

Fostering Operational Excellence: Lean Leadership Microlearning Launch

September 3, 2024



Welcoming address

Sharifah Syed Alwee, Breeding
Resources Senior Director

Vision and mission



VISION

Support CGIAR transformation by **institutionalizing services** for breeding operations



MISSION

CGIAR-NARES breeding networks access **modern breeding practices**, technologies, and analytics offered as institutionalized services

- Data-driven breeding using available technological advances
- Avoid duplication
- Facilitate inter-connected operations
- Greater impact
- Greater efficiency

Continuous Improvement



Operational Excellence



Delivered by:
CGIAR Breeding Research
Services and guests

Genetic Innovation 1st All Process Teams Webinar

- *Why Process Teams?*
- *How does the approach work?*
- *What do roles involve?*
- *Practical examples from industry*

Friday, May 12, 2023

For: CGIAR Process Stewards and Subject
Matter Experts currently on Process Teams



(Current) Operational Team Structure for Management of GI Processes



Process Steering Team (PST)

S Syed Alwee
*Director BRS
(Organizer)*

J Derera
*Director Plant Breeding &
Pre-Breeding*

I Barker
Director Strategy, Scale & Deliver

C Lusty
Director Genebanks

S Vermeulen
*Director Genetic Innovation
(Chair)*

Process Management Team (PMT)

S Weber
*Ld. Operations Enhancement
(Organizer)*

Marko Kärkkäinen
Product Lead, Breeding IT

S Einarson
Ld. Capacity Building

S Syed Alwee
*Director BRS
(Chair)*

S Hearne
*Process Owner Product
Development Processes*

G Teixeira
*Process Owner Trialing &
Nursery Processes*

E Ng
*Process Owner
Lab Service Processes*

B De Boeck
*Process Owner Breeding
Analytics Processes*

TBD
*Process Owners
Remaining GI processes*

Product Development Process Team (PT)

ABI's ReORGANIZE
Contacts

Process Consultant:
K Håkansson

Trialing & Nursery Process Team (PT)

Marcela Pineda (rice), Sandra Salazar (cassava), IRRI: Princess Dela Cruz (rice), IITA: Alick Mulenga, Prasad Peteti (cassava), CIMMYT: Carolina St. Pierre, AfricaRice: Shailesh Yadav

Process Consultants:
T Heitman, S Johnson

Lab Service Process Team (PT)

Ana Oliveira, Rajaguru Bohar, Nana Kofi Abaka, Adriana Gonzalez, Marko Karkkainen

Process Consultant:
K Håkansson

Breeding Analytics Process Team (PT)

Juan & Keith (CIMMYT), Ibnou Dieng (IITA), Khaled (ICARDA), Johan Steven Aparicio (CIAT), Abhi (CIMMYT-AVISA), Aubine (AfricaRice)

Process Consultant:
S Gao

TBD Process Teams (PT)

Genebank W3

MI and TPE Research

Scaling, Launch & Lifecycle
Management

Process Consultant:
TBD



[Webinar] Mini Symposium: Process Management – What's been ac...

INITIATIVE ON

Breeding Resources

Breeding Resources Initiative Mini Symposium

Process Management: What's been achieved & what's coming?

Dec. 6, 2023:

7:00-8:30 am Mexico Time / 1:00-2:30 pm UTC

For: CGIAR breeding leaders, Accelerated Breeding and Breeding Resources Initiatives, NARES, Breeding teams, Funders

Watch on  **YouTube**



Source EiB

Operational Team Structure: Management of Genetic Innovation Processes



We have now all parts required for a QMS available or figured out...



Objectives

Help participants learn more about:

- Leadership in a Lean management system
- A new resource to help develop Lean leaders



INITIATIVE ON
Breeding Resources

Lean Leadership Microlearning Launch

*Fostering
Operational
Excellence*

3 September 2024

12:00 pm GMT – 6:00 am Mexico time

For: CGIAR/NARES leaders, lab managers, supervisors, project leaders, Lean practitioners and other interested parties



Using LEAN methodologies to achieve quality management goals and operational excellence

Agenda



Time	Content	Speakers
12:00-12:10	Welcoming Address	Sharifah Shahrul Syed Alwee Senior Director Integrated Breeding and Research Services
12:10-12:20	Operational Excellence Progress Overview	Gustavo Teixeira, BRS Global Shared Services (GSS) Lead
12:20-12:30	Lean Leadership	Theresa Heitman, Operational Excellence Consultant
12:30-12:40	Lean Leaders in Sustaining Operational Excellence	Steve Wilson, CIRAS
12:40-12:50	Introduce Leadership Effectiveness Resource	Amer Najm, Business Process Management (BPM) Lead
12:50-1:00	Q&A	Julie Puech, Communications Lead



Operational Excellence Overview

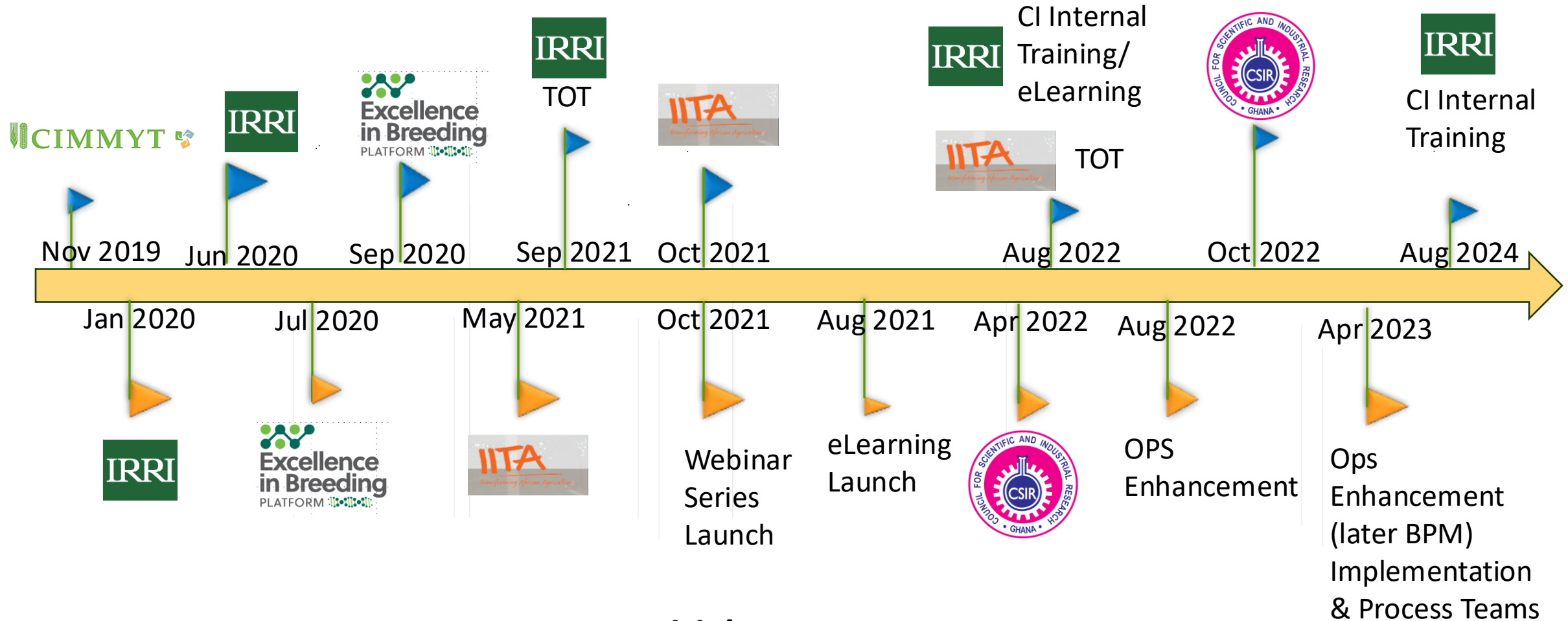
Gustavo Teixeira, BRS Global
Shared Services Lead

Operational Excellence Model



Lean Milestones

Training with Improvement Projects



Initial Engagement

IRRI Transformation

- Training (Continuous)
 - Lean Practitioner (virtual)
 - Practical Lean (eLearning, hybrid model)
 - Train the trainer
- CIT (Continuous Improvement Team) – Assess culture, schedule training, recommend priorities, link between leadership and staff
- Yearly improvement goals for all
- Next
 - Support learning in other research centers
 - Collaborate across centers
 - CIT (Continuous Improvement Team)
 - Focus on centers



Why Lean?

- Engage everyone to focus on delivering outcomes that meet customer needs
- A system that manages processes to deliver a consistent product or service to the next step in the process and ultimately to the end user
- A system that provides a mindset and framework for solving problems and continuously improving

Problem Solving is the Engine of Continuous Improvement

Learning Opportunities

Lean Practitioner Training

- Experiential Learning
- Team Projects

Practical Lean Training

- Individual eLearning and Project
- Hybrid Training with Mini Projects

Train the Trainer

- Core Group or Individual
- Resource Across Centers

Lean Leadership

- Leadership development
- Leadership's Role

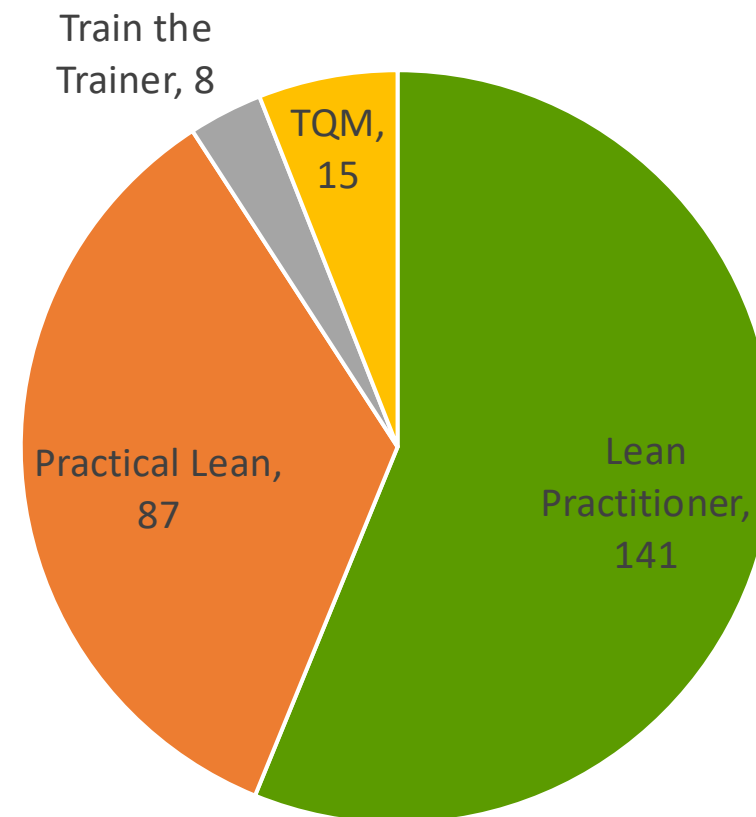
NEW, Coming
Soon!



Trained Staff

Operational Excellence Courses Offered

Type	Description
Lean Practitioner	35 hours. + team project and presentation
Practical Lean	15 hours eLearning or hybrid , individual or team mini project + presentation
Train the Trainer	~ 40 hours eLearning, Lean Practitioner + project + presentation
TQM	6 hours, overview + tests, simulation and presentation



■ Lean Practitioner ■ Practical Lean ■ Train the Trainer ■ TQM

A large, stylized yellow leaf graphic with a white outline, positioned on the left side of the slide. The leaf has a central vein and several smaller veins branching out, creating a symmetrical pattern.

Lean Leadership

Theresa Heitman

Operational Excellence
Consultant

The Lean Leader

- A true Lean Leader is value-driven and puts the needs of the customer first.
- A Lean leader develops new leaders and helps their team adopt a culture of continuous improvement.

Vertical vs. Horizontal Organizations

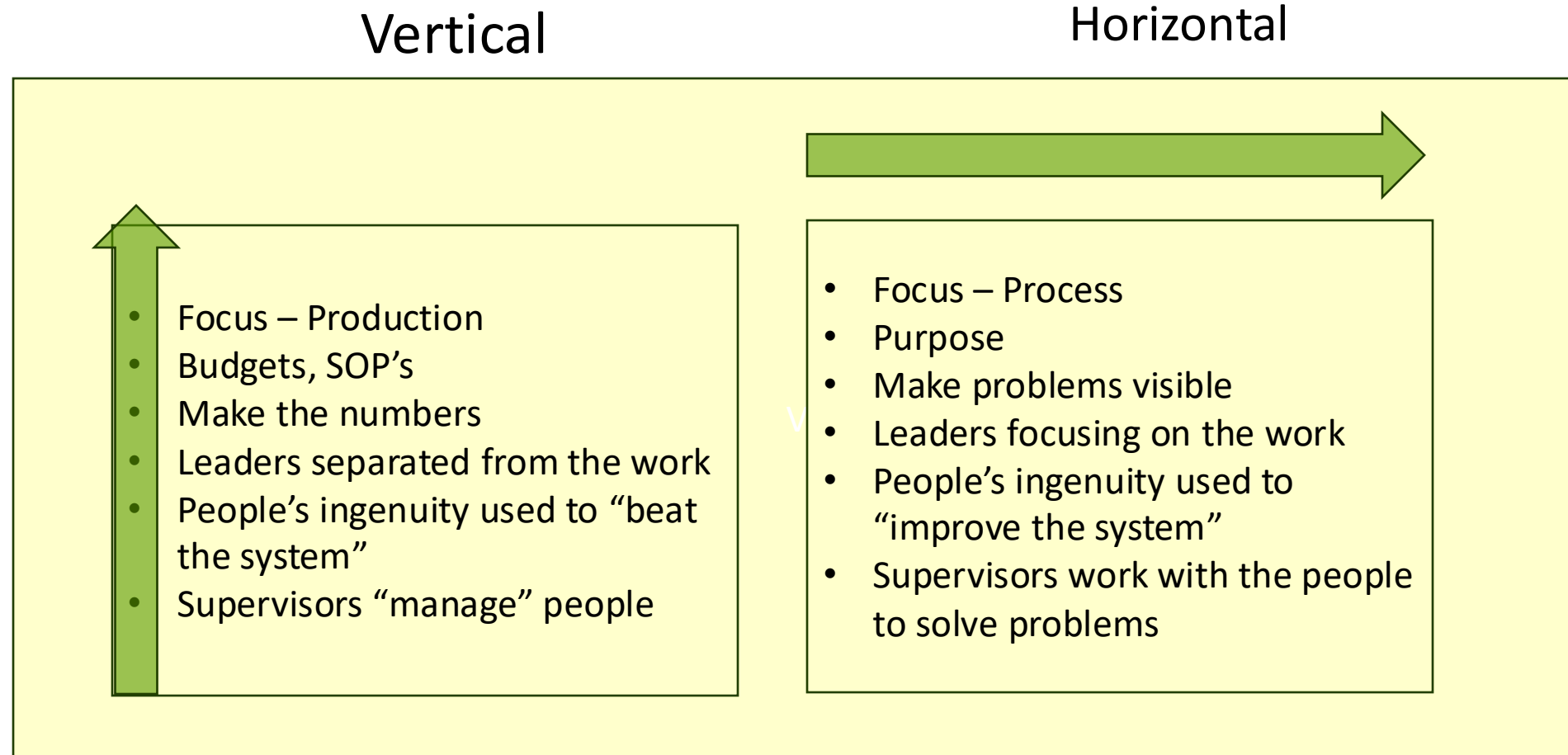


Diagram from Developing Lean Leaders at All Levels by Jeffrey Liker .

Harvest Bag Story



Goal – Reduce Costs

Pressure on Purchasing Department

RFQ – take lowest quote

Supervisor made decision

Pat on back for saving \$\$

Not all harvest bags are equal

Complaints from technicians opening bags

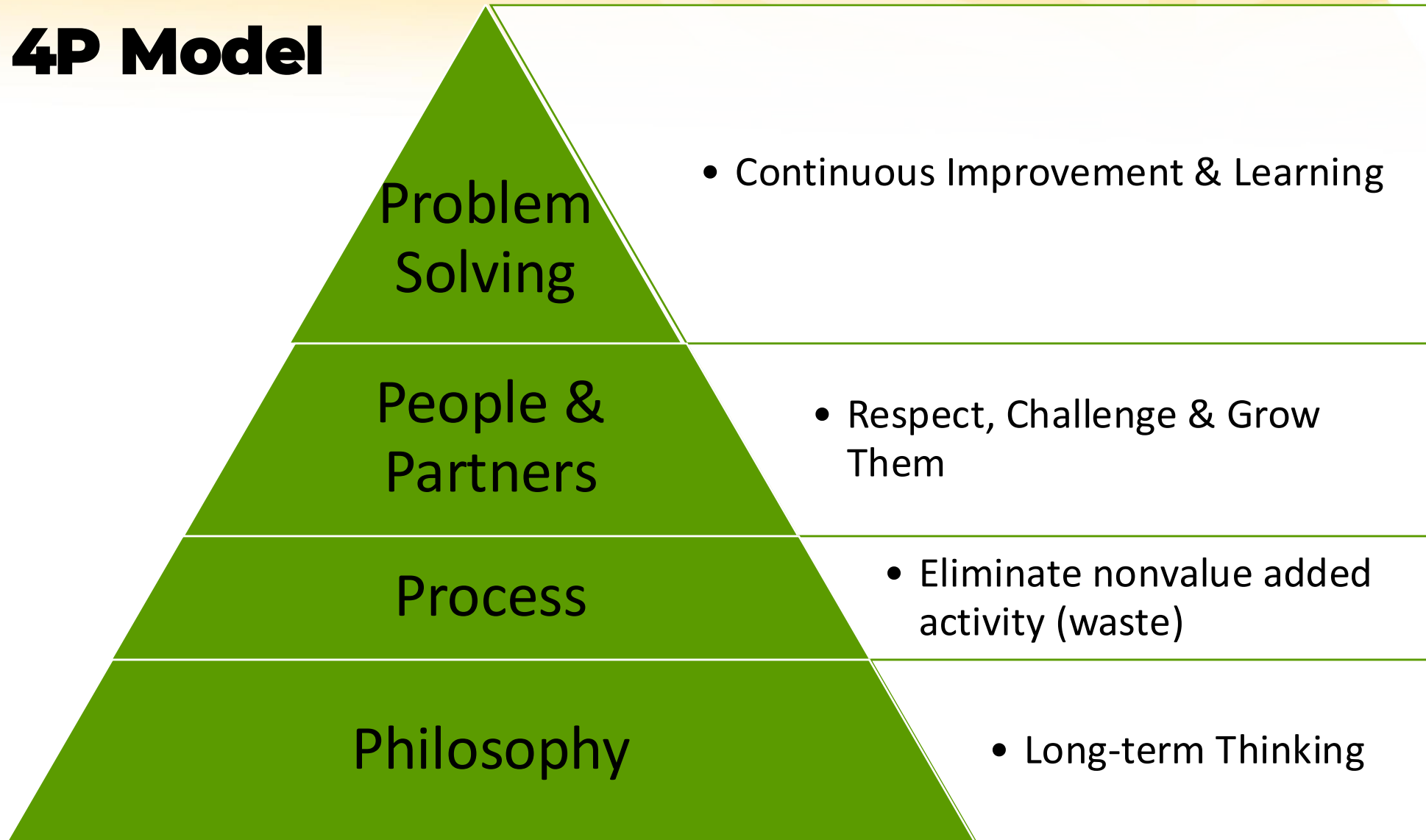
Observe the process

Old bags took 4 secs to open

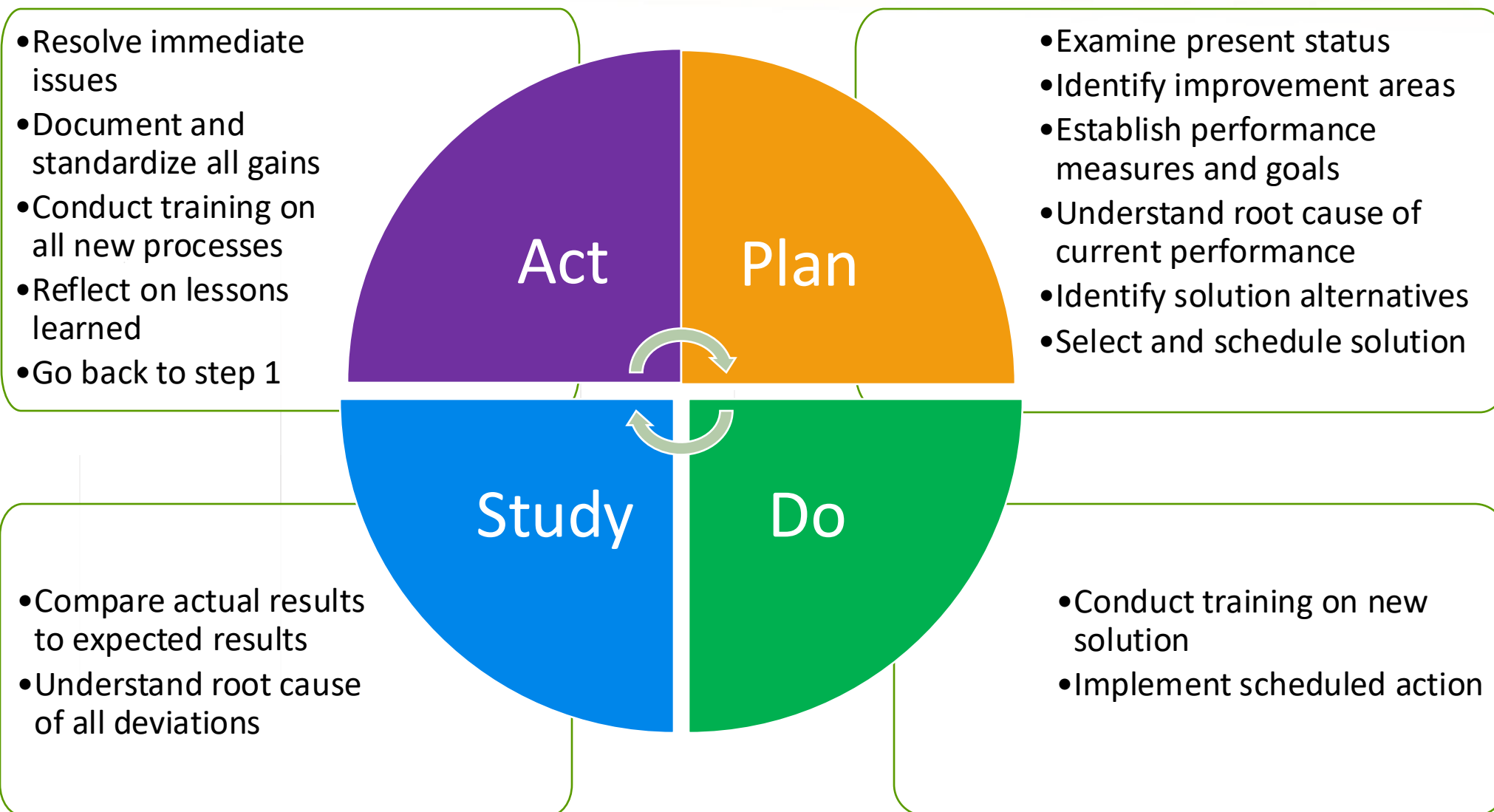
New bags took 11 secs to open

Black string catching on netting

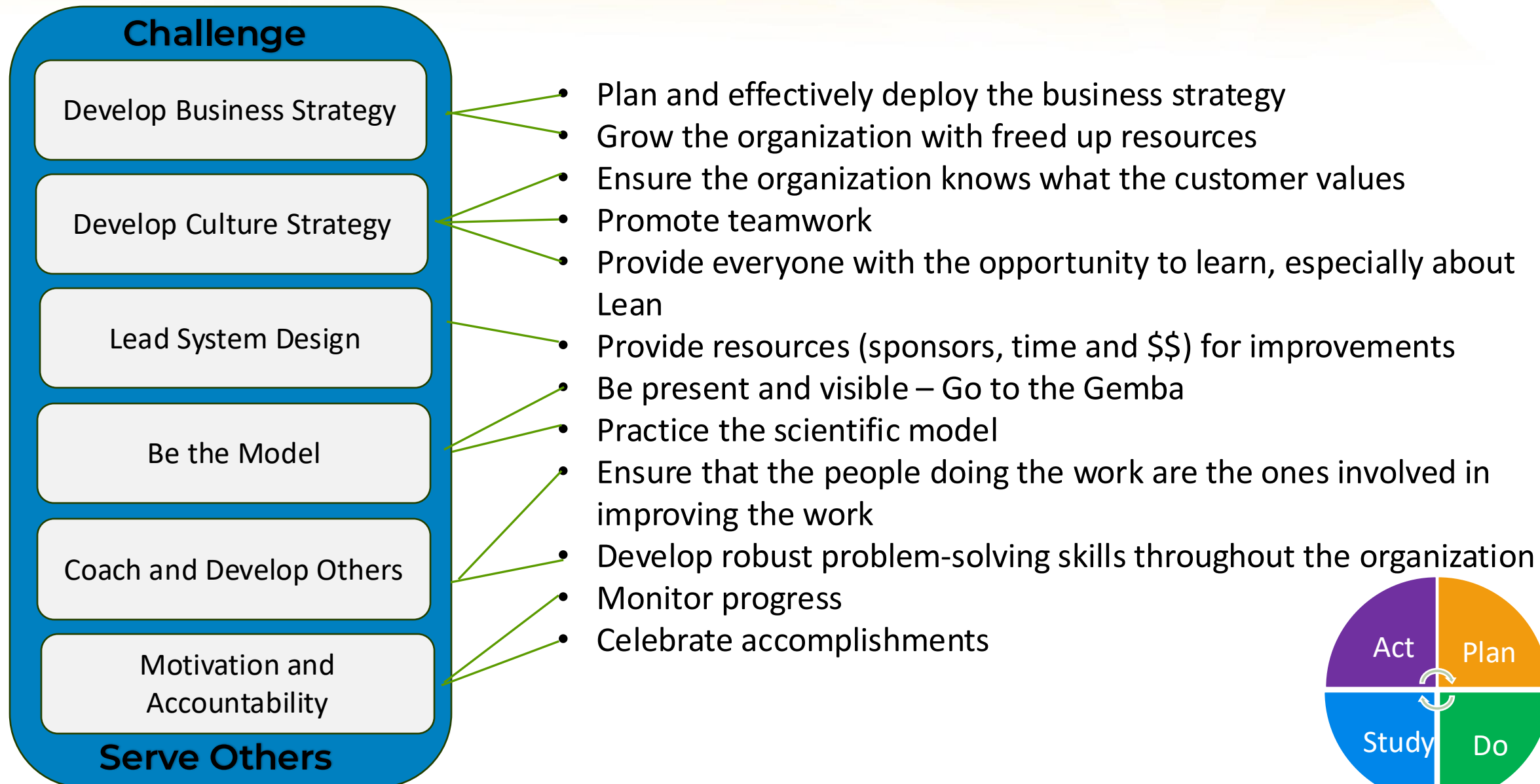
The 4P Model



Promote the Scientific Model



Elements of Lean Leadership



Lean Leadership

Steve Wilson, CIRAS

Steve Wilson BIO

- **Steve Wilson** is a Strategic Advisor for the Center for Industrial Research and Services (CIRAS) at Iowa State University. With a robust background in operational management across various industries, Steve has extensive experience as a business consultant, leading lean transformations in diverse organizational settings. As a certified Lean Six Sigma Black Belt trainer and consultant, he has guided numerous teams toward operational excellence. In addition to his expertise in lean methodologies, Steve is also a leadership development consultant and coach, dedicated to empowering leaders to sustain long-term success through continuous improvement and strategic thinking.

Lean Leadership

The Role of Lean Leaders in Sustaining Operational Excellence

September 3, 2024

Steve Wilson, Strategic Advisor/Project Manager



Lean Leadership: The What, the Why, and the How



THE LEADERSHIP CHALLENGE

**JAMES KOUZES
& BARRY POSNER**

ciras

Model the Way

- **What:** Define and Demonstrate
- **Why:** Set and Build
- **How:** Act in Line, Establish, Create



Inspire a Shared Vision

- **What:** Create and Communicate
- **Why:** Unites, Fosters, Drives
- **How:** Engage, Articulate, Inspire



Challenge the Process

- **What:** Encourage
- **Why:** Eliminate, Enhance, Adapt
- **How:** Foster a Culture



Enable Others to Act & Encourage the Heart

- **What:** Empower
- **Why:** Builds, Increases, Sustains
- **How:** Provide, Remove, Delegate, Encourage



Enable Others to Act

- **What:** Recognize & Celebrate
- **Why:** Boosts, Sustains, Reinforces
- **How:** Acknowledge, Celebrate, and Provide





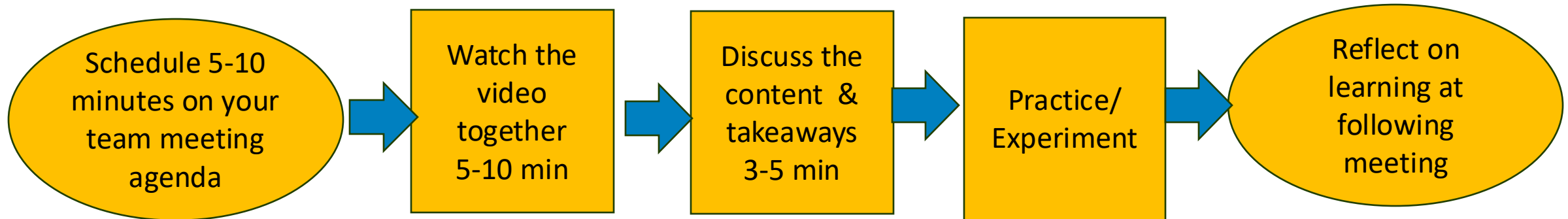
Leadership Microlearning

Amer Najm, Business Process
Management Lead

Coming Soon - October 2024!
BRS LMS!

Lean Leader Learning Series

Leadership Learning Process



5-10 Minute Microlearning Modules

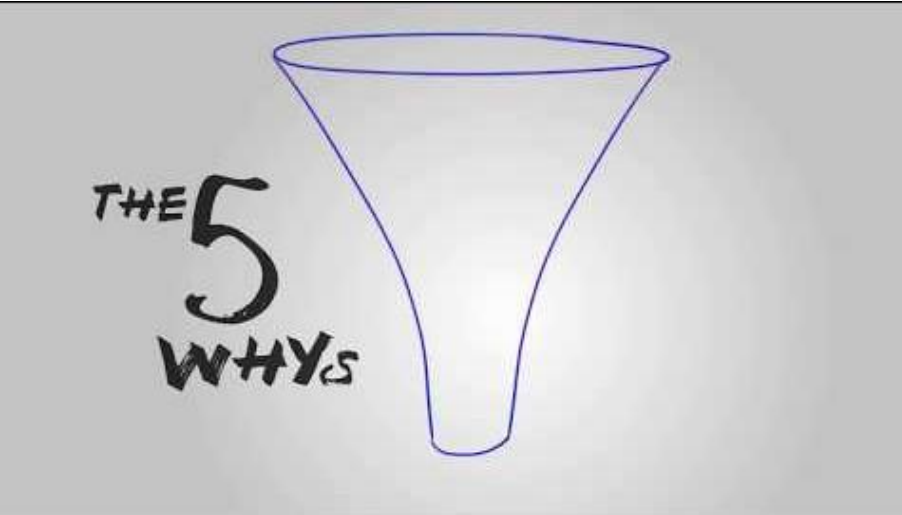
Lean Philosophy	Characteristics of a Lean Leader	Leadership and Trust	Creating a continuous improvement culture	Strategy deployment	Leader Standard Work
Using PDCA	A3 problem-solving	Respect for People	Visual Management	What is a Sensei	Effective Teams
Continuous Improvement – Success and Failure Modes	Problem Solving	Change Management Tools	Team Skills	Facilitation Skills	Lean Metrics
Value Streams	Assessment Tool	Visual Management	Gemba	The Lean Transformation Model	Getting Started with Lean

Examples of Micro Learning Module

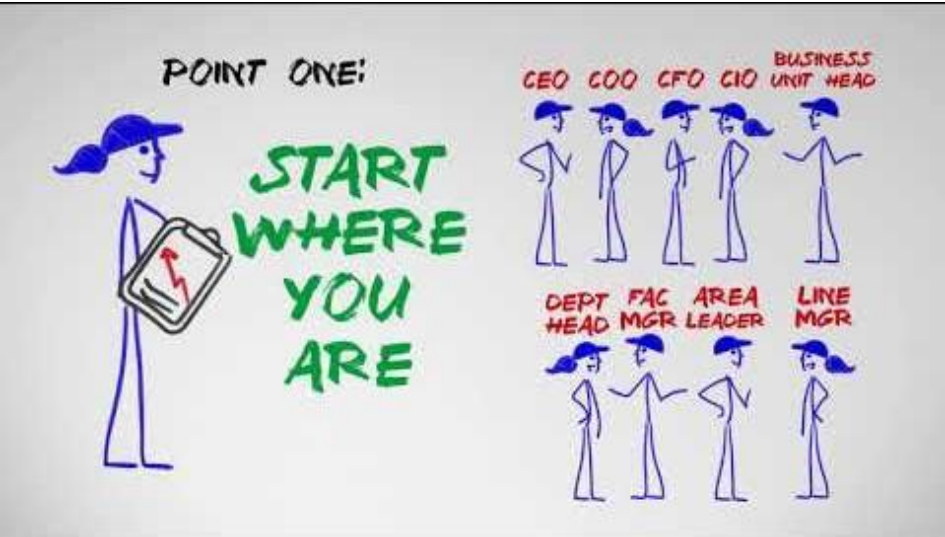
The Lean Transformation Model



The 5 Whys



Getting Started with Lean Thinking and Practice



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Thank you!

Visit our website:

www.cgiar.org/initiatives/breeding-resources

LinkedIn:

CGIAR Genetic Innovation

X/Twitter:

@CGIARgenetic