



Development of internal Lean Capability

Integrating the Lean Programmes of two major global organisations to create a cohesive internal change team

Honeywell

The Challenge

Honeywell International, a diversified technology leader serving customers worldwide, had a challenge:

To integrate the working practices and culture of the newly-acquired Allied Signal business, and introduce sustainable improvement measures to process driven environments by an effective internal improvement resource.

The client's Strategic Intent was already defined and well communicated – they needed support in creating an organisation equipped to enable it.

The Solution

Working with our client's internal improvement leads, we focused our support in 3 key areas:

➤ **Development of an internal Lean Expert Population**

The team first identified suitable candidates to be trained as Lean Experts across the Honeywell business - 110 Change Agents were selected.

They were trained at Lean Expert level following our 'learn by doing' methodology of "I Do, We Do, You Do®". The training was undertaken in England, France and Germany.

➤ **Lean Knowledge Transfer**

Our consulting team worked hand-in-hand with the newly created Lean Experts to transfer knowledge and make them true internal experts, equipped for the onward identification and implementation of Lean improvements within the respective parts of the Honeywell business.

A key element of this was the development of their ability to Baseline current performance and plan improvement activity aligned to the business priorities.

➤ **Coaching & Support to Embed Skills**

Our consultants then provided structured coaching and support at an individual level to enable the Lean Experts to reach a certified level. We ensured that the theoretical knowledge imparted was transferred into 'real world' initiatives within the workplace, ensuring that what we had delivered would be sustained into the future and produce on-going measureable results.

The Results

- ✓ **Average Return on Investment per Change agent trained was \$200,000**
- ✓ **Individual projects delivered up to \$2.5m in annual savings**

Key Success

Since its inception, the Lean Six Sigma programme at Honeywell has yielded validated savings in excess of \$800 million.