

Lean Transformation At Global Connect Case Study

Michael Ballé

Lean Transformation at Global Connect Gad Allon, Jan A. Van Mieghem, 2017 Global Connect, a major telecommunications service provider, partners with national cable providers to bundle media and telecom services offered through voice over Internet protocol (VoIP). Global Connect provides the VoIP physical infrastructure that enables cable providers to offer VoIP phone service to their end customers. VoIP cable services are growing at a faster rate than anticipated, leaving Global Connect incapable of meeting contractual agreements with the cable partners and preventing them from capturing substantial VoIP market opportunities. Students are asked to improve the configuration of work at this service organization by identifying the types of waste in the current process. Process improvements use lean tools and their impact is quantified using time and capacity analysis. To view a service business as a process and to understand where to find the constraints regarding customer responsiveness (flow time) and sales (throughput). This requires a rather subtle capacity analysis.

Lean Transformation at Global Connect Gad Allon, Jan A. Van Mieghem, 2010 Global Connect, a major telecommunications service provider, partners with national cable providers to bundle media and telecom services offered through voice over Internet protocol (VoIP). Global Connect provides the VoIP physical infrastructure that enables cable providers to offer VoIP phone service to their end customers. VoIP cable services are growing at a faster rate than anticipated, leaving Global Connect incapable of meeting contractual agreements with the cable partners and preventing them from capturing substantial VoIP market opportunities. Students are asked to improve the configuration of work at this service organization by identifying the types of waste in the current process. Process improvements use lean tools and their impact is quantified using time and capacity analysis.

The Simplicity of Lean Philip Holt, 2019-11 2020 Axiom Business Book Awards Bronze Medal Winner Lean organisations seem to work in a simple manner and operate with an innate calmness. They have removed much of the complexity that inhibits the performance of other companies, but achieving this level of simplicity is not easy. In *The Simplicity of Lean*, Philip Holt provides a comprehensive handbook of the Lean principles, presented in an accessible and easy to apply manner. *The Simplicity of Lean* is a step-by-step guide to the Lean Thinking that makes your organisation more efficient and effective. The book offers the necessary context of how to apply Lean Thinking to make your Lean

Transformation successful. Alongside the theory and the practical application of Lean, Philip also shares his personal insights and experiences, as well as individual success stories (and failures) from various Lean leaders from across the world. The Simplicity of Lean is the perfect guide to make your Lean journey a resounding success. Philip Holt is Senior Vice President, Global Transformation, at GKN Aerospace and a Board Member of the Operational Excellence Society. He studied Engineering at Manchester Metropolitan University and Management at the Wharton School of Pennsylvania and the University of Warwick, was an engineer at Gillette and led the Lean Deployment worldwide at Philips for over twelve years. He achieved Lean Master status and has summarised his 30+ years of experience and insights into Lean Leadership in his previous book *Leading with Lean* and his most recent book, *The Simplicity of Lean*.

Total Construction Management John S. Oakland, Marton Marosszeky, 2017-02-17 A convergence of lean management and quality management thinking has taken place in organizations across many industries, including construction. Practices in procurement, design management and construction management are all evolving constantly and understanding these changes and how to react is essential to successful management. This book provides valuable insights for owners, designers and constructors in the construction sector. Starting by introducing the language of total quality, lean and operational excellence, this book takes the reader right up to the latest industry practice in this sector, and demonstrates the best way to manage change. Written by two of the world's leading experts, *Total Construction Management: Lean quality in construction project delivery* offers a clearly structured introduction to the most important management concepts and practices used in the global construction industry today. This authoritative book covers issues such as procurement, BIM, all forms of waste, construction safety, and design and construction management, all explained with international case studies. It is a perfect guide for managers in all parts of the industry, and ideal for those preparing to enter the industry.

Leading the Lean Enterprise Transformation, Second Edition George Koenigsaecker, 2012-09-26 Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon

Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the World's 100 Best Managed Firms. The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

Welcome Problems, Find Success Kiyoshi "Nate" Furuta, 2021-09-02 In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

The Power of Process Matthew Zayko, Eric Ethington, 2021-10-28 Lean Process Creation teaches the specific frames—the

6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

The Gold Mine Michael Ballé,2010-01-12 Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them.--Cover.

Fit for Growth Vinay Couto,John Plansky,Deniz Caglar,2017-01-10 A practical approach to business transformation Fit for Growth* is a unique approach to business transformation that explicitly connects growth strategy with cost management and

organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. *Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business James M. Morgan, Jeffrey K. Liker, 2018-10-26 How companies are using lean development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In *Designing the Future*, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision. They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With *Designing the Future*, you have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery.

The Lean Manager Freddy Ballé, Michael Ballé, 2011-09-15 In this groundbreaking sequel to *The Gold Mine*, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. *The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? *The Lean Manager: A Novel of Lean Transformation*, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” *The Lean Manager*, the sequel to the Ballé’s international bestselling business novel *The Gold Mine*, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of *The Gold Mine*), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant’s operations, to foster a lean attitude that sustains continuous improvement. Where *The Gold Mine* shows you how to introduce a complete lean system, *The Lean Manager* demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. “I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of *The Toyota Way* and professor of Industrial and Operations Engineering at the University of Michigan. “People who do the work have to

improve the work. There are tools, but they are not tools for ‘improving the process.’ They are tools for making problems visible and for helping people think about how to solve those problems.”

The Work of Management Jim Lancaster, 2017-07-03

Lead With Respect Michael Ballé, Freddy Ballé, 2014-07-28 *Lead With Respect* is a terrific book that puts the elements of genuine motivation into a broader context and helps leaders translate those principles into action. —Daniel H. Pink, author of *To Sell Is Human* and *Drive* The Ballé books are a great way to get started or to speed up your pace of transformation, personal and organizational. —Jim Womack, Founder of Lean Enterprise Institute In their new business novel *Lead With Respect*, authors Michael and Freddy Ballé reveal the true power of lean: developing people through a rigorous application of proven tools and methods. And, in the process, creating the only sustainable source of competitive advantage—a culture of continuous improvement. In this engaging and insightful story, CEO Jane Delaney of Southcape Software discovers from her sensei Andy Ward that learning to lead with respect enables her to help people improve every day. “For us, lean is all about challenging yourself and each other to find the right problems, and working hard every day to engage people in solving them,” he says. *Lead With Respect*’s timely message brings a new understanding of lean. While lean has become essential for companies to compete in today’s global economy, most practitioners see it as a rigorous focus on process to produce higher quality goods and services—a limited understanding that fails to realize the true power of this approach. This new novel by the Ballés, the third in a series that includes Shingo Research Award-winners *The Gold Mine* and *The Lean Manager*, breaks new ground by sharing huge amounts of practical information on the most important yet least understood aspect of lean management: how to develop people through a rigorous application of lean tools. You’ll learn: How to apply *Lead With Respect* attitudes to the lean tools you are using now so that you develop a truly sustainable lean culture. What specific steps to follow to make lean leadership behaviors daily habits. How to manage with respect through the emotion, conflict, tension, and self-doubt that you’ll face during a lean transformation.

Lean UX Jeff Gothelf, 2013-03-15 User experience (UX) design has traditionally been a deliverables-based practice, with wireframes, site maps, flow diagrams, and mockups. But in today’s web-driven reality, orchestrating the entire design from the get-go no longer works. This hands-on book demonstrates *Lean UX*, a deeply collaborative and cross-functional process that lets you strip away heavy deliverables in favor of building shared understanding with the rest of the product team. *Lean UX* is the evolution of product design; refined through the real-world experiences of companies large and small, these practices and principles help you maintain daily, continuous engagement with your teammates, rather than work in isolation. This book shows you how to use *Lean UX* on your own projects. Get a tactical understanding of *Lean UX*—and how it changes the way teams work together Frame a vision of the problem you’re solving and focus your team on the right outcomes Bring the designer’s tool kit to the rest of your product team Break down the silos created by job titles and learn to trust your

teammates Improve the quality and productivity of your teams, and focus on validated experiences as opposed to deliverables/documents Learn how Lean UX integrates with Agile UX

Practical Lean Leadership Bob Emiliani, 2008 Practical Lean Leadership: A Strategic Leadership Guide For Executives is the first book to present Lean leadership in ways that are specific and actionable for executives to apply at work every day. It links Lean principles and tools directly to leadership beliefs, behaviors, and competencies in new and innovative ways that connect to workplace and marketplace realities. It goes far beyond the common understanding of leadership and the training methods used for leadership development. The workbook can be used individually or by a leadership team in self-paced group training. Senior managers will be inspired by the proven approaches to improving their understanding and practice of strategic leadership. Practical Lean Leadership has won critical acclaim from executives with years of experience practicing Lean management in the real world: This is a 'must read' book for all senior leaders. It is very well written for the C-level team and it fills a gap on how executives should lead a Lean transformation. It truly is the best description of Lean leadership today. I highly recommend it. - Edward Miller, President, Strategy Development Services, LLC Bob Emiliani is addressing THE most important problem facing organizations trying to make Lean work; the role of the executive leadership. This workbook provides sound methods to assist managers understand their role and put it into practice. This is workbook and it requires some work, but the workbook format is very helpful to move these methods from ideas into the daily practice of Lean leadership. - Brian Maskell, President, BMA Inc. Practical Lean Leadership explains key aspects of enterprise leadership and then takes it several steps further by applying Lean principles and tools to leadership itself. An effective model is created by understanding behavioral waste and by applying value stream mapping and standardized work in totally new contexts. The workbook format engages the reader and immediately connects to their reality. - Kevin Meyer, President, Superfactory Ventures, LLC

Lean Analytics Alistair Croll, Benjamin Yoskovitz, 2014-02-23 Whether you're a startup founder trying to disrupt an industry or an entrepreneur trying to provoke change from within, your biggest challenge is creating a product people actually want. Lean Analytics steers you in the right direction. This book shows you how to validate your initial idea, find the right customers, decide what to build, how to monetize your business, and how to spread the word. Packed with more than thirty case studies and insights from over a hundred business experts, Lean Analytics provides you with hard-won, real-world information no entrepreneur can afford to go without. Understand Lean Startup, analytics fundamentals, and the data-driven mindset Look at six sample business models and how they map to new ventures of all sizes Find the One Metric That Matters to you Learn how to draw a line in the sand, so you'll know it's time to move forward Apply Lean Analytics principles to large enterprises and established products

Lean IT Steven C Bell, Michael A Orzen, 2016-04-19 Winner of a Shingo Research and Professional Publication Award

Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

Creating a Lean Culture David Mann, 2017-07-27 Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o

Management on the Mend John Toussaint, Emily Adams, 2015

The Lean Machine Dantar P. Oosterwal, 2010-01-13 In this insider guide, former Harley-Davidson executive Dantar Oosterwal offers an exclusive look at how Harley-Davidson was able to adapt in an ever-changing world to stay on top and stay in existence. From near-extinction in the early eighties, Harley-Davidson rose to worldwide recognition and is still today one of the great, iconic American motorcycle brands. In this insider guide, former Harley-Davidson executive Dantar Oosterwal offers an exclusive look at how Harley-Davidson was able to adapt in an ever-changing world to stay on top and stay in existence In *The Lean Machine*, you will learn about their secret weapon and go-to formula for outstanding success as well as: the day-to-day transformation at Harley-Davidson their adapted Knowledge-Based Product Development identifies universal change and improvement issues so that any company can incorporate this Rooted in Japanese productivity improvement techniques, the Knowledge-Based Product Development method helped Harley realize an unprecedented fourfold increase in throughput in half the time--powering annual growth of more than ten percent. *The Lean Machine* is part business journal, part analysis, and part step-by-step toolkit that will help companies in all industries achieve predictably

excellent results.

Enjoying the Song of Appearance: An Mental Symphony within **Lean Transformation At Global Connect Case Study**

In some sort of taken by screens and the ceaseless chatter of immediate conversation, the melodic beauty and psychological symphony developed by the published term often diminish into the background, eclipsed by the persistent sound and disruptions that permeate our lives. However, located within the pages of **Lean Transformation At Global Connect Case Study** an enchanting literary value overflowing with raw feelings, lies an immersive symphony waiting to be embraced. Constructed by an elegant composer of language, this captivating masterpiece conducts visitors on an emotional journey, well unraveling the concealed songs and profound affect resonating within each cautiously crafted phrase. Within the depths of the moving assessment, we shall discover the book is key harmonies, analyze their enthralling writing model, and submit ourselves to the profound resonance that echoes in the depths of readers souls.

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Lean Transformation At Global Connect Case Study Introduction

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