

Regional Operational Excellence Lead

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Company: DS Smith

Location: Poznań

Category: life-physical-and-social-science

About the Position:

Drive and lead **L**ean**6 S**igma (L6S) and Continuous Improvement journey to create cultural change with a Zero Loss mindset. To challenge current status and behavior of all box plants employees in order to deliver Safety, Sustainability, Quality, Delivery, Cost and Morale (SSQDCM) targets. Support plant functions to build up the capability to act as role models and as center of expertise to drive the cultural step change.

Develop the L6S (Self Autonomous Teams), Manufacturing and Continuous Improvement Plants Roadmap

Responsible for L6S (SAT) Implementation as well as coaching and capability building of CI Managers

Support the business to improve existing processes and to create new ones to become most cost effective and efficient, making best use of available resources by using L6S/CI methodology

Loss Analysis. Guidance in performing proper & detailed loss management together with finance

Accountable for successful productivity/ cost saving/ revenue and cash generating projects by using L6S/CI methodology

Lead and Coach L6S teams, Green Belts (GB), Black Belts (BB) and 12 Steps Leaders to manage the scope of their projects, ensure timely and successful project execution

Ensure sharing of best practices, lessons learned and Kaizen reapplication (internal/ external)

Drive the organization to the usage of common tools and methods (i.e. Loss Analysis, Organizational Assessment, DMS) to come to quicker, more transparent, loss and data based business decisions

Coordination of plant activities with global and Divisional L6S work. Lead of Focus. Ensure alignment between plant level and global/divisional L6S approach

Perform pre-audits in plants to ensure that standards are followed and progress is sustainable

Main Responsibilities:

Mindset and Culture

Deliver clear understanding of the requirements for the L6S/CI journey (behavior, attitude and culture) to the plant and areas of responsibility, to build an environment with Zero Loss mindset and 100% engagement to deliver SSQDCM targets. Develop sustainable L6S/CI Culture through collaboration with all employees and their representative bodies

Training and Coaching

Drive behavioral change across the plants to build L6S/CI culture in all plant disciplines including support functions through coaching and influencing employees

Train and coach different leaders in the use of the L6S approach like AM and PM Steps, Quality 8, CQV, etc.

Train and coach teams on the use of L6S/CI tools such as 12 Steps FI Problem Solving, SMED and DMS

Drive L6S/CI awareness through the whole organization by coaching and supporting local L6S/CI communication efforts. Drive cultural transformation towards entitlement (i.e. OOE, OEE, etc.)

Identify, recruit, lead, coach and develop GB and BB based on DSS standards and according to the respective L6S/CI deployment strategy. Support GB and BB training and certification together with L6S/CI group/divisional Head

Initiate and support training and induction programs by using existing tools from DSS Way toolbox (e.g. team building, facilitation, coaching, Small Group activities, SSQCDM, Waterfall, 12 Steps FI, SMED) to ensure all employee understand the concept of L6S/CI (Self Autonomous Teams). Build close partnership with central L6S/CI Team of DSS

Preparation of Plant Master Plan and Zero Loss Journey

Perform Loss analysis together with plant management team to identify total level of opportunity and area of main gaps. Play a key role in the preparation, execution and follow up of the plant Roadmap towards CBN of the Site

Develop the L6S/CI Masterplan together with key functions for the entire plant and provide assistance in execution (e.g. facilitation, coordination, visualization, communication and celebration)

Manage projects and implement sustainable solutions - timely communicate and report project progress, results and deviations from the project plan and associated risks to all relevant people within area of responsibility. Recognize and reward successes and celebrate accomplishments

Lead and Coach CI engineers and FI Pillar Member (GB / Kaizen System Owner) to ensure timely project execution and implementation of pragmatic, sustainable and accepted solutions. Support and chartering of new projects.

SQCDSM Plant Conversion Cost Targets

Support achievement of the conversion cost targets and identify gap and reduction opportunities

Tracking and Corrective Follow-up

Organize regular coaching with plant functions to share L6S/CI status, define next steps in order to set challenging targets, review all plans to deliver sustainable SSQCDM improvements and develop plans to drive towards a L6S/CI plant culture. Perform AM, PM and Phase Audits to ensure standards are followed and progress is sustainable

Inspiration and Idea Gathering

Ensure efficient use of global communication platforms (e.g. Team Sites, Intranet, L6S/CI symposium, internal sources, and blogs) and external sources such as journals and books to

fill the local pipeline with new ideas and best practices as well as providing the plant with L6S/CI success stories and initiatives. Identify and promote Current best approaches in DSS. Actively participate in the DSS L6S/CI network

Target Testing

Influence and challenge target development for each plant (BIC, Benchmark)

Collaboration

Collaborate within the Division and L6S/CI Network as well as with other CI Managers from other Regions across DSS in order to support benchmarking activities, share learnings and experiences

Key interfaces:

Country/Cluster Management

Subregional Management

Divisional Management

L6S/CI Global Community

Project Champions (i.e. Plant Manager, Section Manager, Process Owners)

Qualifications:

Advanced Degree- ideally in Engineering

Solid understanding of manufacturing and supply chain processes

Proven L6S/ CI lean manufacturing skills

Green or Black Belt certification

MS Office (especially Excel, Power Point)

Statistical understanding/ tools (e.g. Minitab)

Previous Experience:

Minimum of 10 years of professional experience

5-7 years experience in production environment

Trainer (to learn) and facilitating experience

Cross functional expertise

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