To: BLT & others at the Summit

From: Jamal Powell, VP Operational Excellence

Subject Line: Jump-Starting Lean

Date: Monday, Dec. 14

Colleagues,

I hope each of you enjoyed being a part of the recent 2020 Brink’s Leadership Team Virtual Summit. I did, and I am excited about finishing this year strong and looking ahead to next year. We received a lot of great feedback regarding the Lean session as well as a few questions. Many of you were asking, “What’s next?” and “How should we get started?”

In my role of helping to oversee the globalization of Lean, I am following up with you regarding 3 steps you can take to get Lean started in your country. You can execute these steps as soon as you are able.

**Steps to Jump-Start Lean**

1. **People – Assign a Lean champion to guide and direct Lean in your country, market or operation.** This champion can also help you identify senior leaders to undergo Lean training. We recommend senior leaders get trained in Lean first and then help build the culture to support and encourage Lean training among all your other employees. If you need help identifying the right person to serve as your champion or the senior leaders to train first, please reach out to the Operational Excellence leader that supports your region/country. You can find your regional leader and contact information here: <https://brinksco.sharepoint.com/sites/OpsCOE/CountryContacts/>

1. **Self-Education – Learn more about Lean yourself.** A book that many people, including myself, have found very helpful is “Everything I Know about Lean I Learned in First Grade.” In addition, the Center of Excellence website contains a wealth of additional knowledge and resources to facilitate learning about Lean: <https://brinksco.sharepoint.com/sites/OpsCOE/LeanReadingList/>

1. **Training & Assessment – Take part in Lean training and begin an initial assessment.**

* Reach out to your regional Operational Excellence leader for support and help in getting started. You, your Lean champion and senior leaders can learn about GEMBA Walks, visual management and the A3 method for solving problems. Again, you can find your regional leader and contact information here: <https://brinksco.sharepoint.com/sites/OpsCOE/CountryContacts/>

Where practical, the Operational Excellence leaders will host in-person sessions with country leaders and their senior leadership teams on the basics of Lean.

* Take the Lean Bronze-level training. We are in the process of developing web-based Bronze eLearning modules that should be ready in early February. For those who are curious, much of the content is available on the Center of Excellence website: [https://brinksco.sharepoint.com/sites/OpsCOE/KnowledgeLibrary/Home.aspx?RootFolder=%2Fsites%2FOpsCOE%2FKnowledgeLibraryDocs%2FONE%20Certification%20Program&FolderCTID=0x012000529292A53EC1DB4596C7C0FE33E9E46B&View=%7B5F5C9DD4%2D5150%2D41C4%2D8E0E%2D7030D06C5D06%7D](https://brinksco.sharepoint.com/sites/OpsCOE/KnowledgeLibrary/Home.aspx?RootFolder=/sites/OpsCOE/KnowledgeLibraryDocs/ONE%20Certification%20Program&FolderCTID=0x012000529292A53EC1DB4596C7C0FE33E9E46B&View=%7b5F5C9DD4-5150-41C4-8E0E-7030D06C5D06%7d)
* Complete the Operational Excellence Assessment for your country, your region or your function. Your Operational Excellence leader can guide you through this process, so please reach out to them.

As we talked about during the Summit, you can begin your Lean journey with small steps that do often add up to big results. We all heard the stories from Czech Republic, Brazil and Singapore. They each started small and have built momentum over time.

I look forward to seeing how each of you progresses as you embrace and implement Lean, but please know you are not in this alone. Our Operational Excellence Council is here to help you along the way.

We are excited to see the impact that Lean will have on transforming Brink’s and making us stronger. As a reminder, our expectations are detailed below in the timeline that we shared during the Summit. Let’s work together and help each other achieve Operational Excellence in 2021 and beyond.

Thank you,

Jamal

Timeline

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