



Managing To Create Problem-Solvers

Lean  **Transformation**
Summit 2017
Carlsbad, CA | March 7-8, 2017

The Evolution of Lean

Growing Communities of Learners

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From Individual Learning to Learning Together

Where Lean came from:

One of the lean pioneers from the 90s – Lantech

Where Lean is going:

An industry leader that is trying to reinvent itself – Turner Construction
– SBP



2017 – Lean Enterprise Institute's 20th Anniversary

A time for reflection:

- Where are we? What has been Lean's triumphs and failures?
- What has been the impact of LEI and of lean in the world?
- Where should LEI and lean be in 5 years?

We will come back to this later.....



Toyota's influence on the lean community

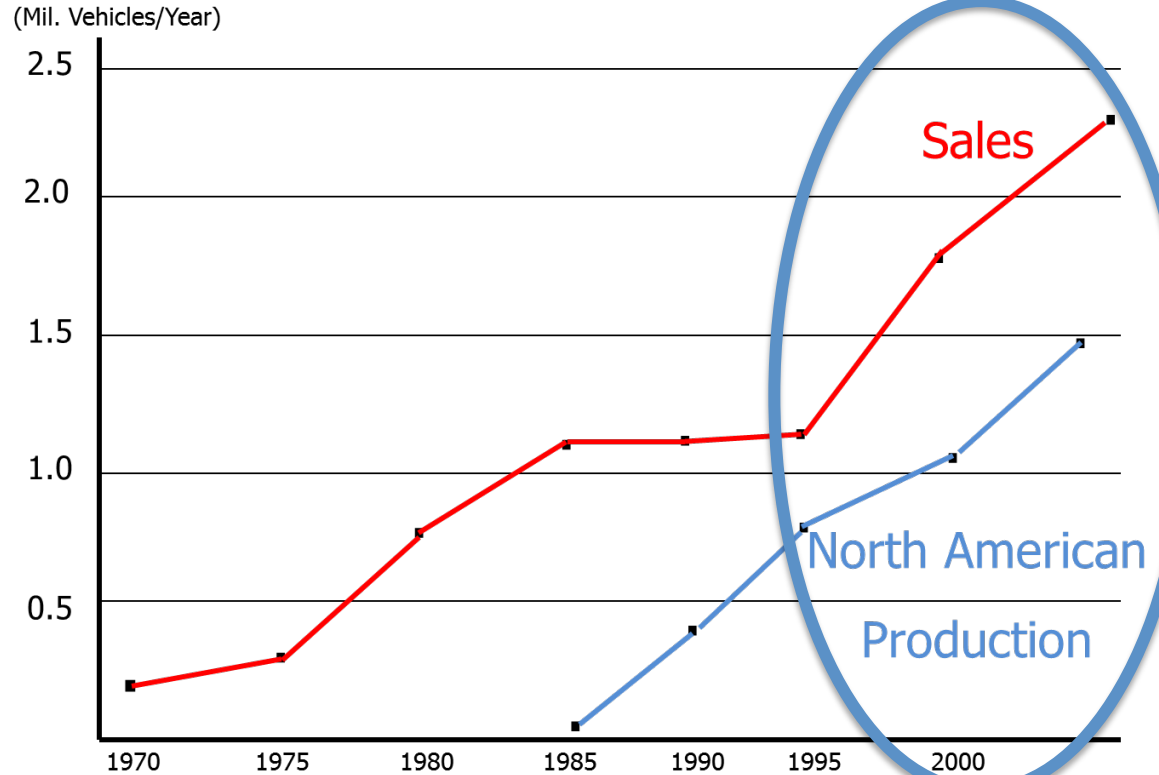
Some Background

- Toyota established and evolved the Toyota Production System over the course of decades, inspired by key thinkers like Taichii Ohno and Eiji Toyoda (40 years)
- In 1984, NUMMI established in California as a key step in Toyota's experiment to take its production system overseas.
- In 1990, "Machine that Changed the World", written by Jim Womack and others revealed the Toyota Production System to the world.
- In 1995-2005, Toyota faced challenge with a sharp spike in demand



What Happened to Toyota During That Timeframe

- Toyota more than doubled sales from '95-'05
- Tripled production capacity in same timeframe



TSSC introduced TPS to other manufacturers

- Established in 1992
- Focused 80/20 on Toyota Suppliers & General Manufacturers (toys, furniture, others)
- 2008 branched out to non-profits, hospitals, government



Toyota clearly saw that TPS could be successful in any industry....

- The tools
- The thinking
- The culture

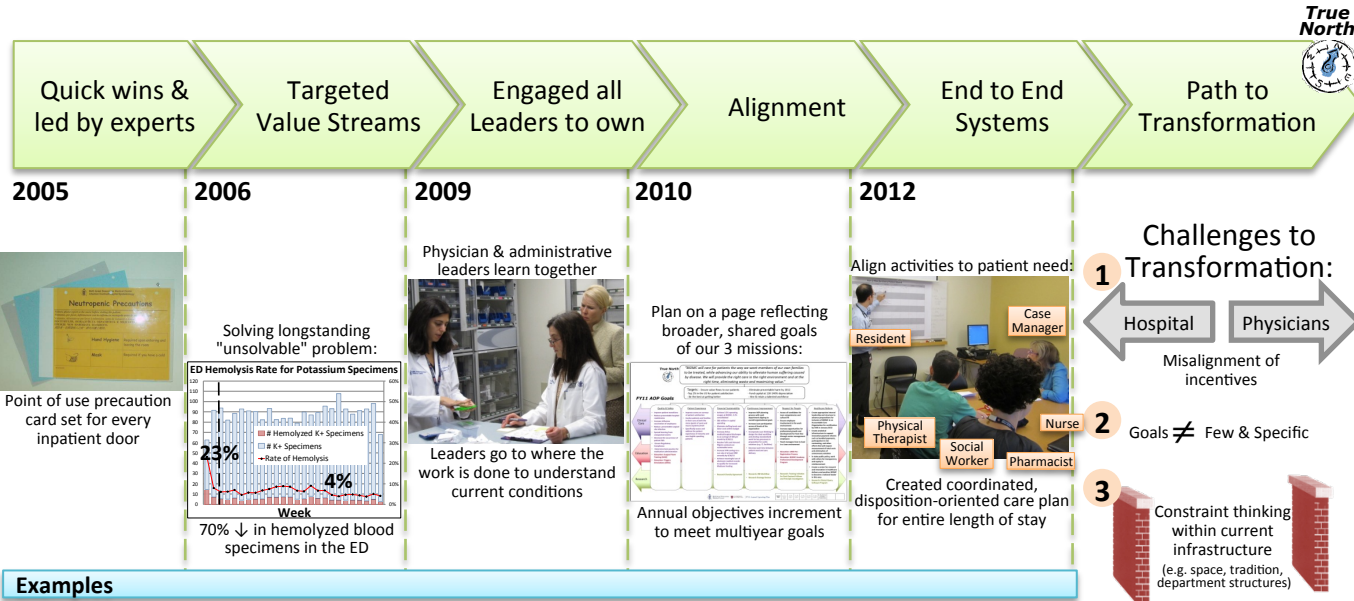
....could be applied in many companies.



TPS enters a nontraditional sector – Healthcare





Evolution of Lean Thinking




Multiple dimensions

Path to Transformation

- Everyone, Everyday
- Spread
- Standardization
- Zero defects
- Highest Productivity
- Patient Focus
- Mutual long term prosperity
- Be a leader in healthcare redesign

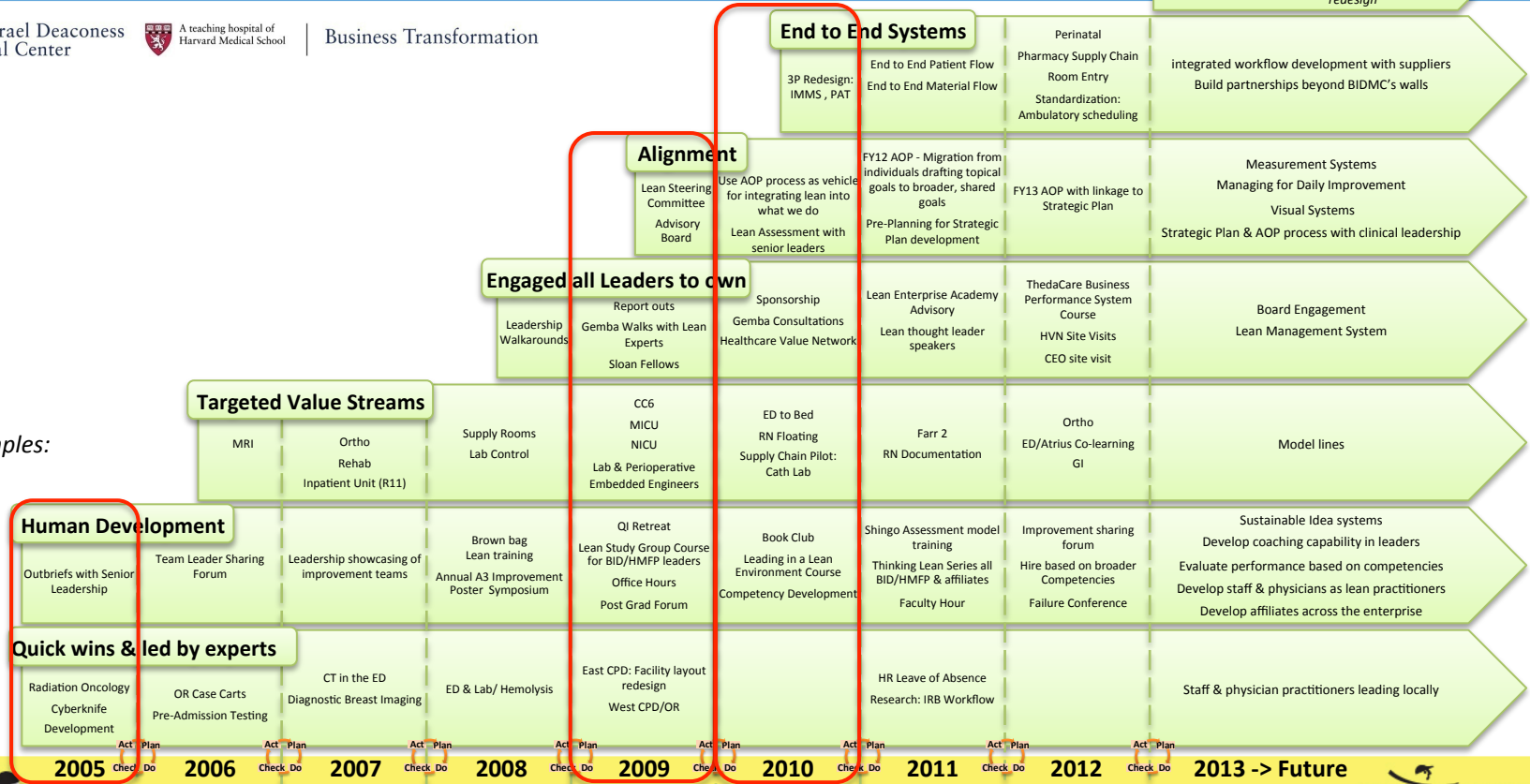
Beth Israel Deaconess Medical Center



A teaching hospital of Harvard Medical School

Business Transformation

Key Examples:

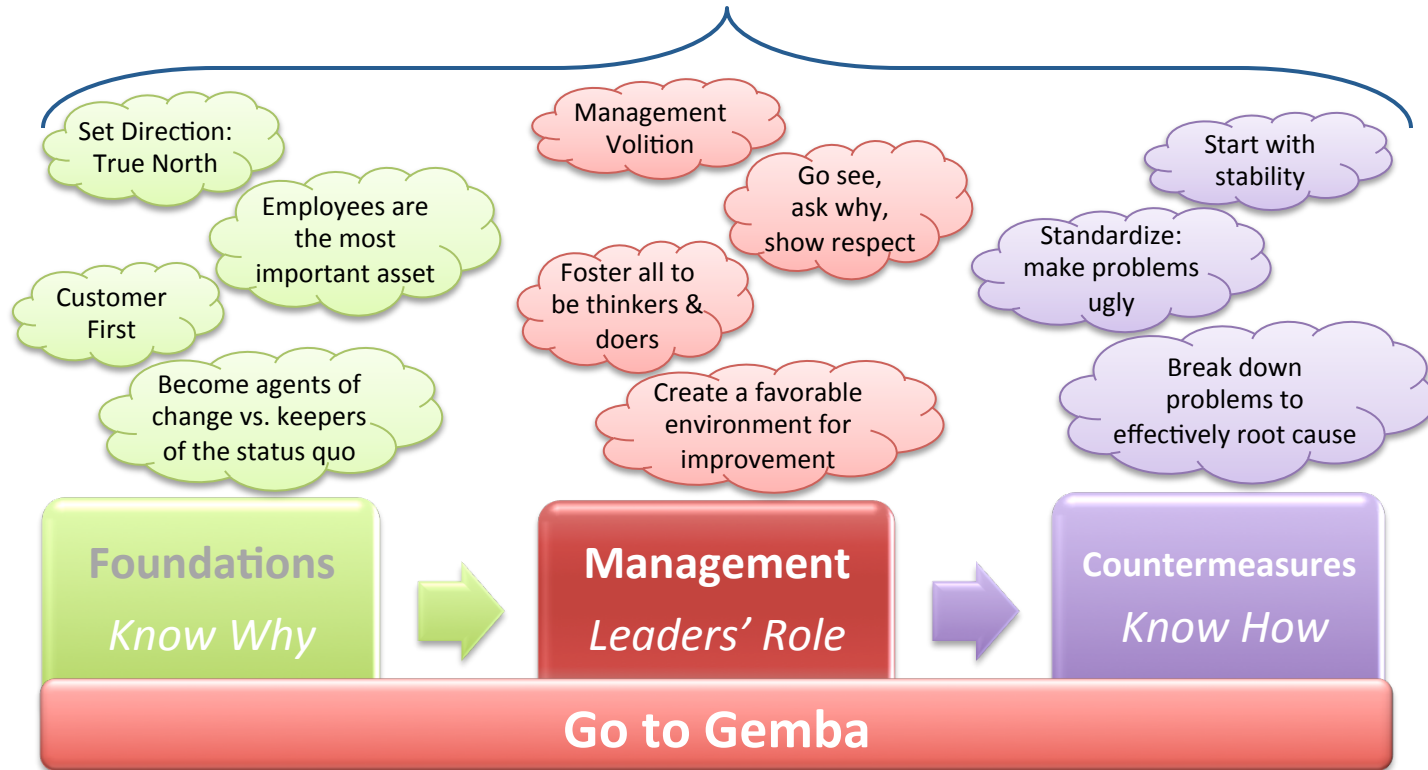


Aligned to AOP Process & Strategic Plan

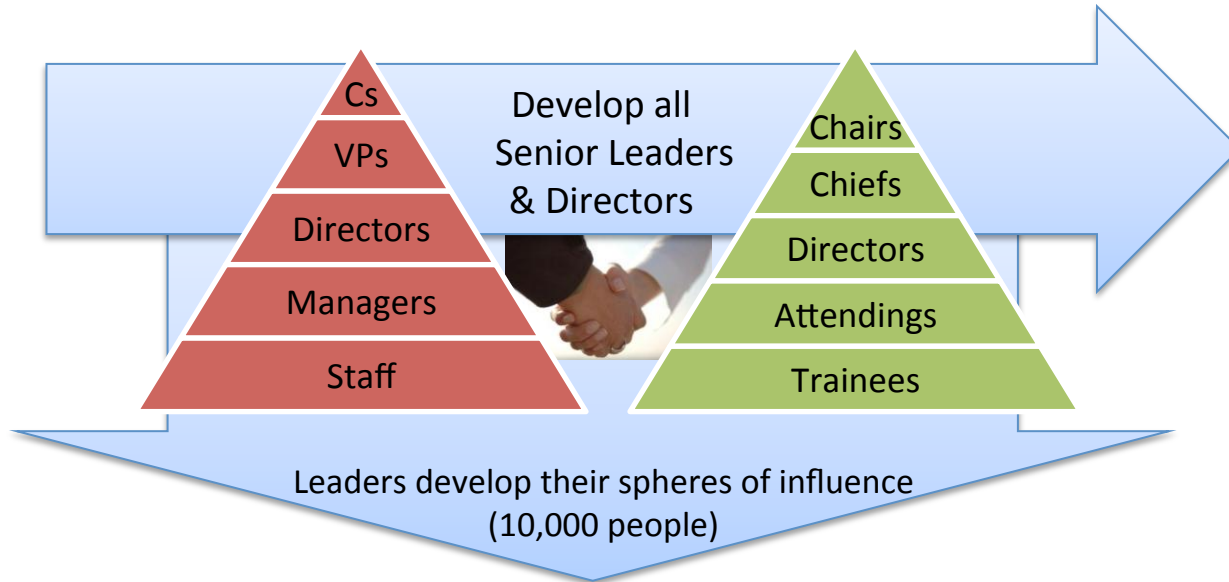


Lean Leadership Development

Learn to See



Two Organizations, One Management Team



Ownership = Diffusion



Early Transformation



Transformational

Easier
Better
Faster
Cheaper

Transitional



Traditional

Leaders applied their new way of thinking into running the business differently



Beth Israel Deaconess
Medical Center

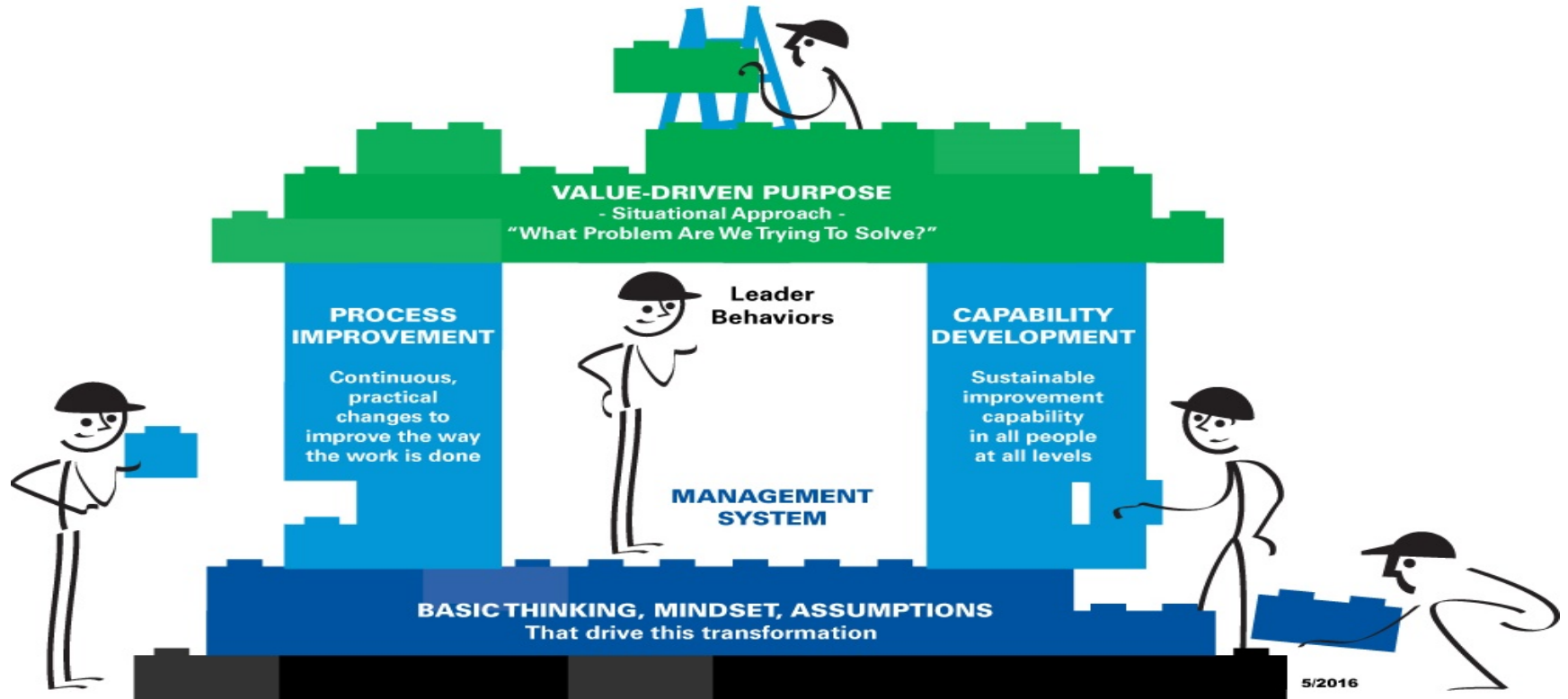


A teaching hospital of
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What have we learned? - Lean Transformation Framework



Transformation Questions

1. What is our **purpose**, what **value to create**, or what **problem** are we trying to solve,?
2. How do we **do and improve** the **actual work**?
3. How do we **develop the capabilities** we need?
4. What **management system** and **leadership behaviors** are required to support the new way of working?
5. What **basic thinking** or assumptions underlie this transformation?

<https://youtu.be/oeRXOT8lv0g>



2017 – LEI's 20th Anniversary

Back to LEI's reflection:

- Where are we? What has been Lean's triumphs and failures?
- What has been the impact of LEI and of lean in the world?
- Where should LEI and lean be in 5 years?



Some of Our Thoughts

- 1) Sectors that strongly impact society (e.g. Non profits, Government)
- 2) Education – integrate lean thinking & practice curriculum into university and public educational system
- 3) Positively impact the work of a broader segment of the workforce (not just production)
 - Administration
 - Customer-facing work
- 4) Research – what works, what doesn't
- 5) Knowledge Management - capture what we've learned to prevent degradation over time, that is shareable, is researchable



Sli.do : Where should LEI & Lean Community invest our energy?

- 1) Sectors that strongly impact society
- 2) Education
- 3) A broader segment of the workforce (not just production)
- 4) Research
- 5) Build deeper knowledge amongst our community; Create communities of learners



Show Slido

Sli.do : Where should LEI & Lean Community invest our energy? *****RESULTS*****

- 1) Sectors that strongly impact society
- 2) Education
- 3) A broader segment of the workforce (not just production)
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Our Challenge to You

Who will you partner with to improve the world?





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