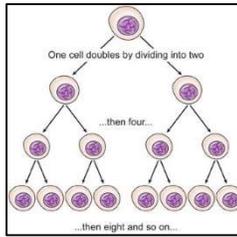


OVERVIEW



Model Cell

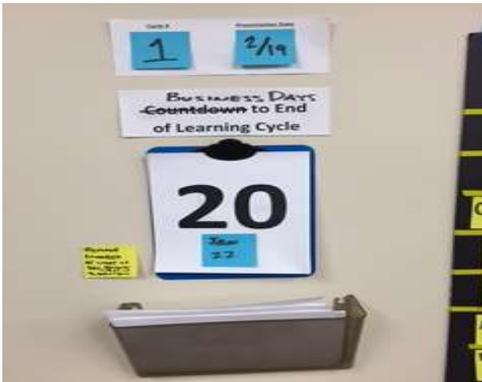
1. Purpose:

The model cell is used to experiment and define, at a small scale, the principle, technical and managerial aspects of the Lean operating system. As the operating system is defined, the model cell is the learning laboratory for leaders who adopt and methodically spread the concepts to other areas.

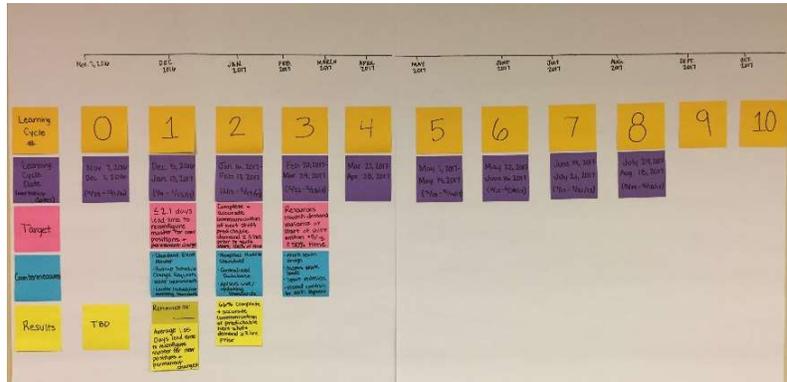
The deployment of the Model Cell goes through four distinct phases: forming, stabilizing, standardizing, and improving. Each phase is designed to combine best practices from Lean and change management. The Model Cell is supported by classroom training, hands-on workshops, and 1:1 coaching.



2. Tools:



Learning Cycle Countdown



Learning Cycle Calendar

Name:		TEAM TRAINING MATRIX															
Department: Staffing Model Area/Team	Doc. No.:	Process or Operation Name	e-Learning, VMI Overview	e-Learning Frontline Management System	e-Learning A3 Thinking	e-Learning Strategy Deployment	Strong Leadership with Workbooks	Participate in A3 Workshop	Participate in A3A Workshop	Participate in Kaizen Training	Participate in Kaizen Workshop	Lead Kaizen Workshop	Workshop Facilitator	Read Kaizen Simplified Production	Read Creating A Lean Culture	Lean Bronze Book Club	Lean Bronze Certification
Date: 11/7/16		IDEAL NUMBER TRAINED															
1	Kristine Bohl		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2	Amy Kieffer		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3	Tousher Yang		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4	Hoa Flaa		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
5	Mike Billadeau		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
6	Tyler Pulkabek		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
7	Carissa Behrent		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
8																	
9																	
10																	
11																	

Model Cell Team Training Matrix

Data for LC #5		
Phase	Target	Current
Phase 1	100%	100%
Phase 2	100%	100%
Phase 3	100%	100%
Phase 4	100%	100%
Phase 5	100%	100%
Phase 6	100%	100%
Phase 7	100%	100%
Phase 8	100%	100%
Phase 9	100%	100%
Phase 10	100%	100%

Learning Cycle Experiment



Learning Cycle A3's



3. Ideal Behaviors:

	Principles	Executive	Director	Manager/Supervisor	Frontline
Thought	<ul style="list-style-type: none"> Create Value for the Customer Create Constancy of Purpose Think Systemically 	Identify opportunities across multiple value streams to optimize flow and improvements. Check on achieving targets frequently.	Set visible department targets to greatly impact the value stream using key performance indicators.	Review key performance indicators daily with the frontline team. Coach to improvement of frontline metrics and related idea cards. Remove barriers for the frontline to achieve the standard work	Standard work is followed and can explain why standard was developed and exists that way. Explain the customer impact of department key performance indicators.
People	<ul style="list-style-type: none"> Lead with Humility Respect Every Individual 	Use coaching kata in the gemba frequently. Redirect problem solving to occur at the lowest level possible.	Walk in the gemba frequently to understand systemic causes of performance. Redirects problem solving to occur at the lowest level possible.	Encourage the frontline to explore new ideas without fear of failure. Coach the frontline to make the work visible so problems become easily identified.	Treat all ideas as equal in value. Encourage others to learn from ideas.
Results	<ul style="list-style-type: none"> Flow & Pull Value Assure Quality at the Source Focus on Process Embrace Scientific Thinking Seek Perfection 	Ask questions to promote disruptive thinking Experiment executive level ideas to support direct reports. Present throughout learning cycle to understand the work and remove barriers	Monitor processes to ensure standard works exist and are continuously improving with customer expectations. Expect frontline leaders to have standard works on problem escalation process	Ask questions of the frontline staff to allow them to simplify the work Reward disruptive thinking. Respond to escalated issues within an expected time frame	Identify and implement process improvements daily using scientific thinking and methodologies. Stop processes where errors occur to solve problems.
Personal	<ul style="list-style-type: none"> Continuous Self-Development 	Participate and leads in activities that provide lean knowledge and skills. Sponsor improvement efforts. Improve their leader standard works to be more supportive of the people they work for.	Participate and lead in activities that provide lean knowledge and skills. Improve their leader standards to be more supportive of the people they work for.	Participate and leads in activities that provide lean knowledge and skills. Improve their leader standard works to be more supportive of the people they work for.	Seeks out cross training to advance their skills on the department training matrix Improves processes in teams to learn improvement skills.

4. Implementation:

Follow monthly learning cycles over a 12 to 18-month period. During the first learning cycle, the improvement work is narrowly focused. As the team progresses, the learning cycles are geared to larger workflows before embracing the value stream.

When the model cell transformation is mature enough, it becomes the learning laboratory where leaders from other areas come for a few days or weeks to learn and experience first-hand the model. The spread of process and leader standard work is conducted by wave using the adopt/adapt concept and a strong focus on change management.

Prepare	Stabilize	Standardize	Improve
Prepare change	Identify key processes	Create Std work	Measure performance
Conduct kickoff	Study work content	Create LSW	Conduct PDCA
Grasp the situation with data and facts	Identify critical to quality	Use & Monitor Standard Work	Improve standard work
Initiate personal improvement A3's	Make what "good" looks like	Visual processes	Train and communicate changes
	Identify and track key performance indicators	Train & implement standard work	Showcase progress to executives

Phases of Work

Steering Committee Meeting Timing: Bi-weekly (1 hour) Purpose: Governance, oversight, barrier reduction Attendees: Lean coach, senior executive sponsor(s), model cell leader(s)
Weekly Plan Meeting Timing: Weekly (30 minutes) Purpose: To understand work needed completion that week Attendees: Model cell leader(s), Lean advisor, dedicated Staff, change agent, SME's, stakeholders
Daily Huddle Timing: Every morning (30 minutes) Purpose: Understand yesterdays performance and how to improve today Attendees: Model cell leader(s), Lean advisor, dedicated Staff, change agent, SME's, stakeholders

Decision Structure

