The Transformation Journey

Transformation Plan Features…

- Up Front ELT Training
- Recommended Change Agent Selection Process
- Recommended Change Agent Selection/Training
  - Training at Industry Courses
- Black Belt Internship with Industry Members
- Bench-Marking (Government and Industry)
- Metrics
- Early Project Identification and Completion
- Senior Level Reviews
- Knowledge Sharing
Transformation Inputs

- ELT
- Transformation Office
- LAI Consortium Engaged
- Training Materials
- Recommended Change Agent Candidate Criteria
- Industry Tools/Templates
  - Define Enterprise Boundaries
  - Resource/Time Commitment
Transformation Outputs

- Transformation Office Credibility
- Continuous Improvement Culture
- EVSMA Completed with Projects ID’d
- Initial Black Belts ID’d and Training Initiated
- Long Term Strategic Plan Completed

Culture Change, Infrastructure, Measurable Change
Resources

- ELT Launched
- Designate “War” room for exclusive use of ELT and Sub Teams
- Nominate and Select Black Best Candidates (11)
- Nominate and Select Interns for Training and assignment to Industry partners (6-8 Mos)
Schedule Very Aggressive

Accelerated Path to Self Sufficiency

Parallel efforts to accelerate the transformation
- Internal ALC Black Belt training and cert
- Internship program
- Early focus area identification
- Early project initiation
Backups
Recommended Candidate Selection Criteria

The Candidate will:

- Be Respected and credible
- Be a qualified Green Belt (Desired)
- Be promotable and a proven performer within the organization (Recognized performance in current assignment (Exceeds or Far Exceeds))
- Become certified within 12 months of foundation completion
- Teach green belt training and coach and qualify green belts

Black Belts:

- Possess Leadership, People, Presentation, Facilitation, and analytical skills
- Have the ability to learn and are open to change
- Are results oriented with Passion, Energy, Confidence and won’t quit
- Possess Business Acumen

Also consider Diversity and a Demographic mix of Candidates to mirror the population under consideration

Note: If a candidate does not meet the above criteria a waiver must be approved by at Directorate Level

Source: Raytheon Company
Phase 2. Stakeholder Value Exchange

- Existing documentation relative to stakeholder definition and their expectations
- Customer satisfaction surveys
- Employee satisfaction surveys
- Partner performance review reports
- Supplier assessments or ratings
- Stakeholder value taxonomy
The Role of a Black Belt

- Change Agent who leads the implementation of projects to achieve business results through Lean.

- Responsible for:
  - Project results
  - Project alignment with business requirements
  - Project planning and management
  - Team facilitation, education
  - Green Belt coaching and qualification
  - Optimization & continuous improvement

Source: Raytheon Company
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Recommended Selection Process

**Identify the Selection Team**
- Selection team shall consist of Senior Leadership. Others involved may include reps from HR and leaders who deploy Lean in their org.
- Determine business needs for # of candidates
- Determine demographics of candidate pool for consideration of needs.

**Develop a Pool of Candidates**
- Request made to directorate to submit list of endorsed candidate to continue thru selection process. Any Self Nominations are provided to directorate for consideration.
- Leaders contact all nominations letting them know whether they were endorsed to proceed thru selection process
- Leaders submit list of endorsed names in accordance with pre-requisites to proceed thru selection process

**Obtain Data on Candidates (application, R&R-Past Performance, info session)**
- Information Session for candidates (time permitting) Interested candidates sign up for consideration and interview
- All candidates submit application form
- HR summaries
- Past performance data provided by HR to selection team

**Interview the Finalists & Review Past Performance**
- Selection team interviews finalists
- Competency model serves as “interview protocol”
- Team members rank finalists considering:
  - application
  - Interview
  - Performance
  - Mgmt discussions
  - Deployment model
  - Diversity Considerations

**Select Candidates for Training**
- Selection Team determines recommended candidate list
- Steering committee (ELT) review list for concurrence
- Candidate Supervision & Functional Mgmt are contacted to ensure their support & deployment model agreed to
- All candidates contacted to discuss yes/no decision & development recommendations as appropriate
- Selected Candidates Attend Training on probationary status

Source: Raytheon CompanyS
Phase 3. Strategic Objectives

- Identify strategic objectives
- Identify associated metrics
- Analyze current enterprise performance relative to strategic metrics
- Identify additional enterprise performance data (Cost Drivers)
Phase 4. Enterprise Processes

- Identify major enterprise processes
- Collect enterprise process performance data