

MN-ASQ Pre-Dinner Meeting
October 13, 2009

To Lean or Not to Lean: There is No Question.

Sara Braziller

Whatever We Call It.....

- LEAN
- LEAN Enterprise
- Six Sigma
- LEAN Six Sigma
- FAST (focused, agile, simple, trust)
- Forward Focus
- Etc.....



TOOLS

Quick Survey

- How many of you have heard of LEAN / Six Sigma?
- How many of your companies are doing some form of LEAN / Six Sigma?
- How many of you would consider your improvement efforts a **raging** success?

Greatest Challenges

- Leadership
- Cultural
- Organizational
- Implementation

Implementation

- Training is **NOT** implementation
- Don't waste months / years planning
- Don't wait to build **ALL** the infrastructure
- Plan as you go...revisit, revise, **GO!**

A faint, light gray background graphic featuring a stylized tree on the left and a rainbow on the right. The tree has a thick trunk and several branches with pointed leaves. The rainbow is composed of several curved bands of color, including red, orange, yellow, green, blue, and purple.

But, where do you start?

Scope



- Enterprise
 - Location
 - Function
 - Department
 - » Process / Product

Functional v. Cross-Functional
(Value Stream)

① TIP: Eventually, Optimize the whole, not the parts

How to Choose an Area?

- **Desire**
- Impact
- Visibility
- Upstream
- Current Performance
- Size
- Cultural Environment

Organizational

- Magnitude of success is directly proportional to available resources
 - Dedicated
 - Capable
 - Cross-functional
- Make sure you consider WIFM – rewards, recognition, career advancement

It's all about People!

- Getting the team's identified and started
- Team skills needed to be successful – decision making, project team conflict, when the team isn't working well
- The “politics” of Lean Projects
 - Project Stakeholders and getting “buy in”
 - How to influence people
 - Ways to communicate
 - What to do when you are not getting cooperation

The Right People

- Executive Team
- Lean Steering Team
- Lean Experts / Champions
- Team Leaders / Facilitators
- Team Members
- Other People? Process Leaders?
Stakeholders? External participation?

Communications

- On-going
- Consistent but varied!
- Develop Interest
- Train for Awareness & Understanding
- Share Lessons Learned – Good and Bad

Cultural

- Is your culture ready for this?
- Be prepared for resistance
- Results must be powerful enough to overcome cultural barriers
- Produce actual improvements in the short term

Cultural

- Behaviors must support efforts – “Walk the Talk”
- Long-term thinking
- Follow through: **Sustainability**
- Create the demand for higher performance – No excuses!

What is Leadership?

The greatest leaders of the 20th century were Hitler, Stalin and Mao: If that is “leadership”, I want nothing to do with it.”

Peter Drucker

Leadership

- **Does Not** have to start at the top initially – can start with individual contributors
- **Not** a part-time job, **Not** a consultant's job
- You **need** Leaders to take on this challenge, not managers

LEAN Leader's Job....

- The LEAN Leader's job is to develop his or her people... "If the learner has not learned, the teacher has not taught".



Lean Management System

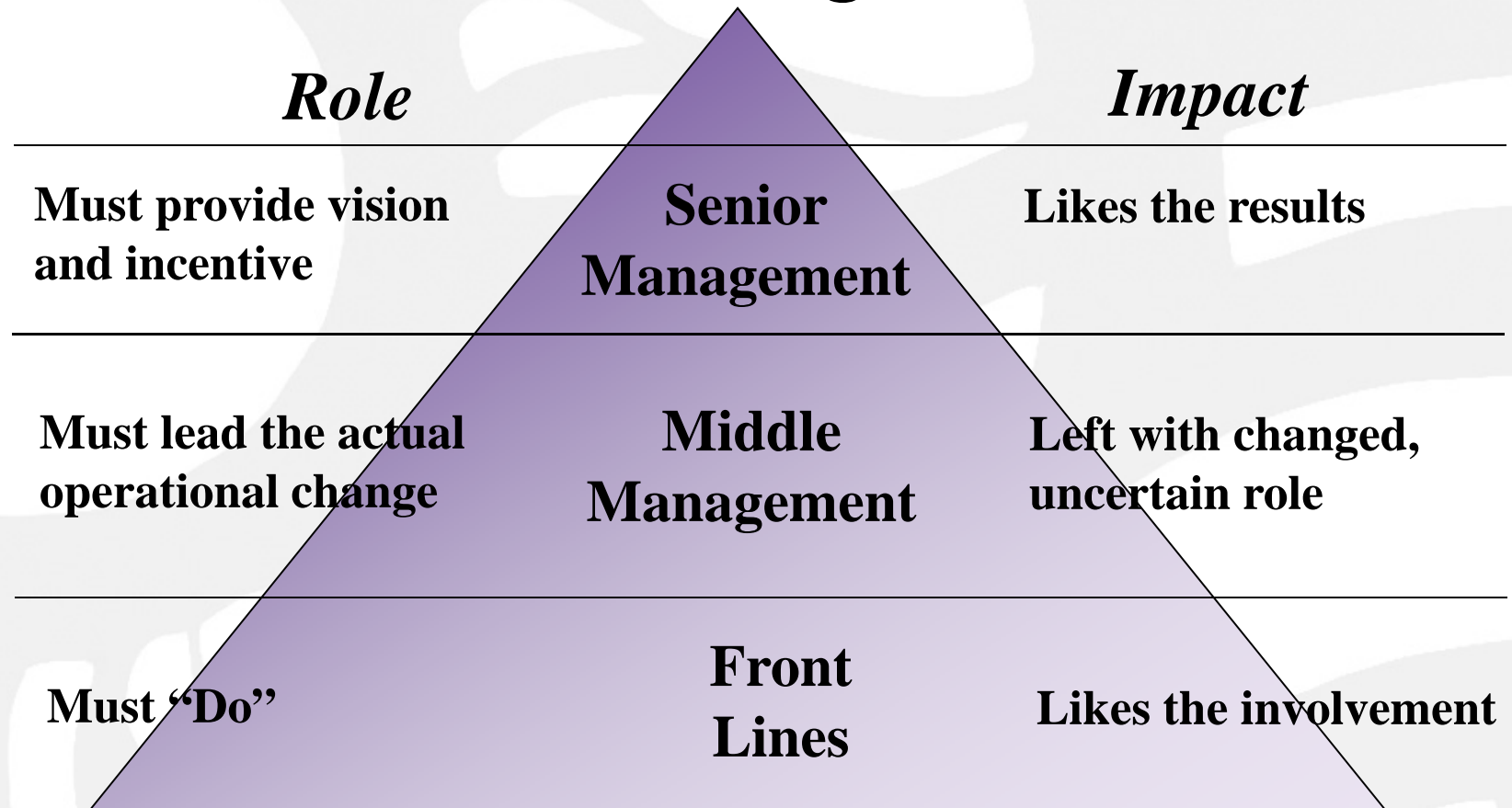
- A Lean Management System consists of the discipline, daily practices, and tools needed to establish and sustain a persistent Lean focus on the Process.



Leadership Discipline

- Gemba Walks to Provide Direction
- Passion for LEAN Thinking
- Disciplined Adherence to the Process
- Root Cause Problem Solving...no work arounds!
- Sustaining and Driving further improvements
- Keep Asking...
 - What is the process
 - How is it working
 - What can we do to improve it?

Lean Management



A Difficult Struggle at the Mid-Management and First Line Supervisory Level

Senior Leadership Support

- Are the right people behind this and committed to moving forward?
- What does this “commitment and support” look like?
- Ask the question of the leaders involved, “What do you need to feel like you can support this?”

Summary

- There is no recipe, but there is a roadmap
- Don't just copy the answers
- Be prepared for a journey that **never ends**

The measure of success is not whether you have a tough problem to deal with, but whether it is the same problem you had last year.

John Foster Dulles

Acknowledgements

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