



customer value

lean roadmap

employee empowerment

eliminate waste

continuous
improvement

financial
performance



Invigorating Lean Six for 12: Lessons from our Lean Journey

**Rockwell
Collins**

Who We Are



Rockwell Collins is a pioneer in the design, production and support of innovative solutions for our customers in aerospace and defense.

Working together, our global team provides both insight and foresight to help our customers succeed today and anticipate needs for tomorrow.

- A global company operating from more than 60 locations in 27 countries
- 20,000 employees on our team
- A uniquely balanced business across the markets we serve
 - Government: 60% of sales
 - Commercial: 40% of sales
- \$4.66 billion in sales (2010)

The Wake-Up Call

The year: 1998

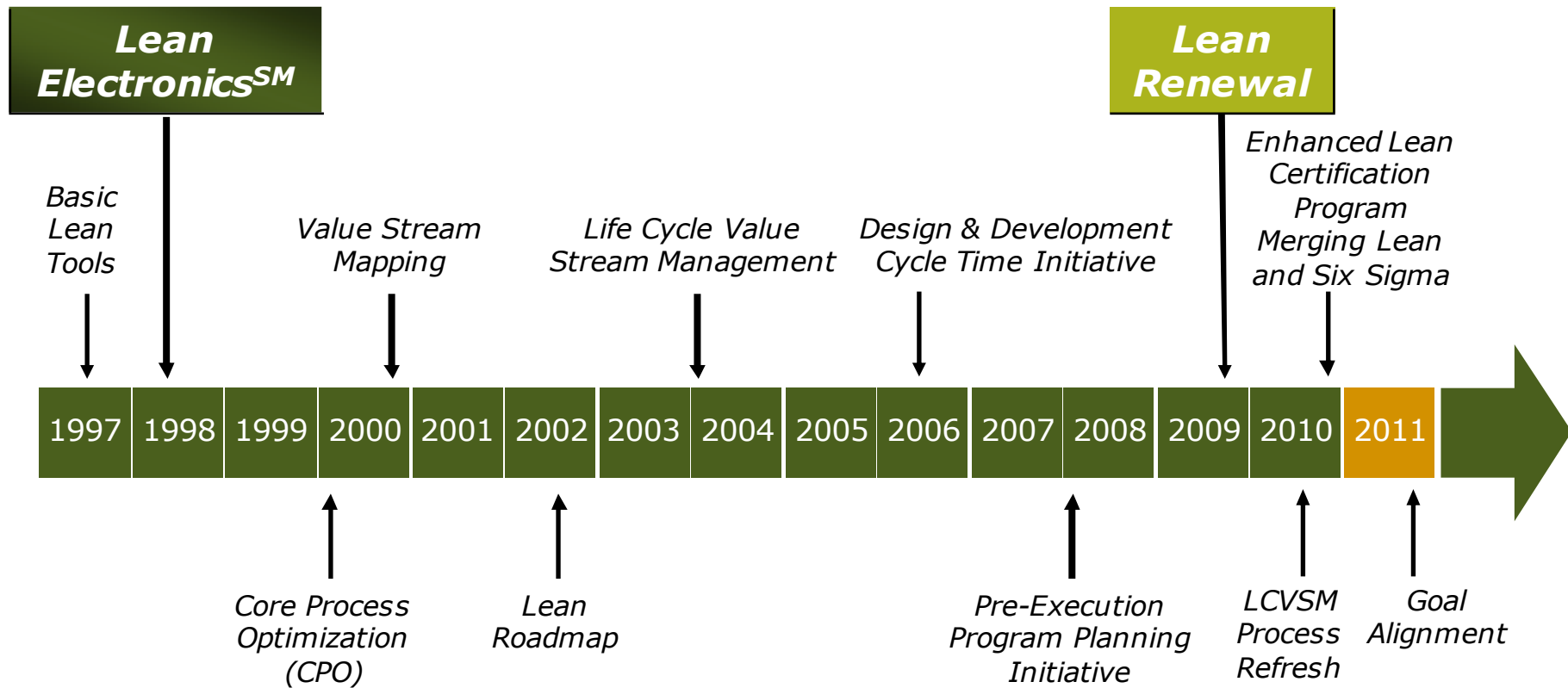
The customer: Boeing

The issue: Risk of losing contracts due to heightened customer expectations

- Boeing asked Rockwell Collins to partner with them in meeting these expectations

We realized the urgent need to take action

Rockwell Collins' Lean Journey

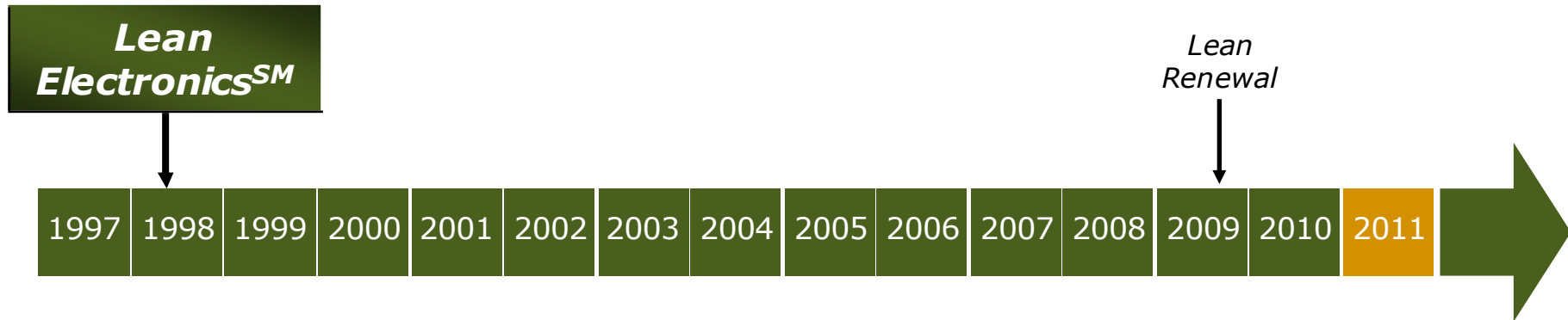


The Good Years

The Good Years

We could have been even better than we are today.

Lean Renewal



- Renewed focus on Lean
 - Office of Lean for Rockwell Collins
 - Team dedicated to reenergizing and sustaining Lean
- Course correction components
 - Re-establish a foundation of Lean knowledge and skills
 - Prepare leaders to effectively “lead” Lean
 - Create an environment of continuous improvement
 - Align Lean activities to business goals
 - Make Lean an integral part of how we do our business

Six for 12





[1]

Go All In



[2]

Every One, Every Day

[3]
**Walk
the Talk**





[4]

Easy is Hard

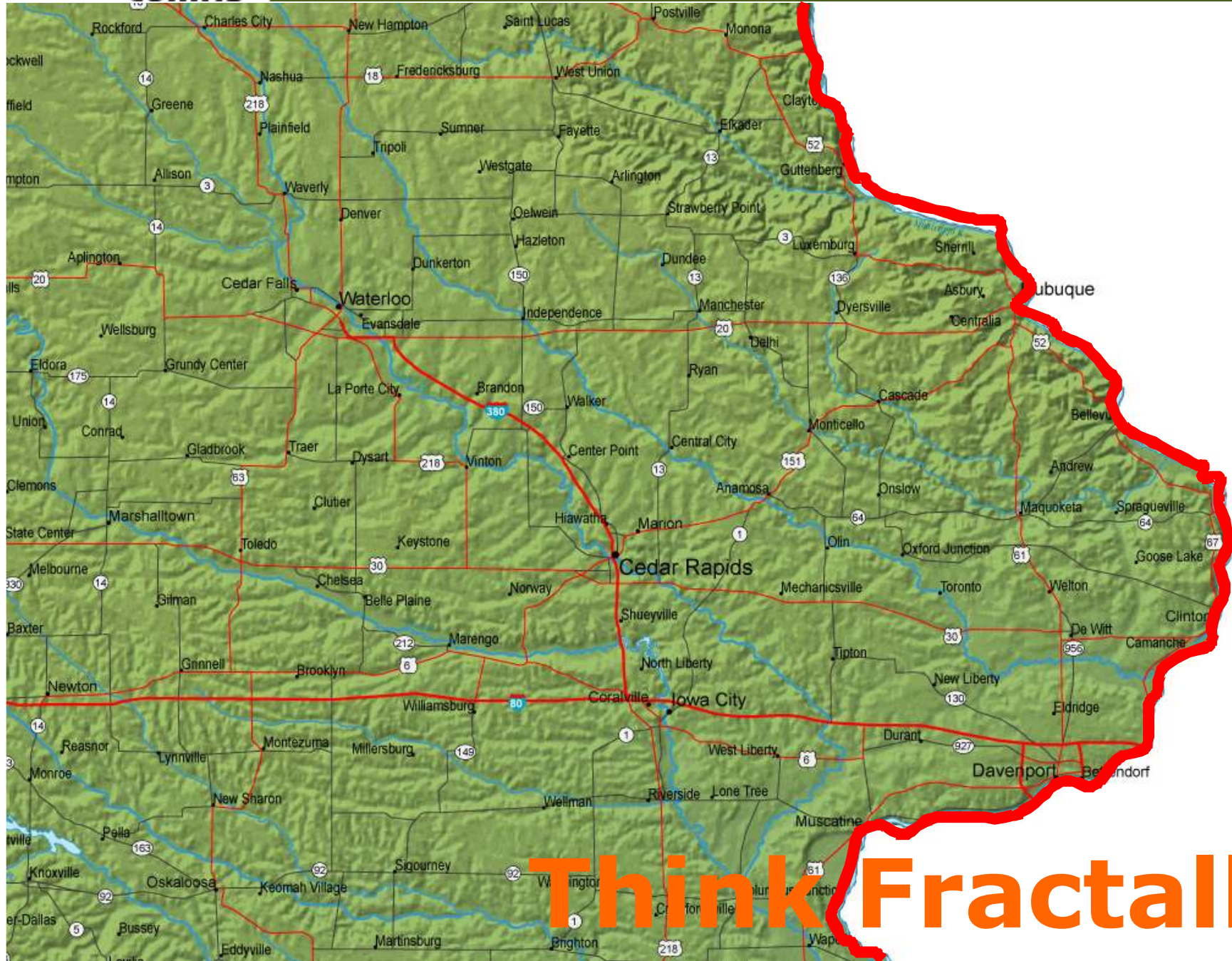


[5]
Think Fractally



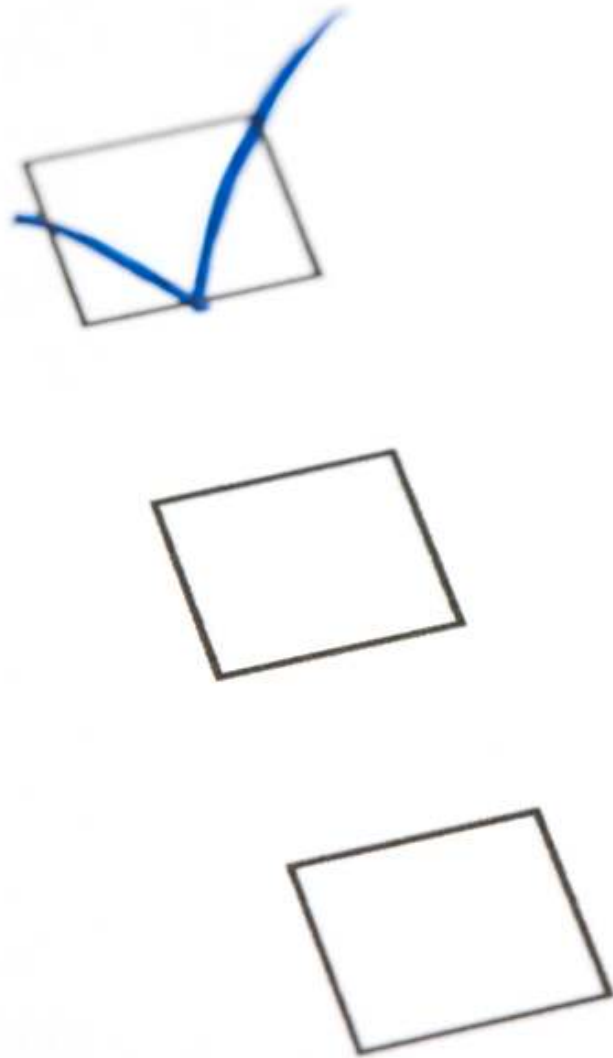
[5]

Think Fractally



[5]

Think Fractally



[6]
**Make Lean
the How**

The Results



Quality



Efficiency



Predictability



Innovation

Lean principles and tools are enablers to our success.

Six for 12

- Go All In
- Every One, Every Day
- Walk the Talk
- Easy is Hard
- Think Fractally
- Make Lean the How

