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Table of Contents

READ ME FIRST	3
You Are the 'Chosen One'	3
Becoming a Catalyst	4
ORGANIZATION OF e² LEARNING SERIES	5
OPERATING MANUAL	7
Order of Learning	8
Reading -- Book Study	8
DVD lessons	9
Workplace Practice	9
On-line Assistant	9
Reflection	10
Sharing	11
Developing a True North mindset	11
Striking a Balance between daily work and improvement	12
Setting a schedule	13
Developing a plan and targets	13
GETTING STARTED	14
Defining Objectives	14
Finding your Mentors	15
Finding early adopters	15
Identifying Objections and Obstacles	16
Developing a Steering Committee	17
Gaining Commitment for Resources	17
Communicating	18
Establishing a Location	19
Establishing the Improvement Resource	20
Positioning the Improvement Activity in the Workday	20
Building a Library	21
Plan -- Using Lessons as Book Study	21
Conducting a book study	22
How to Use the DVD's	24
Goal: Tacit Learning	24
Process & Results	25
Do -- Exercises and Workplace Practice	25
Check -- Verify Learning and Progress	26
On-line Assistant	26
Follow-up, Follow-Through	27

Table of Contents

Act –Connecting and Advancing e²	27
Tying Lessons Learned Together	27
Broadening Participation	28
Using Projects and Employee Ideas to Deepen Understanding	29
Increasing Scope to Mini-projects	29
Promoting Success	30
Choosing a Pilot Project	30
Engineer an Early Victory	31
Traps to Avoid	31
Reaching Outside the Company	32
Tours and Study Missions	32
Divisional Sharing	32
Supplier Development	33
A Typical e² Scenario	33
Managing Inertia	42
Capitalizing on Key Moments	43
Using Judo	43
CREATING MOMENTUM	44
Expanding Boundaries	44
Cloning Yourself	44
Yokoten – a key to problem-solving, standardization and improvement	45
CRYSTALLIZING THE PROCESS	45
PDCA company-wide	46
e ² is not separate from the system	46
Value of the Shingo Prize	47
RECOMMENDED PUBLICATIONS TO START AN E² LIBRARY	49

Excerpts from e² Facilitator's Guide

You Are the 'Chosen One'

If you have been tasked with the day-to-day leadership and facilitation of your company's transition to Lean, or as we (GBMP) refer to it, "everybody everyday (e²) Continuous Improvement System," you'll soon discover this is a change management role of the highest order of difficulty: While the task is managed day-to-day and even minute-to-minute, it can only be undertaken successfully as a strategic objective. Too many things need to change in your company for e² to be treated as just another project. As the companion manuals note, the change from conventional operations to e² operations requires a reversal in much of conventional strategy, policy and organization. Moreover the underlying belief system, upon which the management system is built, must often also be retooled. The current system, the starting condition for your project, may be as opposed to your objective as you can imagine. This manual and its companion everybody everyday Continuous Improvement System learning guides have been designed to help you and your company grasp and understand – and dislike -- the big monolithic obstacle known as the "Status Quo."

While e² contains some highly effective countermeasures – tools – that will bring your company orders of magnitude improvement to quality and productivity, your role as a facilitator is to understand and manage relationships, and to help create experiences where every individual is drawn to learn by doing. We use "learning to ride a bike" as an analogy in our lessons to explain what we expect from each of the participants. Your primary job is to get each and every person in the company on the bike. We offer tricks and activities to help you with this, but ultimately the success you derive will be from your ability to relate to employees and management, to help them understand why e² will be good for them, what e² is, and how e² works. Perhaps you've been tasked to create change, but given no other resources. Maybe the job has been assigned, but the assigners themselves know little or nothing about e². Perhaps you're taking on a project that has already failed or is foundering.

Promoting Success

Make it your personal goal to promote any and all successes arising from e² training or continuous improvement activities in your organization. We talked in some sections above about ways to make improvement and learning visible such as bulletin boards, newsletters, etc. Beyond that, be creative and seek out new and changing ways to let people know what is happening with e² and continually prime the pump by talking to people from all levels and areas of the organization about next steps and other opportunities for improvement. Remember to show your appreciation often when good work has been done by your students (the words "thank-you" are free and more powerful than you know). Make it a point to show



off any improvements to management whenever possible. Ask them to offer a personal thank-you and to talk with the students about how their improvements affect customers and the company.

As a rule, you can not do enough to promote e² successes. Endorsements, creative advertising of improvement efforts, small rewards, team celebrations, etc. all help to send the message that the program is important.

Choosing a Pilot Project

There are a few things to keep in mind when choosing pilot improvement activities for your students. First, make the initial improvement projects simple, but meaningful. The booklet exercises will give you some guidance on how to size and select practice activities but the goal is to move beyond these efforts and have students take on further projects to extend learning and achieve more benefits. You will want to help participants feel a sense of accomplishment so it will be important to guide them to select initial projects that are not all encompassing, ones that potentially can be subdivided into bite size improvements activities where team members can see progress on a regular basis.

At the same time, be sure you are encouraging them to select projects that address issues and problems that participants and other key stakeholders or e² sponsors see as relevant and worth spending time on. This can help alleviate potential background chatter about the value of training and practice.

As the number of pilot projects grows, try to consciously plan and select projects that can be knit together to demonstrate improvement across the end-to-end value streams in your business. When you do this participants and management both can begin to see the broader impact from interconnected, properly sequenced e² efforts.

Traps to Avoid

Facilitators will want to be on common pitfalls that can pilot projects and early efforts. for hallway chatter and company particularly if managers are the can undermine your training participants hesitant to learn and confines of the class and beyond. You may need to get help from top management or your steering team if this problem is occurring.



the lookout for some compromise training, Foremost, keep an ear out gossip that is anti-e², source of this rhetoric. It program and make practice both within the

For more information or to order the e² Continuous Improvement System,
please visit:

www.gbmp.org

or

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