

Lean culture transformation programme for Alstom



The challenge

Alstom, the multi cultural manufacturing conglomerate, wished to introduce the concepts of Lean across their sites worldwide and vastly improve each business. This posed many challenges due to the diverse cultures, languages and products in the group. Our challenge was to quickly and effectively pass on the skills of Lean while self financing the initiative and changing the culture in the company.



What we did

A number of initiatives were launched, including coaching, training and consultancy in lean and cultural change. Starting with awareness training in French, German, Spanish and English in countries including USA, Brazil, Australia and all over Europe. This training included an



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understanding of the importance of quality, lean principles and how the company would transform their current approaches.

High calibre individuals were identified from plants all over the world and seconded to units in other countries who were singled out for consultancy support to quickly and effectively change the manufacturing methods and culture. These high calibre individuals would be vital in spreading the new approach to all the countries and companies in the group. For up to 1 year these individuals worked with us to learn about lean, cultural change and change management. This was achieved through training, coaching and running Kaizen events. Each individual would work on their own projects to improve their host plant and be coached to ensure success. They were also encouraged to discuss and plan how they would take their learning to their parent sites around the world.



Results

Lean experts were created who could go home and quickly implement the new company approach. They could act as ambassadors for the company's improvement initiative and become the right hand person for the CEO of their company. Most have now been recognised as change agents in the business and have gone on to be promoted and now run plants all over the world including Germany, Mexico, USA, Philippines, Turkey, England, to mention just a few. Lean has become a key principle in their businesses, while their host companies have seen their cultures changed and results vastly improved. The programme achieved its goals of self financing easily from the work carried out in each plant.

What the clients thought

"The development of each change agent was vital in the transformation of the business. Without their skills we would never have transformed the business as quickly and as effectively as we did." Andrew Lofts, Change Manager, Alstom