Session Overview

Lean isn't just about tools, it's about transforming how people work together. In this session, we'll use a simple, familiar process to uncover an incredible amount of lean principles from both pillars: Continuous Improvement and Respect for People. You'll see the 8 wastes in action, explore value, and apply concepts like kanban, visual management, and even why 'go slow to go fast' really works.

But here's the real impact: you'll actually watch culture change happen in real time. We start with a traditional process that creates frustration, blame, and stress. Then, by applying lean principles and redesigning the process layout, the entire dynamic shifts. Collaboration replaces blame, and the process starts working for the people instead of against them. You'll feel that shift in the room.

This demonstration brings Deming's principle to life: 'A bad system will beat a good person every time.' In lean, we say, 'It's the process, not the person.' And you'll see why that matters.

The best part? You can take this back to your organization. Use it to inspire a vision for lean, teach core principles, or build a full-day kaizen workshop. Session 1 is perfect for those starting their lean journey—introducing the basics and the power of lean. Session 2 is for experienced CI professionals and consultants who want creative ways to teach lean and explore advanced concepts. Join me and experience lean in a way you've never seen before.

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Learning and Exploring Lean Principles
Experiencing a process improvement demo that you can take back with you

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Turning Process Strain Into Culture Gain

Interactive Simulation for Leaders & Practitioners

KEY CONCEPTS TO TEACH, LEARN, and EXPLORE

- Visualizing Waste and Value
- Respect for People: "it's the process, not the person"
- Developing a lean culture through process design
- Improve Quality, Speed, Consistency and More
- Demonstrating and Using Many Lean Concepts
  - Kanban, Visual Management, Gemba, Flow, Metrics and much more!
- Experience a Demo you can take back to your company



Brad Miller

Senior Professor of Practice

Enthusiastic Lean Practitioner

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Defining Process Waste and Value



Inputs → Transformation Process →  Outputs →  Value for the Customer

Customer Value: Speed, Quality, Consistency, Flexibility

Value Added: Inputs being transformed into Outputs

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Lean Principles to Explore
- Defining Process from the Customer Perspective
- Defining (and seeing) Waste and Value

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Let's Visit the Gemba

Cashier Job Role
- Earns $14 - $16 per hour
- Performance measure: Item Scans Per Minute (SPM)
  - How Measured: Point of Sale Scanning System
  - SPM "leaderboard" in the break room
- Benefits for being consistently ranked at the top of the SPM Leaderboard:
  - Eligible for pay raises
  - Given first choice for hours to work
  - Given option to work more hours to earn more money
  - Chosen for promotions to supervisor roles



Bagger Job Role
- Earns $11 per hour
- Performance measure: Keeping up with cashier pace
  - How Measured: Check-Out Supervisor and Manager visual checks
- Benefits for being a fast bagger (able to keep up with cashier):
  - Chosen to be trained to be promoted to Cashier

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Lean Principles to Explore
- Respect for People
- Management of Process Influences Culture
- "See" the Value … "See" the Waste

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Let's Make Improvements

- Design processes so that EVERY worker will be successful
  - Make processes simple and easy
  - Make processes visual and obvious
  - Redesign processes by focusing on delivering value
  - YOUR Gemba focused on value for YOUR Customers
- Design processes to improve things for EVERYONE
- "Creativity before Capital" "Wits before Wallets"



Lean Principles to Explore
- Process Design focused on Value Creation
- Creativity is a muscle that gets stronger with use
- Money is a limited resource that diminishes with use

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An Improvement Experiment

- **Continuous Improvement**
  - Line Balancing
  - Use of Technology
  - Smaller "batch size"
  - Kanban
  - Visual Management
- **Respect for People**
  - Creating Flow
  - Creating Predictability
  - Enable Collaboration
  - Encourage Teamwork
  - Focus on Quality

Blame the Process, not the Person

"A bad system will beat a good person every time."

–W. Edwards Deming

Lean Principles to Explore
- Lean Tools and Respect for People
- Experiment improvements in small scale

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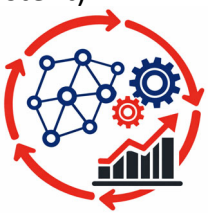
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The Power of Lean

- **Simultaneous Improvement**
  - Quality Improves (and defects are reduced)
  - Speed Improves (and becomes more consistent)
  - Cost Decreases
  - Flexibility and Scalability Increases
- **Systemic Improvement**
  - Processes are better for EVERYONE
- **Mindset of Manager → Process → Culture**



Lean Principles to Explore
- Focus on removing waste
- Focus on the process, not the person
- Go slow to go fast

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Brad Miller

Senior Professor of Practice | *Lean Practitioner*
brad.leankaizen@gmail.com
614-570-0355 cell



creating impactful learning from a foundation of gemba experience
LinkedIn: www.linkedin.com/in/brad-miller-leankaizen/
YouTube: www.YouTube.com/c/BradleyMillerLeanKaizen

SCM4367: (among other courses)
www.bauer.uh.edu/undergraduate/supply-chain-management/courses/scm-4367-process-quality-management.php

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Summary of Lean Principles to Explore

- Respect for People
- Culture begins with the mind of the manager
- It's the process, not the person
- Show me how I'm measured and I'll show you how I behave
- Shame and Blame VS Collaborative Improvement
- Lean Pay Systems
- System Design
- Quality and Speed can be improved simultaneously
- Continuous improvement
- 8 Wastes: Overproduction, Inventory, Waiting, Transportation, Motion, Defects, Rework, Unused Human Creativity
- Muri (overburden)
- Mura (unevenness)
- Go slow to go fast
- Improvement happens in Gemba
- Visual Management
- Kanban
- Lean improvements are scalable
- Reduce complexity
- Wise use of technology



Lean Principles to Explore

- Using Demonstrations and Experiments to teach and explore Lean Concepts

