

TRANSFORMATIONAL CHANGE

Assoc. Prof. Dr. Muhamad Zameri
b. Mat Saman



An Action Plan

Getting Started

- Find a change agent (senior leader: you)
- Get the knowledge
- Form sub-unit
- Map value stream (activity by activity and step by step)
- Begin ASAP with a specific/important and visible activity
- Demand immediate results (feedback)
- Expend the scope



An Action Plan

- Creating a New Organization
 - Reorganize your firm by product family and value stream
 - Create a lean function
 - Deal with excess people at the outset (when you convert a pure batch and queue activity to lean technique, you can eventually reduce human effort by three-quarters with little or no capital investment)
 - Devise a growth strategy
 - Continuous improvement

An Action Plan

- Business Systems to Encourage Lean Thinking
 - Teach lean thinking to every employee (including customers' and suppliers' employees)
 - Utilize policy development (kaizen every major production activity)
 - Create a lean accounting system (value stream/product based costing)
 - Pay your people in relation to the performance of your firm
 - Make everything transparent (benchmarking your internal performance)
 - Teach lean thinking and skills to everyone (training for workforce)

An Action Plan

- The Final Leap
 - Moving ahead at full speed
 - Convince your supplier and customer to improve in house performance
 - Convert from top-down leadership to bottom-up initiatives



Time Frame to Implement Lean

PHASE	SPECIFIC STEPS	TIME FRAME
Get started	<ul style="list-style-type: none"> Find a change agent Get lean knowledge Find a lever Map value stream Begin kaikaku (specific/important and visible activity) Expand your scope 	First six month
Create a new organization	<ul style="list-style-type: none"> Reorganize by product family Create a lean function Devise a policy for excess people Devise a growth strategy Remove anchor draggers Instill a perfection mind set 	Six month through year two
Install business systems	<ul style="list-style-type: none"> Introduce lean accounting Relate pay for firm performance Implement transparency Initiate policy deployment Introduce lean learning Find right sized tools 	Year three and four
Complete the transformation	<ul style="list-style-type: none"> Apply these steps to your suppliers/customers Develop global strategy Transition from top down to bottom up improvement 	By end of year five

