

Improve the Work,
Develop the People

Lean Transformation
Summit 2014
March 5 & 6, 2014 | Orlando, FL

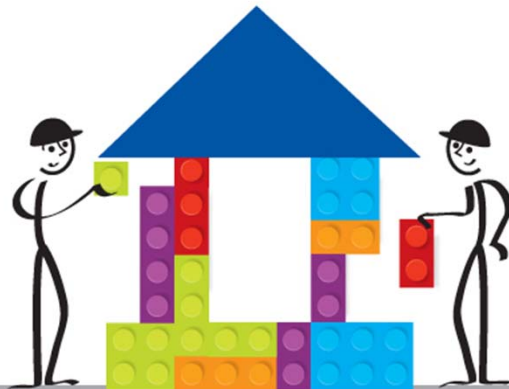


THE BUILDING BLOCKS FOR CONTINUOUS INNOVATION

Lean Enterprise Institute

Improve the Work,
Develop the People

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THE BUILDING BLOCKS FOR CONTINUOUS INNOVATION

John Shook
Lean Enterprise Institute

Lean Transformation
Summit 2014

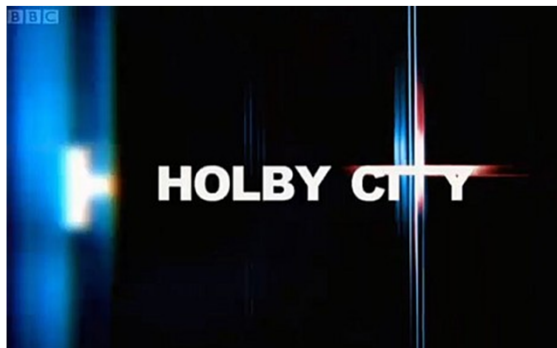


The State of “Lean”



- We're out to make the world better...
- Lean goes mainstream?
 - British TV
http://www.youtube.com/watch?feature=player_embedded&v=kQnylBnOnQY
 - Canadian Marijuana trade
 - Florida Construction
 - Boston Legal
 - New Technologies
 - Adjacent Communities

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Holby City
BBC Drama

A new doctor arrives at the ward of a hospital...

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Lean Value Stream Design Goes Mainstream ...and Underground

How the drugs moved

After an 11-month investigation, Ontario Provincial Police and Sûreté du Québec have broken up an interprovincial drug trafficking operation in which drugs were moved across the Ontario and Quebec border. Drugs, primarily cocaine, would move from Montreal to Mont Tremblant, where they were cut and re-packaged. From there, the drugs would move into several small Eastern Ontario communities for distribution.



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Lean Value Stream Design Goes Mainstream ...and Underground

How the drugs moved

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Lean News
exactly one
year ago

“Lean’
construction
methods...”



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Lean News Orlando One Year Ago



PLAN = 13 Months

“Batson-Cook Construction’s use of Lean Construction, based on lessons gleaned from the streamlining of Toyota’s car assembly plants, cuts waste and opens lines of communications between the general contractor and the sub-contractors...”

A new floor every 3 days

The 19th floor was built Tuesday, Thursday and Friday last week (wind halted work Wednesday). The floor was divided into thirds so that the form, steel, mechanical, electrical, plumbing and concrete workers did the same thing at the same time each day, moving from 1 section to the next. Here’s how the 19th floor took shape.



Columns



Section A
Tuesday: Concrete poured for 19th floor.

Thursday: Columns built on 19th to support 20th.

Friday: Forms for 20th installed.

SOURCE: Batson-Cook Construction Co.

Forms



Section B
Tuesday: Forms for 19th installed.

Thursday: Concrete poured for 19th floor.

Friday: Columns built on 19th to support 20th.

PHOTOS BY BATSON-COOK (TOP) AND STEPHEN M. DOWELL/ORLANDO SENTINEL SHINIKO R. FLOYD/STAFF ARTIST

Concrete



Section C
Tuesday: Columns built on 18th to support 19th.

Thursday: Forms for 19th installed.

Friday: Concrete poured for 19th floor.

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Lean News Orlando – Update



PLAN = 13 Months
ACTUAL = 14 Months

“Batson-Cook Construction’s use of Lean Construction, based on lessons gleaned from the streamlining of Toyota’s car assembly plants, cuts waste and opens lines of communications between the general contractor and the sub-contractors creating a better coordinated and smartly run job site.”



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Lean News – The Legal Profession?



Lean News... Sunday's Boston Globe



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Shifting Legal Practices...?



Old Way

- Set hourly rates
- Do the work and present fees to client

New way

- Fixed or capped fees...
- Competitive bidding...



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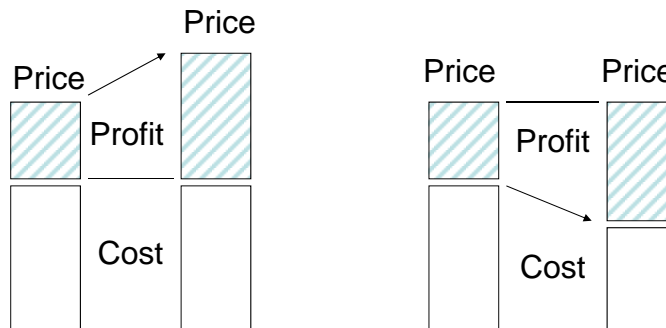
“When you have a game-changing technology, those in the game don’t want to change. They like the existing game, the sole source, cost-plus model.”

CEO Lyndon Rive

Lean Fundamentals
– Cost-Plus versus Price-Minus



“When you have a game-changing technology, those in the game don’t want to change. They like the existing game, the sole source, cost-plus model.” – Solar City CEO



Lean News – Adjacent Movements



- Six Sigma leader, 2014:

“It’s a management system to attain Value with Velocity. We have a formula...”

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Lean News – Adjacent Movements



- Six Sigma leader, 2014:

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- Lean Startup: Evolving from IT/software development for startup entrepreneurs to application of lean startup ideas within established and large enterprises...

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Lean News – Adjacent Movements



- Six Sigma leader, 2014:
“It’s a management system to attain Value with Velocity. We have a formula...”
- Lean Startup: Evolving from IT/software development for startup entrepreneurs to application of ideas within traditional and large enterprises...
 - intersecting with “traditional” (?) lean thinking & practice

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Lean Thinking & Practice

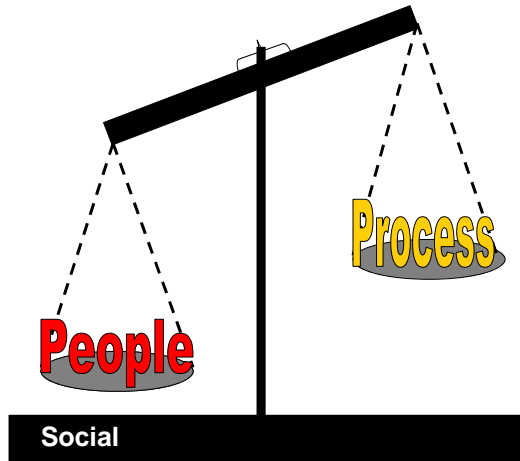


Systemically develop people and continuously improve processes to provide value and prosperity while consuming the fewest possible resources.

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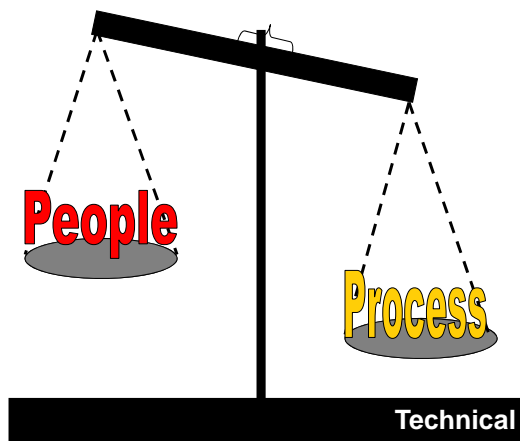


Lean Transformation People and Process



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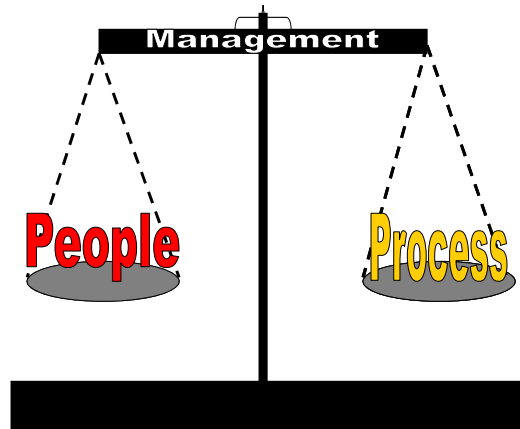
Lean Transformation People and Process



Lean Transformation Summit 2014



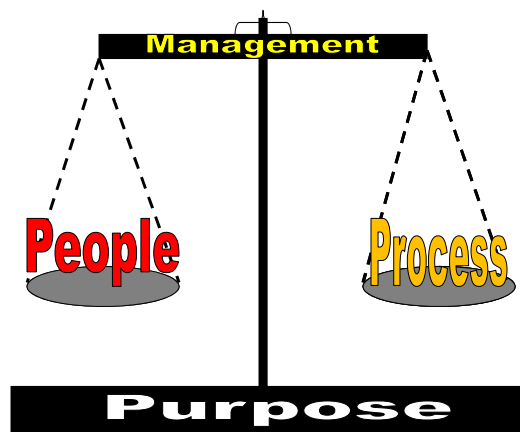
People & Process Balanced by Management



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21

Lean Transformation Aligning People – Process – Purpose



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Lean Transformation



aligning:

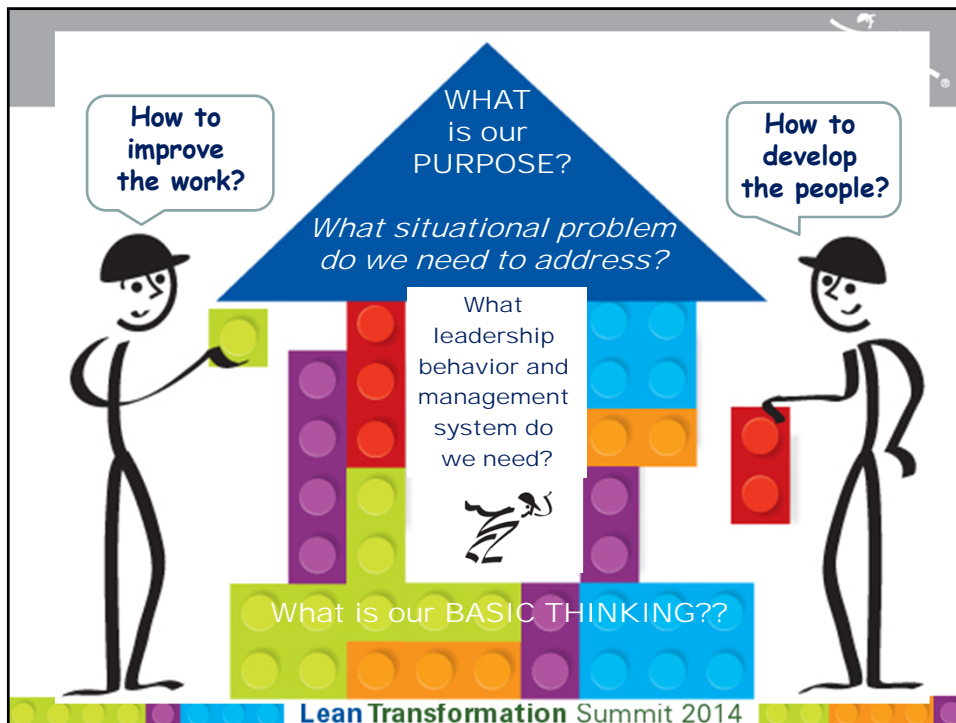
- Purpose
- Process
- People

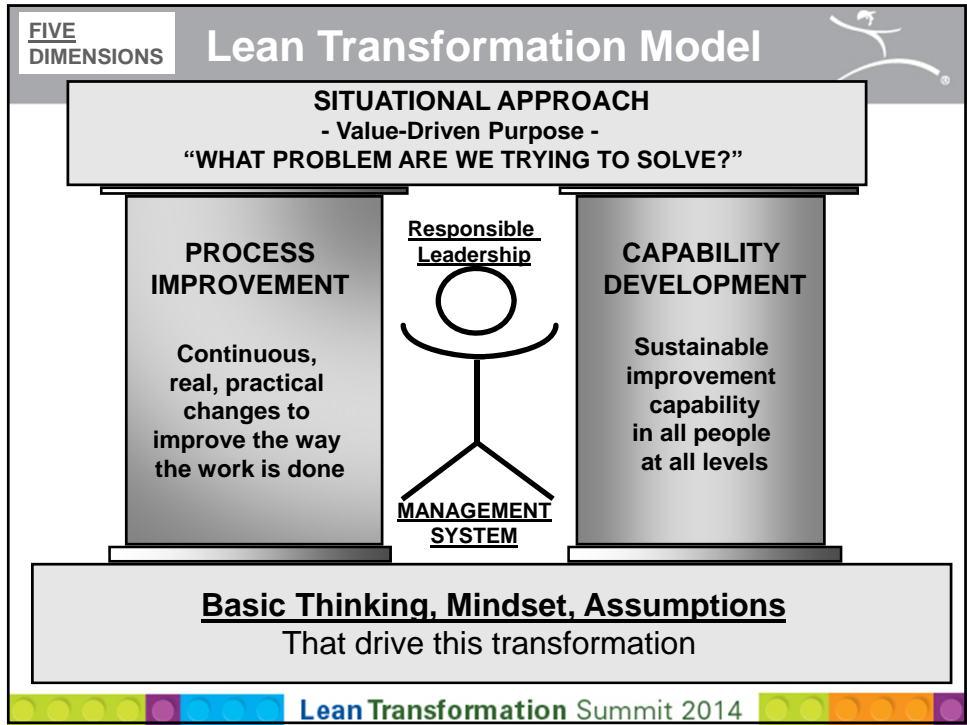
to create value



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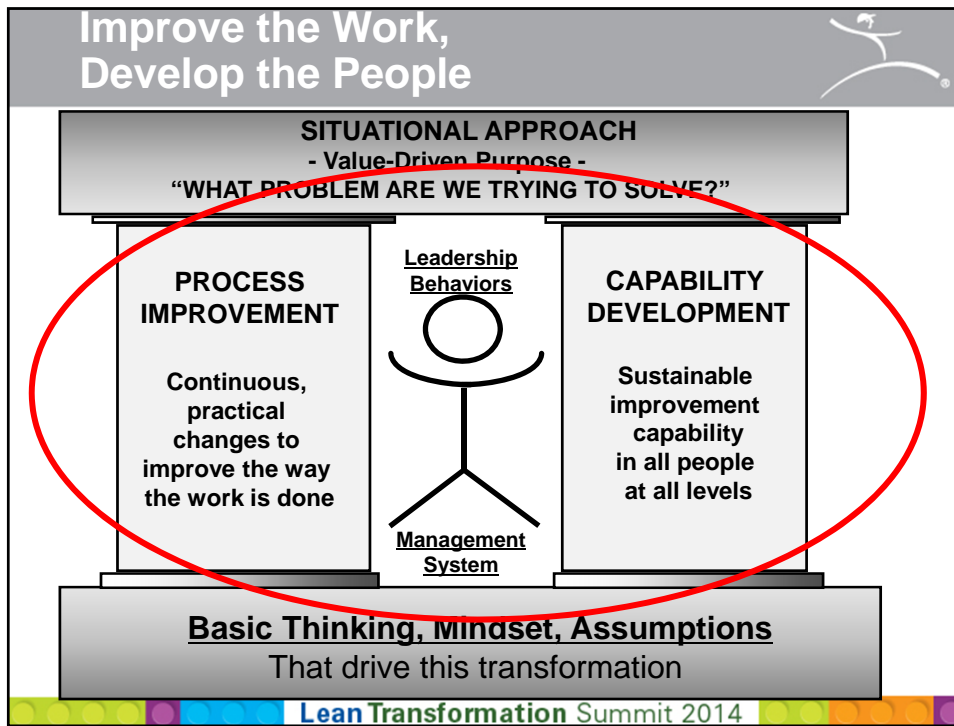


Lean Thinking & Practice

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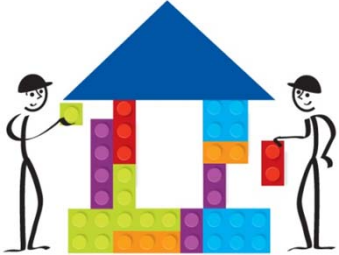
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Transformation Questions

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



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The Summit and You – The Transformation Model



model@lean.org

How did each session address the questions of the Lean Transformation Model?
(Note: Not every sessions will – nor will each of your lean initiatives – address all questions equally!)

	Wednesday, March 5 th		
	Ingersoll Rand	Cardinal Health	Learning Session #1
Purpose What is the purpose? What situational problem did they need to address?			
Process Improvement How are they improving the actual work?			
Capability Development How are they developing the people?			
Leadership and Management System What leadership behavior and management system do they need?			
Basic Thinking What basic assumptions or mindset underlies the changes?			

Email this form to model@lean.org
Responses will be added to an online gallery



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How did each session address the questions of the Lean Transformation Model?
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(OPTIONAL) Name: _____
Company: _____

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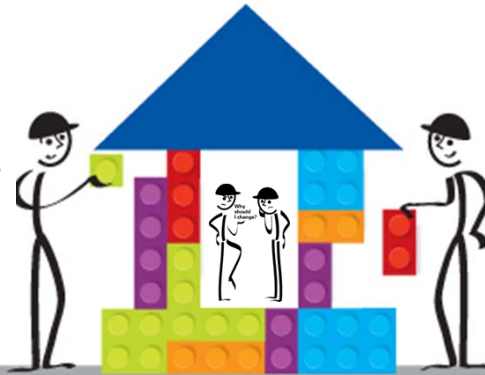
Four Organizations Addressing These Questions



What's the **PURPOSE?**

- How to improve the work?
- How to develop the people?
- What leadership role and management system?

What's the **BASIC THINKING?**



THE BUILDING BLOCKS FOR CONTINUOUS INNOVATION

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Four Transformations



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The Summit and You – Q Cards and the Wall



Q&A

Name (optional):
Company (optional):



Chet Marchwinski
LEI Communications Director

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Two Organizations...



and two individuals working to make things
better through Lean Thinking & Practice:

Mike Lamach
CEO



Bill Owad
senior vice president



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