

# Unlock the Power of Leadership: The Electrolux Manufacturing System (EMS) Way



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EMS Global Methodology &  
Documentation Leader, Electrolux

KaiNexus.com

# Optimize Your Improvement Work.

KaiNexus is the solution for your Lean and Improvement work where teams can capture, implement, measure, and share in one system that does it all.

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# 10th Annual

# KaiNexicon USER CONFERENCE



April 15 - 17, 2026



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## **KaiNexicon 10th Annual User Conference**

Join us at KaiNexicon in Austin Texas to learn how the best and brightest improvement professionals are spreading CI with KaiNexus.

# About Sandro Casagrande



- 30 years of hands-on experience in Lean methodologies
- Diverse roles in R&D and purchasing
- First Italian to achieve EMS Master Gear Level certification at Electrolux
- Co-led EMS implementation in new acquisition plants in Egypt
- Co-leading the global EMS digitalization
- Coordinates EMS activities across all business areas



# “Unlock the Power of Leadership: The EMS Way”

Sandro Casagrande

# Summary



- Quick Company intro
- Intro EMS
- EMS Way
  - Origins
  - Model
  - Leadership Processes
  - Leadership behaviours
  - How to develop Leaders
- Q&A





# A common purpose with an even stronger impact on sustainable lifetime consumer experiences



Our culture and purpose empower our employees to make a difference

# Who we are



Electrolux Group is a leading global appliance company that has shaped living for the better for more than 100 years. We reinvent taste, care and wellbeing experiences for millions of people, always striving to be at the forefront of sustainability in society through our solutions and operations. Our main strategic drivers are to act sustainably, create better experiences and always improve!

136

billion SEK in sales

120

markets reached

41,000

employees

# Consumer experience innovation in three focus areas



## Taste

The offering includes cookers, hobs, ovens, hoods, microwave ovens, refrigerators and freezers.



## Care

The offering includes washing machines, tumble dryers and dishwashers.



## Wellbeing

The offering includes vacuum cleaners, air conditioning equipment, water heaters and small domestic appliances.

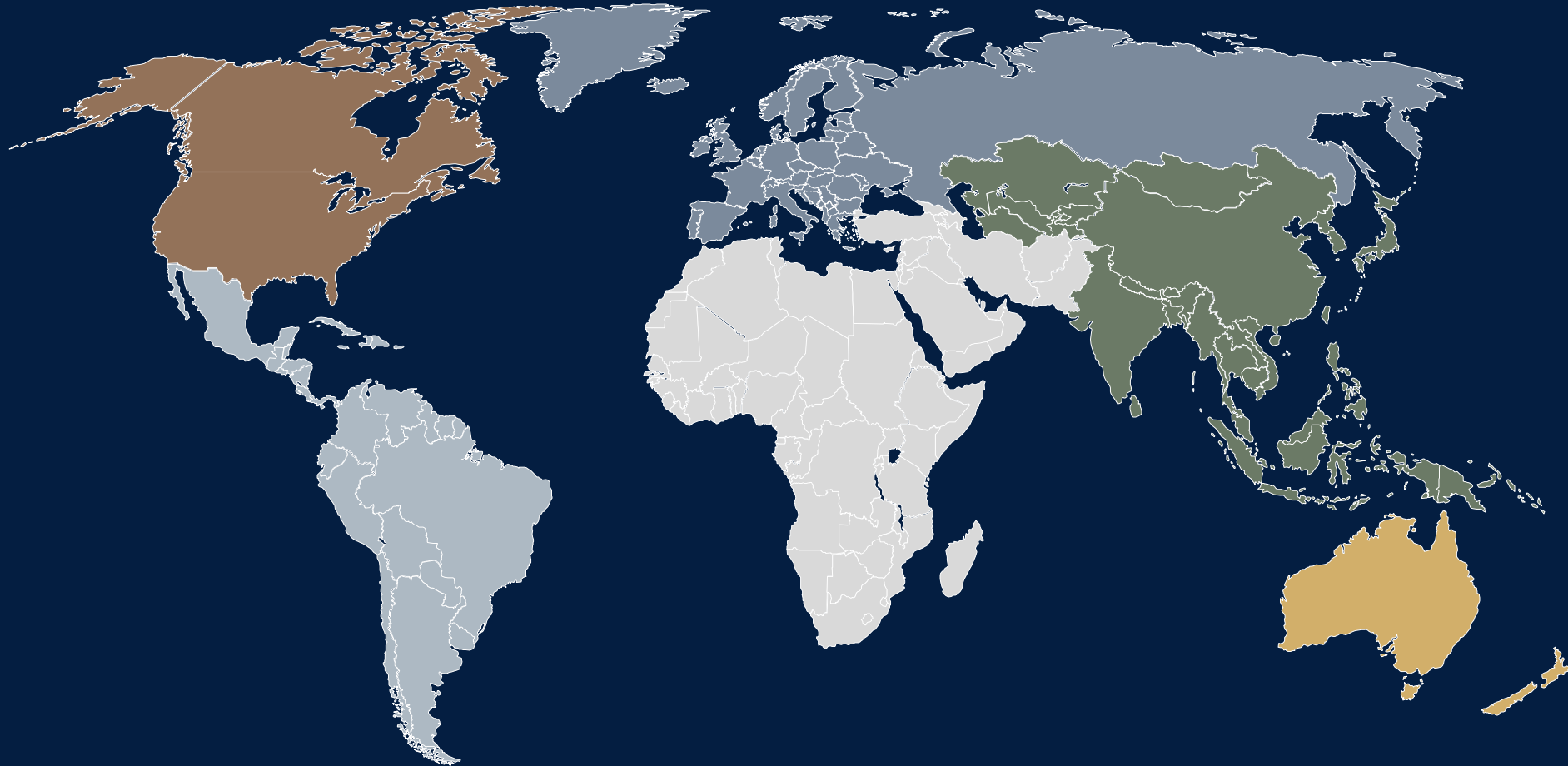


 **Electrolux**

**AEG**

**FRIGIDAIRE**

# Electrolux Group sites around the world



Press "Slide Show" to  
see our footprint

Factories

Offices

Design  
Centers

R&D  
Centers



# EMS Intro

# Electrolux Manufacturing System



- Global program to achieve operational and cultural excellence.
- ‘How we do things’ within Electrolux operations.
- Based on external and internal best practice principles and tools to leverage the talent of the whole team.
- Our way to excellence!



Electrolux Manufacturing System





# Strive For Zero Losses

 Vision

 Goals

Zero Safety  
Incidents

Zero Quality  
Defects

Zero Cost  
Waste

Zero  
Misdemeanors

All People Engaged

 Activities



Continuously  
Improve



Reinforce  
the Culture

 Conditions

Manufacturing  
Processes

Material Handling  
and Logistics Processes

Strategy Deployment,  
Leadership & Engagement



Set the foundation

# Methodologies Map



Activities

Conditions



## Diagnostic Mapping

- Value Stream Mapping
- Process Mapping

## Operational Excellence

- Site Certification
- Performance Assessment

## Process Improvement

- VARI / MH VARI
- Changeover Process / SMED
- Material Handling Process improv.
- Planning for Efficiency
- Structured Improvement
- Benefits & Savings

## Quality

- Quality Gate
- Poka Yoke
- 8D
- FMEA
- Capable Processes

## Manufacturing & Logistic Processes

- 5D 'Built in Quality'
- Line Balance
- OEE / AM / PM
- PFEP
- Material Supply Process
- Raw Material Mgt
- Storage to POU
- Advanced Data Analysis

## Foundation 5D system

- 5S
- 7 Wastes
- Standardized Work
- Visual Factory
- Problem Solving
- Skills and Competences Control
- Workplace Organization

## Foundation Visual Team Management

- EMS Key Performance Indicators
- Basic Data Analysis
- Team Info Board
- EMS Focus Team Meeting

## People Development & Involvement

- People Certification
- EMS Training
- Digital Cultural Change

## Leadership & Strategy

- Business Plan Deployment
- Coaching
- EMS Way

## People Engagement

- Layered Audit System
- Operational Communication

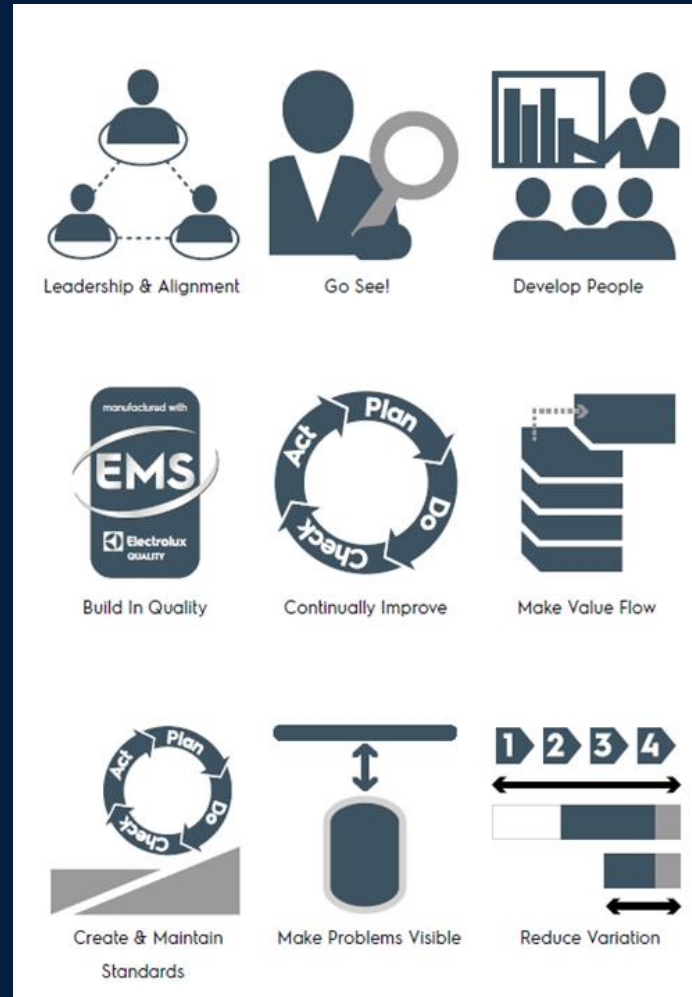
## Foundation Safety & Ergonomics

- Safety Golden Rules
- Behavioural Observations
- Basic Ergonomics



Ways of working

# EMS Principles: Guiding our way to excellence



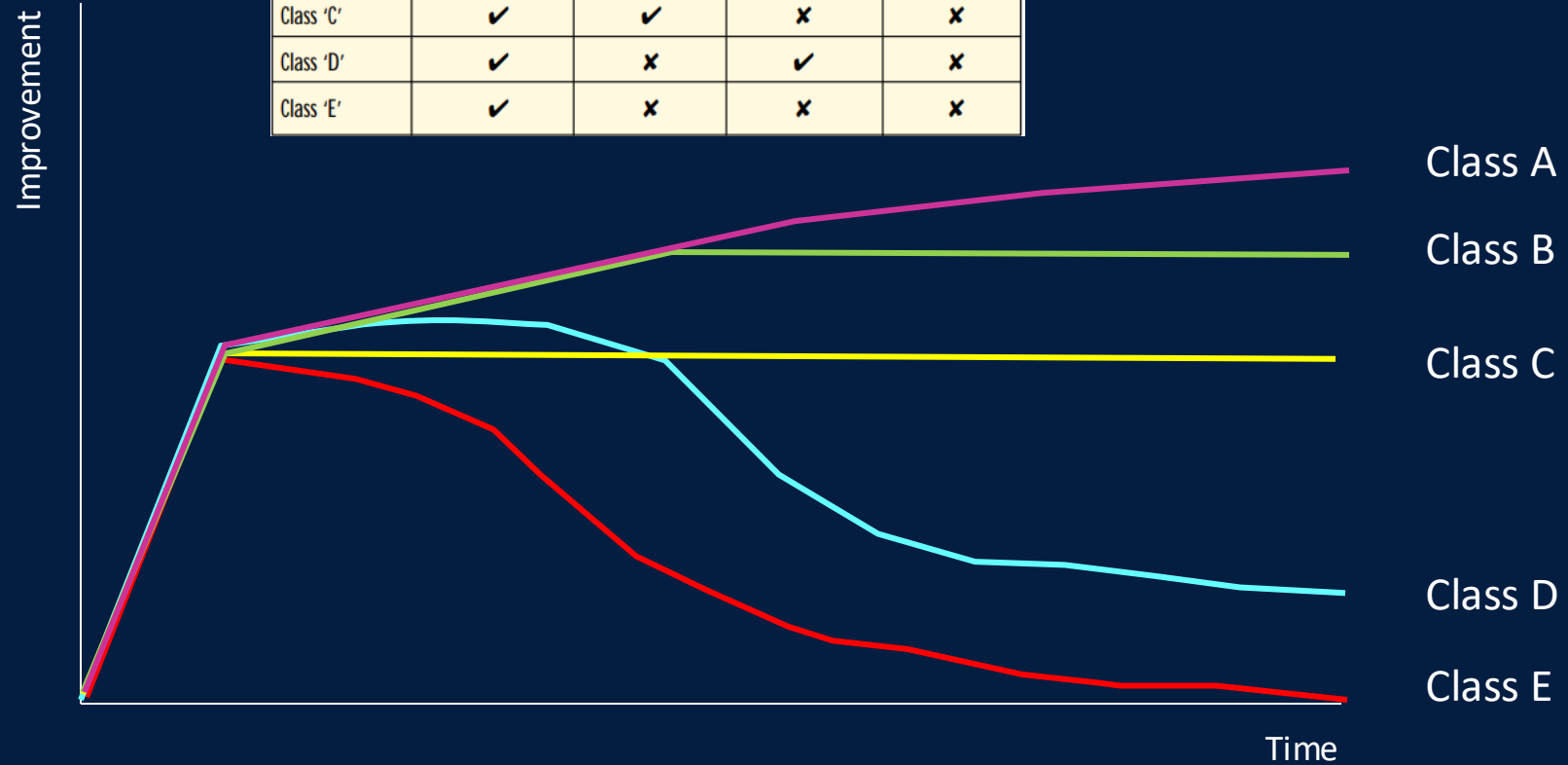


# EMS Way Origins

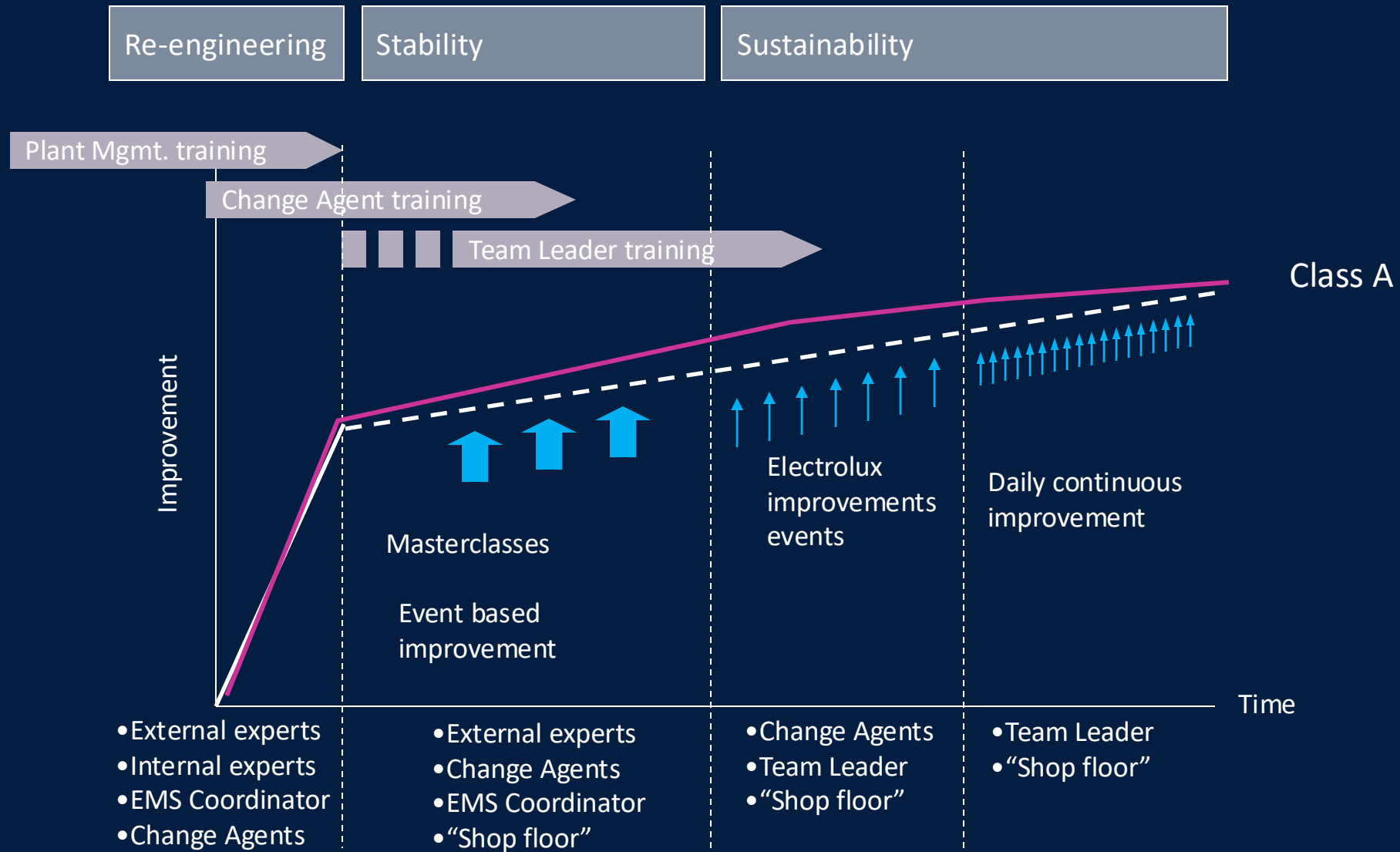
# Sustainability of Continuous Improvement



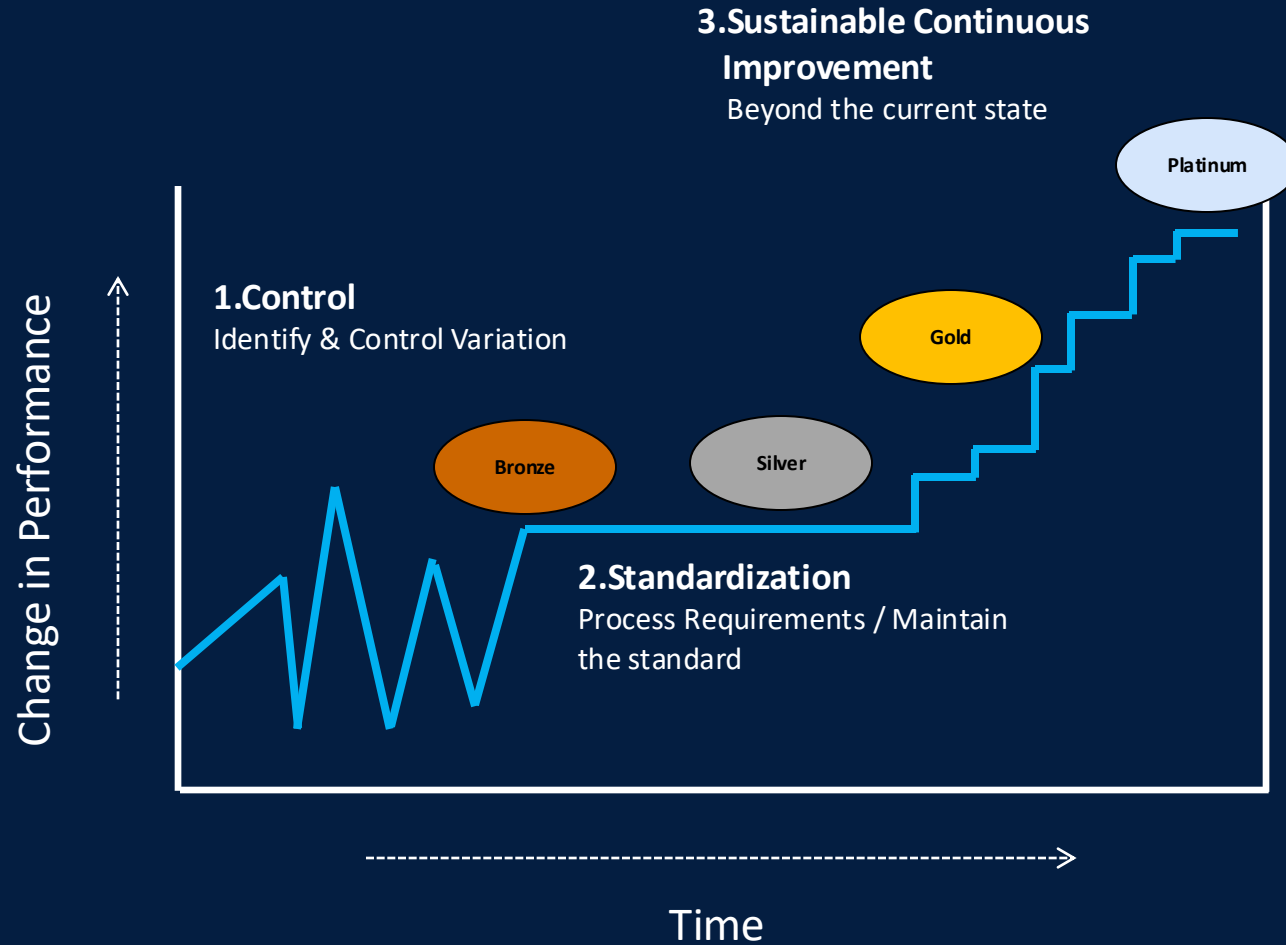
Classification	Improvement in workshop?	Maintain new procedure?	Close out technical issues?	Continuous Improvement?
Class 'A'	✓	✓	✓	✓
Class 'B'	✓	✓	✓	✗
Class 'C'	✓	✓	✗	✗
Class 'D'	✓	✗	✓	✗
Class 'E'	✓	✗	✗	✗



# Our Lean Journey Implementation



# The journey to sustainable continuous improvement Site Certification

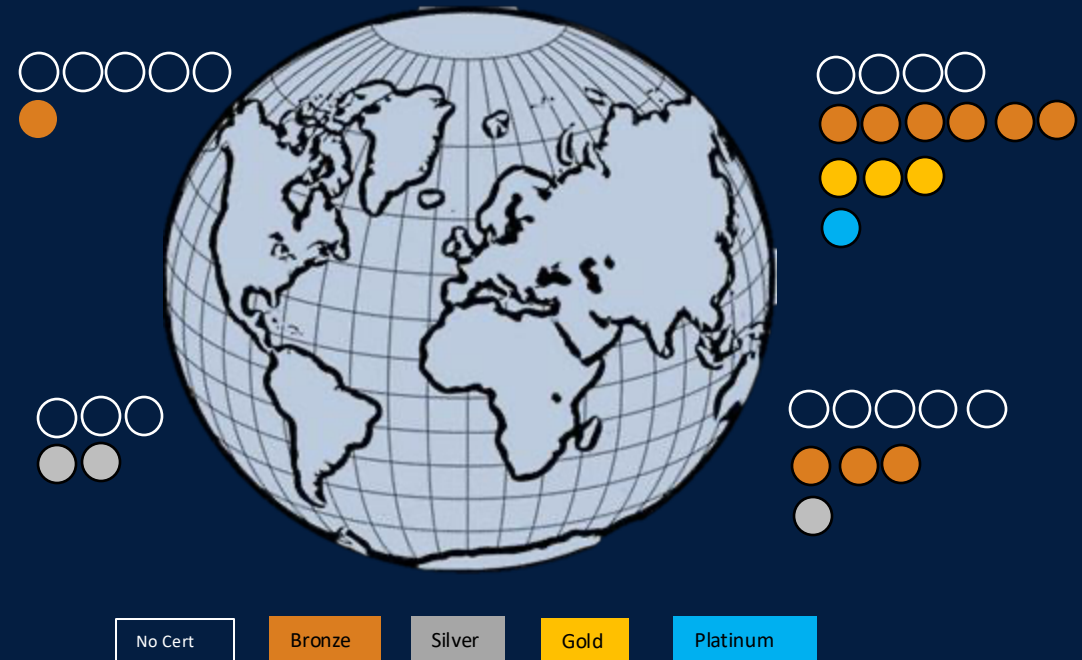


# 2014 : Key reflection moment



**EMS** was launched in 2005  
and quickly spread across all plants

- Implementation approach was exactly the same everywhere, with same organization, same training, same tools.
- After 9 years results were very different : only 3 sites reaching Gold and 1 Platinum



***What was making the difference in successful sites ?***



What makes the real difference is Leadership

the way Leaders interact with their teams!

Leadership  
**routines**

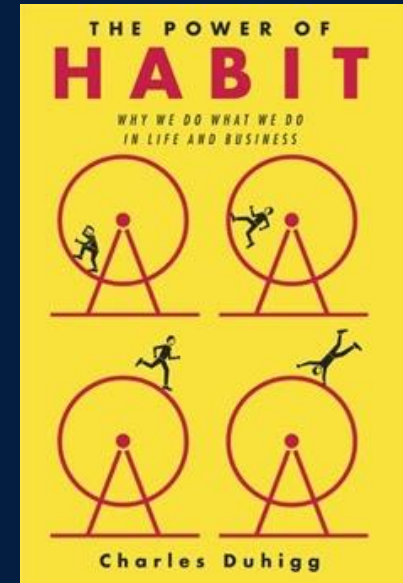
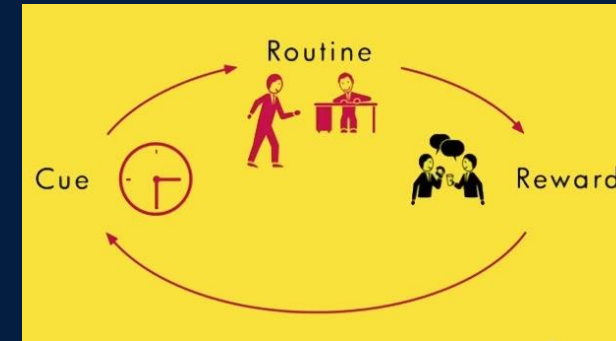
Leadership  
**behaviour**

Building **Organizational Habits**



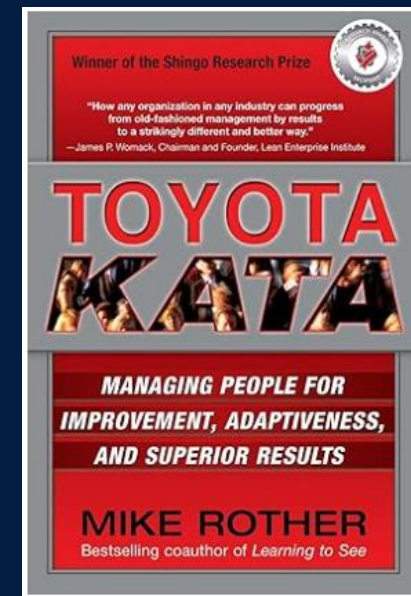
# Science of habit building

- Many barriers to organic continuous improvement.
- Pursuit of continuous improvement should be through organizational habit building.
- For new habits to form, a habit building loop of **cue**, **routine** and **reward** needs to be in place.

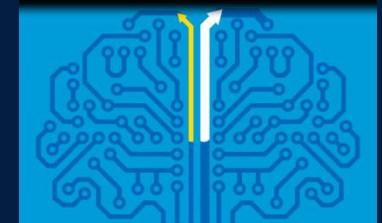


## How to effectively engage in a systematic way

- Leaders and Teams
- on Daily Continuous Improvement
- In a sustainable way?
- WE NEED KATA!

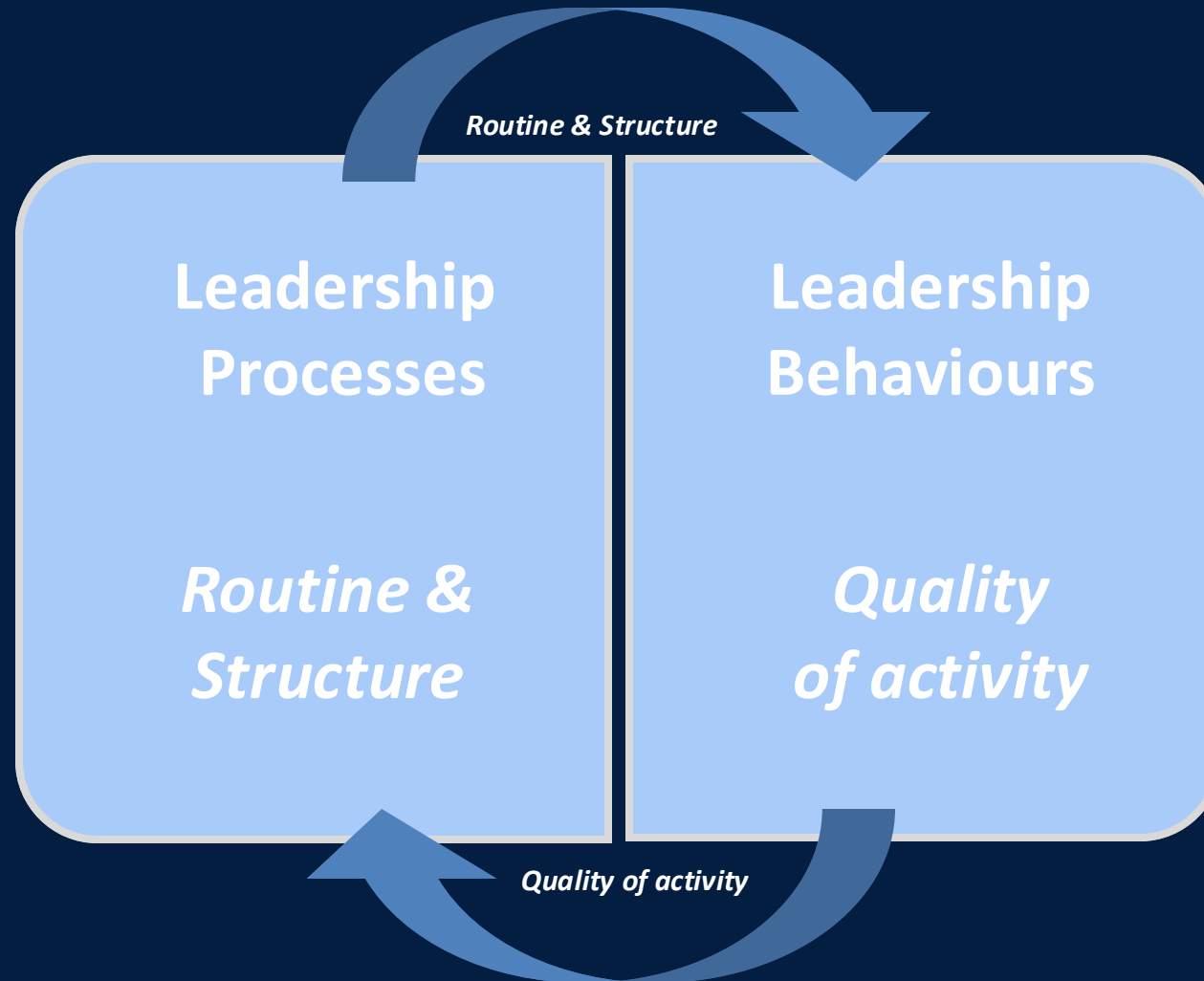


## Neuroplasticity

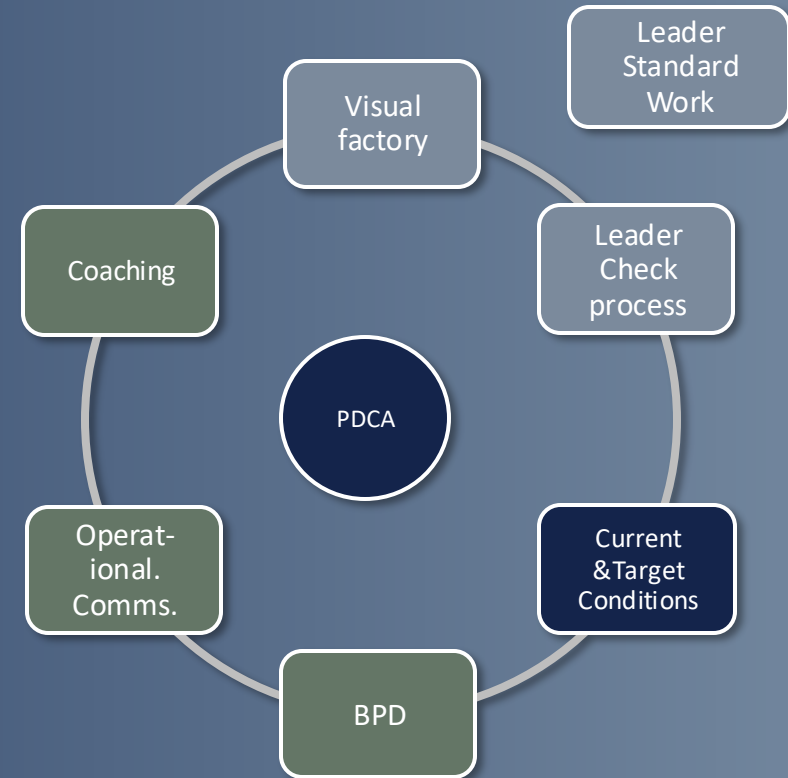


# EMS Way Model

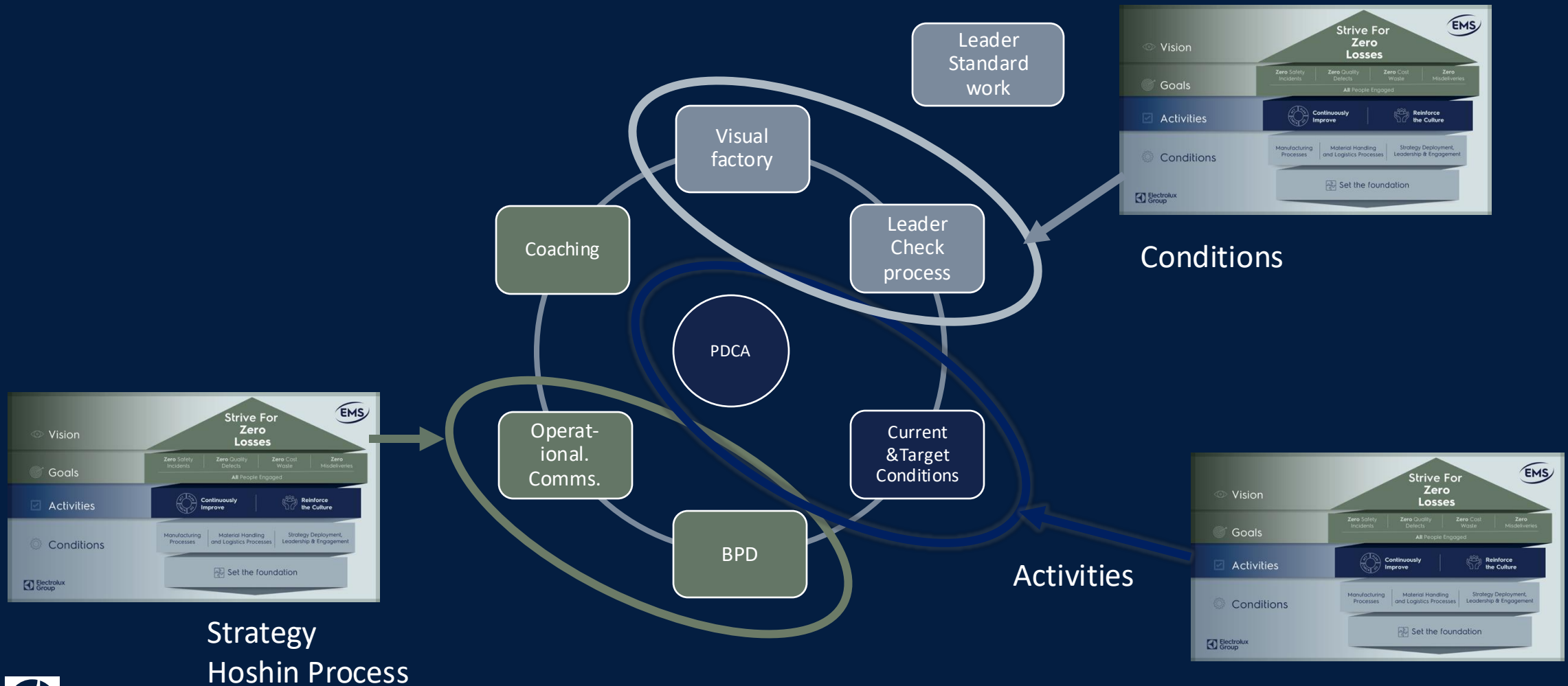
# EMS Way: Our Leadership Management System



# EMS Way : Leadership Processes

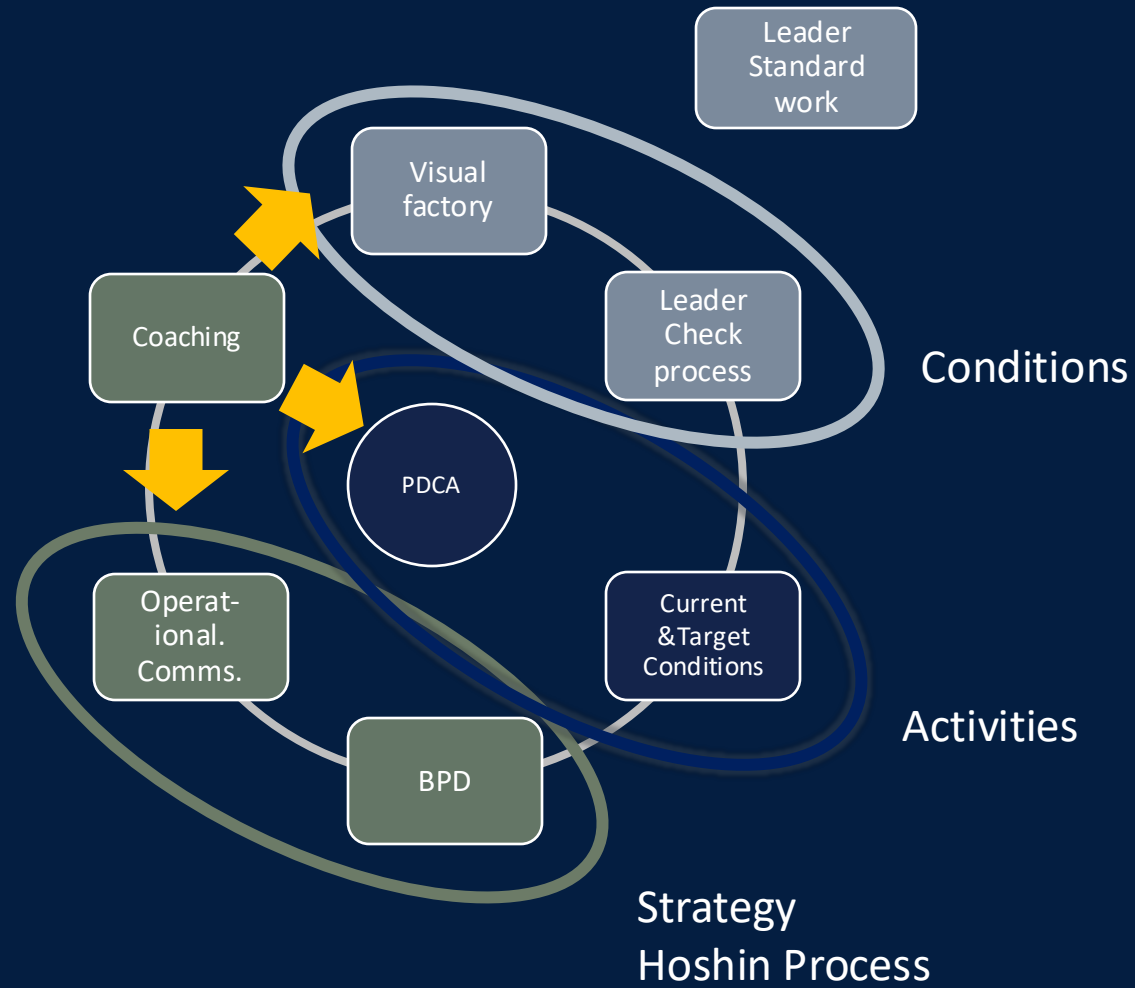


# Link to Strategy model



Strategy Hoshin Process

# Key role of Coaching



# Strategy coaching

## BPD : Plan generation

- Engaging team in building the plan to reinforce goal alignment and commitment, **people development**



Coach is challenging the plan:

- is this the best one ?
- are we able to execute it ?
- do we have right skills ?



## BPD review

- right process will deliver right results.
- Focus on methods on top of KPI
- Is our plan still the best possible one?



Leader is a coach:

- reflect on way team is working, and learning from failures.

# Conditions coaching

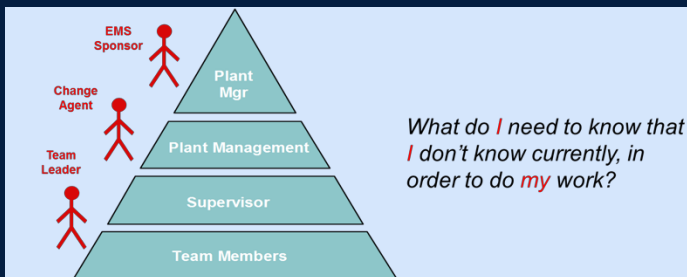
## Visual Factory for Leaders

Good application of Visual Factory

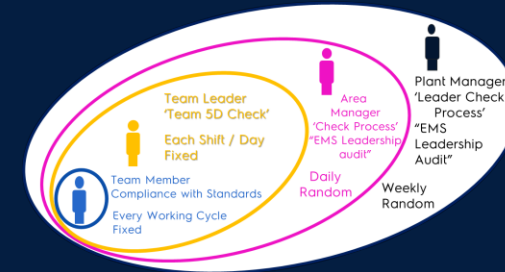
- requires **no interpretation**
- provokes the **correct reaction!**



Put yourself in the shoes of your team leader.



## Leader Check process



- Every management audit is an opportunity and investment:
- transfer energy and encourage to generate improvement.

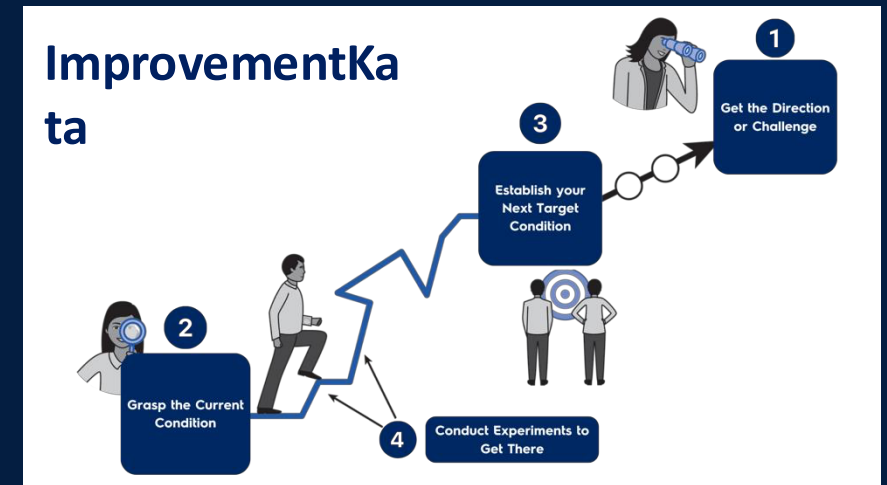
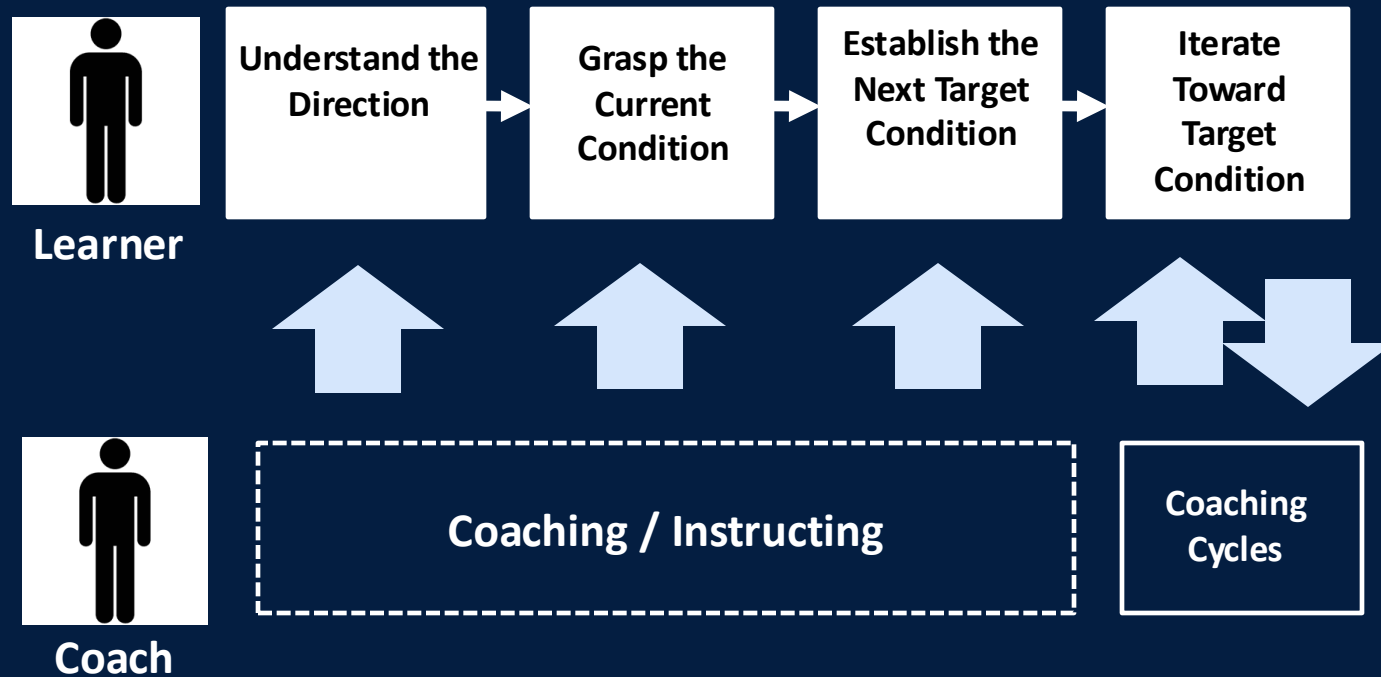
Also opportunity for coaching and giving proper feedback (4:1), way to motivate people

Coaching for Correction

Coaching for Development



# Activities coaching

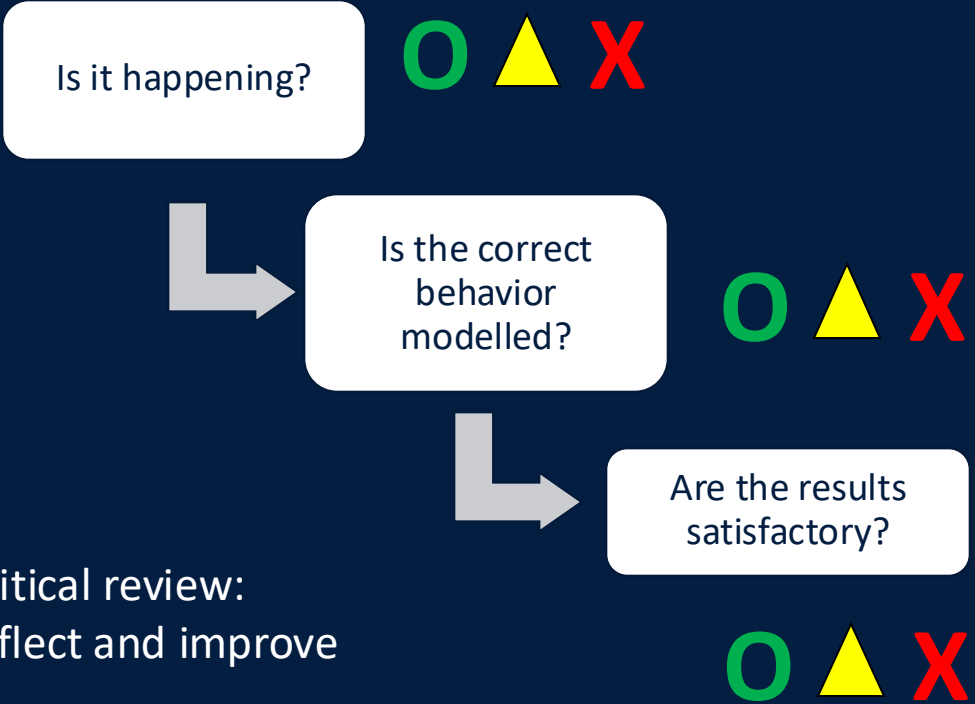


Coaching must become a habit !



# Leader Standard Work

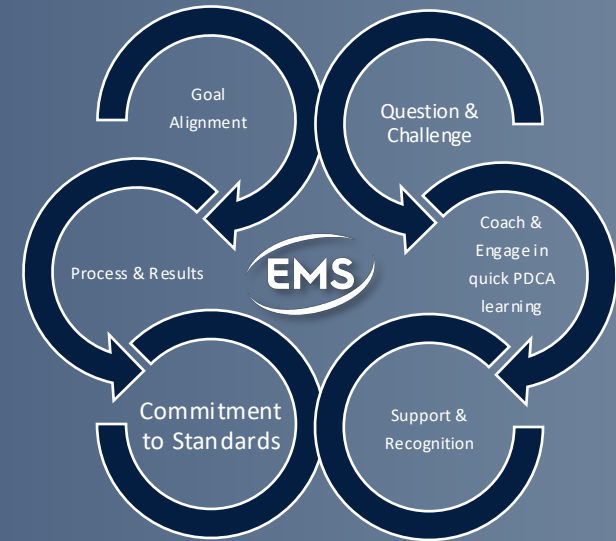
LSW: **glue** to make all these leadership processes together, consistent, sustainable.



Critical review:  
reflect and improve

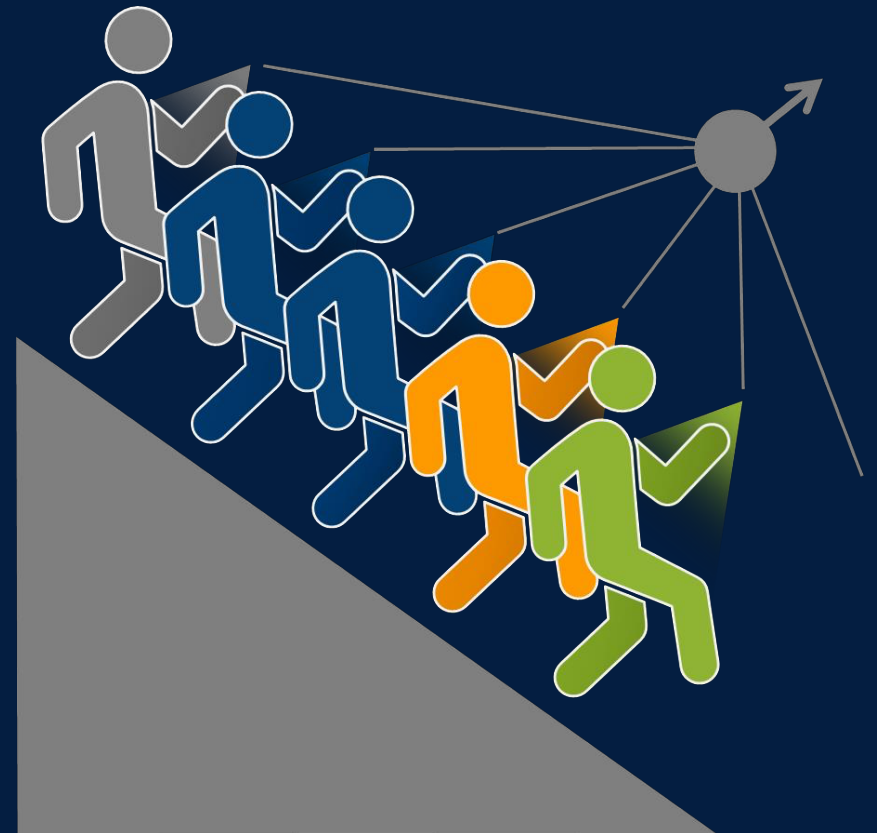


# EMS Way : Leadership Behaviour



# Behavior #1: Goal Alignment

- Clear, shared **goals**.
- Sense of urgency and **focus**.
- Well defined **expectations** for:
  - process-based target conditions
  - intermediate steps and results



# Behavior #2: Process & Results

- The **right process** will produce the **right results**.
- **Go & see** the actual process.
- **Observe** and discuss **facts**.



# Behavior #3: Commitment to Standards

- Standards are the basis of continuous improvement
- **Encourage** creation and revision of **standards**
- Ensure **compliance** to standards.



# Behavior #4: Question & Challenge

- **Challenge** the process and thinking.
- Increase knowledge in the basic principles of the work
- Ask Why?
- Seek perfection.



## Behavior #5:

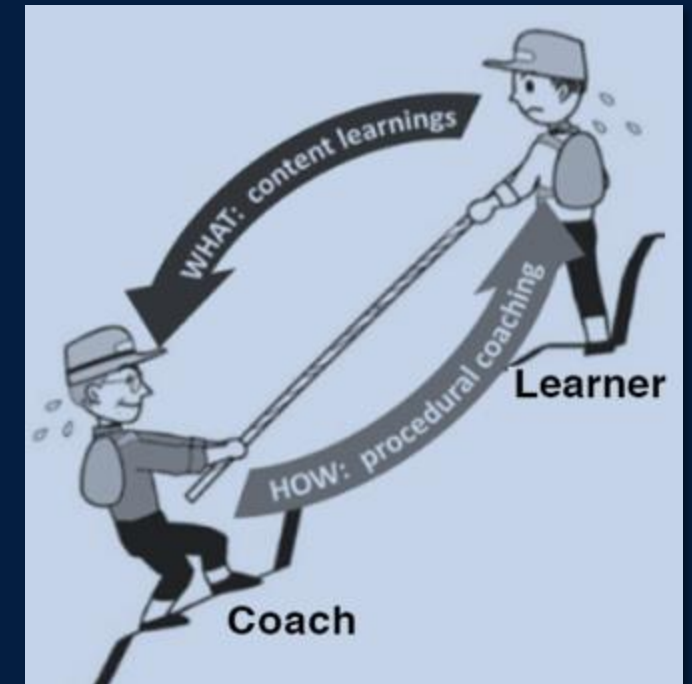
### Coach & Engage teams in quick PDCA learning

- Encourage **initiative** and **learning** through rapid PDCA experiments
- **Ask questions – don't give solutions.**
- **Actively listen.**
- Create **environment for learning.**
- Build **energy**: 'lets do it now'.
- Using heads not wallets.



# Behavior #5: Coach & Engage teams in quick PDCA learning

- **accepting responsibility** for the learner's success, but
- **not directing** the content of the learner's actions
- **guiding from behind**, empowering the learner to experiment
- **teaching people to think** and see opportunities
- focus on **learnings and development**



*“Kata isn’t a problem-solving method — it’s a skill-development method.” (Mike Rother)*



# Behavior #6: Support & Recognition

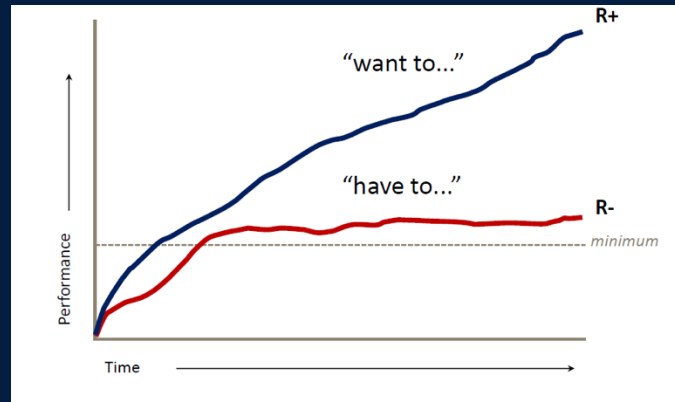
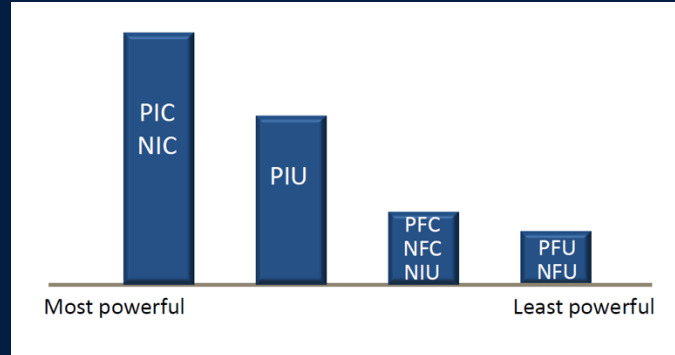
- Help teams succeed by supporting them to **develop** and **own** the improvement process
- Acting with patience, calmness, humility and objectivity .
- Removing barriers.
- Provide regular, constructive **feedback**.
- **Celebrate** success.



# Power of feedback on shaping behaviours



*Aubrey Daniels: 'Habitual change is driven by consequences'*



- **Immediate, Certain** consequences are the key for high performance.
- Want to...have to...discretionary effort.
- Research indicates a **4:1 reinforcement ratio** should be used to shape the desired behavior so that it becomes consistent.



# Behavioral Change begins with Leaders

- Behavior at all levels is directly influenced by leadership through expectations and rewards.
- Every day, we set standards, communicate, measure, and create consequences for people which drives workplace culture and performance.
- Most of how your plant feels comes from you and the people around you.



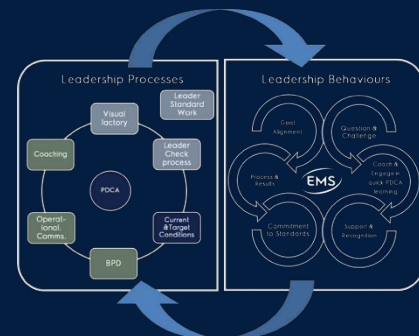
What makes the difference are routines and behaviour:

# the way Leaders interact with their teams!

Leader as a Coach



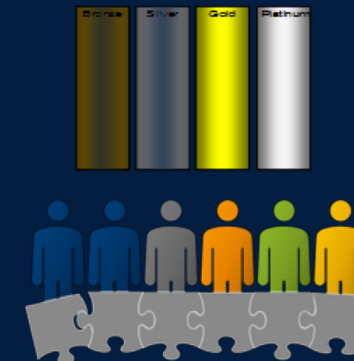
Leader behaviour and Routine



Team Routine

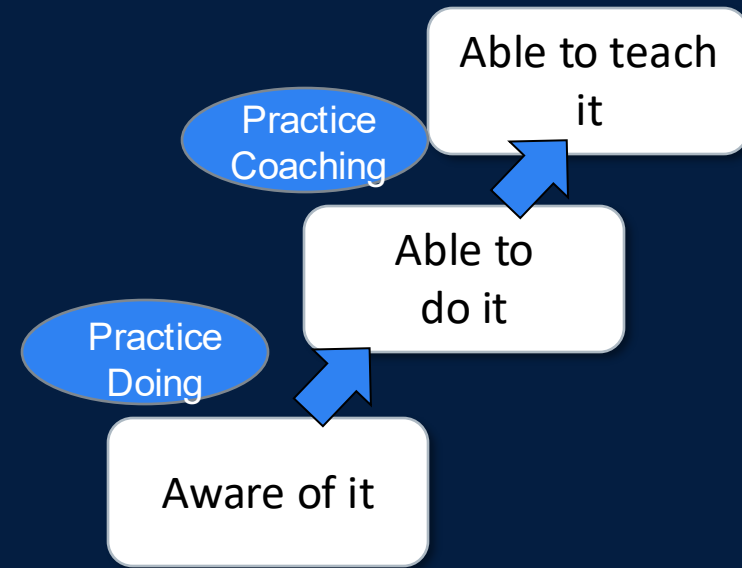
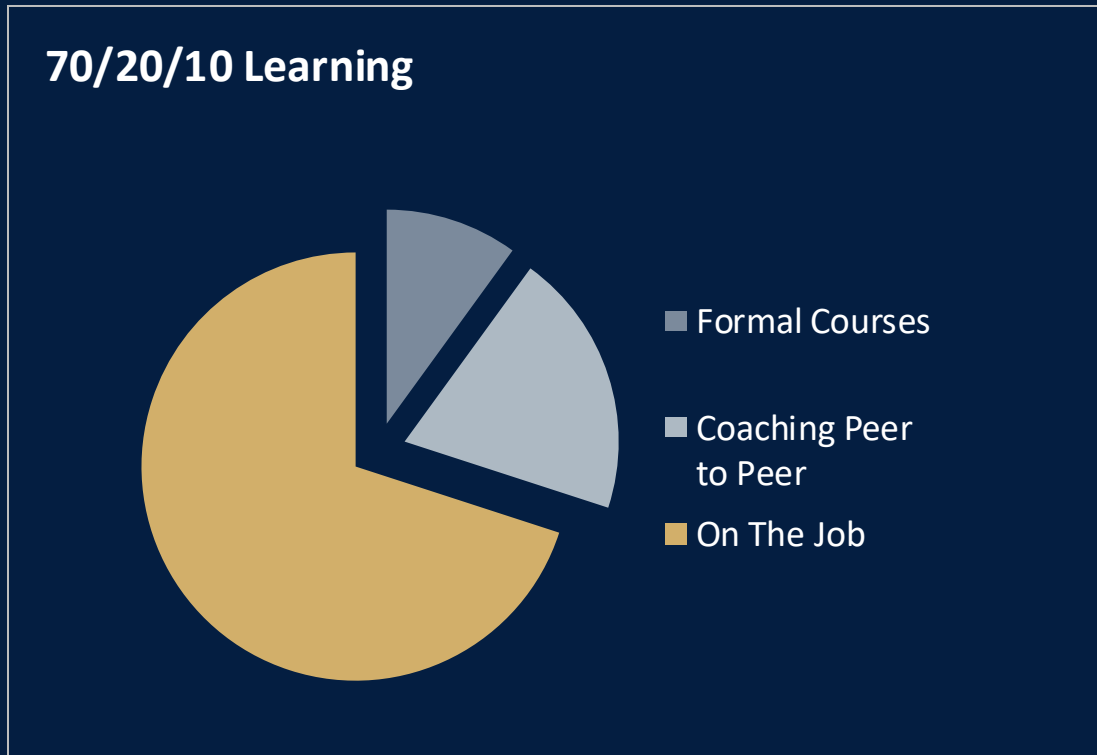


Cultural & Operational Excellence



How to develop Leaders?

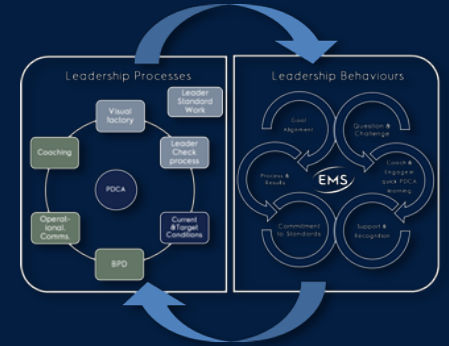
# Experiential Training approach



# EMS Way Leadership Academy: Overview



- 8 Leadership Processes modules plus Intro
- Each module consists of 1 hour of **explanation** + 1-3 hours practical **exercise** + 1 hour peer-to-peer **review** & comments
- Leaders are practicing leadership processes and behaviour **helping to improve process** in one shopfloor area, with scope defined by the hosting plant

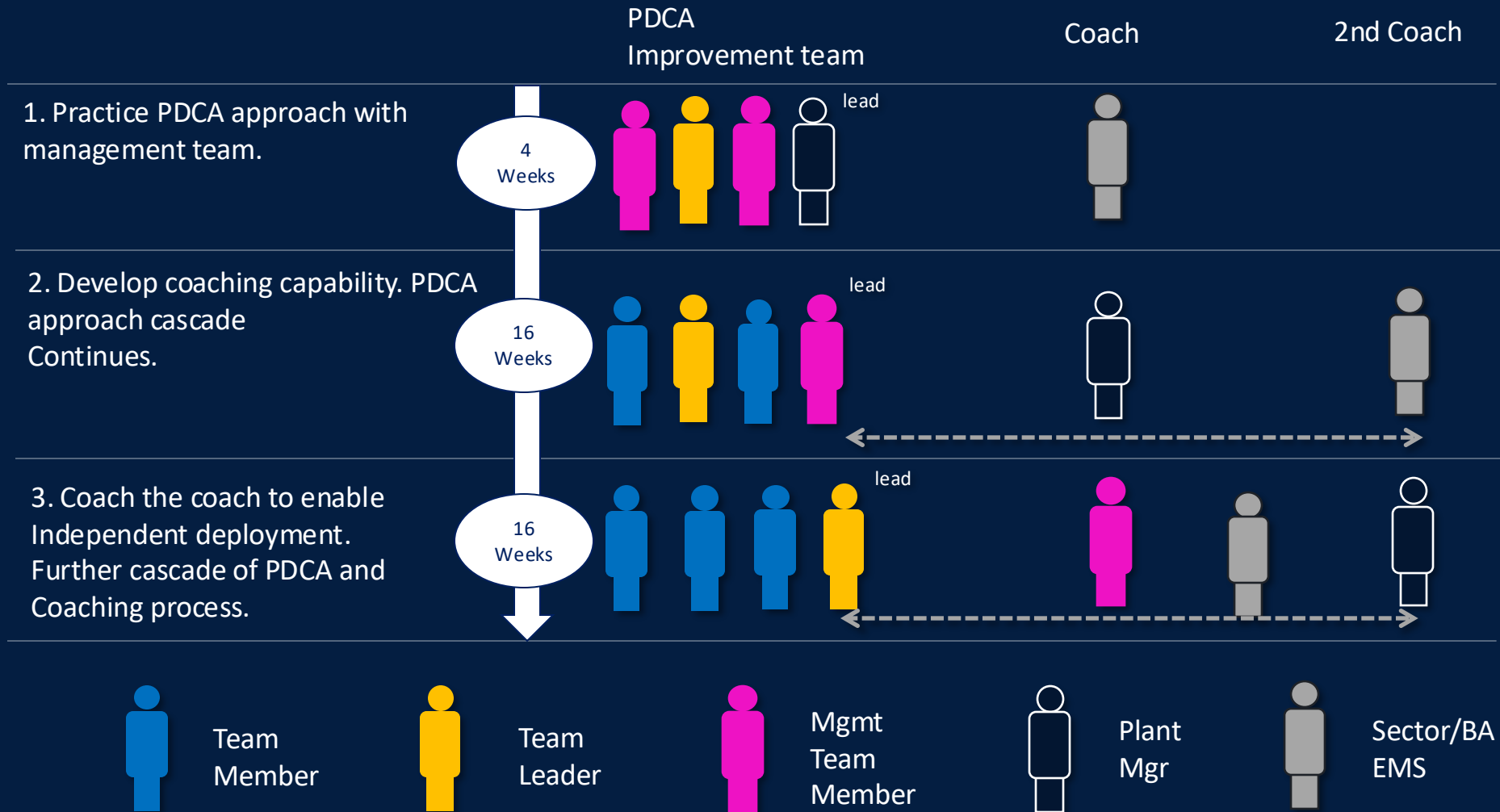


## Leadership Learning Outcomes

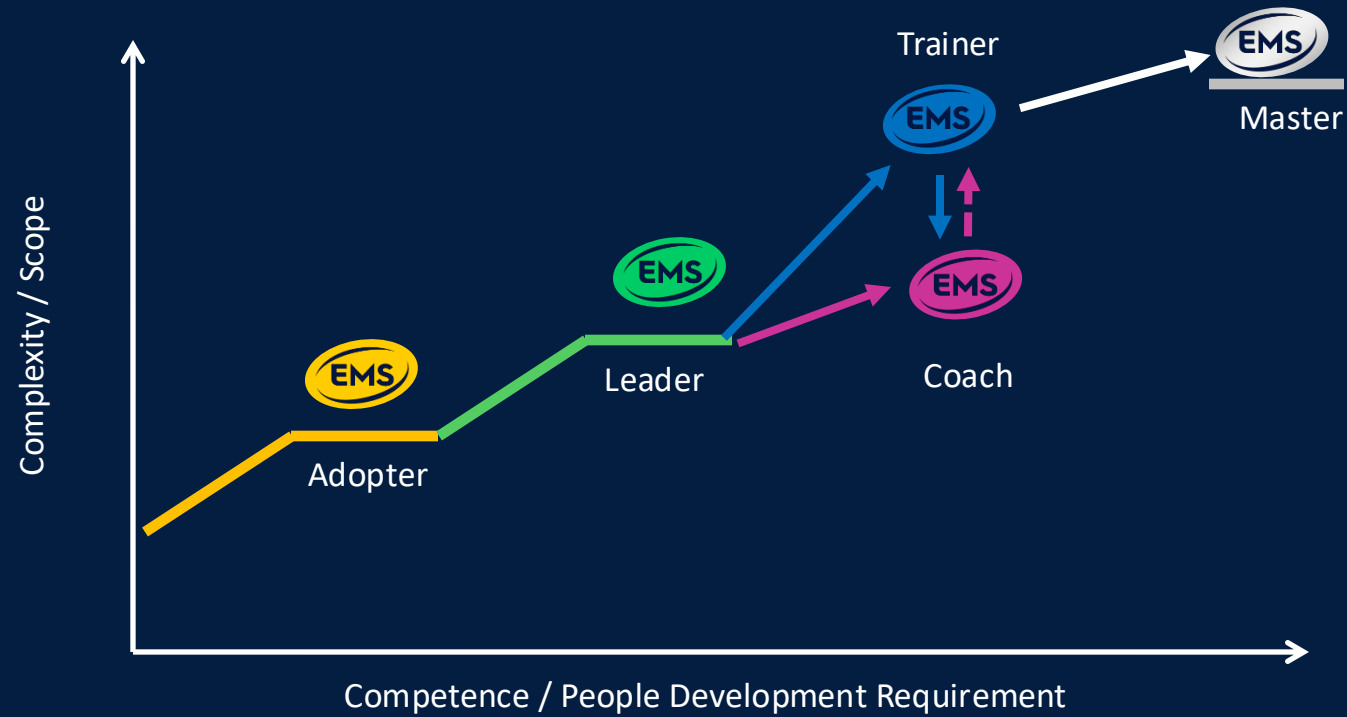
- Increase leadership understanding of process excellence from a cultural perspective.
- Experiment **leadership routines and behaviors** to support process excellence.
- Experiment Improvement Kata and Coaching Kata
- **Become a developer more than a director.**



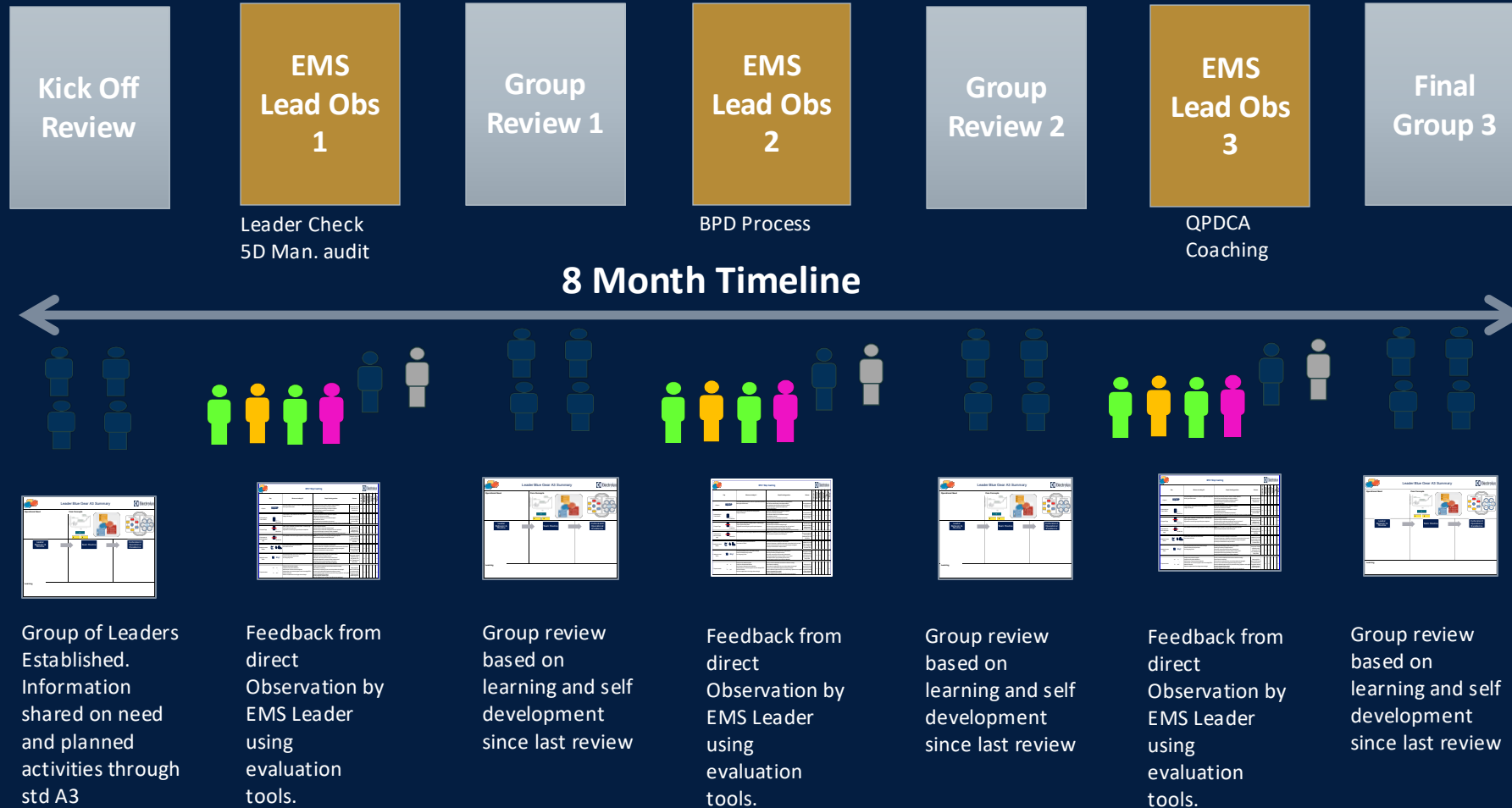
# Deployment Approach



# EMS Certification : Ladder of Progression



# Leader Gear: Peer to Peer Development Process



# EMS Way impact: Combining Operational excellence with People excellence

**39**

Editions of **EMS Way Leadership Academy**

**458**

Leaders trained, starting from Senior Leaders

Already certified as EMS Coach

Plant Managers

**90%**

Area & Supply Chain  
Managers

**75%**

**77%**

(380) of our teams in the factories using EMS Way now

**>700**

reported workshops



# Questions?



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TBD**



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## 6 Solutions for Overcoming Improvement Challenges

June 1, 2023

For organizations of all types, continuous improvement is vital for building a culture of innovation, remaining competitive, ensuring...



## What Is Continuous Improvement? Everything You Need to Know to Improve Your Workplace

May 31, 2023

Continuous improvement is not a one-time project or initiative; it is an ongoing continuous improvement mindset and culture that should be...



## Understanding the Importance of Lean Business Process Management Software

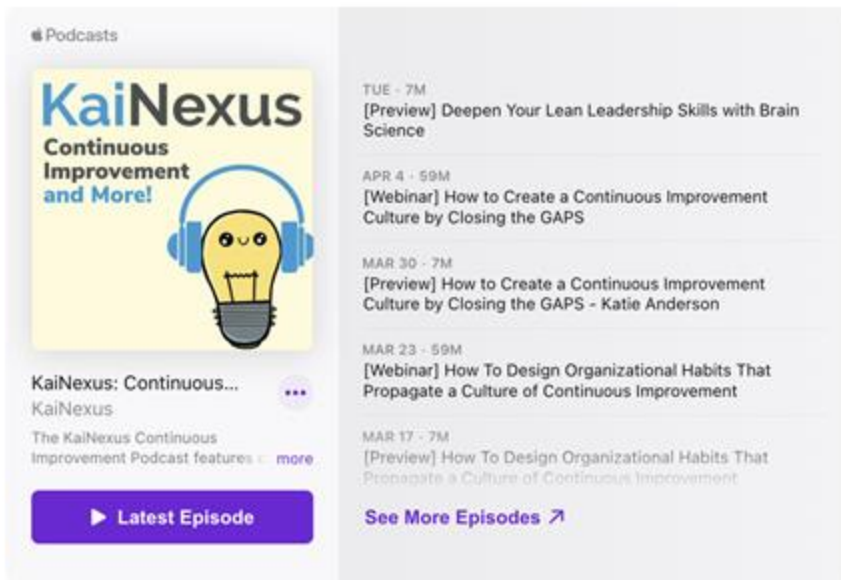
May 25, 2023

Kainexus Logo

Companies constantly seek ways to improve process efficiency and reduce waste in today's rapidly changing business landscape. One approach...



# The KaiNexus Podcast



The screenshot shows the Apple Podcasts interface for the KaiNexus podcast. The header includes the Apple Podcasts logo and the text "Podcasts". The main image is the podcast cover, which features the text "KaiNexus Continuous Improvement and More!" and a cartoon lightbulb wearing headphones. Below the cover, the podcast title "KaiNexus: Continuous..." and the publisher "KaiNexus" are visible. A description states "The KaiNexus Continuous Improvement Podcast features..." followed by a "more" link. A purple button labeled "Latest Episode" is at the bottom left. The episode list on the right includes:

- TUE - 7M [Preview] Deepen Your Lean Leadership Skills with Brain Science
- APR 4 - 59M [Webinar] How to Create a Continuous Improvement Culture by Closing the GAPS
- MAR 30 - 7M [Preview] How to Create a Continuous Improvement Culture by Closing the GAPS - Katie Anderson
- MAR 23 - 59M [Webinar] How To Design Organizational Habits That Propagate a Culture of Continuous Improvement
- MAR 17 - 7M [Preview] How To Design Organizational Habits That Propagate a Culture of Continuous Improvement

A "See More Episodes" link with an external icon is at the bottom of the list.

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