

CHARTERING AN ENTERPRISE PROCESS STANDARDIZATION INITIATIVE



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541613 541614, 541618, 541720 561421,
561422, 561499 561110,
611420, 611430 611699, 611710

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Providing a major process redesign with unquestionable executive sponsorship.

The leadership of an international manufacturing company comprising six business units determined they could not afford six unique versions of the innovation process.

The business unit leaders were tasked to standardize the process and justify localization only where absolutely necessary.

As part of the Define step of Six Sigma's DMAIC model, AO was used to clarify the scope, charter, assumptions, expectations, and concerns of this exercise amongst the business unit leaders.

AO raised the concern that scientists and R&D professionals would feel that standardization would cause them to become generalists rather than specialists, with fears this would lead to damaging attrition.

The concern arose due to different interpretations of the term 'standardize'. Some business unit leaders saw process as an inhibitor to creativity and that their staff would be confined to fulfilling predefined tasks, whereas others accepted that their local version of the innovation process had developed over time but was not necessarily adding unique value, and therefore, defining common core innovation processes could still allow for high levels of creativity by talented individuals, but within a manageable framework.

Examples of how the process would define what should be done, in ways that also showed the potential for creativity in the outputs, allowed the group to set aside this concern, and provided the material for preempting this concern in the communications process. The virtual dialogue and one-day maximize activity produced a 47-activity roadmap that supported a \$110M funding approval the next month, leading to 18 Lean/Six Sigma-based workstreams. The three year performance objectives were met by the end of year one.

CONSULTANT SERVICES:

Consultative: Creating a pathway in achieving your results with your business members input and employee observations of what is key for the benefit of your clients.

Advisory: Bringing diverse perspectives from unrelated industry operations and processes in seeking new opportunities in efficiencies.

Collaborative: Alignment optimizations delivers on a full spectrum of progressively engaging and impacting methodologies that deliver the results you and your clients expect.

KEYNOTE SPEAKER/WORKSHOPS

TRAINING & FACILITATION

COACHING & MENTORING

STAY CONNECTED



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Aligning Performance Improvement w/Corporate Strategy