

Anand Sharma, President and CEO, TBM Consulting Group

When addressing an audience of lean or soon-to-be lean practitioners, a recurring theme is lean leadership. There's a reason why this topic comes up often, and it's because a lean journey can't be successful if a company doesn't have a committed leadership team with lean champions in place to help make it happen.



Paul Adelberg is a lean champion in every sense of the word. Paul is now mostly retired from Hayward Pool Products, but before going into semiretirement, he spent the past seven years championing lean at Hayward.

What does it take to be a lean champion? Lean leaders must have passion for what they do and must be willing to share that passion with everyone else in the company, and even out into the value chain and to the customers as well. Paul did all that and more: he also championed lean to other companies just starting on their journeys.

When Hayward's president first heard about lean in 1999, he took the idea to Paul, then vice president of manufacturing, and

asked him to look into it and see if it was something Hayward should consider doing. It didn't take Paul long to realize that lean could benefit the company greatly, and he reported so to upper management, which subsequently asked TBM to help lead the transformation from the outside. It then became Paul's responsibility to help lead the transformation from within.

The company designated several people, including Paul, to attend a public kaizen event at a Maytag plant in Cleveland, Tennessee. That event, along with a visit to Wiremold Company, helped solidify Paul's belief that lean was an important—and logical—journey for the company to take. He observed lean “in action,” saw the results other companies had gained, and realized that Hayward could reap those same benefits. At the behest of upper management his sole focus was set on lean leadership for Hayward.

Paul had two advantages that made him the logical choice to become Hayward's lean champion: He had been with the company a long time and was well-respected among management and associates alike, and he had the ear of upper management and the owners of the company. In short, he had the support and the resources he needed to be successful in the role, and he took full advantage of that support to help Hayward start a successful transformation.

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Paul became the company's "Great Communicator." He was voice of reason for lean at all levels of the company. He promoted Hayward's lean successes and project results, not only to upper management, but throughout the company, as well as to outside companies interested in starting their own lean journeys. Paul's efforts kept the benefits of lean in the bright light, where they could grow and influence Hayward's entire culture. He made sure that everyone in the company knew what a lean transformation meant and how the company was planning to get there. He was, in short, the consummate lean cheerleader.

One thing that stands out the most to me is Paul's willingness to help anyone at any time—another hallmark of a true champion. He gladly attended meetings of lean practitioners so he could share his knowledge and the story of Hayward's journey because he knew doing so could help others. He made himself available to those just starting out because he knew that sharing the vision is often the most important first step. He made himself available to TBM as a champion of the work we do.

Upper management at Hayward would rightfully attribute the company's business success in recent years to its lean transformation, and would attribute much of the success of the company's lean cultural transformation to Paul's efforts as a lean champion.

Although Paul is no longer at Hayward full time, one might still expect to see him around from time to time, offering his help where it's needed and championing lean to the rest of the manufacturing world. It's what lean champions do. ■

Jerome L. Davis, executive coach and former president of Jerome L. Davis Associates, has joined TBM as executive vice president and managing director of our Executive Coaching and High Performance Culture Practice. Davis will head the practice and build the company's global staffing, retention, development, and succession planning. Herb Brown, TBM consultant and client manager since 2004 and former senior executive with 20 years of LeanSigma® experience, will join Jerome as global practice leader.

In their new roles, Davis and Brown will help clients accelerate business results by working with them to enhance personal and professional leadership skills needed in a complex global marketplace. Under Davis' leadership, TBM will provide clients with tools and techniques to accelerate their lean cultural transformation. New services will include:

- Strategic executive coaching
- Global staffing and retention strategies
- Succession planning
- Internal/external customer/client feedback
- Customized leadership workshops
- Assessments and tools to improve individual performance issues
- Career planning

Davis brings to TBM more than 28 years of experience developing high-potential and seasoned executives in Fortune 1000 companies. Davis founded Jerome L. Davis Associates LLC in 2006, a business focused on executive coaching. Davis has previously held executive positions at Electronic Data Systems, Maytag Appliances, Maytag Commercial Solutions Division, Frito-Lay, and Procter & Gamble. His knowledge of domestic and international distribution channels includes retail sales, direct sales, wholesale, marketing, advertising and manufacturing. He currently serves on the board of two publicly traded corporations, Apogee Enterprises, INC (NASDAQ; APOG) and Gamestop, Inc. (NYSE; GME).

Prior to joining TBM, Herb Brown led LeanSigma work as president and CEO of Blue Giant Equipment Corporation and the Alexander Doll Company. As vice president and general manager of Johnson & Johnson Medical, Inc., Vascular Access Products and



Jerome Davis



Herb Brown

vice president of Operations for Danaher Corporation, Brown led some of the first lean transformations in the U.S. and expanded the use of lean tools into product development and throughout the value chain. His work at Johnson & Johnson earned the company a Shingo Prize in 1994.

Brown's experience with lean began in 1985, as vice president and general manager for Quincy Compressor, and his experience with Six Sigma dates back to 1974 while a quality engineer with Black & Decker. Herb worked closely with Shingijutsu and trained in global marketing strategy at the Thesius Institute in France. He has been a guest lecturer at MIT and Columbia University. Brown earned an MBA from Quincy University and a B.S. in Manufacturing Engineering from the U.S. Merchant Marine Academy.

"A sound and robust cultural transformation expertise is critical to the success and growth of our client companies," says Anand Sharma, TBM president and CEO. Together Davis and Brown add the necessary breadth and depth to that practice to enable us to meet the needs of our clients. ■