

2012 LEAN FORUM

# THE MAKING OF 100,000+ PROBLEM SOLVERS

Jabil's Lean Six Sigma Body of Knowledge

**JABIL**  
LEAN six sigma



# NORBERT DURBAK

- **Regional Lean Six Sigma Manager, Europe**

## **Education and Certifications:**

- **MS in Mechanical Engineering with specialization in Electronics and Automation**
- **ASQ Certified Six Sigma Black Belt**

- **Leads Lean Six Sigma deployment in Europe for Jabil**
- **12 years of experience in engineering and Lean manufacturing**

The logo for JABIL is displayed in a bold, white, sans-serif font. A green triangle is positioned behind the letter 'A', pointing towards the right.

# JABIL

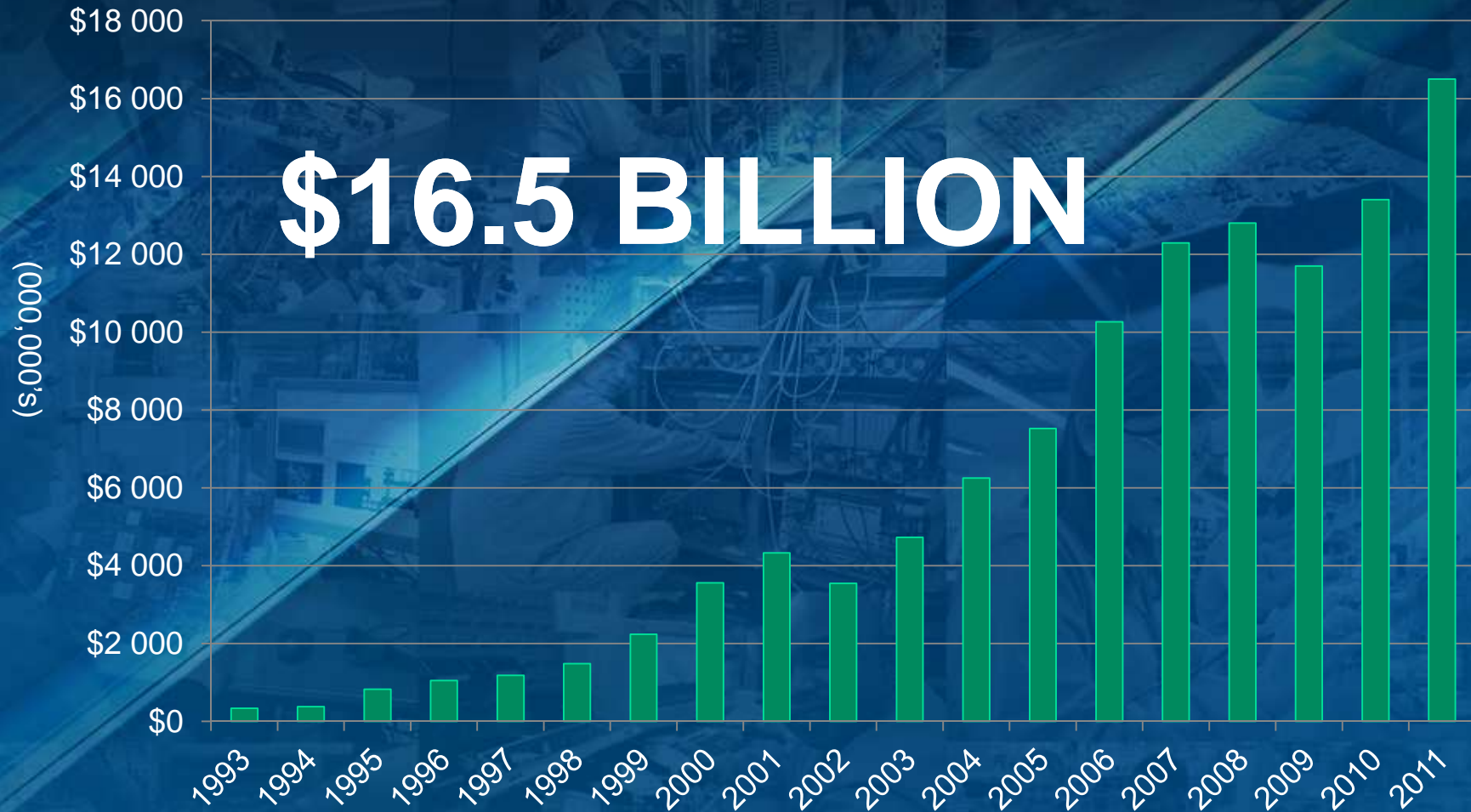
## **Third largest electronic manufacturing services provider**

- **60 sites in 22 countries**
- **+ 100,000 employees**
- **160 customers**
- **\$16.5 billion in revenue**
- **Founded in 1966 in Michigan**



# WHY LEAN SIX SIGMA?

# JABIL'S GROWTH



## OUR VISION

“World’s **leading**  
global manufacturing  
services provider”

# Vision and Guiding Principles

*Vision: Focus on elimination of waste and cost reductions, improving effectiveness through training, and optimization of processes.*

## Results

### ▶ Create Value for our Customers

Listen to our customers and convert their requirements into action

### Velocity

- ▶ Produce only what is needed, when is needed, where is needed
- ▶ Eliminate anything that stop the flow of value creation

### Build-in Quality

- ▶ Prevent defects instead of correcting them.
- ▶ Never pass a defect onto the next process. If necessary, stop immediately the process to fix
- ▶ Make problems visible. Abnormalities(out of standard) should be make visible to all

## Continuous Process Improvement

- ▶ Relentlessly eliminate waste. Do not accept the waste around us. Fight it!
- ▶ Embrace a scientific problem solving. Solve problems with data, not opinions . 100,000+ problem solvers
- ▶ Observe first-hand the problems. Go and see where the problems are instead of trying to solve them from meeting rooms
- ▶ Focus on value streams. Break silos and learn to see how your work have an effect on the customer and others

## Cultural Enablers

- ▶ Lead with Humility. Ask, listen and recognized your own shortcomings to improve them
- ▶ Empower and Involve Everyone. Allow others to drive and take decisions by listening
- ▶ Develop people. Challenge yourself and your team to continuously improving

# JABIL'S LEAN JOURNEY







**AWARENESS**

**UNDERSTANDING**

**CULTURAL CHANGE**

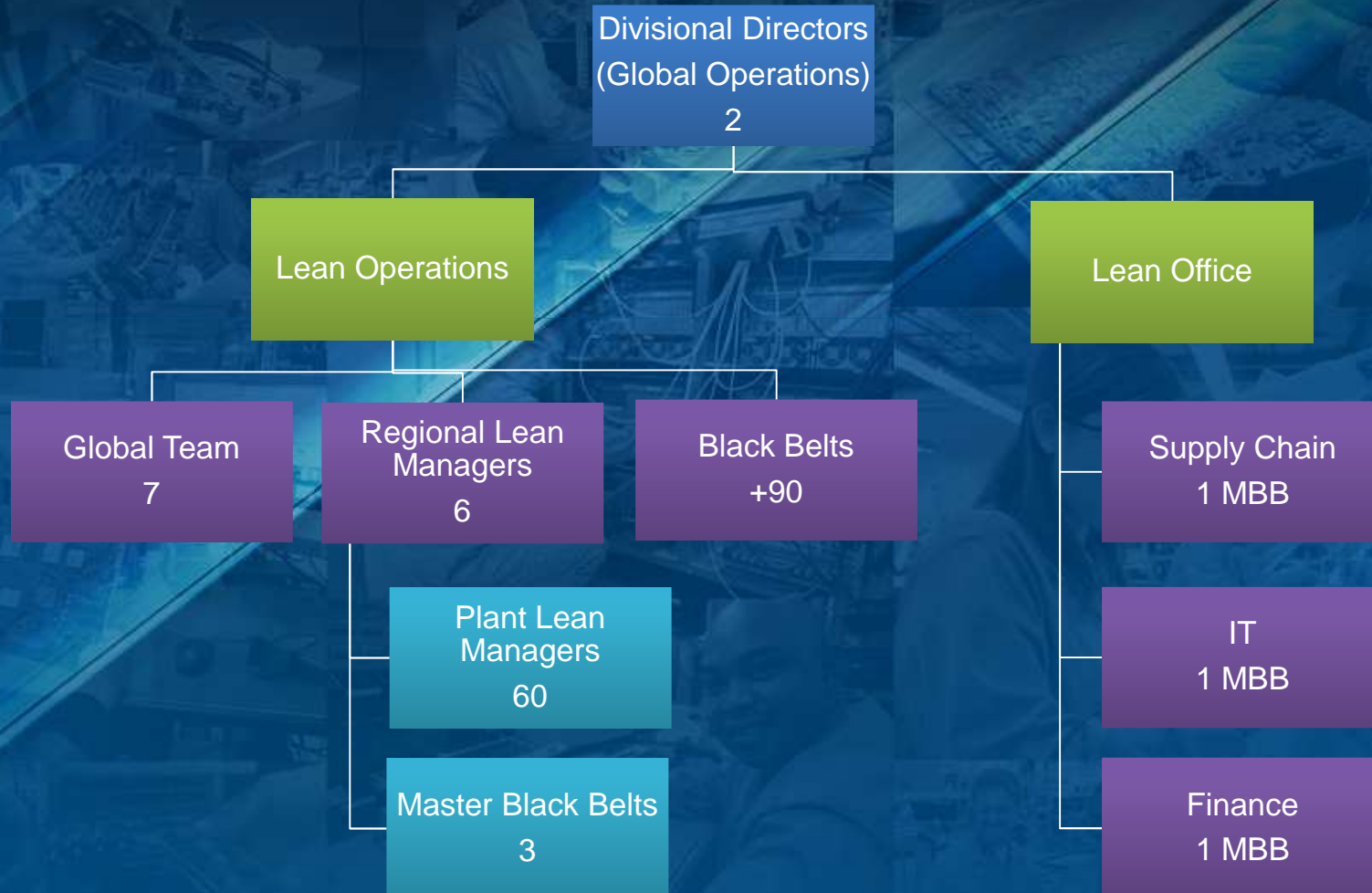


**HOW TO  
MAKE 100,000+  
PROBLEM  
SOLVERS?**

# **STRUCTURED EDUCATION IS KEY**

- **Create an organizational structure**
- **Alignment and deployment**
- **Define body of knowledge and the education roadmap**
- **Deploy the program starting with middle management**
- **Share and recognize results**

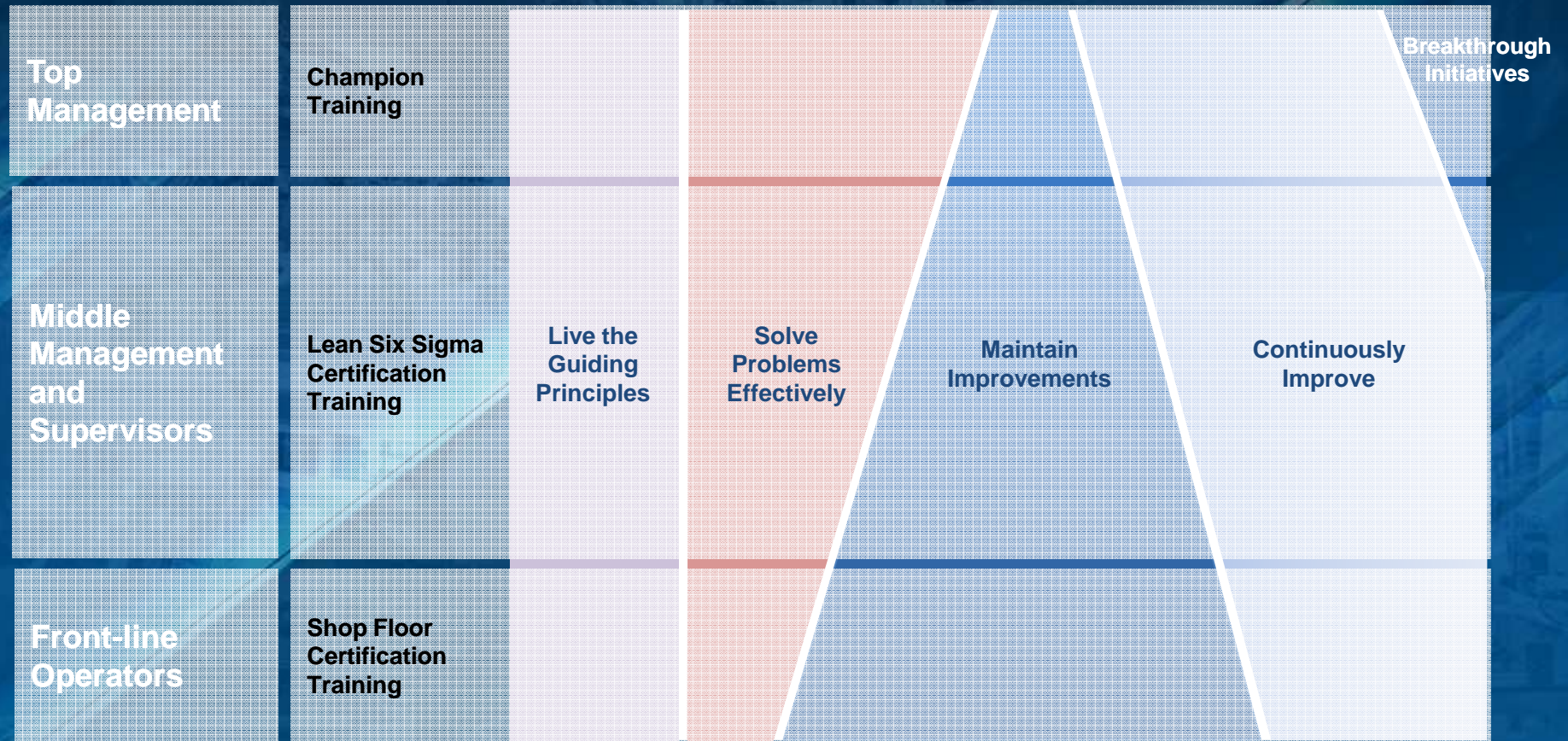
# ORGANIZATIONAL STRUCTURE



# ALIGNMENT AND DEPLOYMENT

- **Global Lean Council**
- **Plant Lean Councils**
- **Functional Lean Councils**
  - **Business Unit**
  - **Finance**
  - **IT**
  - **Supply Chain**
    - *Convert Strategy to Action*
    - *Consensus on Targets*
    - *Prioritization of Pipeline*
    - *Infrastructure*
    - *Project Status*

# BODY OF KNOWLEDGE



Focus



# EDUCATION ROADMAP



# CHAMPION TRAINING

**Top Management**

**Champion Training**

Strategic support to drive lean transformation  
3 days

## Content:

- Leadership in the transformational process
- Strategic Deployment & Alignment
- Champion's role

Basic knowledge and application of principles, concepts, and lean tools.

6 months

Coaching lean principles and tools throughout an entire value stream.

6 months

and solid understanding of all aspects of lean transformation.

6 months



Based on:





# BRONZE TRAINING

## Champion Training

Strategic support to drive lean transformation  
3 days

## Bronze

Basic knowledge and application of principles, concepts, and lean tools.

6 months

### Content:

- Training
- Application (5 projects)
- Certification Exam

Basic knowledge and understanding of all transformation

6 months

n:



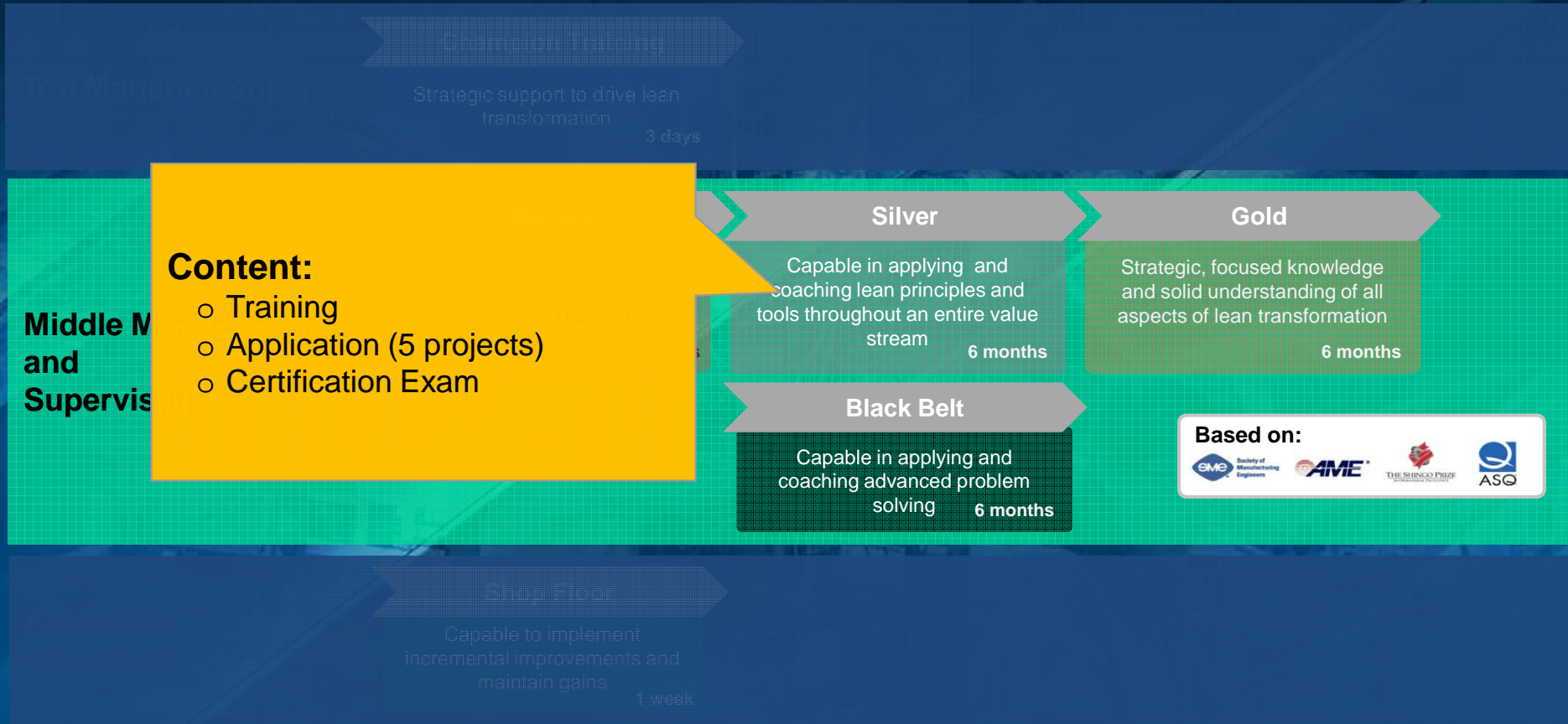
6 months

## Shop Floor

Capable to implement incremental improvements and maintain gains  
1 week

**Middle Management and Supervisors**

# SILVER TRAINING



# BLACK BELT TRAINING

Strategic support to drive lean transformation  
3 days

**Bronze**

Basic knowledge and

**Silver**

Capable in applying and coaching lean principles and tools throughout an entire value stream  
6 months

**Gold**

Strategic, focused knowledge and solid understanding of all aspects of lean transformation  
6 months

**Middle Management and Supervisors**

## Content:

- Training
- Application (1 project)
- Certification Exam (ASQ)

**Black Belt**

Capable in applying and coaching advanced problem solving  
6 months

Based on:



Capable to implement incremental improvements and maintain gains  
1 week

# SHOP FLOOR TRAINING

Strategic support to drive lean transformation  
3 days

Basic knowledge and application of principles, concepts, and lean tools  
6 months

Capable in applying and coaching lean principles and tools throughout an entire value stream  
6 months

Strategic, focused knowledge and solid understanding of all aspects of lean transformation  
6 months

Capable in applying and coaching advanced problem solving  
6 months



**Front-line Operators**

**Shop Floor**

Capable to implement incremental improvements and maintain gains  
1 week

## Content:

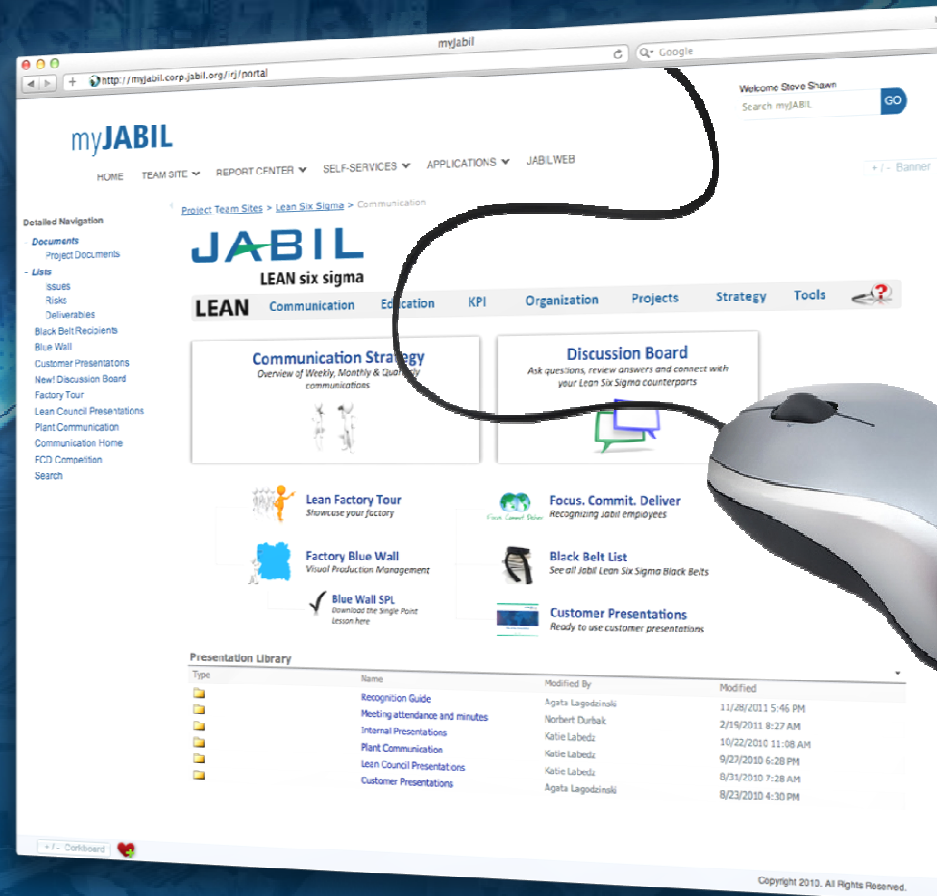
- Kaizen blitz
- Problem solving
- 5S
- Standard work

# LEAN SIX SIGMA



# COMMUNICATION

Single data repository for all Lean Six Sigma information.



The screenshot displays the myJABIL website interface. At the top, there is a search bar with the text "Welcome Steve Shawn" and "Search myJABIL". Below the search bar is a navigation menu with options: HOME, TEAM SITE, REPORT CENTER, SELF-SERVICES, APPLICATIONS, and JABLWEB. The main content area features the JABIL logo and "LEAN six sigma" branding. A secondary navigation bar includes "LEAN", "Communication", "Education", "KPI", "Organization", "Projects", "Strategy", and "Tools". The page is divided into several sections: "Communication Strategy" (Overview of weekly, monthly & quarterly communications), "Discussion Board" (Ask questions, review answers and connect with your Lean Six Sigma counterparts), "Lean Factory Tour" (Showcase your factory), "Focus, Commit, Deliver" (Recognizing Jabil employees), "Factory Blue Wall" (Visual Production Management), "Black Belt List" (See all Jabil Lean Six Sigma Black Belts), and "Blue Wall SPL" (Download the Single Point Lesson Here). At the bottom, there is a "Presentation Library" table.

Type	Name	Modified By	Modified
	Recognition Guide	Agata Lagodzinski	11/28/2011 5:46 PM
	Meeting attendance and minutes	Norbert Durbak	2/19/2011 8:27 AM
	Internal Presentations	Gilie Labezd	10/22/2010 11:08 AM
	Plant Communication	Kalvie Labezd	9/27/2010 6:28 PM
	Lean Council Presentations	Kalvie Labezd	8/31/2010 7:28 AM
	Customer Presentations	Agata Lagodzinski	8/23/2010 4:30 PM



# RECOGNITION



# RESULTS

**+6,500**

Bronze Candidates in Training

**+45**

Silver Candidates in Training

**+4,000**

Passed Bronze Exam

**+90**

ASQ Black Belt Certified

**+360**

Bronze Certified

**+14,600**

Kaizen Events



# KEY TAKEAWAYS

- **Make it an enterprise initiative**
- **Visible commitment of the executive team**
- **Educate, empower and involve employees**
- **Flexible structure**
- **Communicate, show results and continuously improve**
- **Recognize and celebrate successes**

# CONTACT

**NORBERT DURBAK**

Email: [Norbert\\_Durbak@Jabil.com](mailto:Norbert_Durbak@Jabil.com)

**JABIL**

[www.jabil.com](http://www.jabil.com)