

LEADERSHIP AND CONTINUOUS IMPROVEMENT

This Stuff Works!

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PRESENT: BUILDING ON SUCCESS 2017

**BREAKTHROUGH RESULTS
FOR GOVERNMENT AND
BUSINESS**

Overview

- Why my experiences are relevant
- Aircraft Maintenance, Repair, and Overhaul (MRO) – C-5 Strategic Airlift
- Supply Chain Management (SCM) – Aviation Spare Parts
- Leadership Lessons to get you Breakthrough Results

Why My Experiences are Relevant

- Senior Executive in Air Force and Dept of Defense (DoD) Logistics (2005-17)
 - Four key leadership positions
 - Continuous Improvement “culture” was central to every performance breakthrough
- Job tenure capped at two to three years
- 95%+ of workforce were Civilian employees
- These are Profit/Loss businesses
 - Our product is military readiness
 - Our “customers” are the warfighters – constrained budgets

Aircraft MRO – C-5 Strategic Airlift

Challenge

- Reduce overhaul flowdays and increase operational availability

How

- Critical Chain Project Management
 - Schedule tasks to their actual completion times
 - Consume a common pool of safety buffer

Results

- Overhaul flowdays reduced from 340 to 160
- 8 additional aircraft available to support our warfighters

SCM – DoD Aviation Spare Parts

Challenge

- “Go Live” on DoD’s largest Enterprise Business System
- Three year trends
 - Customer backorders up 78%
 - Backlogged Purchase Requests up 72%

How

- Drum-Buffer-Rope production control system
- Throughput regulated by the pace of your constraint

Results (First year)

- Late awards reduced 22%
- Award throughput increased 19%

Leadership Lessons

- Setting BIG goals is crucial to your success
- Core team of believers and implementers is essential
 - Invest in them and give them your time
- Employees want to be on winning teams and they want your leadership
- You'll spend more time focusing on process than metrics
- Focus on things that make change “enduring” – policy and resources
- Balance between “finger in chest” and “bringing folks along” – your personal leadership style
- There will be setbacks – stay the course and draw on mentors

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