



Applying Lean to

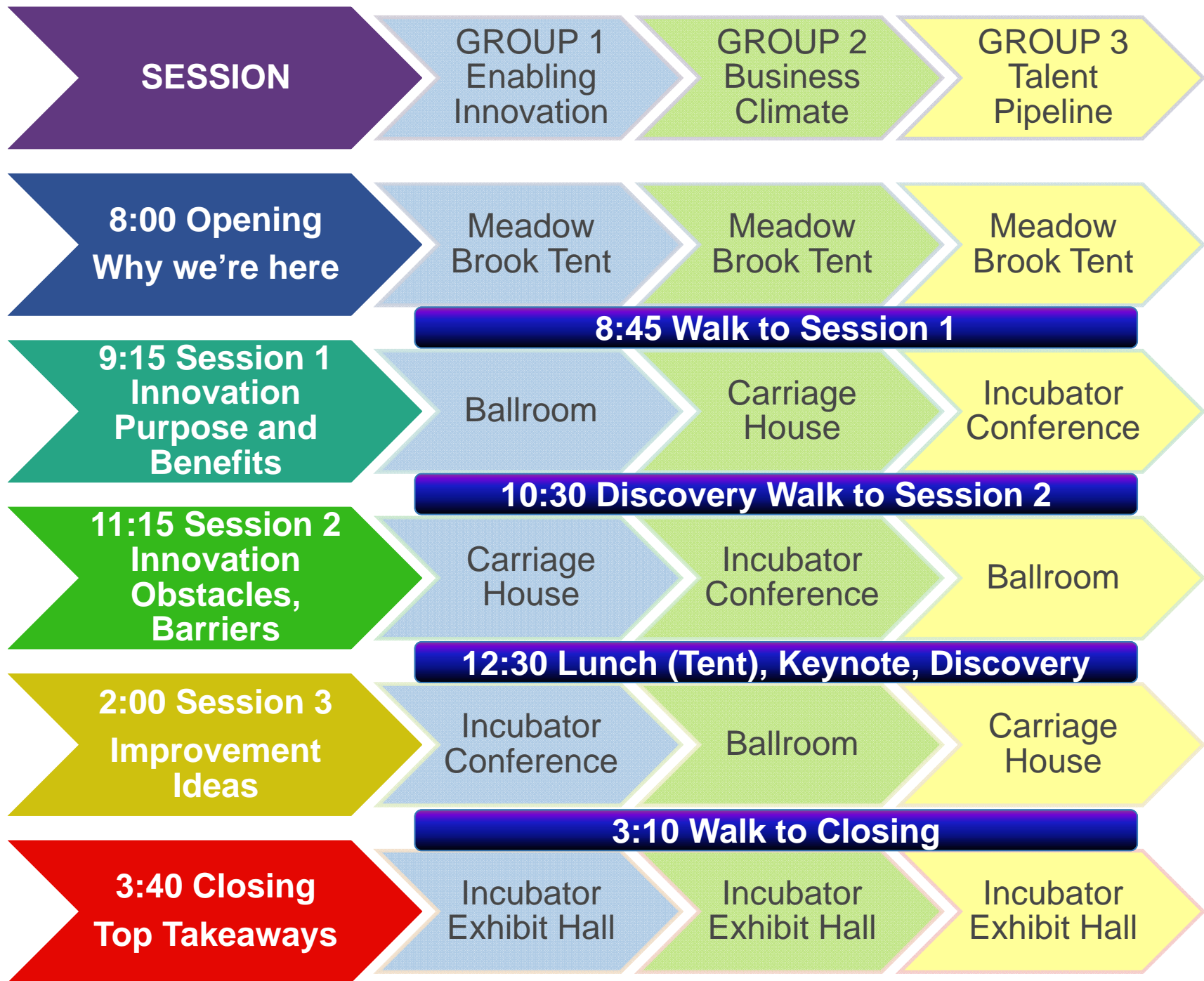
Increase **Value**

Reduce **Waste**

Respect **People**

For Accelerating Innovation

**HALEY &
ALDRICH**



Enabling Innovation

While one may discover numerous advanced manufacturing innovations with the potential to realize significant savings in key indicators such as energy use, materials use and manufacturing costs, many often fail to realize their significant potential global impact on business growth and environmental sustainability. What strategic steps can organizations in the automotive supply chain take to identify, champion and drive the implementation of key innovative technologies and processes that improve the environment while providing economic value to the North American automotive supply chain? What barriers currently prevent the successful commercialization, implementation and finally scale up of potential market changing innovations?

- Key economic, environmental, social and other regional drivers that generate the need for innovation in the North American automotive supply chain
- Key barriers currently limiting the widespread adoption / implementation of innovative advanced manufacturing technologies and processes by North American based companies in the automotive sector
- Strategic process opportunities for identifying, prioritizing and evaluating innovations with significant economic and environmental returns
- Opportunities to accelerate innovation from development to production
- Strategic opportunities to scale up successful innovations, and mitigate risk

Securing the Talent Pipeline

Many studies have reported the increasing shortage of a skilled workforce to fill the rapidly changing requirements of the manufacturing industry today, influencing companies' ability to respond effectively to innovation opportunities and challenges. What opportunities exist to leverage public-private partnerships to further develop the skilled technical professionals required for careers in the automotive sector, and to train and educate tomorrow's industry leaders to embrace innovation and sustainable thinking?

- Training/education needed to develop, deliver and sustain environmental innovation, manufacturing performance and global competitiveness of the North American automotive supply chain
- Opportunities to enhance and leverage public-private partnerships in building new skills sets, and developing innovation mindset

Improving the Business Climate for Innovation

What opportunities exist to create a competitive North American business environment which fosters environmental innovation and economic growth such as increasing North American intergovernmental coordination and addressing inconsistency / complexity in trade and regulatory concerns?

- Key policies that may present a barrier to advanced manufacturing process innovations, such as regulatory / trade policies that may present an opportunity for intergovernmental coordination.
- Intellectual property and insurance role in the innovation process, and opportunities to lessen potential barriers presented by each.

Session 1: Innovation Purpose (Value)

Step	Who	What You'll Do	Time	Output
1	Table Groups	<ul style="list-style-type: none"> Select 2 spokespersons (A & B) at each table Identify customers & write on Post-its Send Spokesperson A to front of room to group customers (they organize customer list while tables do Step 2) 	20	CUSTOMERS 2 to 10 green Post-its of customers
2	Table Groups	Discuss & write what innovation brings to customers (value); specify category (Enabling, Climate, Talent) on green Post-its	20	VALUE 5 to 15 green Post-its of value
3	Entire room	<ul style="list-style-type: none"> One of the "A" Spokespersons shares summary of customers Spokesperson B from each table shares 5 value Post-its and puts them on wall chart in categories - redundant topics are not added. Do until all are posted. 	15	CUSTOMER GROUPS VALUE Value relating to each category
4	Entire room	Spokesperson B from each table votes for the most important 3 values (they can choose from entire list)	5	VALUE PRIORITIES

Notes:

DISCOVERY WALK 1 INSTRUCTIONS



Step	Who	What You'll Do	Time	Output
1	Each person	<ul style="list-style-type: none"> Review the value we identified in Session 1 Bring your handout and use the "4-Obstacle Form" to record Walk among vendors and colleagues Discuss the value needs and things that get in the way Record the obstacles that you know or discover <p>Note: Be sure you feed and water yourself as needed along the way</p>	45	OBSTACLES 1-4 things (on form) that you find that are barriers or obstructions to innovation

Please be at next session at 11:15 ready to go!

From BALLROOM go to CARRIAGE HOUSE

From CARRIAGE HOUSE go to INCUBATOR CONFERENCE

From INCUBATOR CONFERENCE go to BALLROOM

INNOVATION OBSTACLE GENERATION WORKSHEET - DISCOVERY WALK #1

Enabling	Climate	Talent
Write one obstacle that gets in the way of innovation (below)		
Circle whether it is Enabling, Climate or Talent (above)		
		1

Enabling	Climate	Talent
Write one obstacle that gets in the way of innovation (below)		
Circle whether it is Enabling, Climate or Talent (above)		
		2

Enabling	Climate	Talent
Write one obstacle that gets in the way of innovation (below)		
Circle whether it is Enabling, Climate or Talent (above)		
		3

Enabling	Climate	Talent
Write one obstacle that gets in the way of innovation (below)		
Circle whether it is Enabling, Climate or Talent (above)		
		4

Session 2: Obstacles, Barriers (Waste)

Step	Who	What You'll Do	Time	Output
1	Each Person	Summarize what you learned on discovery walk or have experienced yourself	5	
2	Table Groups	<ul style="list-style-type: none"> Share what you've learned at your table and agree on 3-4 obstacles which, if solved could unleash more innovation. Write the obstacles and specify the category on pink Post-its (Enabling, Climate, Talent) Select a spokesperson to share. 	15	OBSTACLES 3 to 4 pink Post-its at each table
3	Entire room	<ul style="list-style-type: none"> Each table spokesperson shares the top 3-4 obstacles and places them on the wall chart. Do not repeat or re-post what you've already heard. 	15 (2/tbl)	OBSTACLES 20-30 Post-its on wall chart in categories
4	Table Groups & Each Person	<ul style="list-style-type: none"> Each table discusses and reflects on the top obstacles from the room. Each individual places dots beneath their top 3 (from the entire wall chart) 	20 5	OBSTACLES Voting dots on top obstacles
5	Entire Room	Facilitator reads back high-vote Post-its to depict the top obstacles/barriers	5	SIGNIFICANT OBSTACLES

Notes:

DISCOVERY WALK 2 INSTRUCTIONS



Step	Who	What You'll Do	Time	Output
1	Each person	<p>First go to lunch then for the walk. On walk:</p> <ul style="list-style-type: none">• Review what we've completed in this session• Bring your handout and use the "4-Idea Form" to record• Walk among vendors and colleagues• Discuss the obstacles and identify ideas for tackling them• Use the form to record the ideas that you have or discover	45	IDEAS: 1-4 things (on form) that you believe could remove obstructions and/or help innovation

**After lunch, please be at next session
at 2 PM ready to go!**

From BALLROOM go to CARRIAGE HOUSE

From CARRIAGE HOUSE go to INCUBATOR CONFERENCE

From INCUBATOR CONFERENCE go to BALLROOM

INNOVATION IDEA GENERATION WORKSHEET - DISCOVERY WALK #2

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from DISCOVERY WALK #2 that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

1

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from DISCOVERY WALK #2 that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

2

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from DISCOVERY WALK #2 that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

3

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from DISCOVERY WALK #2 that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

4

Session 3: Ideas

Step	Who	What You'll Do	Time	Output
1	Pairs of "Speed Dates"	Each person goes to a person at another table for 4 minutes and then, when signaled, goes to another person (we will do this a total of 4 times). With your "date" one person shares an idea to tackle key obstacle(s), the other listens and records on the 4-idea form. Switch roles at 2 minutes. Be sure to specify categories as usual.	20	IDEAS Everybody has several ideas
2	Table Groups	<ul style="list-style-type: none"> • Each person shares the best idea they've heard • Agree, as a table on your top 3 ideas • Select a spokesperson to share the 3 	15	IDEAS 3 Ideas on Post-its
3	Entire Room	Each table spokesperson shares the top 3 ideas and places them on the wall chart. Do not repeat or re-post ones you've heard.	15	IDEAS Ideas paired with obstacles
4	Entire Room	As facilitator reads them each person can vote for 3 ideas by STANDING UP	10	IDEAS Top Ideas
5	Pairs of Tables	Each group selects a spokesperson to participate in a Summit panel discussion.	5	4 Spokespersons

INNOVATION IDEA GENERATION WORKSHEET - SPEED DATING

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from SPEED DATING that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

1

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from SPEED DATING that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

2

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from SPEED DATING that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

3

Obstacle: _____

Enabling **Climate** **Talent**

Write one idea from SPEED DATING that could remove obstacles and/or help innovation (below)

Circle whether it is Enabling, Climate, or Talent (above)

4