

How Lean Is Your Thinking?

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Purpose

Self Reflection on the Lean Attributes in your organization

Objectives

1. Identify strengths and weaknesses in your Lean Journey
2. Create a focus for action

Agenda

- Review of Purpose, Process, People
- Reflection
- Taking Action

Why do transformations fail?

- Lack of Urgency
- Not communicating vision
- Not communicating how people can take action on the vision
- Leadership committed in words not actions
- Undisciplined standard management
- Not focusing on short cycles of improvement
- Reaching an “end state”



Purpose Questions

1. Company mission, vision, and / or values reflect Lean principles (Customer Value, Respect for People, Continuous Improvement)
2. Company mission, vision, and / or values are known and regularly communicated at all levels of the organization
3. Customer Value plays a crucial role in planning at all levels

People Questions

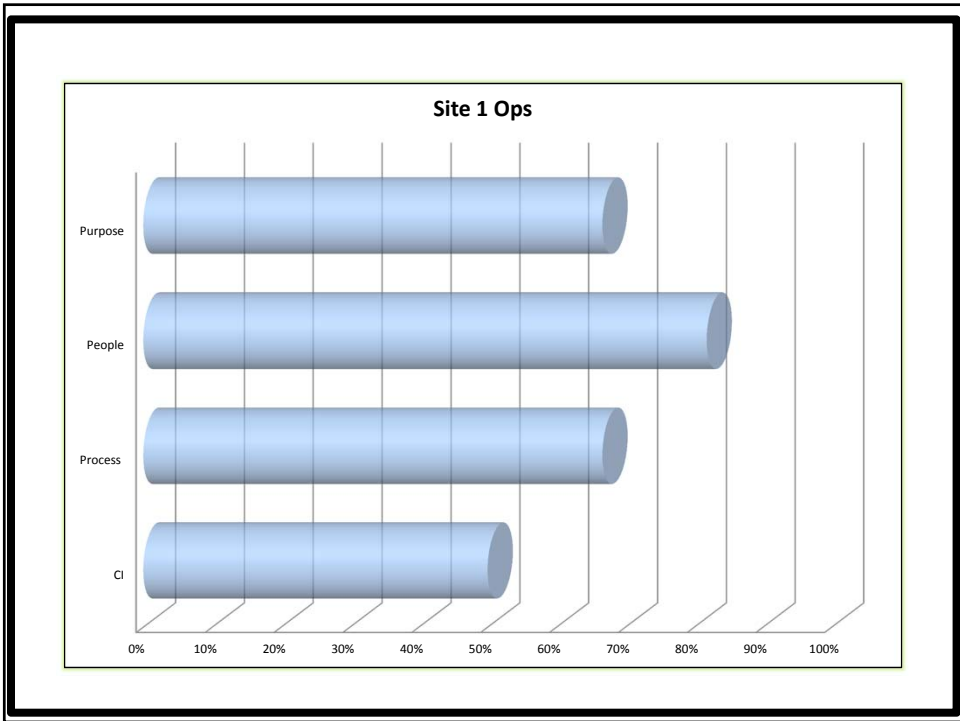
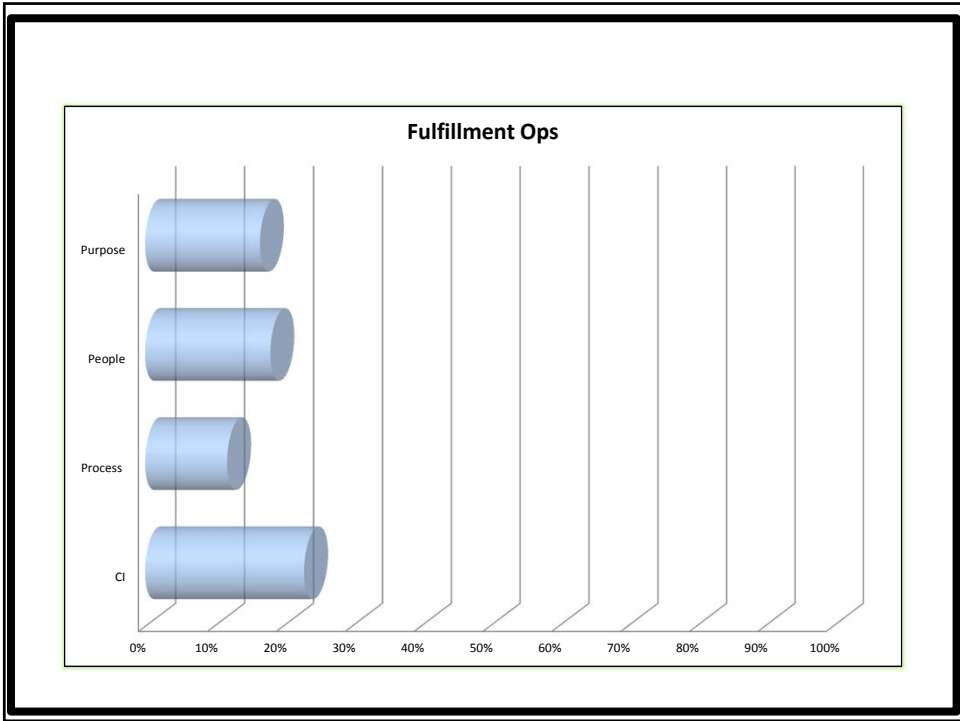
1. Respect for people is consistently applied to decision making and is present in all levels of the company
2. Problems are valued, discussed, and acted upon with openness focusing on facts not people
3. People take ownership of concerns and lead improvement activities.

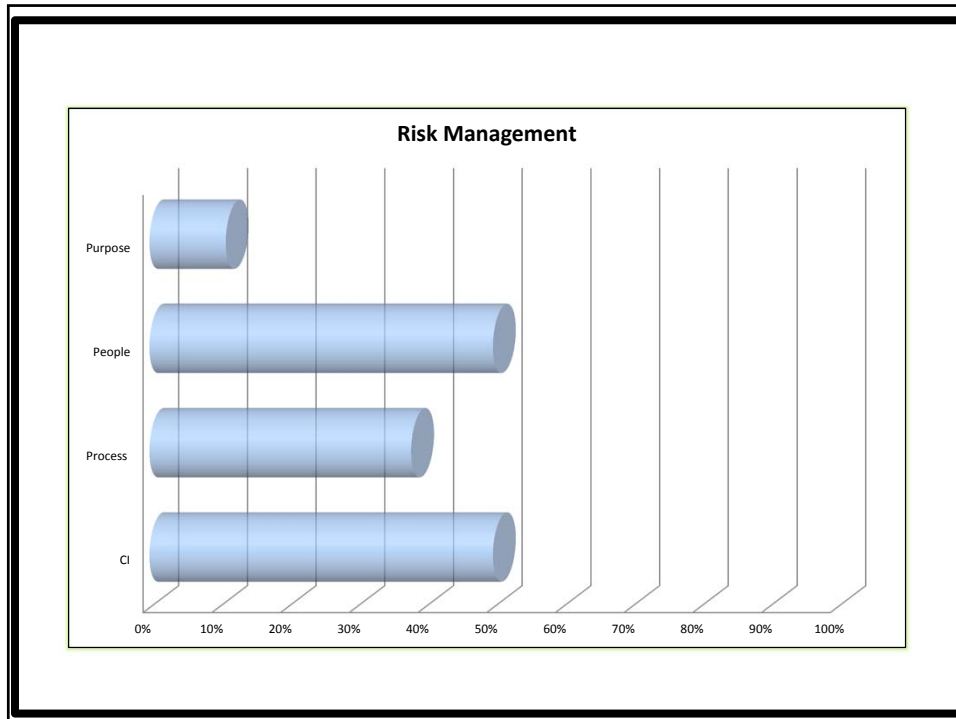
Process Questions

1. Only the relevant supplies, tools, equipment, and documentation available in the workstation
2. All employees have had awareness training and understand the purpose of 5s
3. Supervisors and managers undertake regular 5s audits, with action plans evident for non-conforming items

PDCA / CI Questions

1. Management and improvement support resources use workload signal data to identify bottlenecks and to improve them
2. Project managers, developers and other support staff encourage feedback from production, and build those improvements or changes into future programs
3. 8 Step problem or other structured problem solving practices are institutionalized





Reflection Exercise

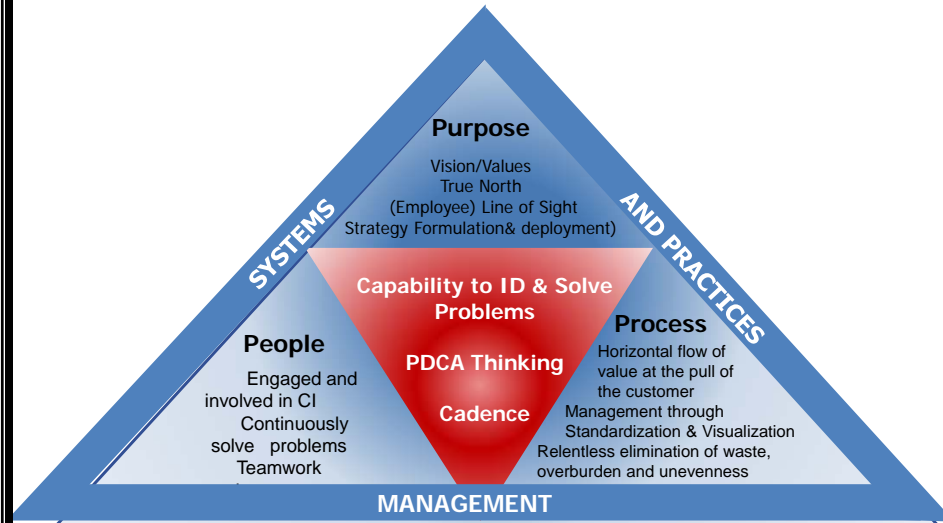
- Self Evaluate
- Take an “outside view”
- Summarize Data
- Ask questions

Reflection Focus

1. What I Know – the Gap	2. How to Confirm
1. What Actions Do I Need to Take	2. When Will I Take Them

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Take Action!!



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