

LIVE SEMINAR



# STRATEGICALLY DEVELOPING PROBLEM SOLVERS

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## SEMINAR SPEAKER



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Director of Operational Excellence  
Lexington Manufacturing, Inc.

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# Strategically Developing Problem Solvers

Shari LaPorte, MBA, MBB  
Director of Operational Excellence



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## Lexington Manufacturing



Architectural Flush Door Components

- **Established in 1981** in the Twin Cities Metro Area as a job shop
- **1996** transitioned to an Original Equipment Manufacturer (OEM) Supplier
- **1998** built a plant in Brainerd MN to service the commercial architectural door market
- **2021** celebrating 40 years focused on continued growth in the building products industry



Profile Wrapping Door and Window Components

### Coon Rapids

- 141 employees
- 115,000 sq ft (2 buildings)
- Contract Manufacturer

### Brainerd

- 96 employees
- 150,000 sq ft
- Designs/Develops proprietary products

### Lexington Total

- 237 employees
- 265,000 sq ft



“Building Relationships, Creating Solutions, Delivering Value”

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## Lexington Competencies

- Bonded Door Assembly
- Panel Processing
- Profile Wrapping
- Robotic Painting
- CNC Machining
- Sheet Laminating
- Core Optimizing
- Radio Frequency Gluing
- Lineal Moulding



## Markets Served

- Windows
- Patio Doors
- Fiberglass Entry Doors
- Cabinet Doors
- Furniture
- Wall panels
- Architectural Doors and Ceilings
- Home Décor and Millwork

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## Key Questions and Decisions

- What does our Success look like – Our Goal
- Gaps between where we are Today and Our Goal
- Assess Business Readiness for Change / Timing
- Our Reach - Holistic or Targeted Approach
- Educational Tools/Methodologies – Just Do It, Lean or Six Sigma
- Involvement – Current Talent and Growth Needs
- Technology Required
- Overall Financial Investments Required
- Potential Challenges and Mitigation Strategies
- Communication and Change Management Strategy



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## Lexington Way Journey



### • Vision “White Paper”

- Talent Requirements
- Business Readiness and Impact
- Values Linkage
- Required Education
- Ongoing and Integrated Focus
- Long Term Commitment
- Planning Immediate and Long-Term Path Forward
- Success Milestones
- Continuous Communication
- Change Management
- Financial Investment

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## A Culture of Quality



Corporate Mission/Values/Strategy linked to Goals/ Initiatives

Initiatives/Goals/ linked to Projects

Projects linked to Tasks

Tasks linked to Performance Metrics

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# Lexington Way linkage to our Values



## Our Values:

## Ties to Process Improvement

<p><b>Team</b> We are quietly confident in our individual abilities and earn our success as a team.</p>	<ul style="list-style-type: none"> <li>&gt; Promote team-based problem solving and enable everyone has a chance to provide inputs</li> <li>&gt; Build teams with true process experts / SMEs (subject matter experts)</li> <li>&gt; Recognize team when reaching key milestones and successful project completion</li> </ul>
<p><b>Can Do</b> We are resourceful and creative problem solvers who pursue excellence every day.</p>	<ul style="list-style-type: none"> <li>&gt; Follow sound decision making methodologies - DMAIC &amp; Lean</li> <li>&gt; We have a bias for action to continuously improve our organization</li> <li>&gt; Provide honest assessments and drive data driven improvements</li> <li>&gt; Test Solutions for validity before fully rolling out</li> </ul>
<p><b>Our Word</b> We do what we say; and we work to do what's right.</p>	<ul style="list-style-type: none"> <li>&gt; We hold ourselves accountable to drive to meet or exceed customer requirements and drive improvements to benefit our company and our customer</li> <li>&gt; We deliver high quality and timely tollgate report outs and final project deliverables</li> <li>&gt; Make accurate assessment of process savings and report benefits</li> </ul>
<p><b>Growth</b> We will grow; as people, as a team and as a company.</p>	<ul style="list-style-type: none"> <li>&gt; We will invest in our people to improve and grow our business</li> <li>&gt; We will continuously understand the voice of our current customer and future customers to strengthen and grow our business.</li> <li>&gt; We embrace innovations to enable growth of our business.</li> </ul>
<p><b>People</b> We believe relationships matter and we are committed to wellbeing of all.</p>	<ul style="list-style-type: none"> <li>&gt; Respect your team members and those who will be impacted with change and support change management activity</li> <li>&gt; Strive to understand the process/defect - don't blame people</li> <li>&gt; Drive change through thoughtful actions (smarter, not harder)</li> </ul>

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# Lexington Way Training and Education



### Champion Training

- Prepare Leaders to support process improvement initiatives

### Yellow Belt, Green Belt and Black Belt

- Formal quality training to support or lead process improvement initiatives

### Soft Skill Training

- Develop or strengthen soft skill needs to lead successful projects (Presentation Skills, Crucial Conversations, Engaging Others)

### Active Green Belt and Black Belt Training Support

- Support quality practitioners in our business to continue to drive successful projects and/or mentor others

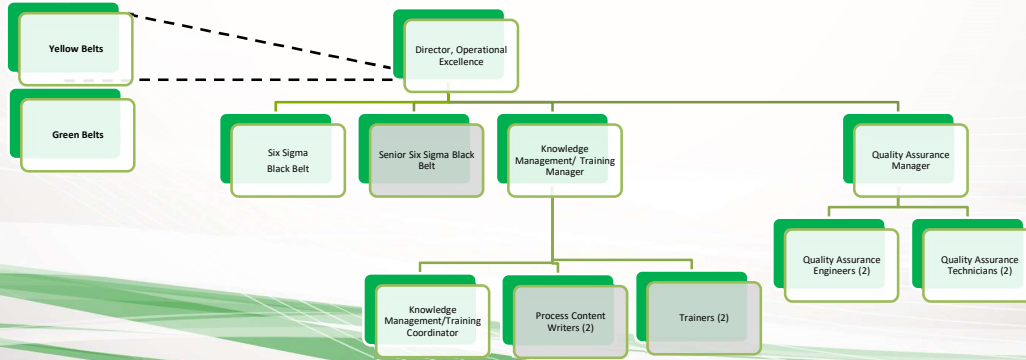
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# Operational Excellence Organization

## Mission Statement:

“Apply a disciplined approach to analyze data, support continuous improvement, and exceed our customer’s expectations.”



Planned growth in the organization

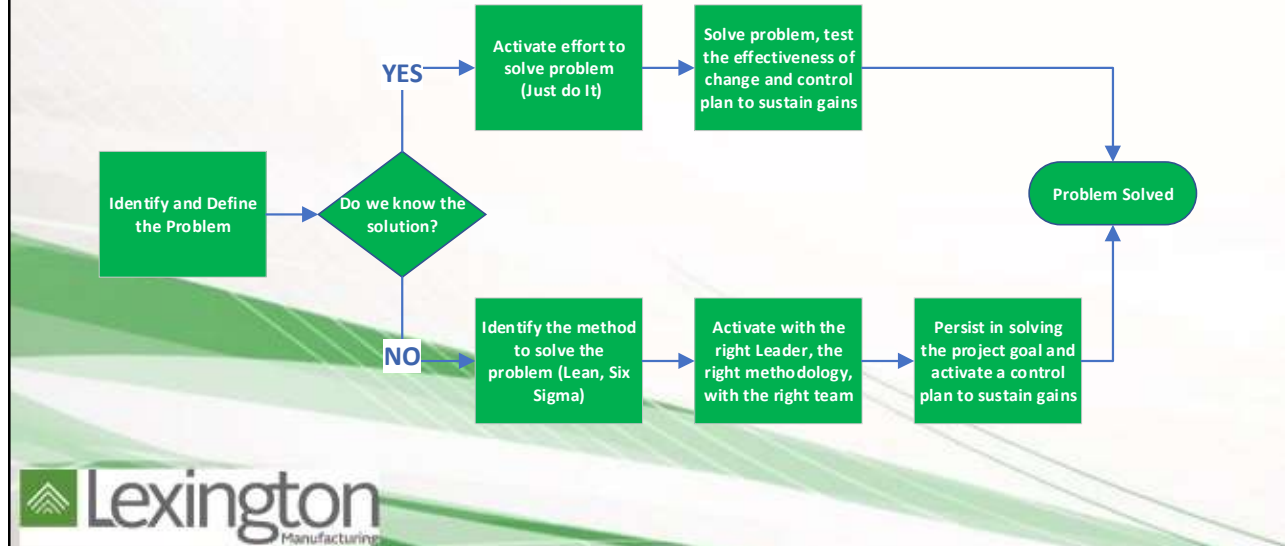
# Process Improvement Toolkit

Selecting the Methodology and Tools...Where and When Appropriate

Basic Tools & Techniques	Process Leadership Skills	Change Management	Quality Methodologies	Business Process Management
<ul style="list-style-type: none"> <li>➢ Process Mapping</li> <li>➢ Segmentation Tools</li> <li>➢ Distribution Charts</li> <li>➢ Trend Charts</li> <li>➢ Check Sheets</li> <li>➢ Failure Mode Effects Analysis</li> <li>➢ Process Control Chart</li> </ul>	<ul style="list-style-type: none"> <li>➢ Contain Customer Issues</li> <li>➢ Lean Techniques</li> <li>➢ Drive Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>➢ Team Empowerment</li> <li>➢ Change Leadership</li> <li>➢ Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>➢ Six Sigma DMAIC               <ul style="list-style-type: none"> <li>▪ Improve Existing Processes</li> </ul> </li> <li>➢ Six Sigma DMADV               <ul style="list-style-type: none"> <li>▪ Create New &amp; Improved Processes</li> <li>▪ Transformation efforts</li> </ul> </li> <li>➢ Others (TQM, ISO, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>➢ Stable Operations</li> <li>➢ Process Modeling</li> <li>➢ Capacity Planning</li> </ul>

# Problem Solving Approach

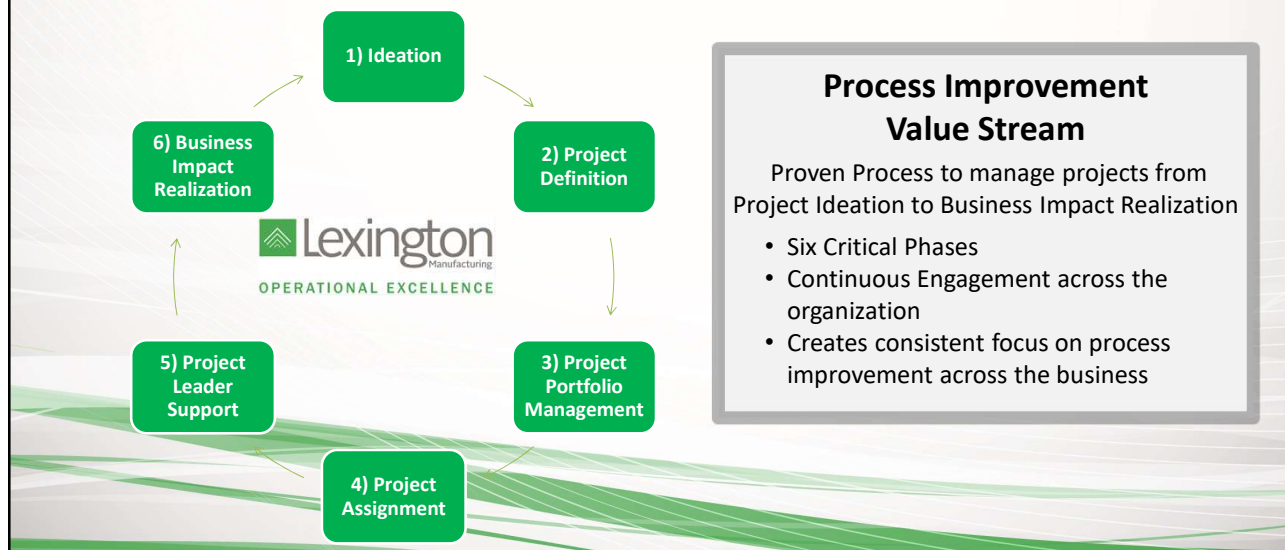
*Just Do It or Activate Problem Solving Methodology*



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# Process Improvement Value Stream

*Project Ideation to Business Impact Realization*



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## Key Takeaways

- Strengthen your Problem-Solving Capability based on Business Needs and Readiness
- Build upon Lessons Learned to Improve Future Actions
- Celebrate Key Milestones
- Recognize building a Problem-Solving Capability is an ongoing journey that will continue to reap benefits for your business

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Manufacturers Alliance  
Providing Training & Education Peer to Peer

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