

# Surfing, Creating, and Sustaining a Lean Culture

Sammy Obara



## Managing To Create Problem-Solvers

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

# Against all odds



**How a surf school defied traditional beliefs and proved Lean can work everywhere.**



# Pacific Surfing School



# Pacific Surfing School



# Pacific Surfing School



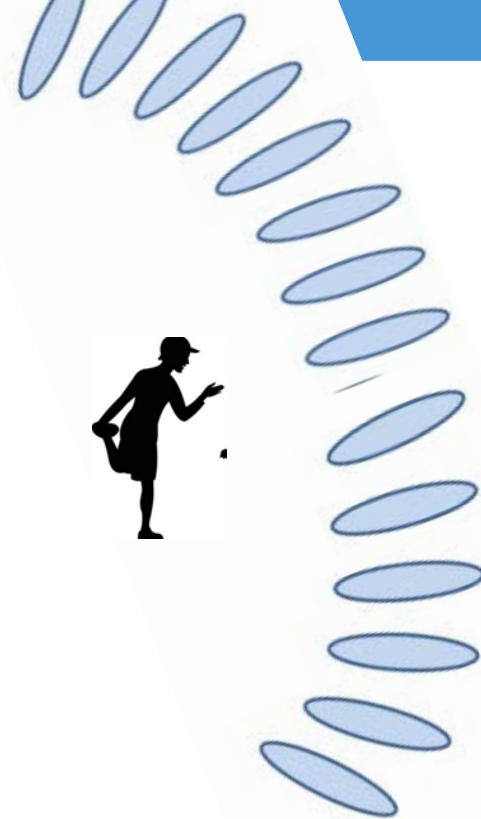
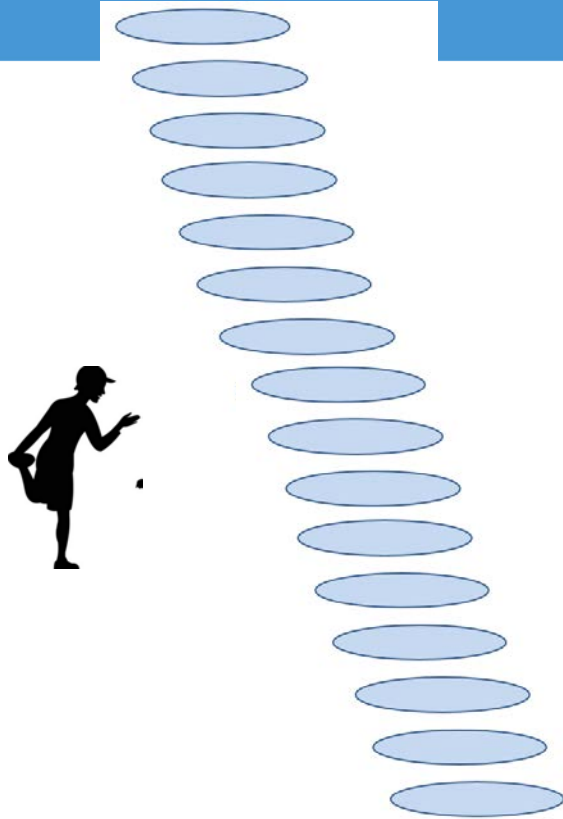
# Pacific Surfing School



# Boards lined up for next class



# kaizen to reduce motion



**Layout in line**



**Layout in "U"**

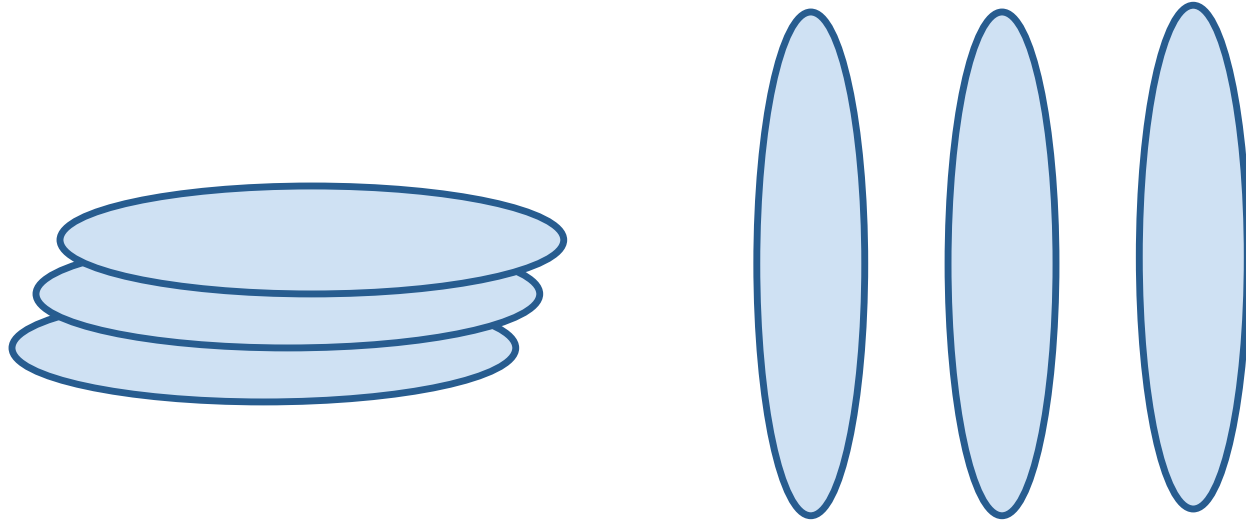




# Damaged boards waiting to be fixed



# Kaizen to improve visibility of defects



**Piling up**



**Visual sign**



# Wetsuits hanging to dry



# Separated by color



# Wetsuits



Separated by colors → Separated by sizes



# Instructions – Land lesson



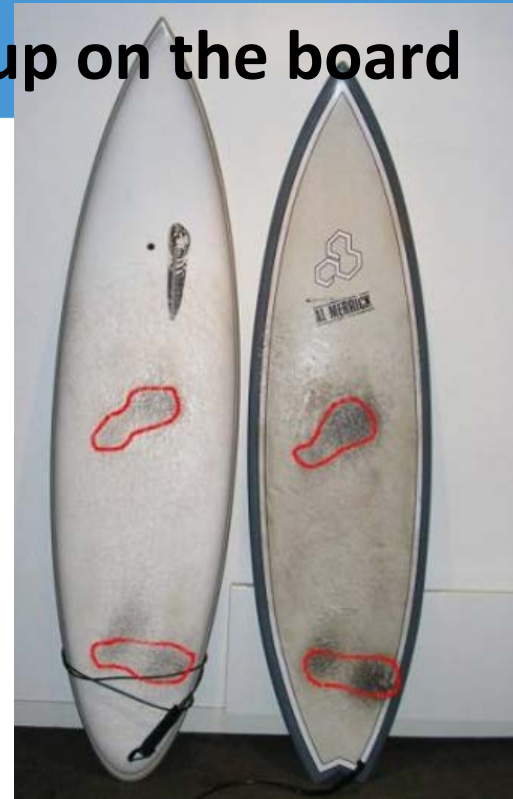
Simulated exercise

Stand up on the board

Repeat exercise  
**10 times**



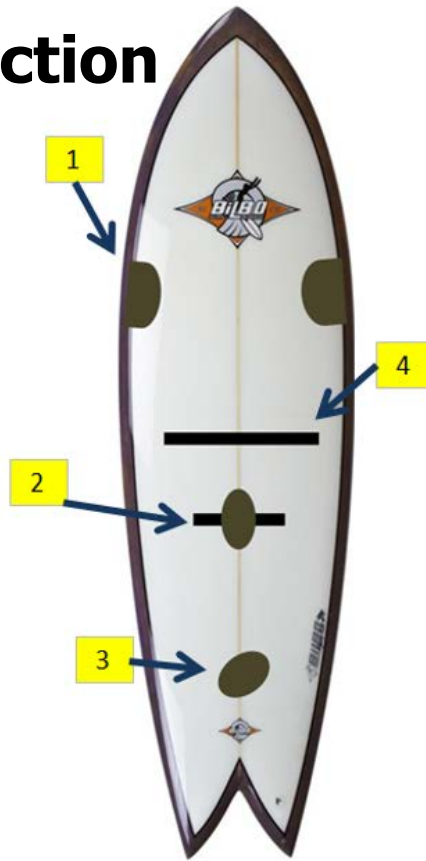
# Analysis – where to stand up on the board



# Kaizen to minimize correction



**Instructor adjusted feet position**



**Student self adjusted**







## Job Description STRIVE FOR CUSTOMER

*"A happy customer will come back and will bring others to achieve this"*

### Beginning of

#### Sand Office

- Assemble the two white tents according to PSS
- Place 30 surfboards on the sand. Follow "board"
- Put 4 school flags.
- Bring Indo Board

#### Beach Buns Office

- Open blinds and window
- Turn on photo viewer monitor
- Setup outside counter
- Setup flyer rack
- Setup photo rack
- Turn on computer on slide show.

### During the day

#### Sand Office

- Keep off
- Distribut
- the tent.
- Make su
- Fix boar
- Make su
- Hang we
- profession
- Do Indo
- Distribut

#### Beach Buns Off

- Keep off
- Distribut
- Take stu

- Schedule class: try to accommodate group class students in classes that already have sign-ups in order to fill an instructors' capacity.
- Collect payment: Try to collect check, money order or cash. Credit card is the last option.
- Offer people signing up the option to purchase photos in advance and include the purchase in the payment upfront. Give the incentive of free photos.
- Offer students the option of multi-day class at a discount.

### End of the day

#### Sand Office

- Disassemble the two white tents, remove the sand
- Wash the surfboards before putting them back on storage.
- Roll the 4 flags together for storage.
- Bring Indo Board.

#### Beach Buns Office

- Shut blinds and window. Lock the window.
- Turn off photo viewer monitor and shut down computer.
- Bring outside counter to the store.
- Collect flyer rack
- Collect photo rack



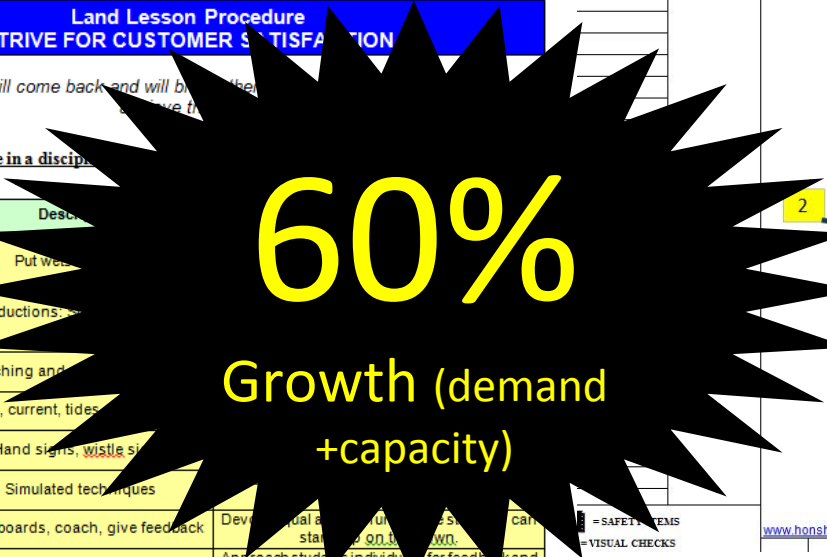


**Land Lesson Procedure  
STRIVE FOR CUSTOMER SATISFACTION**

"A happy customer will come back and will bring others with them."

Follow this procedure in a disciplined manner.

sequence	time	Description	Developmental Objectives
10	before class	Put wetsuits on	
20	5'	Introductions	
30	7'	Stretching and warm-ups	
40	5'	Safety, current, tides	
50	3'	Hand signs, whistle signals	
60	10'	Simulated techniques	
70	55'	Push boards, coach, give feedback	Develop individual skills and confidence. Students can stand on 90, 0, 180, 270.
80	5'	Announce remaining time	Approach students individually for feedback and encouragement. Sell next lesson, surf camp.
90	end	Individual feedback from students: Did they like the class?	Compliment students and offer them a coupon: free drink at Beach Buns with a purchase of photo package.



**STANDARDIZED WORK INSTRUCTION SHEET**

ISO CONTROL # 1/1  
REVISION #

honssha

SEQ. NO.	ELEMENTS OF OPERATION	KEY POINTS	JOB LAYOUT (details)
	mark 2		
	acquire balance		
	pick up speed		

www.honssha.org



# Lessons Learned



# MYTH

~~TPS/LEAN IS GOOD FOR  
TOYOTA ONLY~~



# We have already copied all tools...

## Which of the Following are Toyota DNA?



- Kanban
- Andon cords
- Production levelling (heijunka)
- Pokayoke (defect-proofing)
- Supermarkets
- Skill Matrix
- Kaizen boards
- A3
- 5S



## *The Four Rules*

1. Standards
2. Connections
3. Pathways
4. Improvement

## The Four Rules

The tacit knowledge that underlies the Toyota Production System can be captured in four basic rules. These rules guide the design, operation, and improvement of every activity, connection, and pathway for every product and service. The rules are as follows:

**Rule 1:** All work shall be highly specified as to content, sequence, timing, and outcome.

**Rule 2:** Every customer-supplier connection must be direct, and there must be an unambiguous yes-or-no way to send requests and receive responses.

**Rule 3:** The pathway for every product and service must be simple and direct.

**Rule 4:** Any improvement must be made in accordance with the scientific method, under the guidance of a teacher, at the lowest possible level in the organization.

All the rules require that activities, connections, and flow paths have built-in tests to signal problems automatically. It is the continual response to problems that makes this seemingly rigid system so flexible and adaptable to changing circumstances.



*The Four Rules*

***RULE #1***

***Standards***



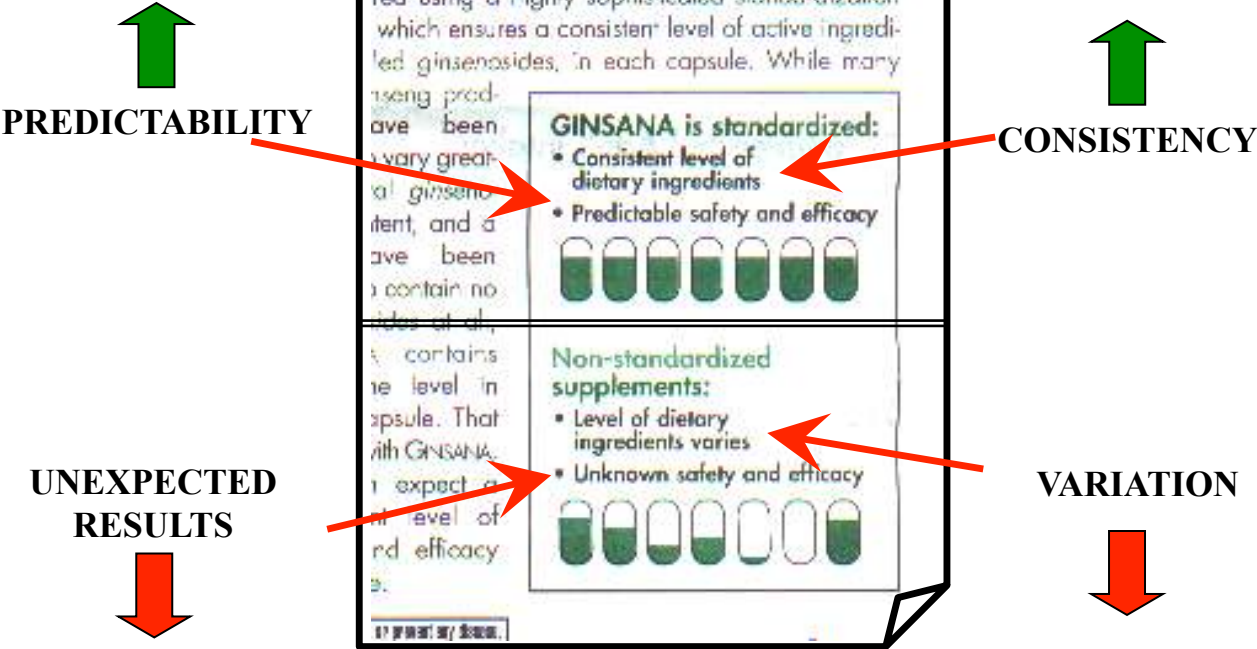
# *Standards*

*All work shall be highly specified as to content, sequence, timing and outcome*





# STANDARDIZATION





## Land Lesson Procedure STRIVE FOR CUSTOMER SATISFACTION

*"A happy customer will come back and will bring other customers. You are a key person to achieve this goal."*

**Follow this procedure in a disciplined and consistent way:**

sequence	time	Description	Remarks
10	before class	Put wetsuit/uniform	All students are required to wear it to make it easy to recognize them. Have them be ready if possible before the class begins.
20	5'	Introductions: School, instructor, students	What is PSS, Agenda for the class. Instructor experience. Students' names and locations.
30	7'	Stretching and warm up exercises	Mention the reason why this is required and important
40	5'	Safety, current, tides, emergencies.	Quick instructions and do's and don'ts
50	3'	Hand signs, <u>wistle</u> signs	Ensure all students are following and have full understanding.
60	10'	Simulated techniques	Late students should not join the class from this point.
70	55'	Push boards, coach, give feedback	Devote equal attention until some students can stand up <u>on their own</u> .
80	5'	Announce remaining time	Approach students individually for feedback and encouragement: Sell next lesson, surf camp.
90	end	Individual feedback from students: Did they like the class?	Compliment students and offer them a coupon: free drink at Beach Buns with a purchase of photo package.

STANDARDIZED WORK INSTRUCTION SHEET		ISO CONTROL #	1 / 1
		REVISION #.	
SEQ. NO.	ELEMENTS OF OPERATION	KEY POINTS	JOB LAYOUT (details)
10	Both hands on mark 1		
20	Stand up with left foot on mark 2		
30	Put right foot on mark 3 to acquire balance		
40	Move left foot to mark 4 when pick up speed		
50			
60			
70			
80			
90			
100			
<b>LEGEND</b> <span style="display: inline-block; border: 1px solid black; padding: 2px;">△</span> = STANDARD <span style="display: inline-block; border: 1px solid black; padding: 2px;">C</span> = CONTROL ITEMS <small>REQUIRED SKILLS</small> <span style="display: inline-block; border: 1px solid black; padding: 2px;">■</span> = SAFETY ITEMS <span style="display: inline-block; border: 1px solid black; padding: 2px;">👁</span> = VISUAL CHECKS			<a href="http://www.honsha.org">www.honsha.org</a> <small>GFN GRP ORIGIN ITEM</small>





*The Four Rules*

*RULE #2*

*Connections*



# Connections

*Every customer-supplier connection must be direct, and there must be an unambiguous yes-or-no way to send requests and receive responses.*



*The Four Rules*

*RULE #3*

*Pathways*

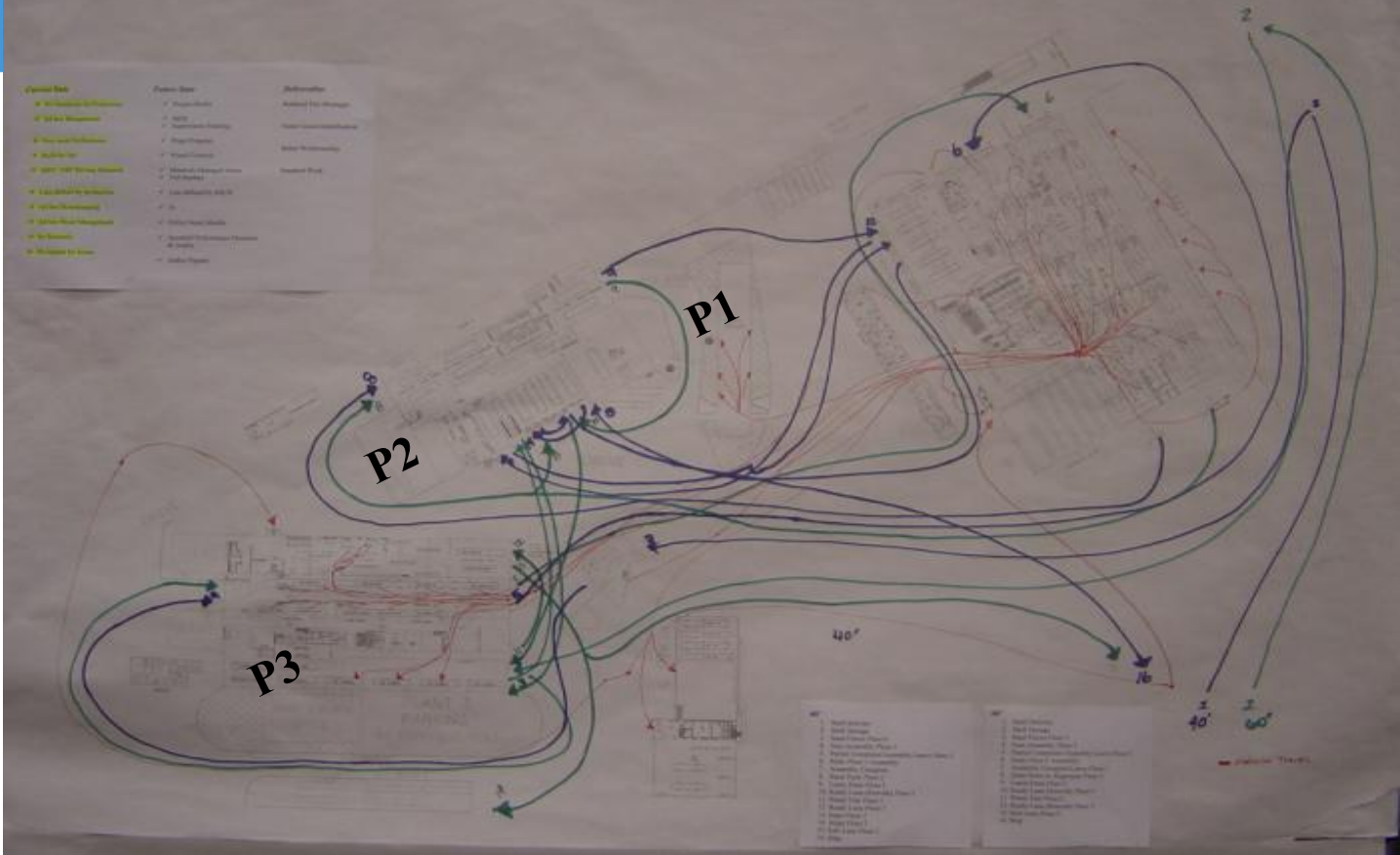


# *Pathways*

*The pathway for every  
product and service must  
be simple and direct*

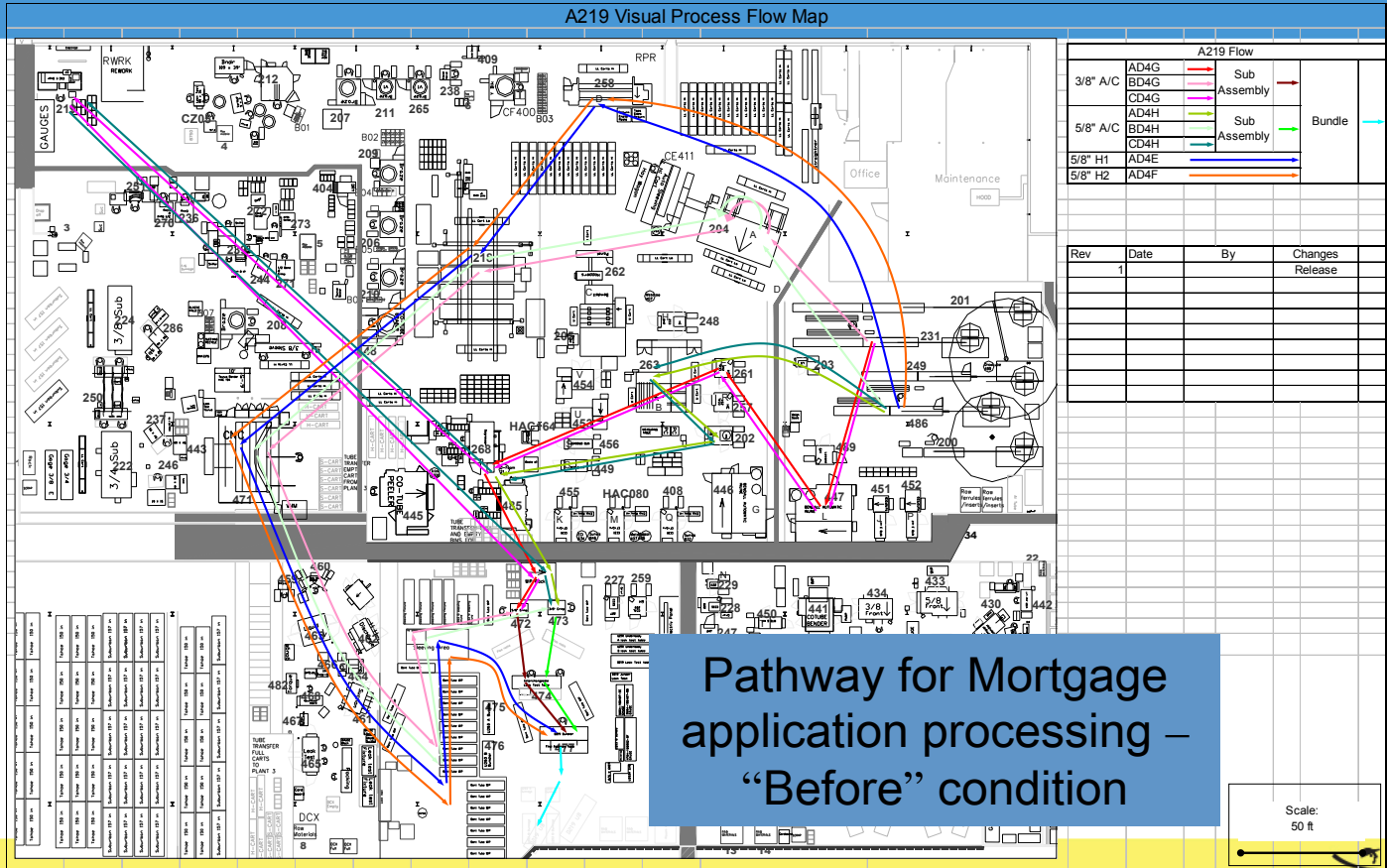


# CURRENT STATE FLOW



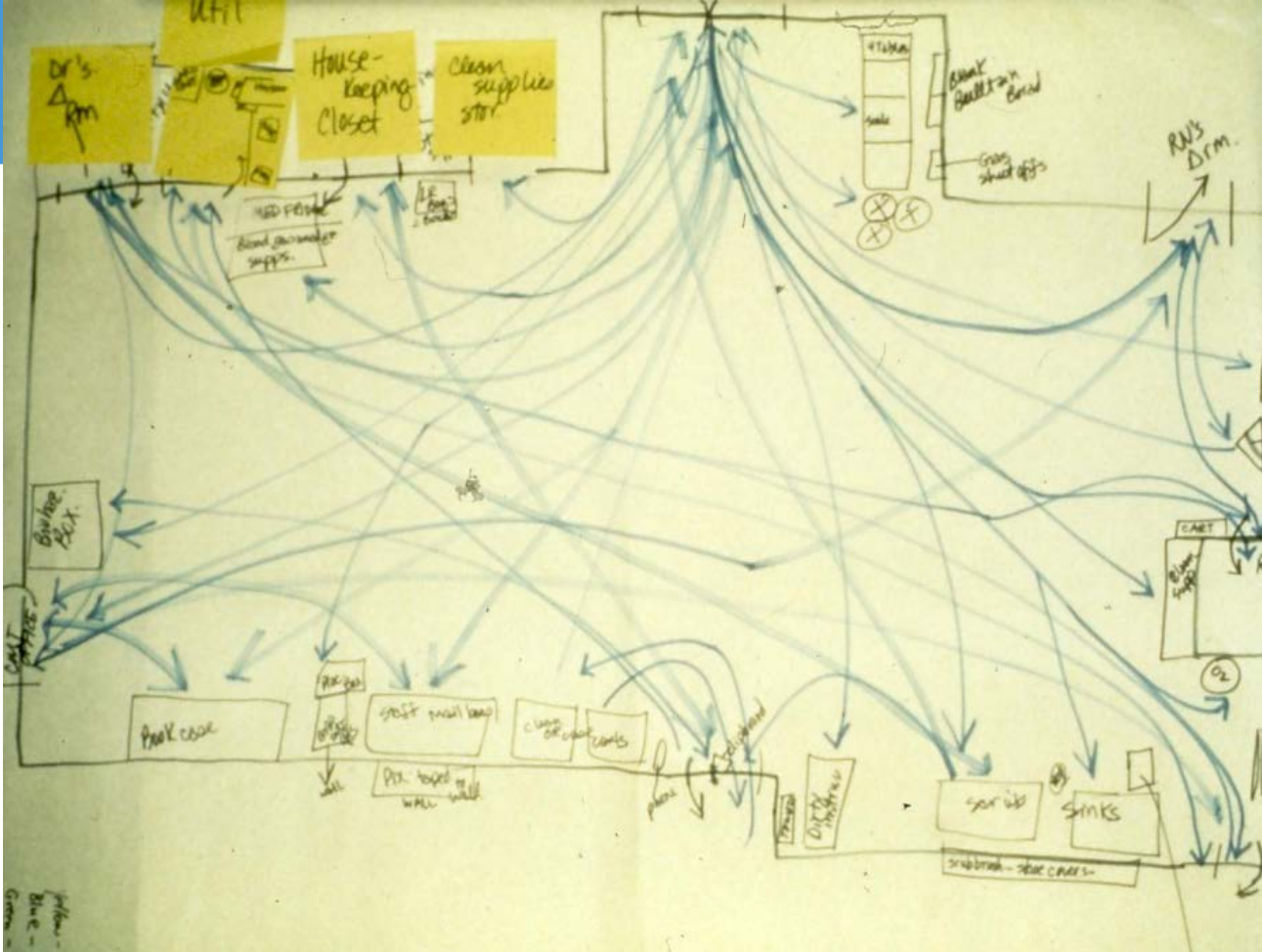


# Rule 3: Is This *Pathway* Simple?



Pathway for Mortgage application processing – “Before” condition





*The Four Rules*

***RULE #4***

***Improvement***



# *Improvements*

*Any improvement must be made in accordance with the scientific method, under the guidance of a teacher, at the lowest possible level in the organization*



The average person spends over 600 days of his/her life looking for missing things

30'/day



Access to parts is easy and visible:

- No locks
- No lids
- No doors



# Lessons Learned

Everyone can fix,  
but not everyone  
can improve.

Unless they are equipped to do it







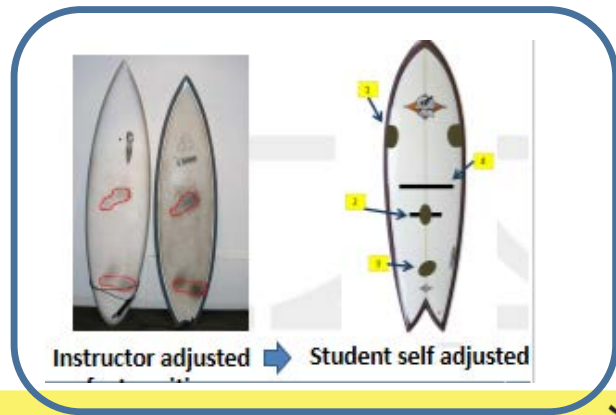
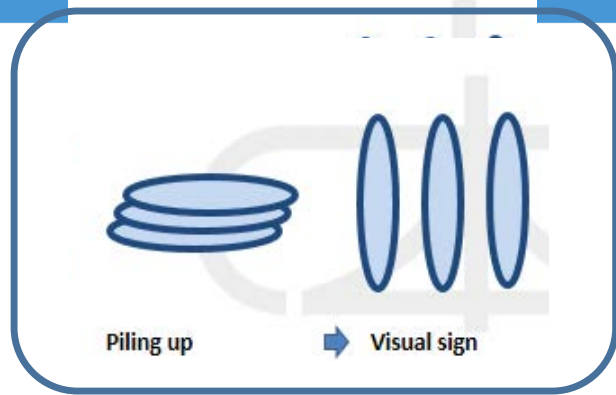
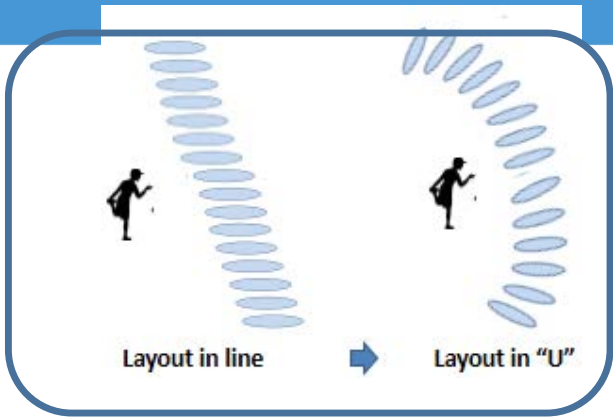


# Lessons Learned

Small  
improvements  
every day.

They are easy to find, easy to execute, everyone can do it.





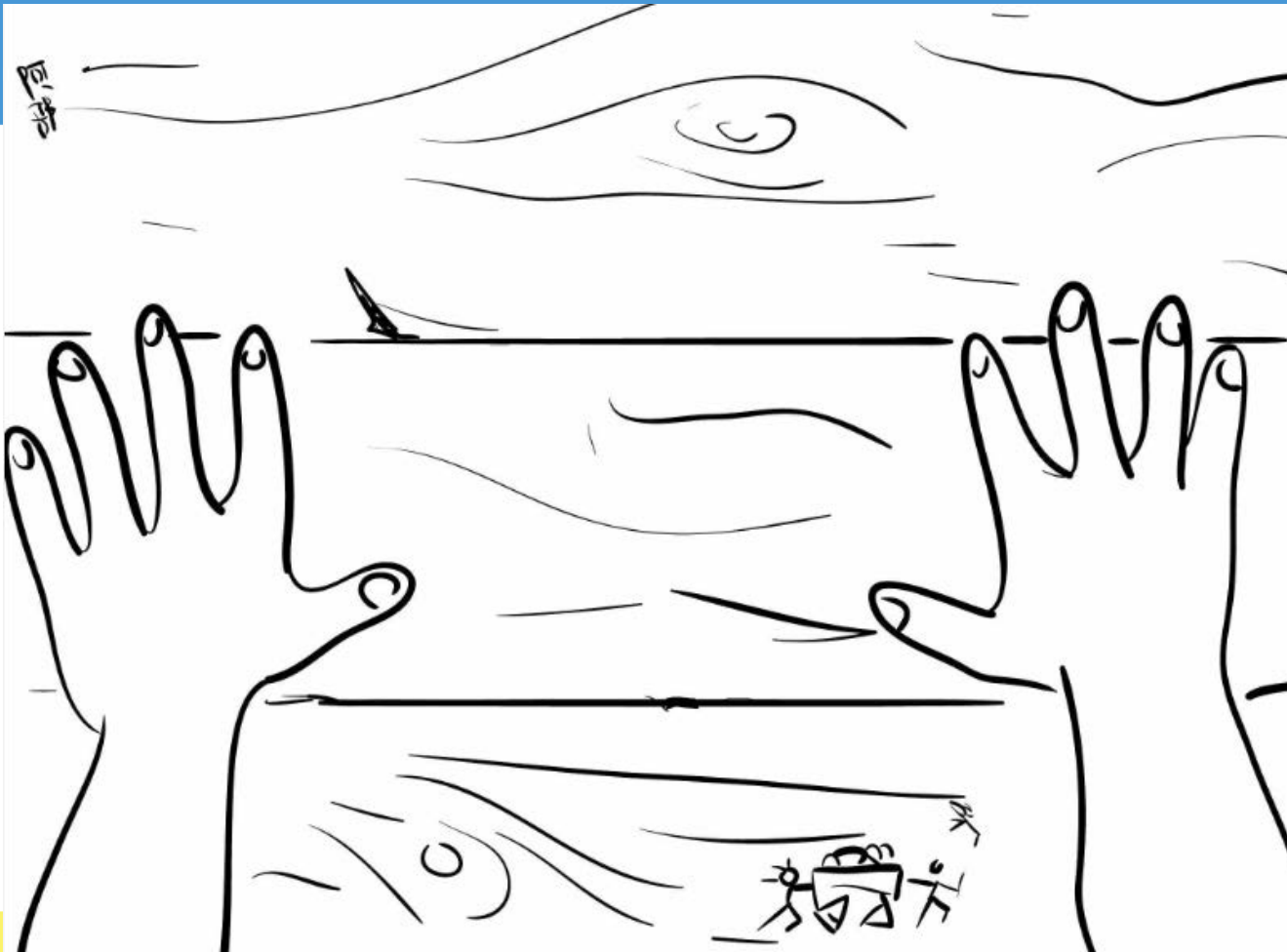
# Lessons Learned

Engage  
everyone: Share  
the vision

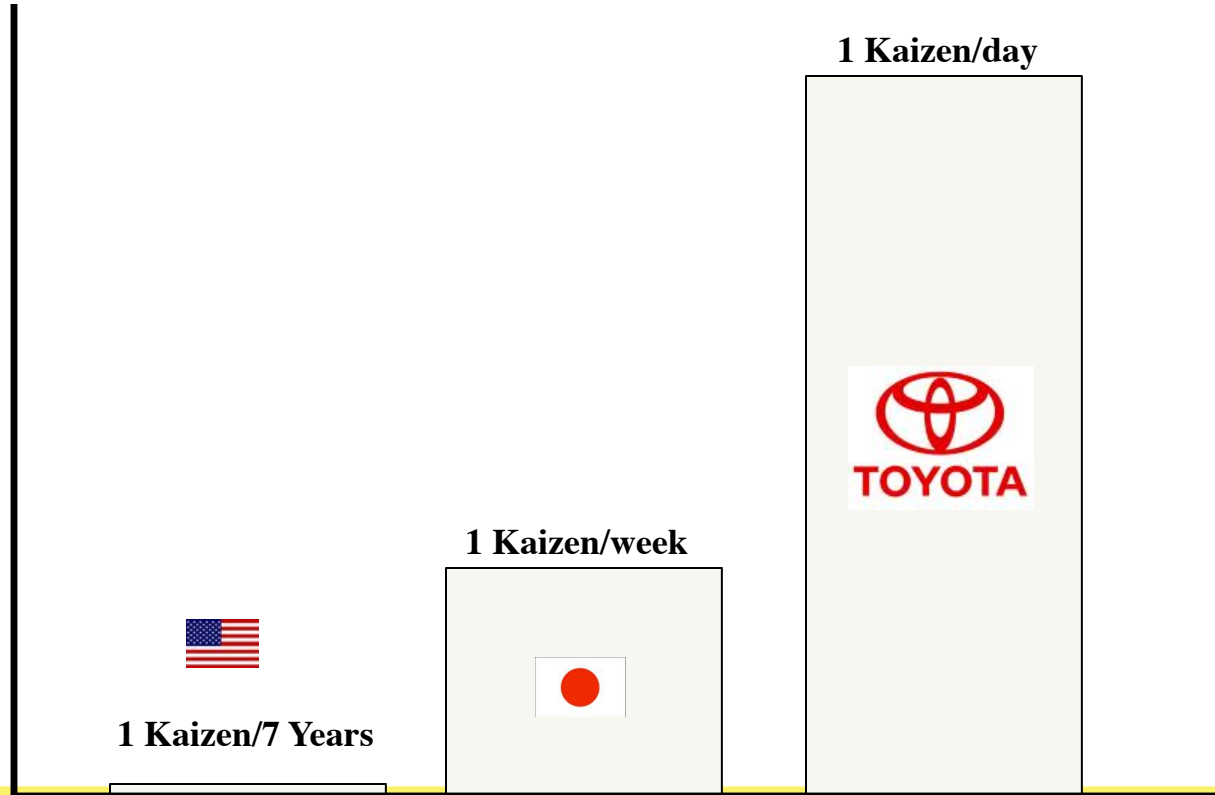








# Employee Engagement



## SMALL BUT INCREMENTAL GAINS

A

Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	2	3	4	5	6	7
\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
8	9	10	11	12	13	14
\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
15	16	17	18	19	20	21
\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
22	23	24	25	26	27	28
\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
29	30	31				
\$1,000.00	\$1,000.00	\$1,000.00				





# Lessons Learned

**Use it or lose it.**

**Apply your learning immediately.**

The longer it takes to put a lesson to practice, the less you will remember how to do it.



# What are you going to do today?

## FIGHT FOR YOUR DREAMS

The Power of  
Never Giving Up

Featuring the New  
Leading Voices of Hope

Presented by

Les Brown



# Questions

