

L³ Journey



The Foundations of Our L3 Journey

- Barry-Wehmiller has embedded the tools of Lean in a continuous improvement journey we call our Living Legacy of Leadership (L3).
- Through Lean thinking, we can accelerate our ability to create a sustainable future for our organization and more fully live out our Guiding Principles of Leadership.
- L3 is a people-centric endeavor in which enhanced business performance is a by-product of creating a culture of continuous improvement.
- L3 initiatives span the entire organization—all divisions and disciplines—capturing the true potential of Lean as an enterprise-wide initiative not limited to manufacturing.

Vision for Continuous Improvement

At Barry-Wehmiller, we believe that building a people-centric leadership culture is essential to creating a sustainable and effective Lean journey. When skillfully implemented within such a culture, Lean thinking has the potential to transform businesses and positively impact the lives of people. Success along this path grows through an inspiring vision, reflection on root causes, and collaboration with other companies.

L3 Team

The L3 Team (or Lean Promotions Office) has the full-time responsibility to facilitate the change process along the L3 Journey. Thirty L3 leaders across more than a dozen of our facilities around the world bring vibrancy and daily focus to our L3 Journey. An L3 Team member's most important role is to be a change agent—proficient in communication, recognition, and emotional intelligence. It is our mission to:

- Share best practices across the organization
- Facilitate organizational strategies that leverage Lean Thinking
- Recognize outstanding L3 role models
- Apply detailed Lean tools

Report-Out Sessions

At the conclusion of an L3 event or project, participants host a report-out session to share their improvements with other members of the organization. Unique to Barry-Wehmiller, we report more than numerical outcomes—we ask participants, "How does this make you feel?" The responses are priceless, genuine reflections on the ability of our L3 Journey to impact the lives of people. Great comments are captured on film and shared throughout the organization.

Milestones Along the Journey

- 2006: Living Legacy of Leadership (L3) Journey begins
- 2008: Lean Enterprise Institute conference Keynote Presentation
- 2009: Continue investment in L3 initiatives during the economic downturn
- 2010: A3 Communication becomes an expanding method for practicing Lean Thinking
- 2011: 250th team member graduates from L3 Fundamentals (BW's internal Green Belt training program)
- 2012: Assists the Association for Manufacturing Excellence in refining its vision of people-centric leadership
- 2013: 10 Business Units utilize Hoshin Kanri Strategy Deployment

"The L3 tools are great and they are about unlocking the potential in people. When you look in the mirror you may not see what everyone else sees. Our L3 environment allows us to grow, both personally and professionally."

Joe Yeutter

FleetwoodGoldcoWyard

"The L3 principles and being given the responsibility to lead events in our area has renewed my enthusiasm for work! I appreciate L3 because to me it represents hope in the workplace. Hope that we can change our environments for the better and hope that we can make our work a joy to do!"

Matt Coombs,

Master Scheduler-PCMC