

Steering Committee Role

We like to keep things simple and consider the Steering Committee as *guidance* of the improvement program and the Continuous Improvement office as *execution*. Both are crucial to success. Guidance means focusing the improvement efforts on the most leveraged opportunities in the business. And creating an environment where employees feel empowered to try breakthrough improvements with only a modest, healthy fear of failure. The Steering Committee owns these activities:

1. The schedule of improvement events, training workshops, etc. This includes establishing the overall improvement intensity by month (considering seasonal business trends) and final selection of each improvement event.
2. Staffing the Continuous Improvement office. As the improvement program grows, the size and skills required in the C.I. office typically change. The Steering Committee needs to stay ahead of these trends to ensure the C.I. office is equipped to execute your improvement plans.
3. Establishing a culture and environment conducive for team-based improvement. Develop a platform of why your company must improve, and communicate repeatedly at event kick-offs, warp-ups, employee town hall meetings, etc. Be a visible supporter. Seize opportunities to reward desired behaviors. Be consistent in your message and approach to driving improvement.
4. Hold the event sponsors accountable for completing 30 day list, sustaining the improvements, and achieving the benefits.

The Continuous Improvement office is tasked with executing the improvement plans. By using the same staff to repeatedly execute events we expect to achieve efficiencies of effort and more quickly internalize skills to become more self sufficient. The C.I. office owns these activities:

1. Training workshops, especially lean overviews.
2. Event preparation including securing appropriate team members, collecting data, finalizing scope and objectives.
3. Facilitation of events or team participation.
4. And most importantly, event follow-up, sustainment and auditing of results.