

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 support from 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-five L³ leaders across more than a dozen of our facilities around the world bring vibrancy and daily effort 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:

- Benchmark other Barry-Wehmiller divisions
- Share best practices across the organization
- Apply detailed Lean tools
- Recognize outstanding L³ role models

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

Our L³ Journey has now achieved:

- More than 500 continuous improvement events
- More than 3,000 participants in Lean activities
- More than 2,000 person days of training
- Dramatic increases in inventory turns and on-time performance ■



“At the outset of our lean journey, we realized that to build a great American manufacturing company, keep jobs in the United States, and touch people’s lives, then we were going to need to change. As we combine these leadership practices with lean tools, Barry-Wehmiller is taking lean to another level.”

– DICK RYAN,
LEAN JOURNEY LEADER

We are inspired to engage our head, heart, and hands to create habits that result in extraordinary levels of achievement and fulfillment.

“It’s amazing to see how far we have come on our journey in such a short period. Who would have thought that asking people ‘*What do you think*’ would have brought us so far?”

– DENNIS BUTZ, VALUE STREAM
MANUFACTURING LEADER

