

24<sup>TH</sup> ANNUAL



24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21

# A New Beginning: How a \$1B Company Developed & Deployed a Lean Program

Jose Garcia-Aranda & Brian Crawford



Alberici

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*Corporate Lean Director*



**Why Lean?  
Why Now?**



**Developing &  
Piloting**



**Building Our  
People**



**What We  
Learned**



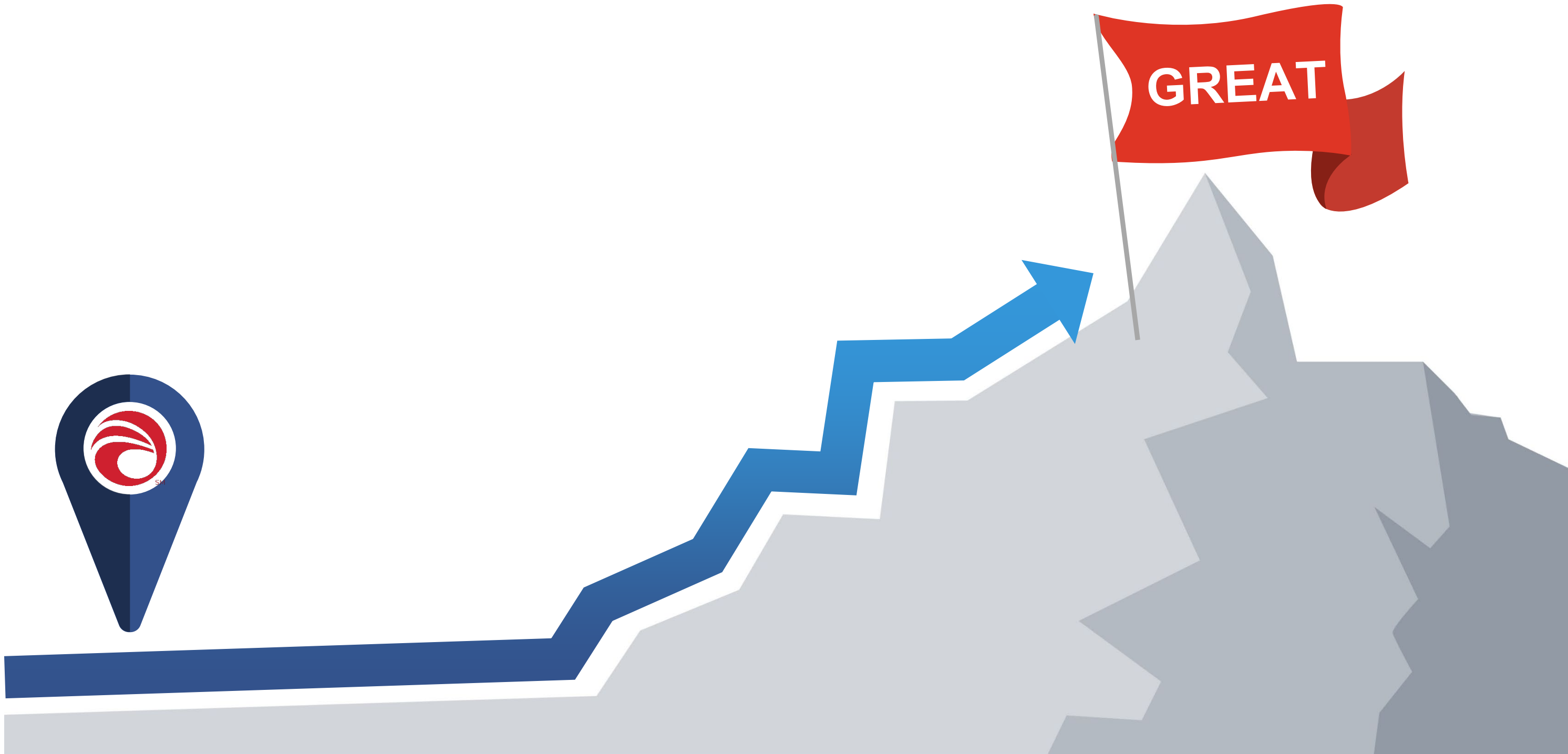
# Why Lean, Why Now?















Greatness is not a function of circumstance.

Greatness, it turns out, is **largely** a matter  
of conscious choice, and discipline.

Jim Collins



2019

Q1

Q2

Q3

Q4

Align Leadership

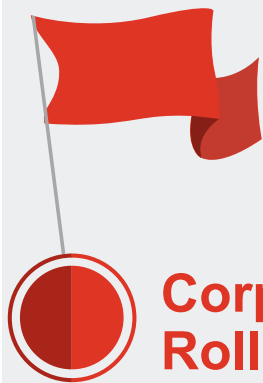
Program Dev.

Est. Training Prog.

Select Mkt. Rollout

2020

Q1



Corporate Rollout







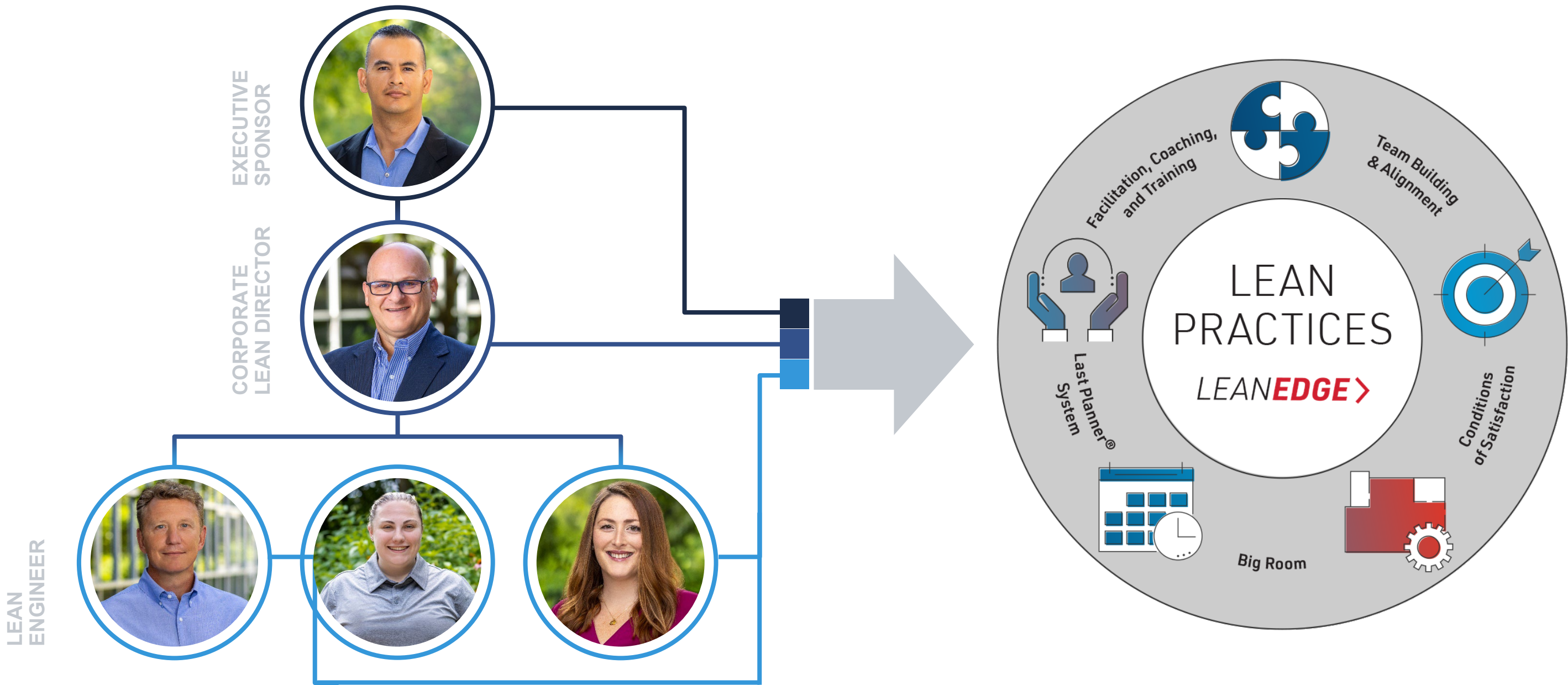




# Developing & Piloting









# LEANEDGE>

Automotive



Building



Food & Bev



Healthcare



Ind. Process



5

Markets Tried

90

People Trained

\$9-150M

Project Range

\$320M

Project Total





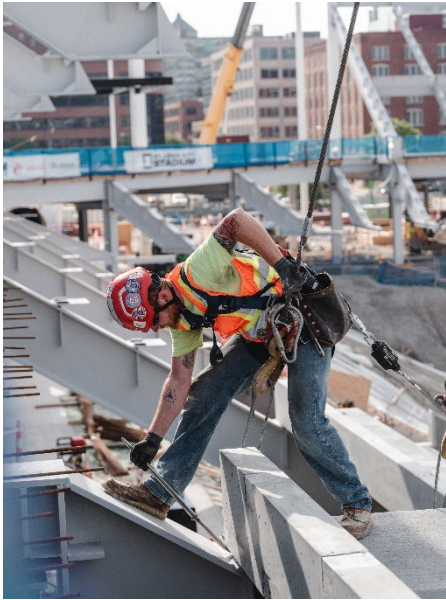


An aerial photograph of a construction site. In the foreground, a large building with a blue corrugated metal roof is under construction. A long, black lattice boom crane is positioned on the ground, extending over the building. To the right, another red crane is visible. The site is surrounded by dirt, construction materials, and some trees in the background. A dark blue rectangular box is overlaid on the left side of the image, containing the text "Building Our People" in white.

# Building Our People



























# What We Learned







## *WHAT WE LEARNED* **WHY LEAN? WHY NOW?**

- Executive Leadership Commitment
- Develop Achievable Timeline / Roadmap
- Set Attainable Goals
- Promote Continuous Improvement
- Patience & Perseverance
- Trust & Transparency

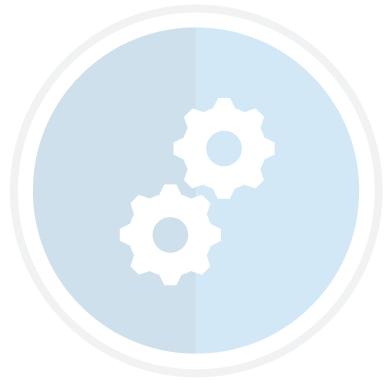




## *WHAT WE LEARNED* **Developing & Piloting**

- Commit to Resources
- Cast A Wide Net
- Don't Make Assumptions
- Change Is Hard
- Be Adaptable
- Build Relationships





## *WHAT WE LEARNED* **Building Our People**

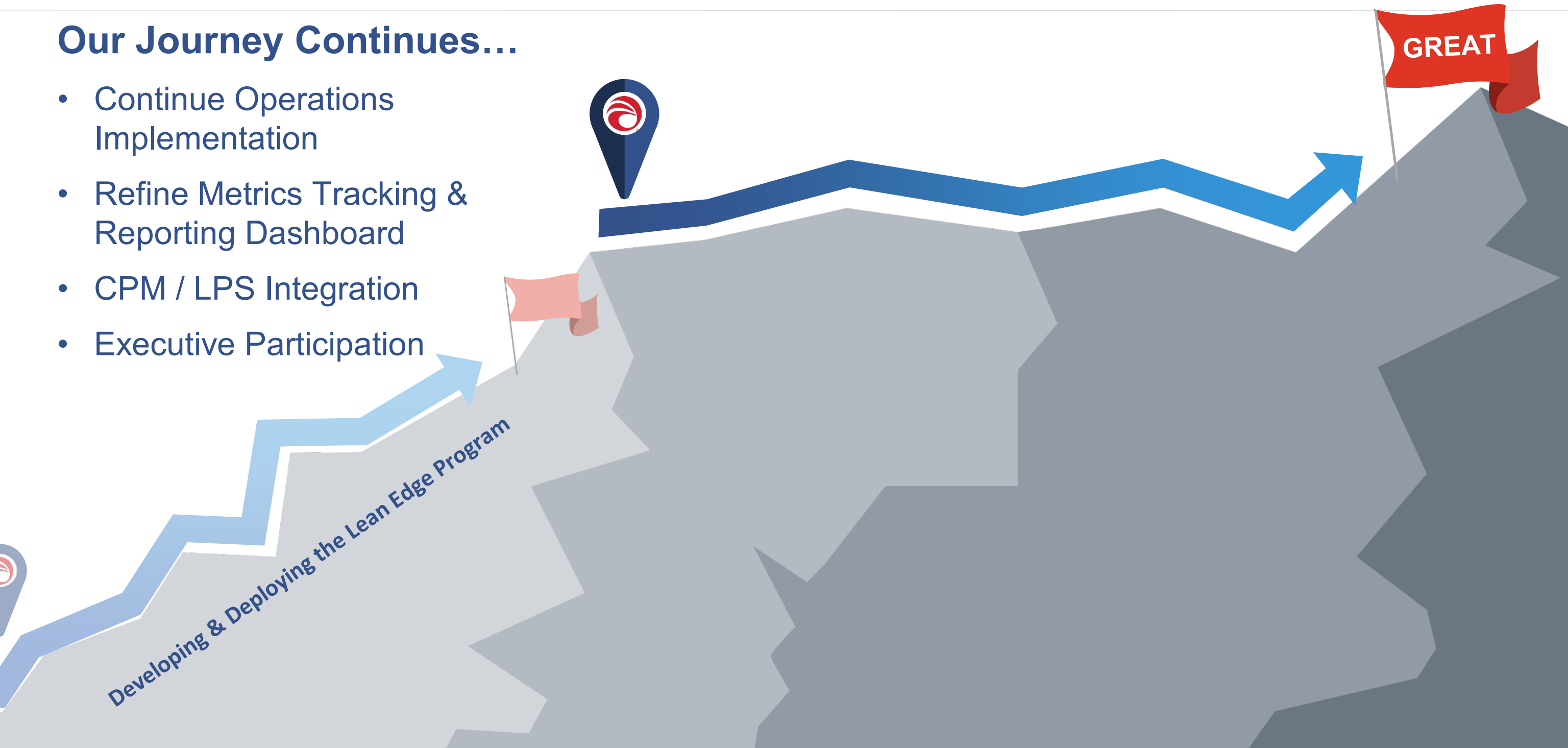
- Culture Eats Strategy For Breakfast
- Train & Coach
- Solicit Feedback & Follow Through
- Develop & Recognize Lean Leaders
- Expand Your Reach
- Everyone Is Responsible For Lean





## Our Journey Continues...

- Continue Operations Implementation
- Refine Metrics Tracking & Reporting Dashboard
- CPM / LPS Integration
- Executive Participation







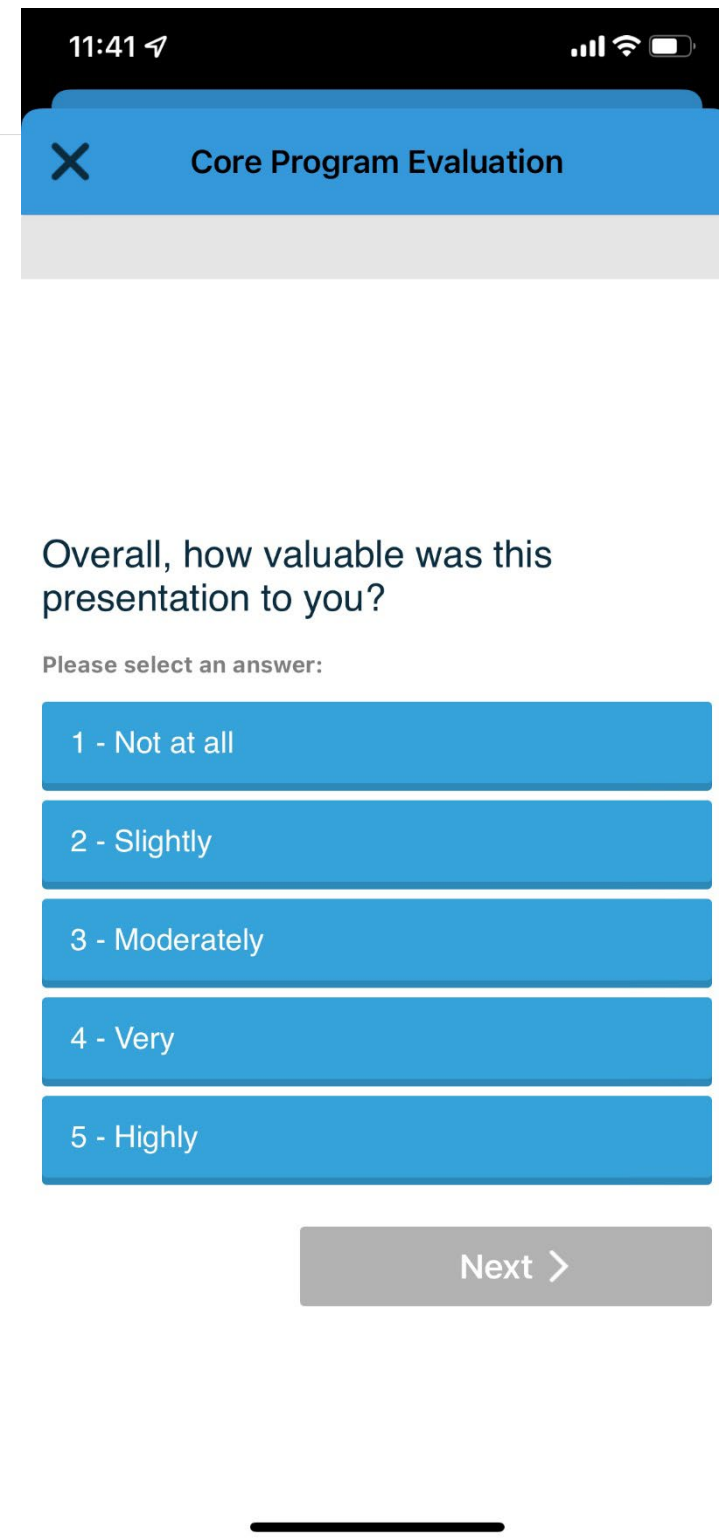
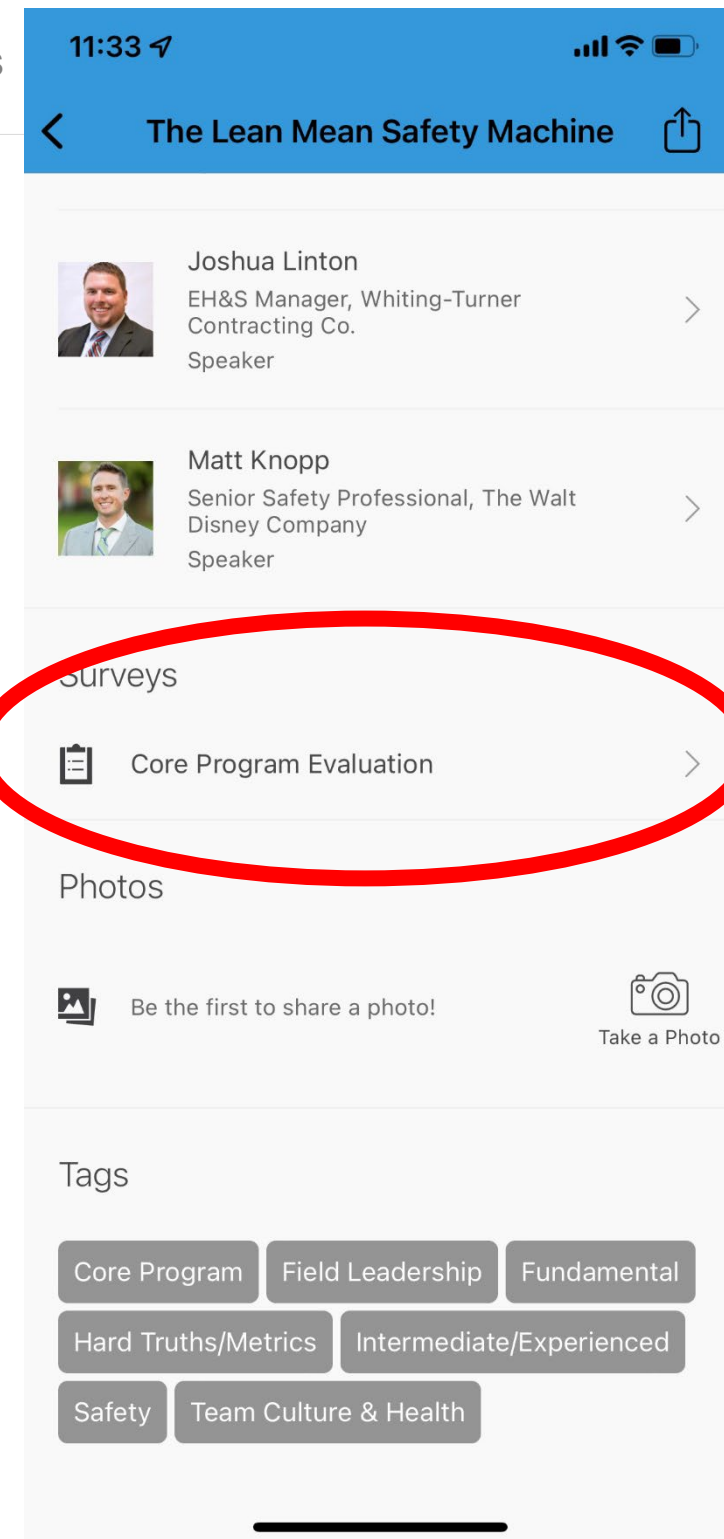


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**Continuous improvement:** give presenters your feedback by taking the session evaluation!

1. Find the session under “schedule”
2. Click on it then scroll down
3. Click “core program evaluation”
4. Complete the 5-question evaluation

*This information will determine the top 5 presentation teams and the top Live Lab*







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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**





# Contact Us

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Thank you for attending this presentation. Enjoy the rest of the 24<sup>th</sup> Annual LCI Congress!

