

Additional SATA Examples

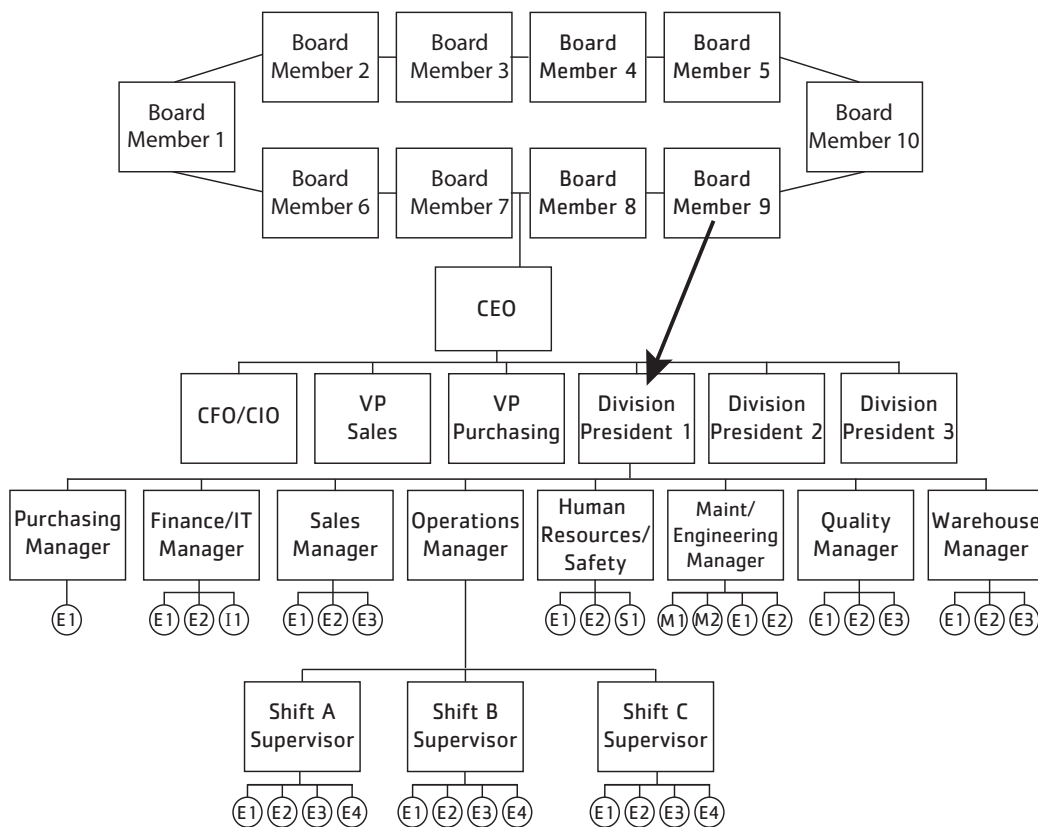
Appendix D

Additional SATA Examples

Scenario number 6 – Implementing Lean in a Corporation

The chart below represents a small corporation with a board. In this scenario the board has decided to start doing lean manufacturing on the floor at division 1 of its business. The work will start on the floor, with plans to eventually expand to each division and the front offices. This work was initiated by a board member with an established working relationship to an external consultant who is an expert in the field of lean manufacturing.

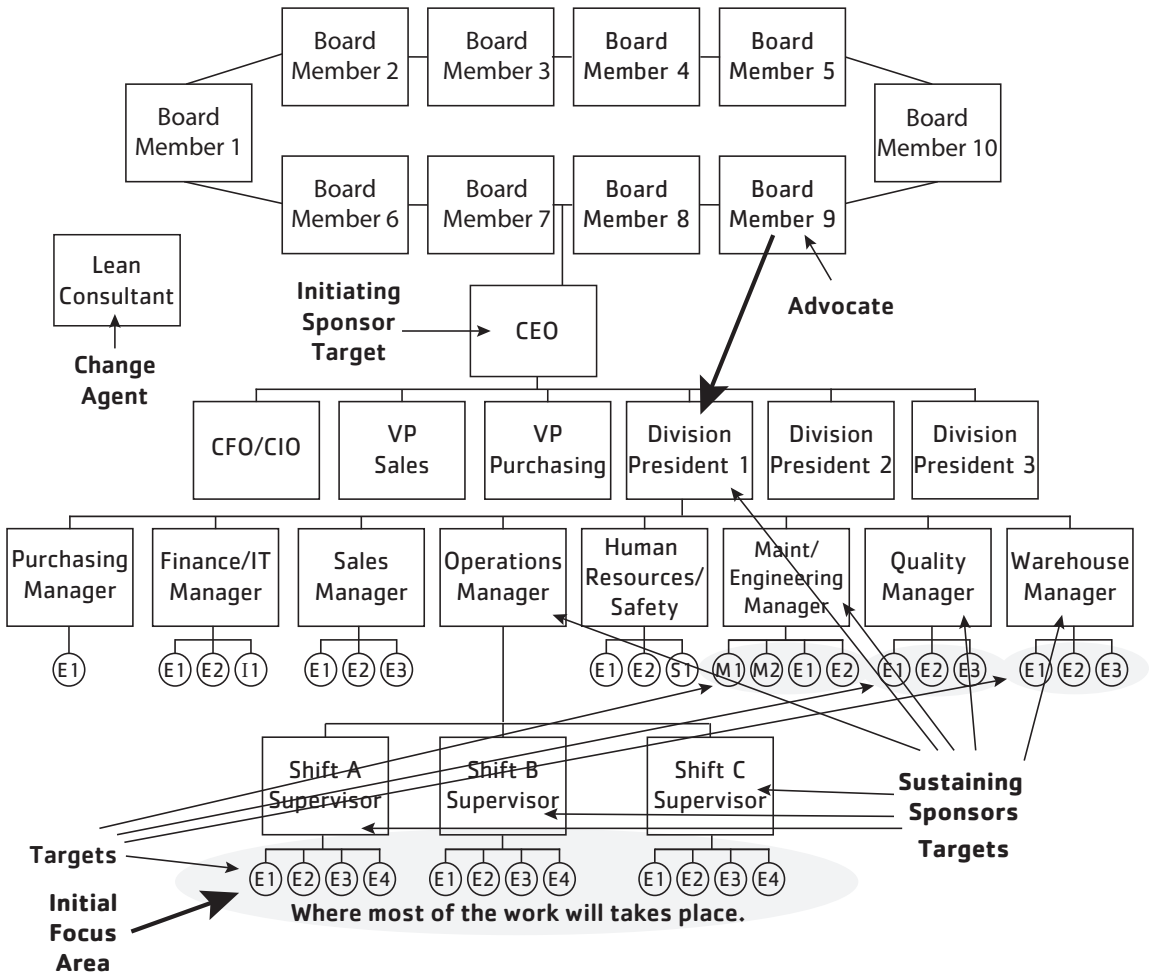
Figure 40: Scenario 6 Implementing Lean in a Corporation



Organization Alignment

The initial work will take place mainly on the floor. Therefore, who is the Sponsor of the work?

Figure 41: Scenario 6 SATA Map



In the chart above, I have identified the initial focus area as the floor. Lean manufacturing can transform any area of a workplace so it is particularly susceptible to scope-creep. Unless the work is clearly defined in terms of focus area, goals, and outcomes, it can spiral out of control and create chaos and confusion.

Additional SATA Examples

Add a board, and understandably sponsorship can get even more complicated, especially if they bring in the consultant they want to use for the work. Board members are Sustaining Sponsors because they do not have authority over each other. They do, of course, have power over the Initiating Sponsor.

Below the board, the Initiating Sponsor is the single point above all other employees. The descriptions of Initiating Sponsor, Sustaining Sponsor, Change Agent, Advocate, or Target are not evaluative descriptions. They do not imply importance of or amount of power, for instance. They are simply descriptive to the reality of the system. In regard to the board, there likely is a “head” of the board but, even so, most boards make decisions by a set of rules in which a certain percentage have to vote yes. In this case, board member 9 successfully advocated for lean manufacturing.

The Initiating Sponsor of the change is the CEO. *He/she is the one with single point above all people who must change or do the work.* The Initiating Sponsor is also the Target of the board. Notice all the Sustaining Sponsors between the Initiating Sponsor and the area where the change will take place. This reality is why there must be sufficient work to get the system into alignment. Work mostly fails from managers driving their own agendas and inadvertently hurting the efforts of the other initiatives. That is why the Change Agent, in this case an outside consultant, must be aware that the success of this effort is in his/her ability to help the system have the conversations necessary to obtain alignment.

As well, when the consultant is working on the floor, the (Sustaining in this case) Sponsor is the shift leader of the shift that is working at the time. The Change Agent must constantly work to get the system in alignment. This scenario has a great risk of misalignment, as the consultant may believe that he is responsible only to the board. Thus the chance of over-functioning is high.