

Erik Hager, President / Sensei Lean Productivity Systems Inc.



Lean /TPS Experience

Ten Years - Manufacturing, Training & Development and Kaizen at TMMC Cambridge plant

Two Years – Advanced TPS Consulting with TSSC in Kentucky & Japan

Lean /TPS Sensei - Owner of LPS inc.

Thirteen Years- Building Capacity and Capability for Improving Performance Results in Engagement, Safety, Quality, Lead-times, Productivity, Cost, and Environment

Clients / Projects

Ford, Phillips, Starbucks, Westcast, March of Dimes, Rogers, Quinte Health, Merck, Raytheon, Little Lakes M&T

Gemba (Shopfloor & Admin) Kaizen, Coaching / Mentoring Senior Leaders, Implementation of Lean / TPS Management System

Learning after 20 years of Success? (RRU MA In Leadership)

Why don't people do what I know they should do? reflect/learn/change–practice–reflect/learn/change–practice–write/reflect/learn/change–practice

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SME - Implementing and sustaining CI: "There's nothing I can do. It's the system."



CI Process: Is it a Core Competency?

Process Performance and Results Performance

Pace of Improvement and Innovation: How do we know if we are ahead or behind?

"The pace of continuous performance improvement must be equal to or greater than the rate required by External and Internal Influencers"

CI Leadership- What's the Mindset /What's the Purpose?

Where is the organization's focus? Where do they budget / invest Time / Money

(Process, People, Results)? What behaviours are exhibited / practiced / managed?

"Investing time and money to develop new skills and methods of manufacturing, including new methods for involving everyone responsible for improving quality, is an up-front "cost."

Change Leadership: They always resist change?

Who is responsible for physical changes? Who is responsible for people / psychological transition? Is everyone a Change Leader?

"Thinking in terms of processes of change rather than snapshots of change"

Organizational Structure: 1. Actions –2. Behaviours – 3. Thinking?

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RESOURCES

Nobody Ever Gets Credit for Fixing the Problems that Never Happened:
Creating and Sustaining Process Improvement – Repenning, N. P. & Sterman,
J. D. (2001).

Sustaining Lean Transformation Through Growth and Positive Organizational
Change – Roth, G. (2011).

The Six Secrets of Change: What the Best Leaders Do to Help Their
Organizations Survive and Thrive – Fullan, M. (2008).

Managing Transitions: Making the Most of Change – Bridges, W.

Beyond Change Management: How to Achieve Breakthrough Results Through
Conscious Change Leadership – Anderson, D. & Ackerman Anderson, L.

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