement**. Kaufman led the implementation of Lean practices to improve productivity at one of the client's divisions. This project included training, Rapid Improvement Events, Visual Display technology and improved product / process flow techniques.

Joint teams also developed high-level plans, created process flow understanding and implemented Lean systems in the area of Enterprise Resource Management (ERM).

Ultimately, Kaufman Global and the Lean-trained "co-consultants" conducted over 50 Rapid Improvement Events in a variety of areas including highly technical space and defense products, traditional manufacturing, and administration offices.

The Result:

- Achieved \$5 million in bottom-line savings and implemented a system to realize \$50 million of additional identified benefits.
- Deployed Lean Change Leaders throughout the organization who are capable of leading future Lean initiatives and are now operating at the direction of the various business units.
- Involved over 2,100 employees in Rapid Improvement Events and Lean Seminars, creating the base-line knowledge of Lean techniques required in the creation of a culture of Continuous Improvement.

Critical to Success:

A key component in the success of this effort was the coaching of key leaders throughout the organization one-on-one to enlist corporate buy-in and support for the initiative.

"Kaufman Global brings the experience and knowledge required for a successful leaning activity. The success of the leaning activity is crucial / key to our ability to reduce cost and cycle time increasing our competitiveness and ability to satisfy our customers."