

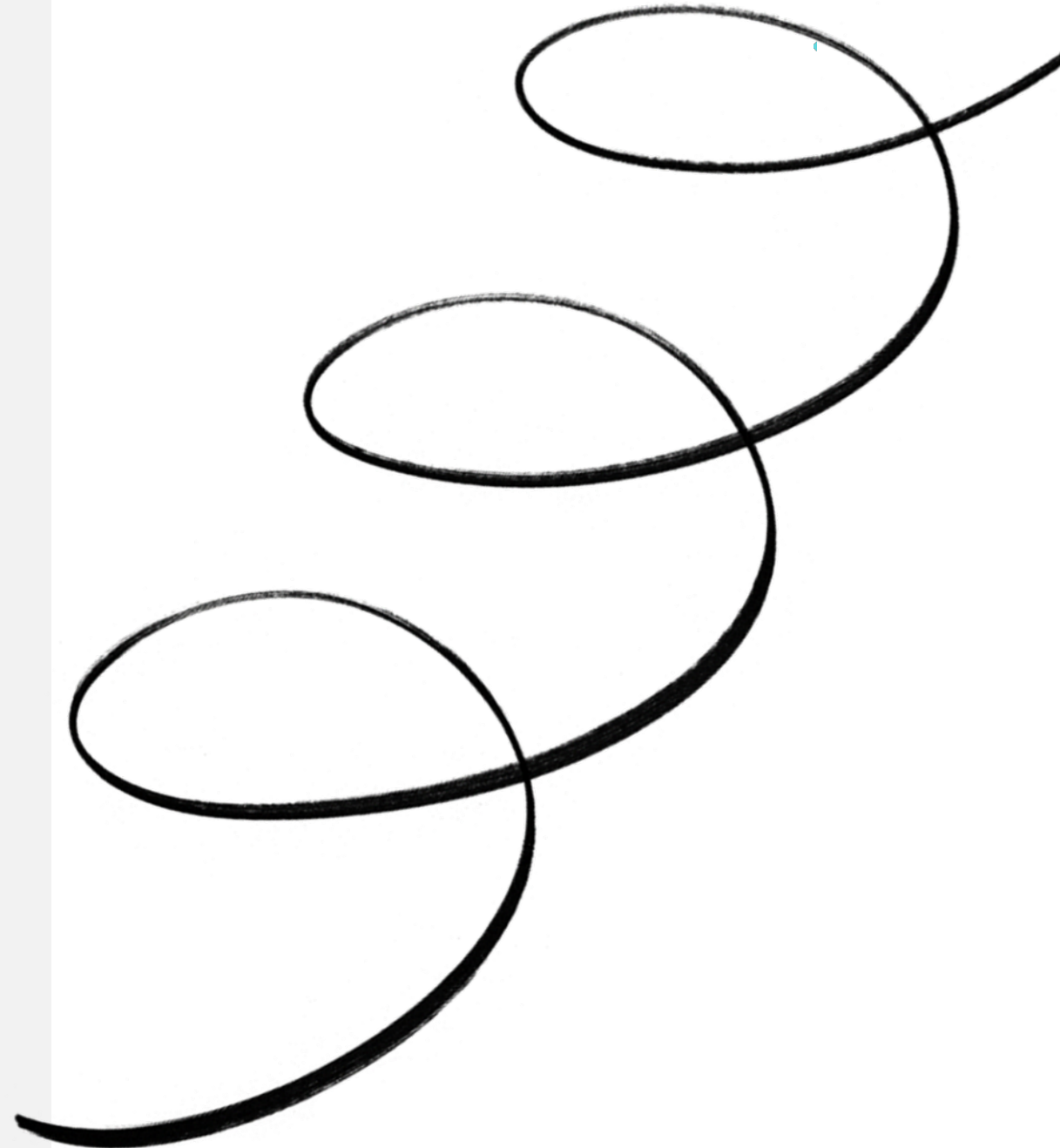


Integrated
Consulting
Group

Lean Leadership

The role of the practical leader in employee
development

2023



Our story: „Lean Leadership“

Create space for employee development to improve your processes and solve problems effectively.

We develop leaders at all levels of the organization to properly fulfill their role as process owners and to set a safe environment for improvement.

We explain the purpose of their regular presence in a place where value is added. We teach them how to respond properly to the results and actions of their teams and how to be role models of desirable behaviour. Together, we agree on basic routines for improving production and administrative processes and learning from new experiences.

We will teach leaders how to assign challenging tasks aimed at meeting the company's goals as defined in the company's development plan (Hoshin Kanri). How to visualize results transparently to give employees meaning and feedback of actual performance and motivation to respond in a timely manner. To collaborate and teach employees a systematic scientific approach to process improvement.

Show the way to actively engage all employees and truly develop them in problem solving and finding new opportunities in process improvement. The goal is to create a strong corporate infrastructure of a "learning" organization and a corporate capacity for all process improvement and effective problem solving.

"The same problems keep coming back to us. We can't really solve them and fix the new state of the process."

"How to convince as many employees as possible to take an active role in improving company processes."

"We are not meeting the company's ambitious goals and we need more support for our innovative approach to problem solving and process improvement."

The goals we will achieve together

In each project, we select key objectives at the time of assignment. Which we will guarantee. Typical objectives from similar projects are listed below.

Main objectives and benefits



Increase the percentage of actively engaged employees



Ensuring department/company KPIs are met



Reducing the number of open issues



Reduction of employee turnover

Examples of benefits from similar projects

To give you an idea of the specific objectives and their fulfilment, we attach examples of real results achieved with a short description.

30 %

Reduction of turnover of production THP employees.

+ 100 %

The number of employees actively involved in process improvement has doubled.

- 56 %

The number of simultaneous open issues dropped by 56% in three months.

Impacts

The production support team has been stabilised. Ensured smooth transfer of know-how and more efficient completion of open actions, resulting in increased success rates of strategic projects. Increased employer attractiveness in the labour market.

This led to savings in annual recruitment and onboarding costs for new employees - CZK 500,000.

The overload of active staff has been reduced and the number of closed issues has increased. This has improved the achievement of the set KPIs.

Not only has the efficiency of the problem solving teams increased, but the overall atmosphere in the company has also improved.

Shift output has stabilised and increased, resulting in improved planning. This straightened out material consumption and resolved downtime caused by material shortages on the line.

As a secondary effect, the ability of employees to react to problems in a structured and, above all, independent manner has increased.

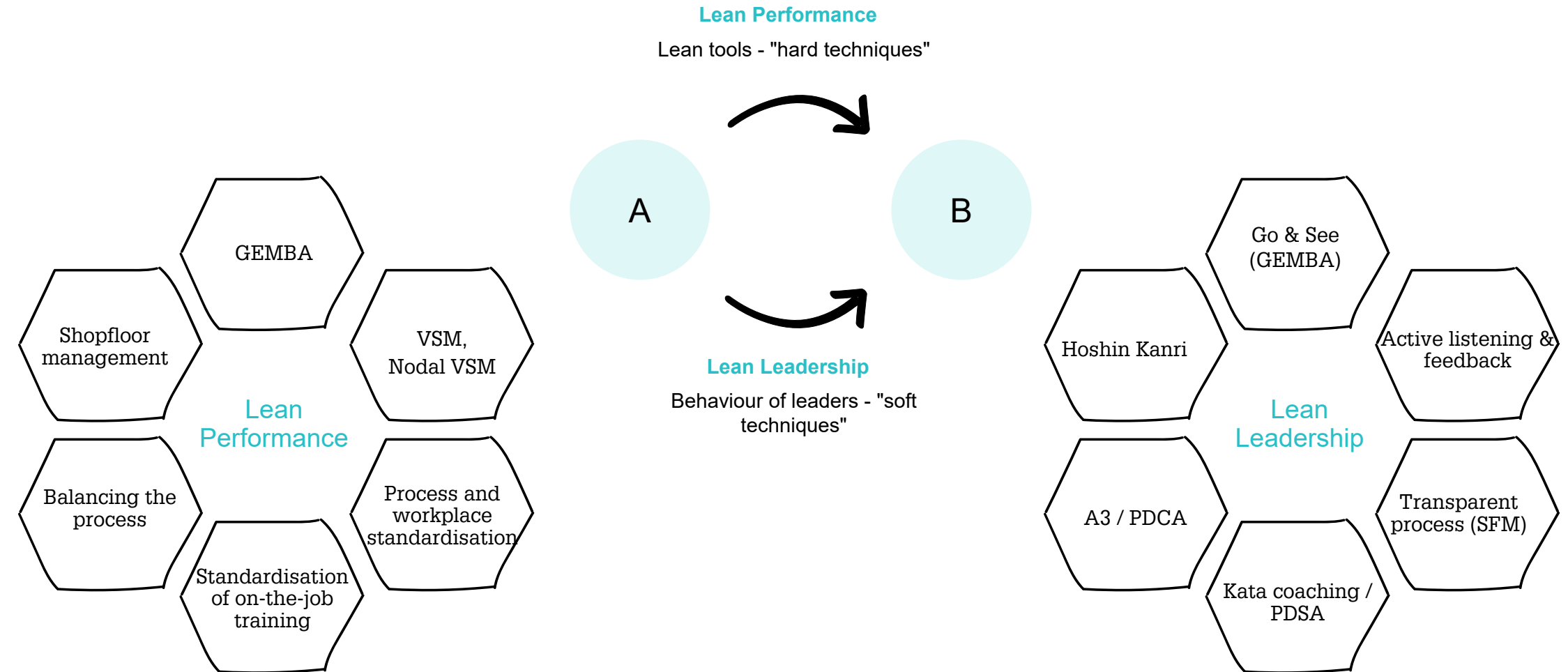
Where:

Production engineering company

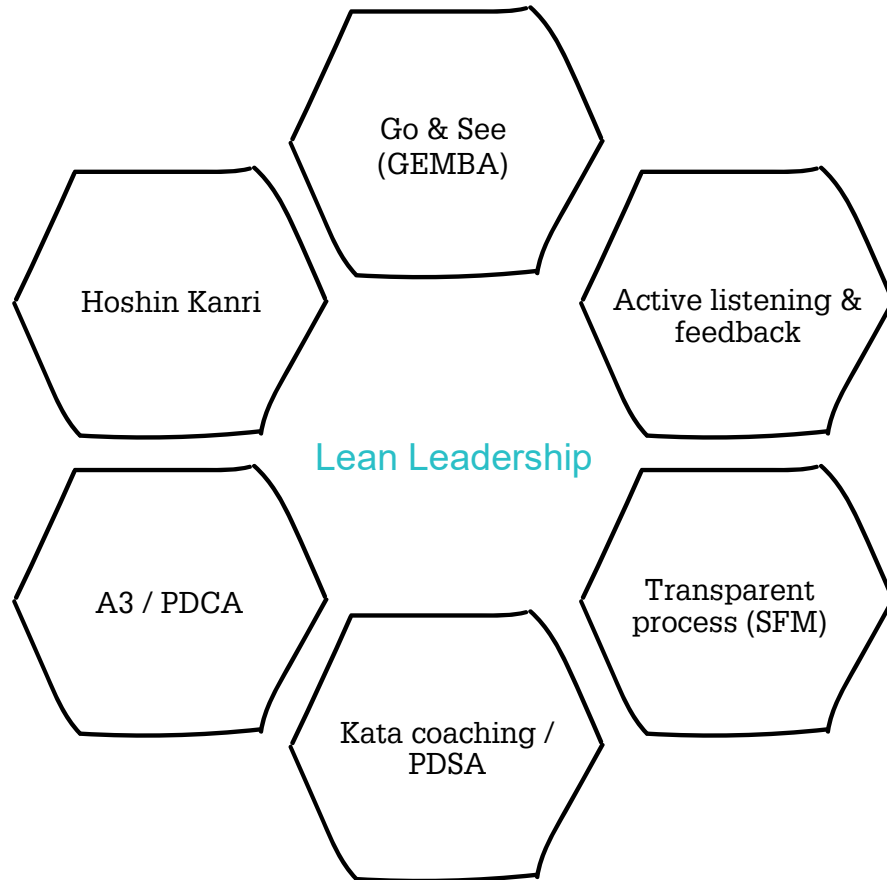
Food production company

Production cosmetic company

A holistic view of Lean



Modules and tools we use in the implementation of the Lean Leadership project



Go & See (GEMBA)

The presence of a leader in the workplace allows for a better understanding of what is really going on and also allows to be a role model.

Active listening & feedback

Understanding the actions of employees and ensuring they embrace the company's goals as their own. Creating room for employee growth while solving problems.

Transparent process (SFM)

For a truly efficient process, you need to respond as quickly as possible to the variability of its output. Recognize the problem, engage people and remove barriers.

Kata Coaching / PDSA

The scientific approach of improvement and coaching kata ensures a rapid learning process through PDSA experiments and completion of challenging tasks.

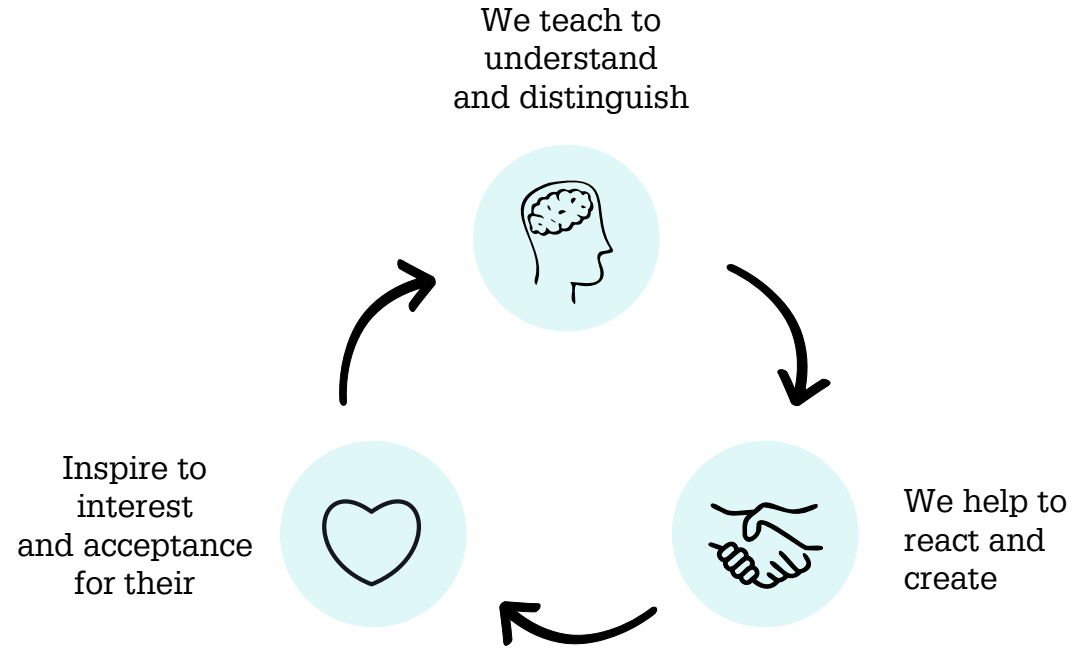
A3 / PDCA

Deeper analysis based on the PDCA approach to solve complex problems with the help of a cross-departmental team of experts.

Hoshin Kanri

Ensuring progress against the company's strategic objectives and distributing actions across the hierarchical spectrum. Eliminating overload. Facilitating decision making and transparent choice of priorities.

Manager as leader

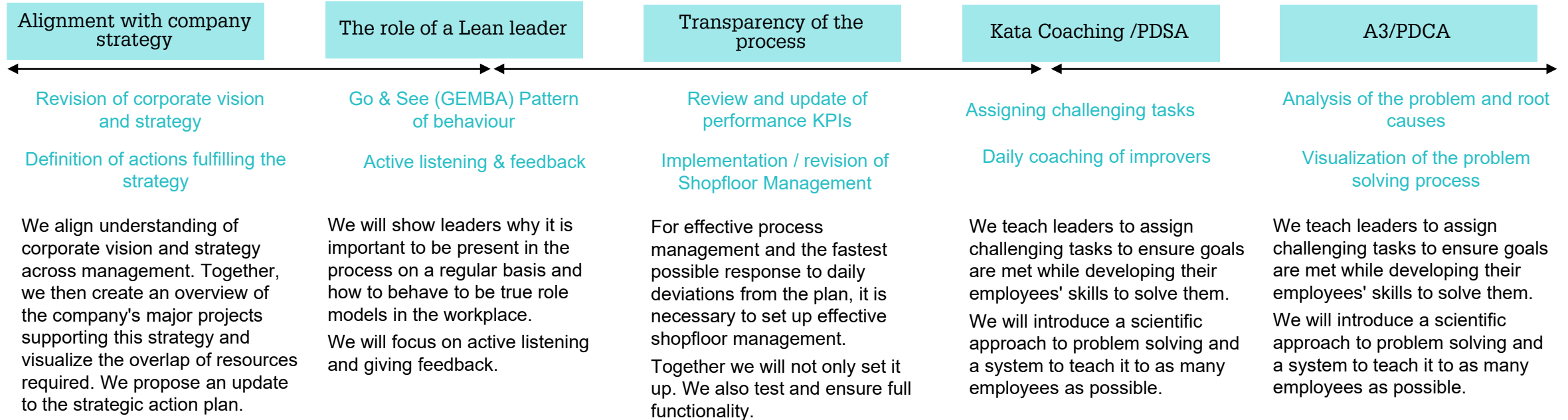


Through co-creation we create "Role Model" of the leader at all levels of the organization.

We develop leaders in your organization who create an environment where people can reach their full potential.

... Not to occupy, but to create space...

Roadmap of the pilot project



Outputs:

- Revision of corporate strategy
- List of projects the company is working on
- List of projects supporting the corporate strategy
- Updated strategic action plan
- Leader as a model of employee behaviour in the company
- Regular leader errands where value is added
- Ability to actively listen to give constructive feedback
- Review and set up KPIs for effective Shopfloor management
- Daily routines for leaders and their teams to ensure quick decision making and action definition
- Creation of escalation teams to functionally respond quickly to daily deviations
- Corporate infrastructure of coaches and improvers of a "learning" organisation
- Capacity of the company to improve all processes
- Effective problem solving within departments based on data-driven experiments
- Detailed description of the problem and the current state of the process
- Root cause analysis
- Corrective action plan to eliminate the problem
- Evaluation of the effectiveness of the actions
- Ensuring long-term maintenance of functional improvements

Alignment with company strategy

Aligning difficult tasks (challenges) with the company's strategy

Alignment at the level of corporate vision and strategy is necessary before any actions in production can be initiated. Together with management, we will remind ourselves where it is desirable for the organization to direct its long-term goals and how to adequately choose the allocation of its valuable resources.

We review all projects that are currently running in the company, both planned and unplanned. Also, those that the company has discontinued in the near past for some reason, or those that the company would like to do but is not working on for various reasons.

This robust list is then analyzed and evaluated in a controlled manner.

In this way, we identify only those activities that make a real contribution to the company's strategy and receive the full attention and support of management.

Outputs:

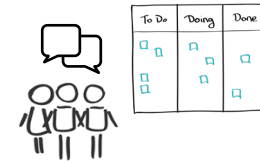
- Review of corporate strategy and management alignment
- List of projects the company is currently working on and allocating resources to
- Projects that the company needs to stop supporting
- List of projects supporting the corporate strategy
- Updated strategic action plan

Alignment with company strategy

Aligning difficult tasks (challenges) with the company's strategy

← 2 weeks →

**Strategic workshop with TOP management
(2 MD)**



1. A clear understanding of the company's vision, mission and strategy to date.
2. Analysis of projects and resource allocation to deliver the corporate strategy
3. Management alignment over the necessary directions for the long-term development of the company
4. Adapting the company's strategy to the current state within the defined corporate vision



The role of a Lean leader

We will set up a routine for leaders (Leader-gemba) and teach them to actively listen and give constructive feedback directly in the process.

Leaders will understand the benefits they gain from being in a place where value is added (GEMBA).

Participants will test their abilities to create a psychologically safe culture and be a role model for their employees both in the exercises during the workshops and especially in their daily practice at their workplaces.

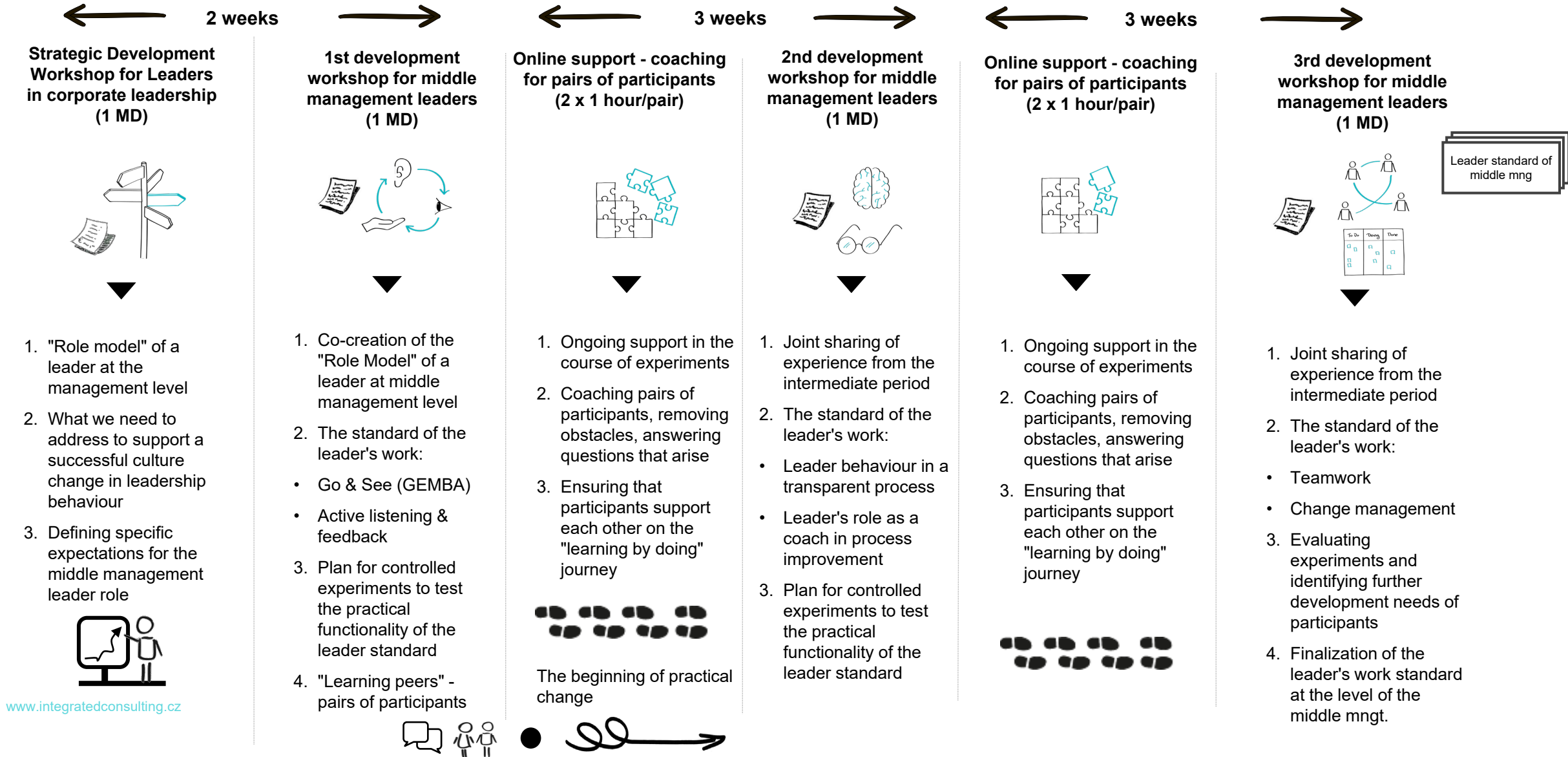
Participants will understand why it is important for them to focus on the development of their employees according to the motto "The main task of a leader is to develop and support new leaders".

Based on the ability to actively listen to their people, leaders can also learn from and with their employees, creating the conditions for better acceptance of challenging tasks and constructive feedback.

Outputs:

- Leaders' regular rounds at workplaces
- Leader as a role model in the workplace
- A systematic plan for developing your employees, finding their talents and using them to benefit the team
- A shared journey of learning and finding innovative solutions for challenging tasks through active listening and constructive feedback

The role of a Lean leader



Transparency of the process

We ensure immediate detection of barriers to expected performance and their rapid removal.

After a detailed understanding of the process and its key performance factors, we will set up daily monitoring and evaluation with your team. We'll choose metrics that not only allow us to recognize that we're not meeting the plan, but also give us the ability to recognize what's really happened and choose corrective and preventive actions.

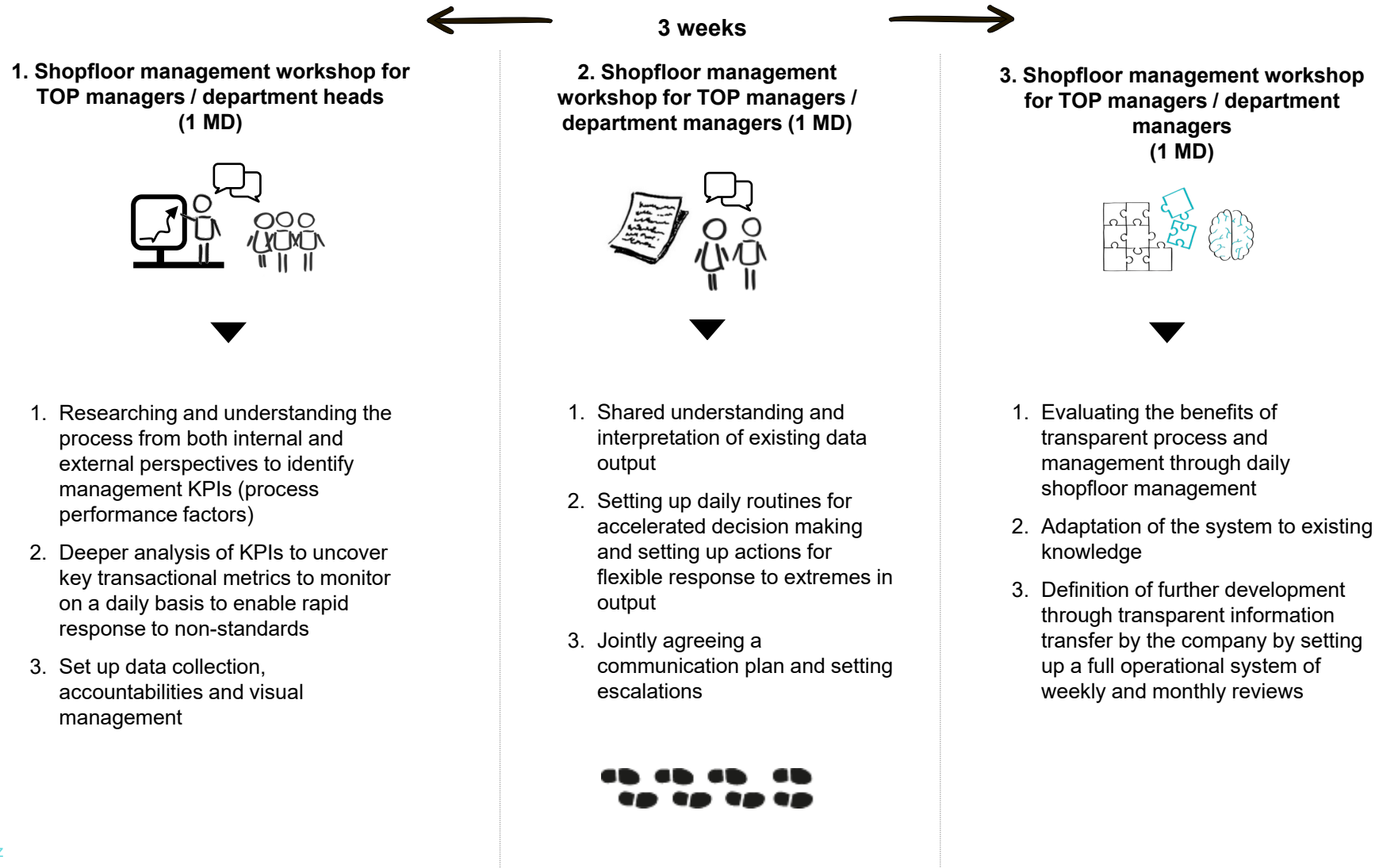
By setting up daily leader routines, specific staff responsibilities and transparent information transfer, we will further support effective management of the direct point where the process physically takes place.

By collecting process data on an ongoing basis, we will understand exactly what is happening in the process and support effective decision-making by leaders to remove identified barriers in the long term. We place a strong emphasis on immediate corrective action, not just escalation.

Outputs:

- Review and set up KPIs for effective Shopfloor management
- Daily routines for leaders and their teams to ensure quick decision making and action definition
- Creation of escalation teams to functionally respond quickly to daily deviations

Transparency of the process



Kata Coaching / PDSA

Learn how to use a scientific approach to process improvement and how to teach this skill to other employees (the role of an executioner coach).

Leaders are carefully prepared for their roles in a learning organisation so that they are intrinsically motivated to meet the challenges of their daily practice.

They learn how to properly assign challenging tasks to ensure the execution of the company's strategy. How to teach their employees a systematic scientific approach.

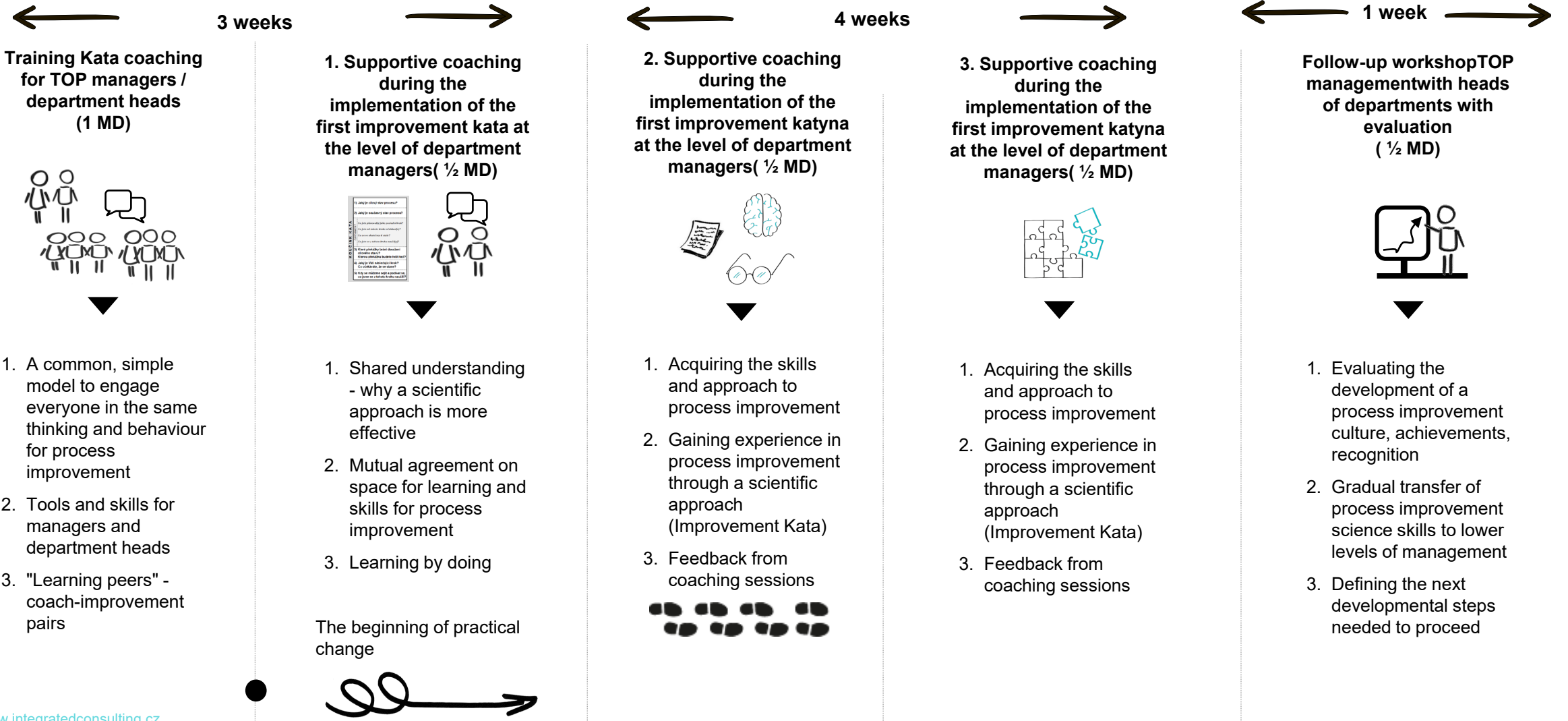
They coach them in analyzing the current state of the process and then describing the next target state on the way to accomplish the challenging task.

They oversee the adherence to the improvement kata process so that the improvers themselves define the obstacles to achieving the target state and gradually discover the path to achieving the target state through experimentation and the PDSA cycle of the learning process.

Outputs:

- Ability to assign challenging tasks in line with the company's objectives and ensure its acceptance by the improvers
- The difficulty of the task is adequate to the capabilities of the improver
- Setting up regular coaching meetings with process improvers
- Regular evaluations of the solutions to the tasks assigned
- Real benefits already during the project

Kata Coaching / PDSA



A3 / PDCA

We introduce and mentor A3 / PDCA
(role champion).

To improve processes by eliminating problems requiring expert input from an interdisciplinary team, we choose the PDCA approach, demonstrated using the A3 tool. This tool requires not only a true understanding of the problem to be solved, but above all a detailed analysis of the current state in which the problem has developed and in which we have already been able to identify its undesirable symptoms.

We activate a cross-departmental team to be able to interpret the situation correctly and then use the data effectively in a detailed analysis of the root causes of the problem. We proceed thoroughly, making sure that speed does not compromise the quality of the applied solution.

We then compare the corrective measures not only against their effect on the problem, but also against expectations, demonstrating our existing knowledge of the process.

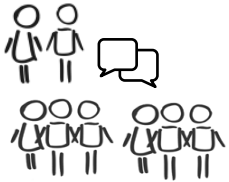
Outputs:

- Detailed description of the problem and the current state of the process
- Root cause analysis
- Corrective action plan to eliminate the problem
- Evaluation of the effectiveness of the actions
- Ensuring long-term maintenance of functional improvements
- A3 champion ready to mentor PDCA project

A3 / PDCA

← 3 weeks →

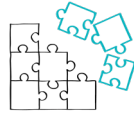
A3 / PDCA training for TOP managers / department heads (1 MD)



1. Working in interdisciplinary teams to solve problems in a project-based manner using the A3 / PDCA methodology
2. Well-defined structure for effective problem solving
3. Selecting individual A3 projects and identifying problem-solving, cross-disciplinary teams

← 2 weeks →

Online support - coaching for individual A3 solvers (2 x 1 hour/solver)



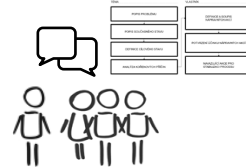
1. Ongoing support during the course of the project
2. Coaching A3 project developers, removing obstacles, answering questions
3. Ensuring that participants support each other on the "learning by doing" journey

The beginning of practical change



← 1 week →

Supportive coaching in the implementation of A3 projects at the level of interdisciplinary teams (1/2 MD)



1. Understanding and scientific approach inside a PDCA project in practice
2. Working collaboratively in a team to progressively achieve adequate understanding required to solve the problem long term
3. In-depth research and detailed, clear analysis of the potential root causes of the problem.



← 1 week →

Follow-up workshop with heads of department and project managers with evaluation (1/2 MD)



1. Assessment of problem solver development and level of adoption of the PDCA approach to problem solving
2. Support and development of A3 mentors within the company to further develop the problem solving culture and take problem solvers to the next level
3. Defining the firm's needs for further development

About us

About Integrated Consulting Group

We are a consulting company operating in 10 European countries with over 40 years of experience. We focus on Lean Six Sigma process improvement, corporate innovation and change management.

We deliver single projects, training and combined programs to our clients in service and manufacturing organizations. We see our contribution as delivering concrete results and transferring our knowledge to the client so that they can use the experience gained.

100+

CONSULTANTS

10

COUNTRIES

40

YEARS OF
EXPERIENCE

15

LANGUAGES



**Global
Partnership**

deloop 

CHINA

Kotter

 **SCHAFER
CONSULTING**

USA

change factory

EUROPE

Areas of focus

Operational Excellence

Process Optimization | Opportunity Search - Process Audits | Process Mapping | Process Design | Cost Reduction | Process Management and Process Organization Setup

Lean

Lean Techniques and Tools Training | Value Stream Mapping | SMED Optimization | Lean Culture | Simulations for practicing Lean tools | KAIZEN Workshops | Lean in Administration

Project Management

Project Support | Project Management | PMO Project Office Strategy | Project Management Training

Management workshop

Increasing the effectiveness of internal workshops | Working in large groups | Problem solving | Workshop facilitation training | Outdoor Training Programs

Agile

Agile Management Training | Agile Transformation Projects | Analysis and Evaluation of Organizational Agility | Agile Moderation | Lego 4 Scrum Simulation | Scrum and Kanban

Six Sigma

Certified Lean and Six Sigma Training | Six Sigma Coaching | Introducing Lean Six Sigma into an Organization | Interim Six Sigma Black Belt | Data Analytics

Change Management

Project Change Management | Changes with Fast Results | Changes in Company Culture | Change Communication | Change Management Training | Motivation and Goal Setting Training

Innovation and creativity

Product and Service Innovation | Innovation Workouts | Strategic Innovation | Innovation Training | Creative Problem Solving | TRIZ | Design Thinking

Design / Design to Cost

Design to Cost Projects | Design to Cost Academy | New Product and Service Development | New Business Model Development | Total Costs Management

Coaching / Leadership

Coaching | Presentation Skills | Communication | Conflict Resolution | Sales Skills | Mentoring | Training

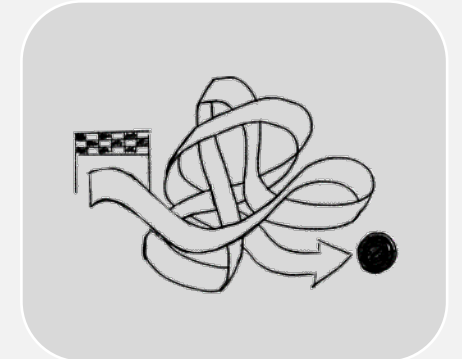
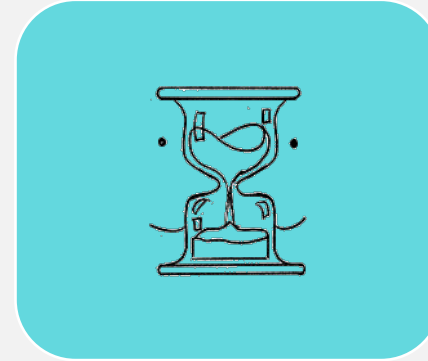
How We Work

Our work effectively combines expert project knowledge with soft techniques focused on working with and developing people. We offer and combine consulting, training and coaching.

Our work is based on engaging people and using innovative approaches. We combine consultation and analysis with group workshops to ensure the necessary commitment to embrace change.

We implement projects together with the client. This process ensures easier acceptance of the proposed changes and helps transfer knowledge and methodology to the client's organisation.

If the client is interested, we provide detailed certified training for internal employees on selected methods and procedures for process management, improvement or change management.





A team of professionals

- Our team consists mostly of very experienced consultants or consultants with great potential.
- Each consultant has strong professional competencies, but also the appropriate social sensitivity and skills.
- Each consultant has know-how in at least one of our core competencies: processes, strategy, innovation, change management, project management or people management.
- We all enjoy our work and are fully engaged in our projects - there are no strictly managerial roles, all consultants are our key people.
- We have at least 5 top professionals for each core competency.

Our Clients



Manufacturing industry

ABB | ACO | Ahlstrom | AkzoNobel | Alcatel Lucent | Andritz | AVL | BASF | Bayer Material Science | BMW | Boehringer | Bosch | Bridgestone | Carlsberg | Coca-Cola | Constantia | Continental | Dacia Renault | Daiichi-Sankyo | DS Smith | DuPont | Egis | Ericsson | Evonik | Festo | Fortum | Foxconn | Fresenius | GE Healthcare | General Electric | GlaxoSmithKline | Hauni | Head | Heineken | Heraeus | Hoffmann La-Roche | Klarwin | Knorr-Bremse | Kone | KraussMaffei | Lenzing | Magna | Mercedes Benz | Metso | Mitsubishi | Momentive | Neste Oil | Nokia | Nokian Tyres | OMV Petrom | Orion | Panasonic | Pepsi | Philips | Richter | Sandvik | Sanofi-Aventis | Scania | Shell | Siemens | SMS Siemag | Stora Enso | STRABAG | Teleste | TMD Friction | Tridonic | Unilever | UPM | Vacon | Valio | Velux | Versapak | Voith | Wacker Neuson | Wärtsilä | Wienerberger | ZF | Zwack



State-owned enterprises, health organisations

AKH Vienna General Hospital | Austrian Federal Computing Centre | Austrian Federal Forests | Austrian Federal Theater | Austrian National Bank | Austrian Railways | Barmherzige Brüder | Energy Styria | Feibra | Finnish Institute of Occupational Health | Finnish Railroads | Forest Ministry | GIZ | Holding Graz | Hospital Köln | ITSU | Linz AG | Maasstad Ziekenhuis | Magyar Posta | Medical Delta | NATO | Österreich Werbung | Posti Finland | ProRail | Social Security Institution | SUVA Swiss Insurance | Theater of Graz | Veikkaus



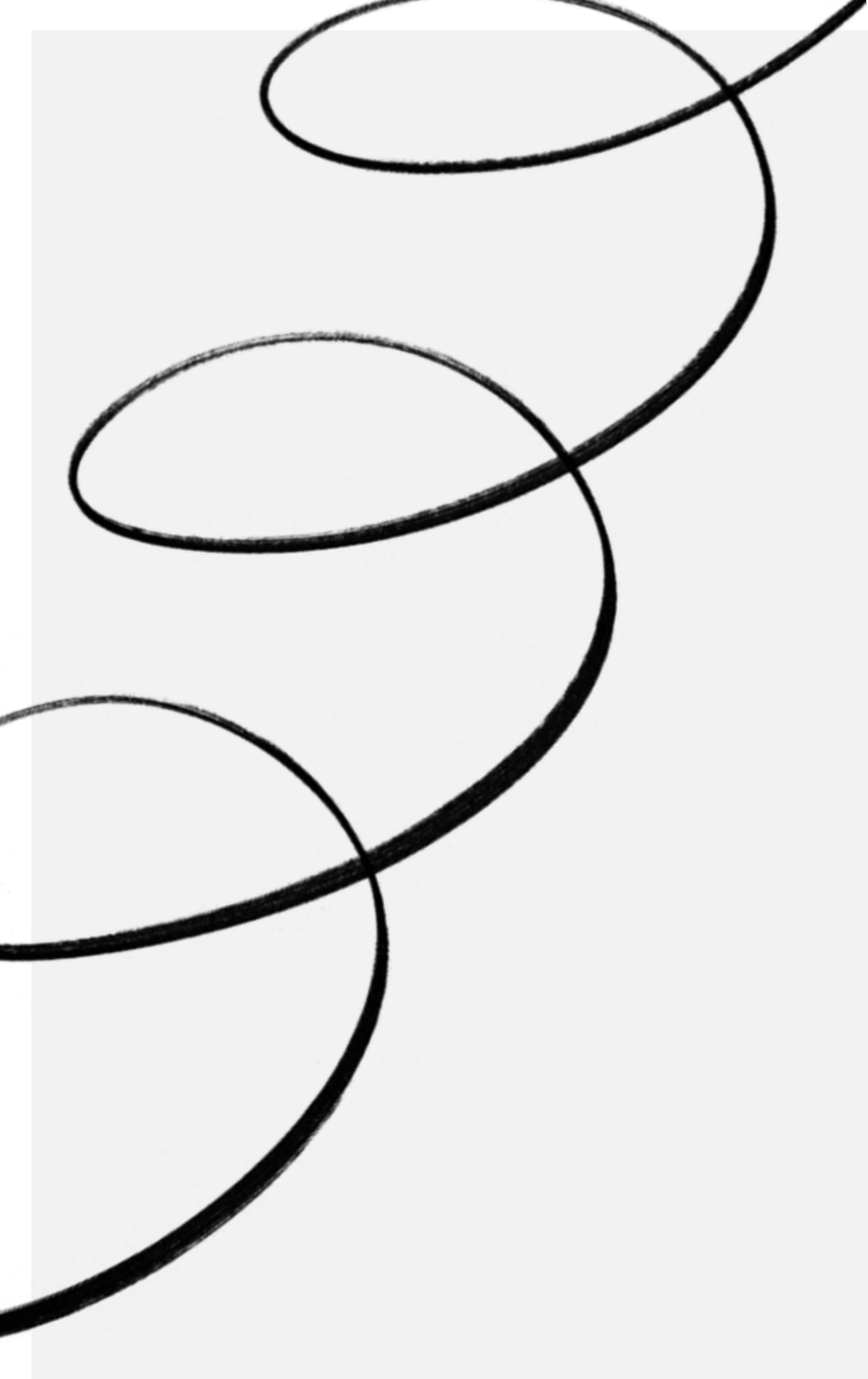
Retail and service industries

A1 Telekom Austria | Acredia Insurance | Adobe | Airport Graz/Vienna | Allianz | Arvato Bertelsmann | .A.S.A. | Austrian Airlines | Austrian Post | AVIS | Budget Group BSC | BKS Bank | Budapest Bank/GE | Conwert | CSOB | D.A.S. Insurance | dm drogerie markt | Enel | E.ON | Erste Bank | Erste Group Immorent | Finnair | Finnish Fair Center | Finnish Railroads | German Railway | GSK Stockmann | Helsinki OP Bank | HOPI | ING | Innogy | ISS | Joanneum Research | Kleine Zeitung | Klöckner | LOGICDATA | Metro Group | MOTIONDATA | Neuroth | NORDEA | OeEB | OeKB | One / 3 | Orange | OTP | Rabobank | Raiffeisen International | Randstad | REWE | Saubermacher | Sodexo | Styrian Savings Bank | Suntours | Trans-Sped | T-Systems | Vodafone | Zurich Group



Public administration, universities and non-profit organisations

Aalto University | Austrian Federal Ministries: Agriculture, Culture, Education, Environment, Finances, Health, Internal Affairs, Social Security | Caritas | Cities: Alkmaar, Graz, Helsinki, Linz, Rotterdam, Vienna | Euma | European Commission European Institutions | EUSA | Graz University of Technology | Kemi-Tornio University | Leiden University | Provincial-Governments: Berlin, Hamburg, Lower Austria, Salzburg, Styria, Upper Austria, Vorarlberg | Romanian Federal Ministry of Finance | University of Music Vienna | University of Veterinary Medicine Vienna | Utrecht University | Vienna University of Economics and Business



Your Partner in Change.

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