

## Operations & Process Improvement Lean Transformation

### Operations & Process Improvement

Financial Workflow  
Optimization

Lean IT

Lean Transformation

Operations  
Optimization

### The Challenge

Recent economic challenges put greater pressure than ever on organizations to unlock massive efficiency gains while launching disruptive innovations to provide a differentiated customer experience.

In order to gain and sustain market share, Lean market leaders understand the importance of deliberately executing a few critical strategic priorities exceedingly well while relentlessly raising expectations through continuous improvement.

Adapting to a Lean approach requires more than changing processes; Lean transformation entails fundamental culture change that respects and empowers employees, emphasizes collaboration, requires data-based root cause analysis, and focuses on meeting customer needs as effectively and efficiently as possible. Organizations that can make the transformation to a Lean culture are well positioned to optimize their resources beyond the expertise that currently exists. A change in behavior can only come about if leadership is aligned in its mission, vision and strategic plans—and if these are clearly understood and owned throughout the organization. It's not enough to focus on streamlining processes or cutting costs; realizing the full gains of a Lean transformation takes long-term perspective and perseverance.

### Our Services

Point B leads to successful Lean transformation. In order to be sustainable and drive meaningful value, continuous process improvement initiatives must account for three separate but mutually reinforcing factors, which we call the A.C.T. approach:

**Accountability structures** – Sustainable continuous improvement requires the organizational discipline and ownership at all levels to lock in gains and identify opportunities for ongoing progress. Examples of a robust accountability structure include seamless incorporation of elements such as: standard work, a measurement strategy, visual management techniques, go-and-see leadership, portfolio governance to prioritize and manage strategic initiatives, and role clarity that aligns staff and leadership in pursuit of a common vision.

**Culture** – Effective Lean cultures exemplify a number of critical attributes that are needed drive sustainable continuous improvement. These attributes include customer-centricity, mutual respect, staff empowerment and ownership, clear communication, experimentation and innovation.

**Tools and techniques** – These include the standardized tools, templates and process improvement approach based on best practices and taught throughout the organization to drive



## Lean Transformation

consistent and measurable improvements. Examples include value stream maps, root cause analysis templates, Lean problem-solving documents, and rapid process improvement workshop approaches.

**Offices**  
Austin

Bay Area  
Boston

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Denver

Minneapolis-St. Paul

Phoenix

Portland

Seattle

Southern California

### Why Point B?

Point B's Operations & Process Improvement practice brings together two decades of hands-on experience and collective expertise in customizing the right Lean approaches for our clients. We recognize that each organization is different and that a "one size fits all" methodology for transformation can actually put the organization at risk. Instead, we bring our collective knowledge in organization effectiveness, Lean expertise, and industry context to work alongside executives in developing a custom transformation roadmap that meets their needs and objectives. Point B has an exceptional track record of success in the transformation space, and we're known for working closely with large organizations in both the private and public sectors to lead their most important strategic, organization and business transformations.