

**Manufacturing Insights**

Lean Information Technology Systems: LIT

SCENE 1

**MI FBI**, CGS: FBI warning  
white text centered on black to blue  
gradient

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SCENE 2

**MI DRL**, CGS: DRL screen  
white text centered on black to blue  
gradient

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SCENE 3

**MI AME**, CGS: AME screen  
white AME logo on black to blue gradient  
**LIT03B**, edited peter carey narration

**NARRATION (VO):**

PRODUCED IN COOPERATION WITH THE  
ASSOCIATION FOR MANUFACTURING EXCELLENCE.

SCENE 4

**MI SME**, SME logo open, with music

SCENE 5

**MI OPEN**, MI open, with music  
**LIT05A**, CGS: Lean Information Technology  
Systems  
white text, centered  
**LIT05B**, **LIT05**, **06:14:38:00-06:14:54:00**  
people working at computers

**MUSIC UP AND UNDER**

**NARRATOR (VO):**

MANUFACTURING INSIGHTS, MANUFACTURING  
ENGINEERING MAGAZINE'S VIDEO SERIES FOR  
PROCESS IMPROVEMENT. THIS PROGRAM  
HIGHLIGHTS THE METHODS AND BENEFITS OF  
LEAN INFORMATION TECHNOLOGY SYSTEMS, OR  
LEAN 'ITS'.

SCENE 6

**LIT06A**, **LIT05**, **06:33:17:00-06:33:46:00**  
zoom out, angle leading people at lean

**NARRATION (VO):**

activity

**LIT06B, LIT04, 04:29:30:00-04:29:44:00**  
zoom out, quick and easy board  
**LIT06C, LIT04, 04:23:18:00-04:23:30:00**  
pan, down due dates on board all done

SCENE 7

**LIT07A, LIT05, 07:01:48:00-07:02:17:00**  
people at kaizen event

SCENE 8

**LIT08A, LIT07, 08:31:37:00-08:31:57:00**  
jean cunningham on-camera  
**LIT08B, CGS: Jean Cunningham**  
**LIT08C, still, shingo prize logo**  
**LIT08D, still of book, real numbers:**  
management accounting for the lean  
organization  
**LIT08E, still of book, easier, simpler,**  
faster: system strategy for lean  
management  
**LIT08F, still, jean cunningham during**  
career  
**LIT08G, still, jean cunningham during**  
career  
**LIT08H, still, jean cunningham during**  
career

TO REALIZE A TRULY LEAN CULTURE AND  
ENVIRONMENT ALL EMPLOYEES NEED TO  
UNDERSTAND AND PARTICIPATE IN CONTINUOUS  
IMPROVEMENT OR LEAN ACTIVITIES. SPREADING  
LEAN BEYOND THE SHOP FLOOR TO THE ALL THE  
OVERHEAD FUNCTIONS HELPS TO SUPPORT  
OPERATIONS, AS WELL AS IMPROVE THE  
PERFORMANCE OF THE ENTIRE ENTERPRISE.

**NARRATION (VO) :**

THIS PROGRAM WILL EXAMINE HOW THE  
INFORMATION SYSTEM OR TECHNOLOGY PROCESS  
CAN SUBSTANTIALLY BENEFIT FROM THE  
APPLICATION OF LEAN PRINCIPLES AND  
METHODS.

**NARRATOR (VO) :**

WE WILL TALK WITH JEAN CUNNINGHAM, AN  
EXPERT IN LEAN INFORMATION TECHNOLOGY.  
JEAN IS THE FOUNDER OF JEAN CUNNINGHAM  
CONSULTING, AND HAS BEEN AWARDED TWO  
SHINGO PRIZES FOR HER WORK IN EXPANDING  
LEAN BEYOND THE SHOP FLOOR AS THE CO-  
AUTHOR OF 'REAL NUMBERS: MANAGEMENT  
ACCOUNTING FOR THE LEAN ORGANIZATION' AND  
'EASIER, SIMPLER, FASTER: SYSTEM STRATEGY  
FOR LEAN 'IT'. JEAN GAINED HER LEAN  
KNOWLEDGE THROUGH HER PRACTICAL  
EXPERIENCE AS CFO AT TWO LEAN  
MANUFACTURING COMPANIES.

SCENE 9

**LIT09A**, CGS: Kimberly-Clark Corporation  
**LIT09B**, **LIT09**, 01:04:06:00-01:04:15:00  
ramón baez on-camera  
**LIT09C**, **LIT03**, 03:40:32:00-03:40:54:00  
kurt schweitzer on-camera  
**LIT09D**, **LIT02**, 02:34:14:00-02:34:28:00  
karen rasmussen on-camera  
**LIT09E**, **LIT02**, 02:03:38:00-02:03:48:00  
jill pannier on-camera  
**LIT09F**, **LIT06**, 07:20:20:00-07:20:36:00  
doug barber on-camera  
**LIT09G**, **LIT01**, 01:19:16:00-01:19:26:00  
angie dahl on-camera  
**LIT09H**, **LIT02**, 02:24:36:00-02:24:54:00  
kristina jones on-camera  
**LIT09I**, **LIT04**, 04:32:25:00-04:32:35:00  
tilt, lite team metrics board  
**LIT09J**, **LIT04**, 04:24:48:00-04:24:58:00  
tilt of its process board  
**LIT09K**, **LIT05**, 06:41:53:00-06:42:09:00  
zoom out, people at kaizen event

**NARRATOR (VO) :**

SHARING PRACTICAL EXPERIENCE THROUGH THE  
WORDS OF EMPLOYEES AT THE KIMBERLY-CLARK  
CORPORATION, WE WILL EXPLORE HOW LEAN IS  
BEING UTILIZED TO DRIVE IMPROVEMENT IN  
KIMBERLY-CLARK'S INFORMATION TECHNOLOGY  
ORGANIZATION TO IMPROVE SERVICE LEVELS,  
REDUCE WASTE AND CREATE WHAT THEY CALL  
WHITE SPACE TO ENABLE THE 'IT'  
ORGANIZATION TO MEET THE EVER EXPANDING  
NEEDS OF THEIR BUSINESS PARTNERS.

--- TOUCH BLACK ---

SCENE 10

**LIT10A**, CGS: Ramón F. Baez  
Vice President of ITS & CIO  
Kimberly-Clark Corporation  
**LIT10B**, **LIT09**, 01:01:48:00-01:02:35:00  
Ramon Baez on-camera  
**LIT10C**, **SME4151**, 02:55:16:00-02:55:35:00  
zoom out, lean in a factory setting  
**LIT10D**, **SME4151**, 02:57:48:00-02:58:05:00  
zoom out, lean tool cart  
**LIT10E**, black to blue background  
**LIT10F**, CGS: Health Care  
Financial Services  
Government  
**LIT10G**, **LIT04**, 04:18:26:00-04:18:42:00  
zoom out, lean metrics boards used in  
front office  
**LIT10H**, **SME4201**, 04:08:24:00-04:08:35:00  
zoom out, lean product design in the  
front office  
**LIT10I**, **LIT08**, 09:48:37:00-09:48:47:00  
k-c its people at kaizan event  
**LIT10J**, **LIT04**, 04:39:11:00-04:39:26:00  
zoom out, kimberly-clark building/sign  
**LIT10K**, **LIT04**, 05:06:35:00-05:06:47:00  
pan, people at quick and easy board

**NARRATION (VO) :**

LEAN AS A BUSINESS AND CONTINUOUS  
IMPROVEMENT STRATEGY IS RACING THROUGH  
MANUFACTURING. WITH THE SUCCESS IN  
MANUFACTURING, OTHER INDUSTRIES INCLUDING  
HEALTH CARE, FINANCIAL SERVICES AND  
GOVERNMENT, ARE ADOPTING LEAN  
METHODOLOGIES AS WELL. LEAN ALSO HAS  
TRANSITIONED OUT FROM THE FACTORY FLOOR  
TO THE OFFICE OR BUSINESS PROCESSES. THE  
INFORMATION TECHNOLOGY FUNCTION IS  
ANOTHER FOCUS AREA FOR APPLYING LEAN  
THINKING. THE KIMBERLY-CLARK CORPORATION,  
LIKE MANY COMPANIES, LAUNCHED LEAN IN  
THEIR MANUFACTURING FUNCTION. BECAUSE OF

ITS SUCCESS, THEY'VE MIGRATED LEAN  
THINKING INTO OTHER AREAS. RAMON BAEZ,  
VICE PRESIDENT OF INFORMATION TECHNOLOGY  
SYSTEMS & CHIEF INFORMATION OFFICER FOR  
KIMBERLY-CLARK EXPLAINS...

SCENE 11  
continue previous shot

**RAMON BAEZ (ON-CAM) :**

...We absolutely needed something to be able to transform the organization, and we believed if we were going to transform this not just in the United States, but across all boundaries—in other words in Latin America, in Europe, in Asia Pacific—and we're truly going to be a global operation, we needed one type of methodology to continually improve our processes. We thought lean was the right methodology, the right tool for us.

SCENE 12  
**LIT12A**, CGS: Kurt F. Schweitzer  
Director  
ITS Effectiveness Program  
Kimberly-Clark Corporation  
**LIT12B, LIT03, 03:04:54:00-03:05:37:00**  
Kurt Schweitzer on-camera

**NARRATION (VO) :**

KURT SCHWEITZER, DIRECTOR OF KIMBERLY-  
CLARK'S NEENAH, WISCONSIN INFORMATION  
TECHNOLOGY SERVICES EFFECTIVENESS PROGRAM  
DETAILS WHY LEAN WAS LAUNCHED WITHIN  
THEIR ORGANIZATION.

SCENE 13  
continue previous shot

**KURT SCHWEITZER (ON-CAM) :**

...It really comes down to having to do less with less. You hear about having to do more with less, but like many companies the environment has led us to having less people, less money, and yet the demands are ever increasing. We we're trying to figure out what those things are that we want to do less of. That's really where lean comes in, it helps us identify where the waste is, the non-value added work in the process, and that's what we want to do less of. We can't necessarily increase the people or the dollars, so we have to take some of the waste out. That's really the focus of lean here in IT.

SCENE 14  
**LIT14A, LIT04, 04:21:17:00-04:21:31:00**  
tilt, publishing process improvements

**NARRATION (VO) :**

list

**LIT14B, LIT05, 07:00:09:00-07:00:28:00**  
people working at lunch table

EVERY ORGANIZATION HAS SOME TYPE OF  
IMPROVEMENT METHODOLOGY WHETHER IT IS  
STATED OR NOT. BUT FOR KIMBERLY-CLARK,  
LEAN HAS BEEN DIFFERENT THAN THE OTHER  
APPROACHES.

SCENE 15

**LIT15A, LIT03, 03:06:00:00-03:07:35:00**  
Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**

...We have been down a number of  
different paths here in the IT  
organization, like process mapping, a  
very deep process mapping discipline. It  
yielded some results, but never really  
had a life of its own, never really  
carried on by itself. We looked at some  
of the Deming principles, we looked at  
the Michael Hammer pieces, and they have  
all been top down pushes. What we find  
different about lean is that it really  
flips that around. It requires the  
leaders to be very humble, delegate that  
responsibility of improvement, and it  
pulls up on the people who are actually  
doing the work for them to see the waste  
in the process. They're the best ones to  
see it, they do it every day. We can be  
in 100 conversations, and probably 50 of  
them would talk about some silly things  
that we do in our process, and it's the  
people doing it that are seeing it. So  
lean for us is a difference in that it  
really puts that power into the hands of  
the people that do it. They see the  
waste, they find the way to improve it,  
make the recommendations, and they're  
really able to not only get the first  
improvement, but sustain that improvement  
over time.

SCENE 16

**LIT16A, CGS: Lean for IT**  
**LIT16B, CGS: IT for Lean**  
**LIT16C, LIT04, 04:19:03:00-04:19:24:00**  
zoom out, lean its boards in hallway  
**LIT16D, LIT04, 04:22:25:00-04:22:40:00**  
pan down improvements board  
**LIT16E, SME4154, 02:46:45:00-02:47:00:00**  
zoom out, guy at computer looking at  
email

**NARRATION (VO) :**

CHANGES IN THE 'IT' PROCESS COME FROM TWO  
SOURCES. FIRST IS THE APPLICATION OF LEAN  
PRINCIPLES TO THE WORK THAT IS DONE IN  
THE 'IT' OPERATIONS OR FUNCTION. WORK  
SUCH AS PUTTING HARDWARE ON THE DESKTOP,  
RESPONDING TO APPLICATION SOFTWARE

MODIFICATIONS, OR MANAGING SECURITY AS  
EXAMPLES. THIS IS CALLED LEAN FOR 'IT'.  
THE SECOND SOURCE IS THE NEED FOR 'IT' TO  
SUPPORT THE CHANGES COMING OUT OF THE  
LEAN MANUFACTURING PROCESSES. THIS IS  
CALLED 'IT' FOR LEAN.

SCENE 17

**LIT17A, LIT06, 07:07:40:00-07:08:19:00**

Doug Barber on-camera

**LIT17B, CGS: Douglas Barber**  
Mfg. Systems & Financial  
Leader - Personal Care  
Kimberly-Clark Corporation

**LIT17C, LIT05, 06:56:50:00-06:57:03:00**

zoom out, people in kaizen event

**LIT17D, still, black to blue graph**  
requestor approvals

**LIT17E, still, graph showing requestors**  
approval/launch steps for it project

**LIT17F, still, black to blue graph it**  
approvals

**LIT17G, still, graph showing**  
approval/launch steps for large it  
project within it

**LIT17H, still, black to blue graph**  
approvals heading

**LIT17I, still, graph showing first tier**  
steps for approval

**LIT17J, still, graph showing second tier**  
steps for approval

**LIT16A, CGS: Lean for IT**

**NARRATION (VO) :**

ONE OF THE INITIAL LEAN FOR 'IT' PROJECTS  
AT KIMBERLY-CLARK WAS THE PROCESS TO  
APPROVE AND LAUNCH LARGE 'IT' PROJECTS.  
THE PROCESS HAD A SERIES OF APPROVAL  
STEPS BY THE REQUESTOR OR BUSINESS  
PARTNER, AND THEN ANOTHER APPROVAL  
PROCESS WITHIN 'IT'. THIS STARTED EARLY  
TO GET PROJECTS INTO THE BUDGET AND THEN  
REPEATED WHEN THE PROJECT WAS READY TO  
BEGIN. DOUGLAS BARBER IS ONE OF THE  
INTERNAL BUSINESS PARTNERS.

SCENE 18

continue previous shot

**DOUG BARBER (ON-CAM) :**

...So we see, at Kimberly Clark at least,  
a huge opportunity in taking out  
bureaucratic steps in terms of approvals,  
portfolio management, things of that  
nature, where we can focus people on some  
of their business objectives initially,  
and then just go and do the work, vs.  
getting umpteen approvals to make sure it  
is in fact the things we should be  
working on.

SCENE 19

**LIT19A, LIT02, 02:40:54:00-02:41:42:00**

Karen Rasmussen on-camera

**LIT19B, CGS: Karen Rasmussen**  
ITS Senior Manager  
Kimberly-Clark Corporation

**NARRATION (VO) :**

KAREN RASMUSSEN'S ORGANIZATION WAS  
INTEGRAL TO MOVING PROJECTS THROUGH THE

PROCESS.

SCENE 20

continue previous shot

**KAREN RASMUSSEN (ON-CAM) :**

...I remember thinking oh, this is another process mapping tool. I had been involved with lots of different process mapping tools, and I was a little skeptical. But walking out of there I had a totally different attitude. I think with other process mapping, you tend to build a Cadillac. You never step back and say why do you do things, you just keep adding on and on and on. With this philosophy you stop and you ask those five "why's", and you make sure every step is value add. It really is a great tool.

SCENE 21

**LIT21A, LIT02, 02:30:38:00-02:31:04:00**

Karen Rasmussen on-camera

**KAREN RASMUSSEN (ON-CAM) :**

...when we were first trying to bring lean into Kimberly Clark IT, we looked at all our processes, and it had the most key stakeholders and took the longest time, and so it was a prime candidate for review.

SCENE 22

**LIT22A, LIT08, 09:40:51:00-09:41:13:00**

zoom in, people arguing during kaizen event

**NARRATION (VO) :**

OFTEN THE PROCESS OWNER CAN FEEL VERY OVERWHELMED BY ALL THE COMMENTS AND CRITICISM DURING A KAIZEN EVENT. IT ISN'T EASY TO HEAR THAT THE PROCESS CAN BE IMPROVED WHEN YOU HAVE HELPED CREATE IT.

SCENE 23

**LIT23A, LIT02, 02:31:04:00-02:31:44:00**

Karen Rasmussen on-camera

**KAREN RASMUSSEN (ON-CAM) :**

...sitting in the room and listening to people talk about non-value add in regards to steps in the process, it was very difficult, but I think you just need to understand that people aren't looking at you in terms of non-value add, it's the steps in the process. Nobody adds steps just for the sake of adding steps. At one point in time there was a reason for that. So you just have to leave those personal feelings at the door and just understand that people are looking at the process, and not you.

SCENE 24

**LIT24A, LIT02, 02:28:42:00-02:29:23:00**

Karen Rasmussen on-camera

**KAREN RASMUSSEN (ON-CAM) :**

...Organizationally the difficulty was, once we left the lean kaizen, was to get others on board to the changes. It made

them very, very uncomfortable, and we wanted to make sure that them being uncomfortable didn't drive the wrong behaviors to the process changes. So we did that in a couple of ways. One being we assured them that we would check and adjust, that this wasn't cast in stone, that we would continue to look at our process. And also put up different matrices, so we could measure and watch different behaviors.

SCENE 25

**LIT25A, LIT04, 04:31:09:00-04:31:19:00**

zoom out, lean metrics board

**NARRATION (VO) :**

LEAN METRICS ARE IMPORTANT TO HELP THE EMPLOYEES UNDERSTAND WHAT IS IMPORTANT IN THE NEW PROCESSES.

SCENE 26

**LIT26A, LIT02, 02:29:27:00-02:30:01:00**

Karen Rasmussen on-camera

**KAREN RASMUSSEN (ON-CAM) :**

We created something called "race to the start," and what it measures is when a proposal enters our resource and portfolio management process to the point that it kicks off, so we measure each of the different steps against our SOA's. It has been very beneficial in identifying some staffing issues that we've had, some of the deliverables, it appears as though we're trying to do too much. So it has really brought to light the new challenges that process changes have brought.

SCENE 27

**LIT27A, LIT04, 04:32:04:00-04:32:14:00**

lean metrics board

**NARRATION (VO) :**

THE PROCESS WAS CHANGED DRAMATICALLY AND HAS BEEN IN USE FOR OVER TWELVE MONTHS.

SCENE 28

**LIT28A, LIT02, 02:32:16:00-02:33:13:00**

Karen Rasmussen on-camera

**KAREN RASMUSSEN (ON-CAM) :**

Some of the changes we made to the Resource and Portfolio Management process was that once a year in the June timeframe, we would attempt to identify and prioritize all the projects that IT would be delivering to the business the following year. It took thousands of hours and lots of key people. During the kaizan event we identified the fact that we put forward this effort, but many of the projects never came to fruition. The business changed throughout the course of the year. So we identified that baseline portfolio, as we called it, as a non-



SCENE 29

**LIT29A, LIT02, 02:33:12:00-02:33:54:00**

Karen Rasmussen on-camera

value add step. So we removed that step. We now work in a 3-month window. We say projects have to be shovel-ready. We have to understand the approach and what we want to do, and at that time they can enter the process...

**KAREN RASMUSSEN (ON-CAM) :**

...Another big change was that we used to authorize all of our projects. That took a lot of time. The authorization process was very long in duration, because there were a lot of people involved. We have since removed that requirement. Again, during the kaizan event we identified the fact that there were numerous approval steps already in place. So we removed that formal authorization for any projects under \$2.5 million. Probably conservatively, between those two changes we have saved about 8,000 hours.

SCENE 30

**LIT30A, LIT06, 07:08:48:00-07:09:26:00**

Doug Barber on-camera

**NARRATION (VO) :**

AND WHAT DOES ONE OF THE CUSTOMERS SEE AS A RESULT OF THESE IMPROVEMENTS?

SCENE 31

continue previous shot

**DOUG BARBER (ON-CAM) :**

We have seen some positive improvements. I saw an example last week where we were looking for some help on a specific problem, and typically I would characterize that as at least a month-long approval process to get somebody to look at the issue. They immediately had folks focus and swarm the issue right away. So I am seeing some definite changes in the way IT operates here.

SCENE 32

**LIT32A, LIT05, 06:27:07:00-06:27:23:00**

zoom in, sharepoint being used on computer

**NARRATION (VO) :**

ANOTHER LEAN FOR 'IT' IMPROVEMENT WAS THE SHAREPOINT ENGAGEMENT PROCESS, WHICH HAD A QUEUE ABOUT SIX MONTHS LONG OF PEOPLE WANTING SHAREPOINT, AND 'IT' COULDN'T DELIVER FAST ENOUGH.

SCENE 33

**LIT33A, LIT02, 02:19:44:00-02:20:25:00**

Kristina Jones on-camera

**LIT33B, CGS: Kristina Jones**

Enterprise Business

**KRISTINA JONES (ON-CAM) :**

Within the Sharepoint engagement kaizan, the group came in with a list of ideas on how they thought improvements could be made, and didn't think there was anything

Intelligence  
Kimberly-Clark Corporation

else to be found. But sure enough, we had brought in a cross-functional team, we had some of our customers in there, and we really looked at it from a different perspective. We found out the solutions they were proposing probably weren't the best solutions, they weren't going to answer what the customer needs were, or even what some of the other groups within IT needed. So by bringing that cross functional group in and opening their minds to some different possibilities, we were able to come away with a better solution.

SCENE 34

**LIT34A, LIT02, 02:17:59:00-02:18:53:00**  
Kristina Jones on-camera

**KRISTINA JONES (ON-CAM) :**

... So with the Sharepoint engagement kaizan, that was really the first time most of the participants had ever participated in any type of lean event and really started questioning why we did things. So all along we had come up with this engagement process that had worked before, but we quickly saw there was more demand than what we could meet. But we really weren't stopping so we could speed up. I think that was the biggest thing we learned, was that it is okay to take a couple days out to stop and evaluate the process, instead of just keep going. That way we were able to take out some of the waste, get the queue down, and now they continually do that. About on a monthly basis they come back and check and adjust and make improvements to the engagement process, so we can get more people the capabilities they need faster.

SCENE 35

**LIT35A, SME4161, 02:10:50:00-02:11:08:00**  
pan, value stream map of factory  
**LIT35B, LIT05, 06:18:18:00-06:18:42:00**  
zoom out, value stream map being built during kaizan event

**NARRATION (VO) :**

ALMOST ALL THE TOOLS USED ON THE SHOP FLOOR CAN BE USEFUL IN THE OFFICE. WHILE THE PROCESS MAP IS OFTEN USED IN THE OFFICE, THE VALUE STREAM CAN ALSO HELP A PROCESS OWNER OR TEAM SEE SOME OF THE PAIN POINTS.

SCENE 36

**LIT36A, LIT01, 01:46:43:00-01:47:17:00**  
Jill Pannier on-camera  
**LIT36B, CGS: Jill Pannier**  
ITS Instructional Design

**JILL PANNIER (ON-CAM) :**

One of the things we did within my team to really help them understand lean and to adopt that lean thinking, as well as to identify areas on the team that we

Solutions & Support Team  
Kimberly-Clark Corporation

could tackle, so to speak, with a rapid improvement event, we got a group of individuals together and we did a value stream map. It really helped us to understand the processes across the team, as well as to understand those areas in which we really felt there was waste and an opportunity...

SCENE 38

**LIT38A, LIT01, 01:33:56:00-01:34:35:00**

Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

...We have actually held a kaizan event within that team to improve one of the processes that has been causing lots of pain...

SCENE 39

**LIT39A, LIT01, 01:35:27:00-01:36:22:00**

Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

...The process we improved on my team was around the publishing process. We publish many different training materials, and we were working in six silos, all very much... each one was doing its own thing, its own publishing. With only 13 people on the team, we thought there was probably some opportunity there. The other thing was that this process caused a lot of pain points, so the team leader said this is a process that would be perfect for a lean event. I worked very closely with her and we held a kaizan event around the publishing process, and we did away with the silos. We now have one process and a lot more collaboration on the team...

SCENE 43

**LIT43A, LIT01, 01:37:34:00-01:38:27:00**

Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

...The benefit we realized in this publishing process, going from six silos down to a single process, there are a couple of things that came out of it. One, we actually did away with the silos, so we're now all working together. We have more cross training across the team, so we don't have just one person who knows how to publish a computer-based training module, for example. We greatly reduced the number of handoffs we had in this process. I believe we had seven handoffs, we're now down to three. So we really believe, for our customer, it improved the process itself, the quality of the process.

SCENE 44

**LIT44A, LIT04, 04:16:25:00-04:16:39:00**

zoom out, celebration banner

**NARRATION (VO) :**

CELEBRATION IS AN IMPORTANT PART OF

CHANGING THE CULTURE AND RECOGNIZING

CHANGE IN THE ORGANIZATION.

SCENE 45

**LIT45A, LIT01, 01:38:59:00-01:39:32:00**  
Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

We celebrated by having cupcakes and we put up signs outside the team that said "Ask the ITS Team why they're celebrating". So when people walked by they saw that poster and they would stop and ask various team members why they were celebrating. It just provided an opportunity for the team members to share what we accomplished in their kaizan event.

SCENE 46

**LIT46A, LIT05, 06:21:03:00-06:21:22:00**  
zoom out, sap document control banner to people in kaizan event

**NARRATION (VO) :**

IN ADDITION TO LEAN FOR 'IT' APPLIED TO ADMINISTRATIVE ACTIVITIES, LEAN THINKING APPLIES TO THE CORE SERVICES PROVIDED BY 'IT' AS WELL.

SCENE 47

**LIT47A, LIT07, 08:21:21:00-08:22:41:00**  
Jean Cunningham on-camera  
**LIT47B, CGS:** Jean Cunningham  
Founder  
Jean Cunningham Consulting

**JEAN CUNNINGHAM (ON-CAM) :**

Let's talk about lean within the core development of software, and the development of application code to support the business. Does lean have a place there? I think that it really does. It's a little bit like product development. Product development, we can utilize lean tools within product development, and software development is very similar. We want to relook at how we actually develop code, and take advantage of code that shows up common in multiple places within our application, and try to create some commonality in standard work. Maybe it's security procedures, maybe it's data storage procedures, there are a variety of different elements within the application. And try to create some standards of how you will integrate those aspects within the application itself. Another thing we can do is to do more team based application development. Just like we do process improvement by getting cross-functional groups of people to look at a process and improve it, we can do the same thing with teams of people looking at the code development, in terms of getting good ideas on how we want to develop the code, before we actually do the code development itself...

SCENE 48

**LIT48A, LIT07, 08:22:40:00-08:23:17:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

...One other development we can integrate into software application development is the idea of experimentation. Rather than having a product that you want to deliver, and you wait until every new aspect is developed before you deliver to the customer, break it down into stair steps, into pieces of code that you're delivering, and new capability, so your customer doesn't have to wait so long to get the new functionality. Give them pieces at a time so they can use it, test it out, give you feedback before you develop the whole system.

SCENE 49

**LIT16B, CGS: IT for Lean**

**LIT49B, LIT05, 06:27:42:00-06:28:04:00**

zoom out, sharepoint software being used

**LIT49C, SME4154, 02:33:12:00-02:33:26:00**

person at computer

**LIT49D, LIT08, 09:54:12:00-09:54:28:00**

people in kaizan event

**NARRATION (VO) :**

'IT' FOR LEAN REFERS TO SERVICES AND TOOLS THAT 'IT' PROVIDES TO THE CUSTOMERS OF THE 'IT' ORGANIZATION. LEAN THINKING DRIVES US TO FOCUS ON THE WORK THAT WE DO FOR OUR CUSTOMERS AND WHAT THEY VALUE. THIS IS THE CORE OF LOOKING FOR WASTE IN OUR ORGANIZATIONS.

SCENE 50

**LIT50A, LIT07, 08:27:55:00-08:29:12:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

IT struggles sometimes to think about who their customer is. We have a hard time relating to the people that buy products from our company at times. Our customer really for the most part is manufacturing, sales, purchasing, accounting, the people that use IT services within our company. If we can listen to the voice of our customer and hear what they're concerned about, we can do two things. We can improve customer satisfaction, as well as eliminate waste within the IT organization itself. Think about the call center. Here we have our customers calling in, telling us what kind of problems they're having, and if we can put a really seasoned, someone with really good, broad experience, on that phone, we can not only solve that customer's problem on the initial call, but we can eliminate a lot of waste within the IT organization of setting off the chain of emails and phone calls

trying to find the right person that can help our customer. So a high quality, voice of the customer, acting on it the first time and solving the problem right away can really help drive improvements within not only your company but the IT organization as well.

SCENE 51

**LIT51A, SME4154, 02:33:46:00-02:33:56:00**  
pan, office with computers in use

**NARRATION (VO) :**

THE GOALS OF THE 'IT' ORGANIZATION AND  
THE OVERALL BUSINESS MUST BE IN  
ALIGNMENT.

SCENE 52

**LIT52A, LIT07, 08:29:36:00-08:30:38:00**  
Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

If we think about our customers in a company, what is it they really want. If you talk to an IT person, typically they will tell you that their role in the company is to make sure hardware and software and communication devices are available. But if you talk to a non-IT person and ask them what the role of IT is, often they will say, oh they can identify trends within the business, and they have the information to help us know what's going on, and they really can help find problems that we're having within our company. These are two very different answers. So lean can really help us. By applying lean principles we can eliminate a lot of the wasted activities within the IT organization, to free up time to really focus more on what our IT customers really want, value added services around what is the information telling us about what's going on in the business.

SCENE 53

**LIT53A, SME4154, 02:48:40:00-02:49:00:00**  
man at computer creating quote

**NARRATION (VO) :**

AS MANUFACTURING ADOPTS LEAN, THERE ARE  
SOME FUNDAMENTAL CHANGES TO WHAT  
INFORMATION WILL BE NEEDED. 'IT'S  
RESPONSE TO THESE CHANGES DIRECTLY  
AFFECTS THE SPEED AND QUALITY OF THE NEW  
LEAN MANUFACTURING ENVIRONMENT.

SCENE 54

**JEAN CUNNINGHAM (ON-CAM) :**

**LIT54A, LIT07, 08:05:57:00-08:07:41:00**  
Jean Cunningham on-camera  
**LIT16B, CGS: IT for Lean**

Most companies use an MRP to help them figure out what they are going to make, how to keep the plant busy. As we adopt lean, this is really going to change. All of the complexity in an MRP system is focused around the scheduling of the factory. This complexity gets reduced with lean. As we create cellular manufacturing, one piece flow, and we produce to customer demand, we don't need complex computer systems to tell us what items to make and what order to make them in. Instead it's going to be made more on the demand rate of the customer. So all of the complexity that has been built into our MRP systems are really going to be erased in our new environment. We have to figure out how to use the MRP differently than we did before. It doesn't mean getting a whole new ERP system, most of our ERP systems can handle this change. It's just that we're going to be turning off some of the planning systems and some of the algorithms that tell us what product to actually make. Instead we're going to increase the complexity in terms of customer demand. We're going to want more information on what customers are buying, when they are buying them, what configurations they are buying them in, and on a much more real time basis. So we're going to shift the complexity of the MRP from the shop floor to understanding customer demand. This is a pretty big change for the IT organization to understand so that they can hold hands with the manufacturing organization and make this transition together.

SCENE 55

**LIT55A, SME4156, 02:05:09:00-02:05:19:00**  
tagged coil on shelf  
**LIT55B, SME3138, 03:31:35:00-03:31:51:00**  
hilo pulling stock  
**LIT55C, SME3138, 03:31:54:00-03:32:00:00**  
stock being scanned  
**LIT55D, CGS: Manufacturing Resource**  
Planning  
**LIT55E, SME4154, 02:35:28:00-02:35:48:00**  
zoom in, man at cad computer  
**LIT55F, SME5152, 03:39:43:00-03:40:00:00**  
roll forming operation

**NARRATION (VO) :**

NOT ONLY WILL THE UTILIZATION OF PEOPLE AND EQUIPMENT CHANGE, BUT ALSO THE PROCUREMENT AND FLOW OF MATERIALS. AGAIN THIS IS AN AREA WHERE THE 'MRP' HAS TRADITIONALLY BEEN THE SUPPORT MECHANISM FOR PROCUREMENT. WITH LEAN THIS TOO MAY CHANGE.

SCENE 56

**JEAN CUNNINGHAM (ON-CAM) :**

**LIT56A, LIT07, 08:08:20:00-08:09:22:00**  
Jean Cunningham on-camera

Material procurement is a really important issue for a lean company. Most of our cost, especially our variable costs, are actually our materials that we build into our product. So if we're really going to be a lean company, we're going to have to look not only at the labor and the people that actually do the work, but the materials themselves. So it is one of the areas of high improved value in a lean company, is how they order their materials, how they work with their suppliers. Traditionally in our ERP systems we have used MRP that helps us look at what is the forecast of products that we have coming in, what are the materials we already have on the shelf, and what purchase orders do we need to cut to bring new materials in. Most lean companies begin to use something called kanban, our card, our signal for action, and working with our external suppliers to use the information about as we use up the materials to make product, that is our trigger to buy more materials...

SCENE 57

**LIT57A, LIT07, 08:09:47:00-08:10:32:00**  
Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

...So we need to have IT and manufacturing really partner on the use of kanban for material procurement. We want to get in early, we want IT to be in early in the process, so they can understand how this process is going to work, and to think creatively about how to bring technology to this process when the time is right. We're not going to use technology right at the very beginning. We're going to do experiments, we're going to try it out manually, and then over time we're going to use technology to help support the new process. This is an area that you may have to do some studying on your ERP system on whether it will actually support kanban, or whether you may have to do some modifications in that area.

SCENE 58

**LIT58A, SME4154, 02:37:09:00-02:37:32:00**  
zoom out, sales office

**NARRATION (VO) :**

CHANGES FOR 'IT' WILL NOT ONLY COME FROM THE MANUFACTURING FLOOR BUT ALSO FROM OTHER 'IT' CUSTOMERS, SUCH AS SALES AND ACCOUNTING.



SCENE 59

**LIT59A, LIT07, 08:11:03:00-08:11:53:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

As the complexity of the shop floor diminishes, we're going to want more complexity about what customers are ordering, and how we handle our customer orders. The more we can stay focused on as orders come into the manufacturing, into the company, we want to look at who are those orders from, are they complete, are they perfect, are they ready to be manufactured. Perhaps in the old days, before lean on the shop floor, we had plenty of time to correct the orders and get them right before we actually manufactured the product. But now, with the quick lead time and quick turnaround in manufacturing that lean has provided, we want to make sure the orders are perfect right from the beginning, with all the information that we need from the customer right up front...

SCENE 60

**LIT60A, LIT07, 08:12:17:00-08:12:53:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

...With this focus on customer information, IT's role is to help us make sure we can capture all the information from the customer—what leads have they given us in the past, what orders did we get, how did we quote them, what happens from a service perspective, what's their trend, is it going up, is it going down, are they shifting their product mix. So IT can help capture that information and repackage it in a way that it's really useful to IT's customer, which in this case might be the sales department.

SCENE 61

**LIT61A, SME4154, 02:49:35:00-02:49:51:00**

lean accounting on computer

**NARRATION (VO) :**

ONE OF THE KEY ISSUES FOR LEAN COMPANIES IS TO IDENTIFY WHAT FINANCIAL INFORMATION IS GOING TO BE USEFUL IN THIS NEW LEAN ENVIRONMENT.

SCENE 62

**LIT62A, LIT07, 08:13:34:00-08:14:20:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

There is a practice called lean accounting that many of the companies have been adopting, and some of the characteristics of it that an IT organization is going to really care about is that we're going to do a lot less data collection. Traditionally we have captured labor information—what is a

worker on the shop floor, what we might call direct labor on the shop floor, what are they doing, when are they doing it, how long is it taking, and how does it compare to a standard. This all assumes that what we want to do in manufacturing is produce as much as possible. In our lean environment, we only want to produce based on customer demand rate, so the information that we need is much less focused on the direct labor at the shop floor, and you may end up stopping collecting a lot of information about labor...

SCENE 63

**LIT63A, LIT07, 08:14:18:00-08:14:52:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

...There are other kinds of transactions we may not want to collect at the shop floor anymore either. But what we do need, most likely, will be good bills of materials, good ways to manage our bills of materials, and to be able to manipulate information about our materials in different ways. That doesn't mean we're going to stop wanting information about what's going on the shop floor with the workers, but we probably won't need as much detailed micro information, we're going to want it to be more macro, and more in line with the value streams that the company has put in place to manage the business.

SCENE 64

**LIT64A, LIT05, 06:36:37:00-06:36:59:00**

zoom out, process mapping with its people in kaizen event

**NARRATION (VO) :**

WHILE THESE CHANGES ARE HAPPENING IN OTHER PARTS OF THE COMPANY, 'IT' PROFESSIONALS WILL WANT TO PROACTIVELY BECOME ENGAGED IN THE LEAN EFFORTS. THEY HAVE EXPERT KNOWLEDGE OF THE SYSTEM CAPABILITIES AS WELL AS A NEED TO BE PREPARED FOR THE CHANGES TO COME.

SCENE 65

**LIT65A, LIT07, 08:17:11:00-08:18:08:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

The role of IT in kaizen events is really important. While we don't want to make a lot of computer changes in the early stages, because we're still experimenting, we're going to try some things before we decide on the new processes we're going to use. Folks in IT

know about what the system we currently have can do, and there's many features that aren't even being used. So folks in IT can participate in kaizan events. They can help communicate on a team on what capability already exists on the system that we're not using, or simple changes that we can make. But more important than that, is that the IT folks get the opportunity to really see the direction the company is going, and how they're going to be doing work in the future, so they can prepare and be able to support those changes once they get to a level of stability that they actually want to make changes within the applications themselves.

SCENE 66

**LIT66A, LIT06, 07:09:57:00-07:11:00:00**

Doug Barber on-camera

**DOUG BARBER (ON-CAM) :**

Manufacturing has been evolving with our lean journey that we started a few years ago now. One of the key areas that we see change is the rapid need for information for problem solving. One of the areas we're focusing on is providing better information a lot quicker to those that are actually doing the problem solving. In the past, I would characterize how manufacturing solved problems, we had specialists come in and help solve those problems. Now we're actually training our operating crews to the four-step problem solving process. They're hungry for more information. So if we can provide the information to them when they need it, and what they need, at the appropriate time obviously, then they can solve problems a lot quicker than they did in the past.

SCENE 67

**LIT67A, LIT05, 06:11:54:00-06:12:07:00**

people working on computers

**LIT67B, CGS: Enterprise Resource Planning**

**LIT67C, LIT05, 06:47:28:00-06:47:42:00**

zoom out, people working on computers in kaizen event

**NARRATION (VO) :**

WHEN COMPANIES START TO MAKE DRAMATIC IMPROVEMENTS IN THEIR PROCESSES, CONCERNS ABOUT USE OF A 'ERP' SYSTEM ARISE. USING LEAN THINKING TO EVALUATE THE BUSINESS PROCESSES ARE AN IDEAL WAY TO PREPARE FOR AN 'ERP' UPGRADE.

SCENE 68

**LIT68A, LIT07, 08:19:22:00-08:20:30:00**

Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

One question I get all the time is, we're starting lean and we're going to get a

new ERP system. This could really be a perfect storm if we're not careful. My best advice is to hold off on your ERP implementation until you have applied lean thinking to all of your main processes of your business, so that you really know what you're trying to do in your business, how you're trying to manage orders, how you're trying to procure materials, how you're going to be planning production at the shop floor. Have a vision of where you're going.

SCENE 69

**LIT69A, LIT06, 07:11:58:00-07:12:30:00**

Doug Barber on-camera

**DOUG BARBER (ON-CAM) :**

For IT to learn more about manufacturing, there are a couple things they can do. First off, understand the lean process in terms of manufacturing and what kinds of things they do on the shop floor. Most importantly, go see. We're always looking for our IT partners to come and see the operation. There is no better way to understand lean than to go see what's going on, vs. reading it in a book.

SCENE 70

**LIT70A**, zoom out, still, continuous improvement drawing on board

**LIT70B, LIT05, 06:19:29:00-06:19:44:00**

pan, people discussing process map at kaizen event

**LIT70C, SME4154, 02:50:18:00-02:50:32:00**

man writing note, using computer

**LIT70D, SME4154, 02:52:16:00-02:52:52:00**

finance woman doing invoicing

**NARRATION (VO) :**

THE CONCEPT OF CONTINUOUS IMPROVEMENT IMPLIES THAT THE WORK WILL BE IMPROVED THROUGH A SERIES OF EXPERIMENTS TO TRY NEW METHODS IN ORDER TO GAIN KNOWLEDGE OF HOW CHANGES WILL AFFECT THE PROCESS. AS A RESULT, THE PROCESS WILL CONTINUE TO EVOLVE OVER TIME. THIS EXPERIMENTATION PROCESS RAISES THE QUESTION FOR 'IT' OF WHEN IS IT APPROPRIATE TO APPLY TECHNOLOGY TO A NEW PROCESS. WE KNOW SOFTWARE APPLICATIONS CAN IMPROVE CONSISTENCY AND PROCESSING TIME; BUT IT CAN ALSO IMPEDE THE EXPERIMENTATION PROCESS.

SCENE 71

**LIT71A, LIT07, 08:40:38:00-08:42:19:00**

**JEAN CUNNINGHAM (ON-CAM) :**

I want to use an example here of using

Jean Cunningham on-camera

**LIT71B**, erp pilot still  
**LIT71C**, erp early adoption still  
**LIT71D**, erp operational still  
**LIT71E**, erp value add still  
**LIT71F**, erp blue to black background

kanban for material procurement and showing how technology gets into the process. We're going to start with a pilot. The pilot is going to be manual, and we might be using things like fax, email, and paper. Any of the entries related to the kanban transactions will probably be manual into our ERP system. After we get some feedback from the pilot, we're going to go into our early adoption stage. We're going to pick some of the products to use with kanban, and at this point, IT really has an opportunity to begin to provide some technical support. That may be having to do with creating kanban cards, tracking kanban cards, but still at this stage we probably still are doing manual entry into our ERP, because we haven't got the process completely worked out. We may have some constant improvement, so we want to keep it very flexible at this stage. Once we're through early adoption, we have a pretty good idea of what we're going to be using for the company. We then move into what I call the operational stage. Here IT's role is to help with a lot of integration issues. We may be scanning the kanban cards to order new materials and to receive materials into inventory, and from those scans we want to have a way to enter information directly into the ERP system, moving away from the manual approach. We want to have ways to handle exceptions, and we want to really have, at this stage, be very integrated with the ERP system.

SCENE 72

**LIT72A**, **LIT07**, 08:42:18:00-08:43:05:00  
Jean Cunningham on-camera

**JEAN CUNNINGHAM (ON-CAM) :**

Then we move into the last stage, which is really the new value add phase for IT to provide. Here we've got the process working, we've eliminated a lot of transactions, and we've got a new process which is very simple to administer. Now we can do more of analysis and poke yoke. Poke yoke is error proofing. How can we make the product we created very stable using technology, and doing analysis of what part usage there is, supplier performance, part performance, and really look at our bills of material and the quality of our bills of material. This is really value add from our customer's perspective.

SCENE 73

**LIT73A**, **LIT04**, 04:11:12:00-04:11:21:00

**NARRATION (VO) :**

people getting ready for lean event  
**LIT73B, LIT04, 04:07:20:00-04:07:28:00**  
people getting ready for lean event  
**LIT73C, LIT05, 06:39:25:00-06:39:35:00**  
pan, people at kaizen event

WITH THE BENEFITS OF LEAN AS A BUSINESS  
STRATEGY IDENTIFIED, THE NEXT CHALLENGE  
IS GETTING STARTED. EDUCATION AND  
FAMILIARIZATION ARE A PLACE TO START, BUT  
GETTING TO ACTION AS SOON AS POSSIBLE IS  
THE BEST WAY TO LEARN LEAN.

SCENE 74  
**LIT74A, LIT03, 03:18:57:00-03:19:27:00**  
Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**  
From our learnings, the best way to get started is to have that expert come in and teach you, show you the tools, get you to a level of self-sufficiency that you can sustain it. You can apply those tools and find the waste on your own. That's when the momentum happens, and the journey not only begins there, but it gets a pretty fast pace at that point...

SCENE 75  
**LIT75A, LIT03, 03:21:46:00-03:24:31:00**  
Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**  
...We chose to do two proofs of concept. We applied the tools to a real problem, to two real problems that we had, and saw some very early success, and saw that you could take this from the shop floor to the back office, as we call it, to the processes inside of IT to change the way we deliver the back office services. One of those proof of concepts proved to be very valuable. So we took the next step and shared that learning, shared the results, with our leadership team. We did a bit of a session with them, applied some of the lean tools with them, and it was amazing to see the excitement in their faces, to see the energy level increase, and actually to see some very quick results at the leadership level. Creating some white space at the senior leader level was a key to getting started. We had strong commitment and support following that. And that's really what triggered us to start the team. We pulled a very small core group. We took another team we had that was focused on process improvements, and refocused them on roles with lean tools. So that was our core team, a small group of people, and we reached out to the organization and picked some of the leaders, the active leaders, the doers of the tasks, to be our extended team. The combination of that core team with the extended team

created a very cost effective, and also very process effective model. Again the people who know what they're doing, the people in the process, they're the best leaders. They know where the waste is, they can see it quickly, and they've got the alignment and the relationships to make that change happen.

SCENE 76

**LIT76A, LIT01, 01:28:59:00-01:29:39:00**

Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

We have spread the knowledge of lean in several ways. The first thing we've done is we have conducted training sessions for ITS team members. In 2009 we trained 43 percent of the organization. Really the purpose there is to really get everyone thinking about lean and everyone having those eyes for waste. We also publish a monthly newsletter, which talks about the successes we've had in ITS, upcoming events, and we also do some training as part of that, just some knowledge sharing...

SCENE 77

**LIT77A, LIT01, 01:31:33:00-01:32:28:00**

Jill Pannier on-camera

**JILL PANNIER (ON-CAM) :**

...What we have done to help communicate lean throughout the ITS organization is we have developed the lean buddy network. Really what that is, a member of the lean team has paired up with a senior manager across the organization, so it's kind of a one-on-one relationship. The lean buddy works with that senior manager to share information, to tell about the training opportunities, to talk about improvement areas within their team, within their organization.

SCENE 79

**LIT79A, LIT02, 02:39:28:00-02:39:56:00**

Karen Rasmussen on-camera

**LIT79B, LIT04, 05:04:00:00-05:04:15:00**

quick and easy boards

**KAREN RASMUSSEN (ON-CAM) :**

...In terms of applying some of the principles, my team has a quick and easy board. We meet there every week and look to implement. They don't always have to be big changes, they can be little changes that save a few hours here, a few hours there. I think we have processed at least a dozen in the last month or so since we started the quick and easy board, so that has been very value add as well.

SCENE 81

**LIT81A, LIT05, 06:38:37:00-06:39:00:00**

pan, people at kaizen event

**NARRATION (VO) :**

LEAN EDUCATION THROUGHOUT AN ORGANIZATION  
CAN BE ACCOMPLISHED IN MANY WAYS.

INTRODUCTION TO LEAN CLASSES, HANDS ON SIMULATIONS, OR TRAINING AS PART OF A KAIZEN IMPROVEMENT EVENT. GETTING TO ACTION WILL BE MOST EFFECTIVE IN CEMENTING LEAN PRACTICES IN THE CULTURE.

SCENE 83

**LIT83A, LIT05, 06:38:00:00-06:38:19:00**

zoom out, angie leading kaizen event

**NARRATION (VO) :**

~~A CULTURE CHANGES ONLY AS THE THOUGHTS AND ACTIONS OF THE EMPLOYEES CHANGE TO REFLECT THE LEAN VALUES OF THE ORGANIZATION.~~ AT KIMBERLY-CLARK, THE FOCUS IS ON SUPPORTING THE GROWTH OF THE ORGANIZATION BY CREATING THEY CALL 'WHITE SPACE'. WHITE SPACE MEANS, AS WASTE WORK IS ELIMINATED, AN EMPLOYEE IS ABLE TO TAKE ON HIGHER VALUE WORK.

SCENE 84

**LIT84A, LIT01, 01:04:21:00-01:05:10:00**

Angela Dahl on-camera

**LIT84B, CGS:** Angela Dahl  
Information Technology  
Lean Leader  
Kimberly-Clark Corporation

**ANGELA DAHL (ON-CAM) :**

Before I became a member of the Light Team, I was a portfolio coordinator for our Consumer Products area. I managed the projects that went in and out of the portfolio for IT. It was a very administrative process...  
...We had a lot of projects that did go through, but we had a lot more projects that never actually became reality...

SCENE 85

**LIT85A, LIT01, 01:05:23:00-01:06:34:00**

Angela Dahl on-camera

**ANGELA DAHL (ON-CAM) :**

...After the event on the portfolio, my work changed dramatically. I was very excited about the changes. It was a bit scary, but also very excited. There was a lot of change that we wanted to happen that we had been trying to make happen for years. We never were able to get those changes to happen, nobody ever saw eye to eye on what the process was...  
...During the event we looked at all the different tasks we had done and realized how much was non-value add. Pretty much that meant the majority of my job was non-value-add. It was pretty



uncomfortable coming out of the event, realizing that much of what you do does not provide value to the customer. On the other hand it was almost liberating to know that we were finally able to make those changes happen and that there would be opportunities to come.

SCENE 86

**LIT86A, LIT08, 09:15:19:00-09:15:35:00**

zoom out, group of people at kaizan breakout session

**LIT86B, LIT08, 09:18:02:00-09:18:25:00**

zoom out, jill with group of people at kaizan breakout session people at kaizan event

**LIT86C, LIT08, 09:43:34:00-09:43:47:00**

angie writing on board during kaizen event

**NARRATION (VO) :**

EMPLOYEES NEED TO UNDERSTAND THE IMPLICATIONS TO THEM PERSONALLY AS WORK IS ELIMINATED. MOST LEAN COMPANIES PROMISE TO NOT MAKE LAYOFFS DUE TO PRODUCTIVITY GAINS; HOWEVER CUSTOMER DEMAND FOR PRODUCTS AND SERVICES MAY ALSO AFFECT THE WORKFORCE. MANAGING BOTH OF THESE FACTORS REQUIRES GOOD COMMUNICATION; BUT MORE IMPORTANTLY, ACTIONS THAT ALIGN WITH THE COMMUNICATION.

SCENE 87

**LIT87A, LIT01, 01:06:47:00-01:08:48:00**

Angela Dahl on-camera

**ANGELA DAHL (ON-CAM) :**

When my work was diminished after the event, it was very scary. We had some reduction in force going on at Kimberly Clark due to the economic downturn. We also had some organizational changes happening. Those were all being done at the same time my work was being diminished. That was probably the scariest part of the whole thing for me. The one thing though, that I latched onto, was the excitement I had for being able to make those changes, and seeing that in a couple of days, when you get a group together and you focus on the customer and you focus on where the value-add pieces are, how quickly you can make things happen. For me, being in a very administrative position, that was very intensive, and very frustrating, because we weren't ever able to make those changes happen. Seeing how it all came together gave me the energy to move forward with Lean. What I did is I went to Kurt and I had told him that I wanted

to be part of the Lean execution here at Kimberly Clark. I wanted to be on the forefront, I wanted to facilitate events. I told him that this had energized me, it gave me a new excitement and a new passion here...

SCENE 88

**LIT88A, LIT01, 01:13:00:00-01:13:47:00**  
Angela Dahl on-camera

**ANGELA DAHL (ON-CAM) :**

...I look at where we've been and where we're headed, and I truly believe without Lean we won't get there. What it has done is it has really made us focus on who we are and what we're about. From my personal experience, I'm energized every day when I come to work. I absolutely love what I do, I believe in what I do, and when I go home I am still thinking about work and what more I can do. It's been a while since I've done that.

SCENE 89

**LIT89A, LIT08, 09:21:33:00-09:21:49:00**  
jill in kaizen breakout session  
**LIT89B, LIT05, 06:32:40:00-06:33:00:00**  
zoom out, angie leading kaizen class

**NARRATION (VO) :**

THE TEAM MEMBERS EACH MADE PERSONAL DECISIONS TO BECOME PART OF THE INITIAL LEAN TEAM AT KIMBERLY-CLARK. EFFECTIVE LEAN LEADERS NEED TO BE RECOGNIZED AMONG THEIR PEERS, HAVE GOOD LISTENING AND THINKING SKILLS, AND TREMENDOUS ENERGY FOR CHANGE.

SCENE 90

**LIT90A, LIT03, 03:34:51:00-03:36:26:00**  
Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**

Leading a lean event requires some presence and facilitation skills, so that's one of the first things we want to see. But probably as important, or perhaps more important, is somebody who is humble, who can look at what they may now, the knowledge they may have, the experiences they have, and realize that it's only one perspective. It's their perspective, but it's only one perspective. Working with a group of people, the rest of that rapid improvement team, to get their opinions out on the table and work through the problem. It's easy on the people and hard on the problem. Giving up my perspective on what the result or the solution should be and really learning from the group. It requires a level of humility.

SCENE 92

**LIT92A, LIT02, 02:11:26:00-02:12:02:00**

Kristina Jones on-camera

**KRISTINA JONES (ON-CAM) :**

I started off as an internal auditor, always looking at processes, and one of the things I disliked about being an auditor was that we always went in and told them what was wrong, but we never could come back and help them solve the problem. So I saw lean as one of those ways to help people solve the problems.

SCENE 94

**LIT94A, LIT08, 09:28:24:00-09:28:40:00**

zoom out, people in lean event

**LIT94B, LIT08, 09:16:41:00-09:17:02:00**

zoom in, people lean event breakout session

**LIT94C, LIT04, 05:05:41:00-05:06:04:00**

Zoom out, people at quick and easy board

**NARRATION (VO) :**

THE LEAN JOURNEY IS NOT EASY. IT TAKES FULL TIME COMMITMENT TO USING NEW PRACTICES AND WAYS OF THINKING ABOUT PROBLEMS. WHILE IMPROVEMENTS ARE MADE, BACKSLIDING ALSO HAPPENS. TO SUSTAIN CONTINUOUS IMPROVEMENT REQUIRES COMMITMENT FROM ALL LEADERS IN THE COMPANY AS WELL AS THE EMPLOYEES.

SCENE 95

**LIT95A, LIT02, 02:24:26:00-02:25:48:00**

Kristina Jones on-camera

**KRISTINA JONES (ON-CAM) :**

...Lean is not an easy road. It takes a lot of change management, changing the culture, the way people think. They're pretty ingrained in doing it the old way or the traditional way, so getting them to see the value of taking a couple days out to see a kaizan event has been huge.

SCENE 97

**LIT97A, LIT03, 03:32:13:00-03:34:10:00**

Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**

...We had a group of individuals that the leaders of our organization put together. This was the group of people selected to make improvements to our critical outage process. So when we have a system go down, how does the notification happen? It takes well over two hours for the notice to go out, and two hours without a system is a long time. So we put the right group of people, the leaders selected the right group of people to go off and help improve this process, to get the time from 93 minutes down to less than 15 minutes. The team did, I think, a phenomenal job, looking at the various waste in that process, finding what the value was, taking a little bit of risk and cutting that. And as they were doing

the report out for the management team, for the leadership team, they were receiving quite a bit of challenge. One of the leaders who had not nominated somebody to be in the room, wasn't comfortable with the changes, and they were very challenging in the report out. But we stopped and asked the individual if we needed to reset the event and have them be part of it, or if they truly did trust the people who knew the work, who knew what was happening in the process, to make the recommendations and change. And you could see in that person's eyes, the change in his perspective of yeah, I did ask these people to do that, and I'm not the brightest one on this maybe, this group is the intelligent group, they're the ones who came up with this recommendation, and I need to support it. And not only did it change that leader's perspective of his role in the process, but I heard afterwards from several of the people that participated in the event, that that was a watershed moment, that they were feeling like they really didn't have that power, and at that moment they realized they did...

SCENE 98

**LIT98A, LIT03, 03:44:42:00-03:45:03:00**

Kurt Schweitzer on-camera

**KURT SCHWEITZER (ON-CAM) :**

...We're seeing a better balance between lean work and family life. It's a hidden gem, it's one you can't measure, it's one you can't necessarily set an objective and strive for, but you can feel it, you can sense it, you can see it in the engagement around the office. I think that's one of the big positives for what lean has done for the IT organization.

SCENE 99

**LIT99A, LIT09, 01:03:21:00-01:03:58:00**

Ramon Baez on-camera  
music, up and under

**RAMON BAEZ (ON-CAM) :**

Once you start getting quick results, what's going to happen is that people are going to really realize wow, I want to be part of that success. Success breeds success. And we thought, because of the simplicity of the use of lean, and people could actually understand it quickly, we'll be able to not only transform the IT function, but we'll be able to support our other business partners, whether it's finance, human resources, marketing, supply chain, sourcing. We'll become a valuable business partner to them by using lean methodologies.

--- FADE TO BLACK ---

SCENE 100  
continue music, up and under  
**LIT CRX**, CGS, ROLL: credits  
white text, fade up mid-screen  
**MI GD**, gradient background

Manufacturing Insights wishes to thank  
the Kimberly-Clark Corporation  
for their participation in this program:

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SCENE 101  
**MI PPDM**, CGS: PPD&M tech community screen  
continue gradient background

For further information and discussion on  
Lean Information Technology Systems,  
please visit SME's  
Product & Process Design and Management  
Community website at:  
[www.sme.org/ppdm](http://www.sme.org/ppdm)

SCENE 102  
**MI SME**, SME logo open, with music