



Phase 0 - Lean Improvement Planning

A Strategic Plan Established	B Key Issues & Challenges Identified	C Lean Business Plan Created or Updated	D Quality Lean Process Established	E JCD's, A's & Project Plans Updated	F Lean Calendar Approved & Communicated
1	2	3	4	5	6

Step 1: Strategic Plan Established

Objective:
To establish a strategic plan.

Description of this step:
Looking at market conditions and organization performance, Senior Management Team determines strategic direction and measurable objectives for the organization. The plan is cascaded to the next levels in the organization to ensure plans at all levels are aligned to the strategic direction.

Substeps:

1. Review market condition data gathered.
2. Review internal performance
3. Review vision and mission and determine gaps.
4. Translate gaps into objectives goals and direction.
5. Gaps and objectives translated into plan that can be communicated to organization.

Helpful Hints:

- Ensure that enough time is allowed to develop the strategic plan so that Lean Business Plan, Lean Improvement Plan and JCD's can be completed and ready for the beginning of the fiscal year.

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	Phase 0 Lean Improvement Planning				Phase 1 Pre-Lean Event Planned			Phase 2 Lean Event Completed					Phase 3 Implementation and Post Lean Event Changes Mon				
Senior Management	CE Strategic Plan Established A																
Group Director	Key Issues & Challenges Identified																
Lean Director	Lean Business Plan Created or Updated																
Lean Specialist	Quarterly Lean Priorities Established				Lean Calendar Approved & Communicated												
Functional Manager	JCD's, A's & Project Plans Updated																
Team Leader					Data Collected												
Team Member					Event Approved & Communicated												
Outside Resource								Training Conducted									
Calendar	Phase 0. Step 1-7				Phase 1. Step 8-14			Phase 2. Step 15-28					Phase 3. Step 29-33				
	3 weeks	2 weeks	1 week	2 weeks	1 week	1 day	2 weeks	3 days	1-4 hours	2-4 hours	1-2 days	4 hours	4 hours	4 hours	2 hours	1-3 months	2 hours
	June/July		August			3 weeks			1-5 days					3 months			

Lean Kaizen Handbook

Initiated, developed and implemented a new lean improvement methodology, handbook and electronic file management system to systematically drive business performance.