

Making the difference

Lean+ has helped Boeing cut costs, increase competitiveness and drive growth—and there's lots more room to improve

As we mark six years since the introduction of Lean+, we are restaging to better enable us to capture the value of quality. With new enterprise-level tools, techniques and subject-matter experts, and support from our leadership and people around the company, we will continue to build on past and current Lean+ successes.

The grass-roots application of continuous improvement has been vital to Boeing's growth. Yes, years back there was initial resistance to applying Lean on the factory floor ... until people started using it in their daily work and programs started seeing results. (For more on Lean+ and the results it is having throughout Boeing, see the story on Page 40.)

We're seeing the same great results with one of our latest efforts, Lean+ Design Build Roadmap. There, engineers from across the company took the initiative to bring together engineering, manufacturing and other stakeholders to come up with the best solutions for the design of parts, as well as the processes by which they are fabricated, assembled and installed.

Regardless of your role in the company or the program you support, you can use the Lean+ elements to make a difference—in your job, for Boeing and, ultimately, for our customers. Identify the things in your area you can improve and use Lean+ tools to help make those improvements. You can find more information on Lean+ and related tools on the Lean+ website on the Boeing intranet at <http://leanplus.web.boeing.com/index.cfm>.

We know that where employees utilize Lean+, we see amazing results and added value. Boeing leaders can help by defining, teaching, modeling and rewarding the utilization of Lean+. Connect the enterprise goals with local business needs and everyday work and help employees understand how Lean+ can help them achieve those goals.

I also encourage first- and second-line leaders to look to Lean+ for techniques to help with daily tasks. The Front-Line Leaders Toolkit, part of the NavTool on the Lean+ website, contains several Lean+ tools that can help you manage



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– Bill Schnettgoecke

Enterprise Lean+ initiative leader and vice president of Operations and Supplier Management, Defense, Space & Security

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meetings, communicate more effectively and engage employees. Check out what it has to offer.

I look forward to seeing the things we can accomplish, improvements we can make and what value we can capture as we work together to apply Lean+. ■