

Demystifying Lean

Lean Foundations

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Session Objective

Share and explore a unique point-of-view of Lean that results in a clearer perspective of:

- *What* Lean is
- *How* we experience & share it
- *Why* we apply Lean.

Key Points

Two useful ways to *think* about Lean / CI:

- The **What**, **How** and **Why** of lean.
- *Learning, mindset and partnerships*



A Question For You



What is Lean?

Good
One Answer

Learning

Lean is simply all about Learning

Learning what?

Learning

to *improve*:

our *people*

our *processes*

our *path* towards our *purpose*

What else?

Learning

to *see* gaps

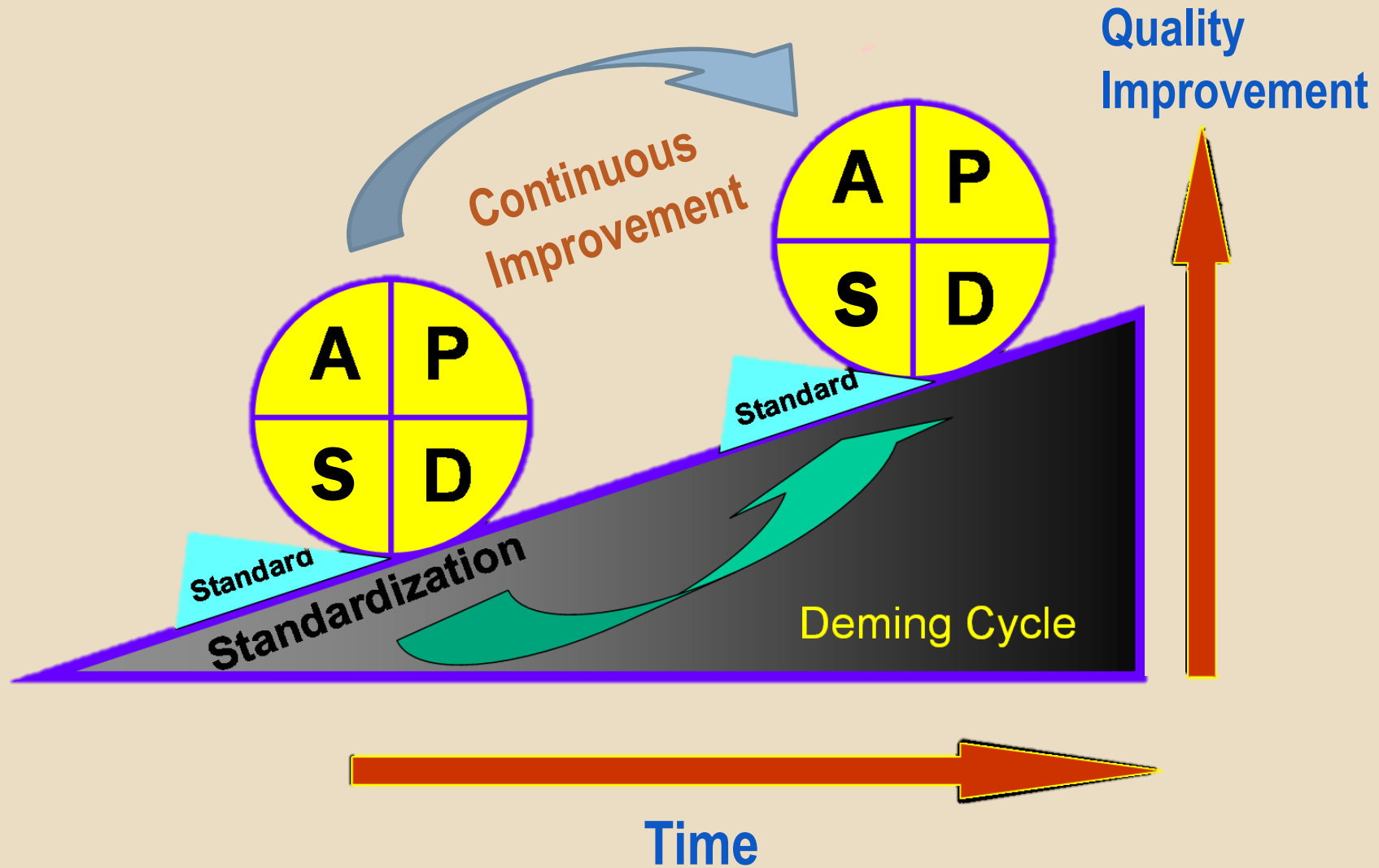
to *appreciate* gaps

to *close* gaps

to *create* gaps. . .

. . . A.k.a. aspirational goal setting

How we *Learn*



How else may we *Learn*?

Might we learn by:

- A3 problem solving
- DMAIC, DMEDI / DMADV
- Gemba walks
- Statistical methods
- Huddles
- RIE's

. . . Of course!

Any time we “do” something, we can learn something.

If you are going to “do”, you have a chance to Plan-Do-Study-Adjust (*learn*).

Lean is also



A mindset

A way of
being
together



Isn't Lean a *Tool-Set*?



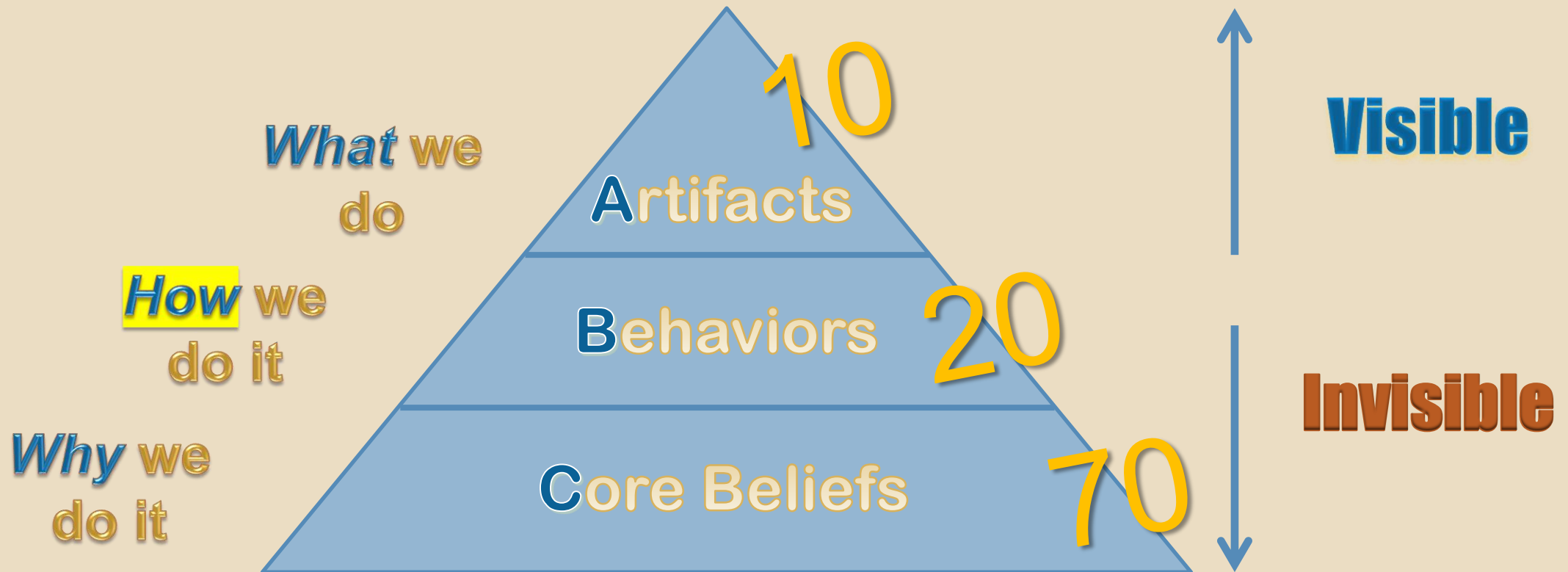
VALUE STREAM MAPPING

HUDDLES

STANDARD WORK

VISUAL MANAGEMENT

ABCs of Organizational Culture



Referenced with respect to Jon Miller

https://blog.gembaacademy.com/2013/08/15/the_abcs_of_organizational_culture/

Lean Principles

The foundation of a Lean Mindset





Question:

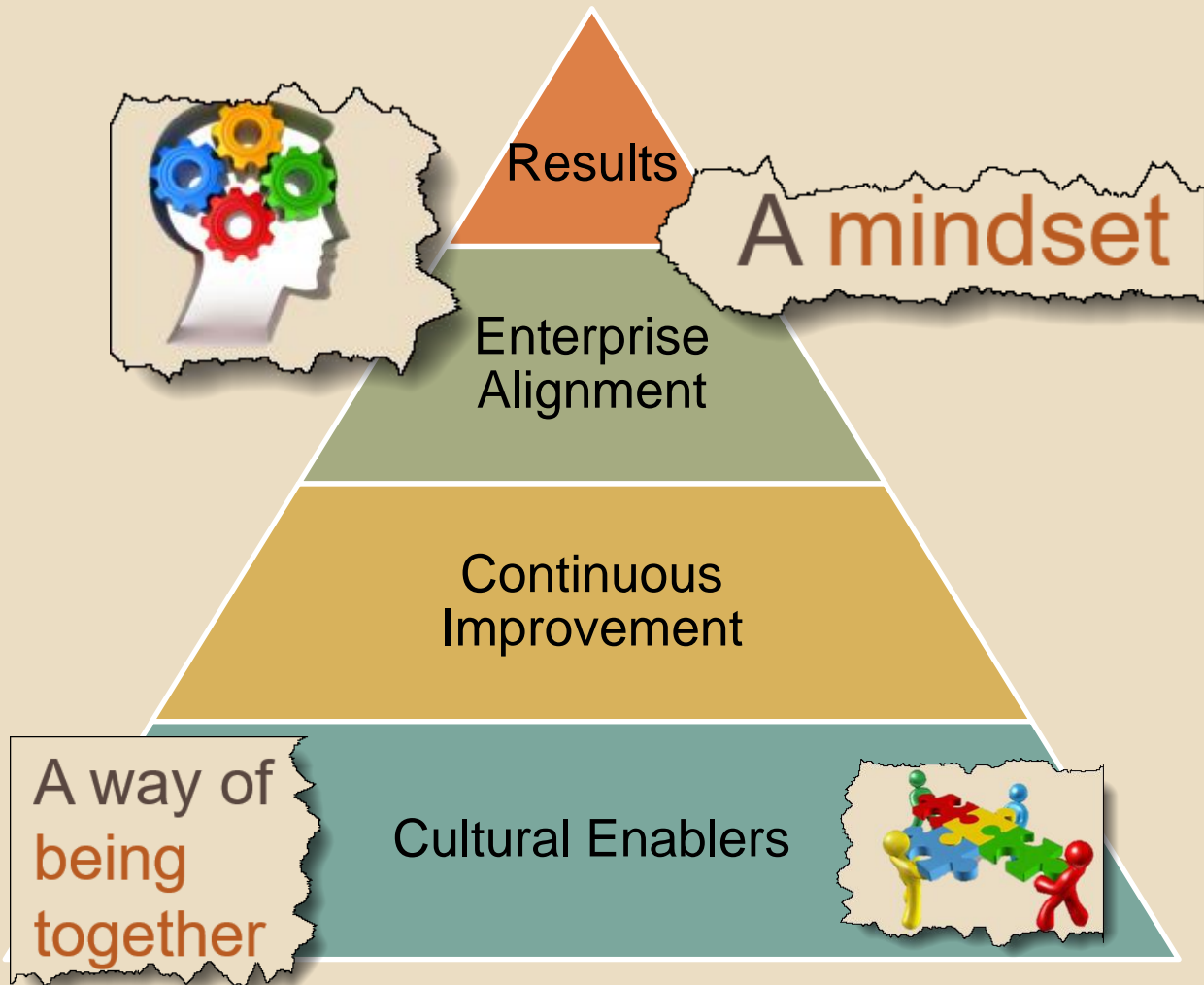
What is a principle?

An answer:

NOUN - A fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.

Lean Principles

... 10 timeless principles



Results

- Create Value for the Customer

Enterprise Alignment

- Create Constancy of Purpose
- Think Systemically

Continuous Improvement

- Flow & Pull
- Assure Quality at the Source
- Focus on the Process
- Embrace Scientific Thinking
- Seek Perfection

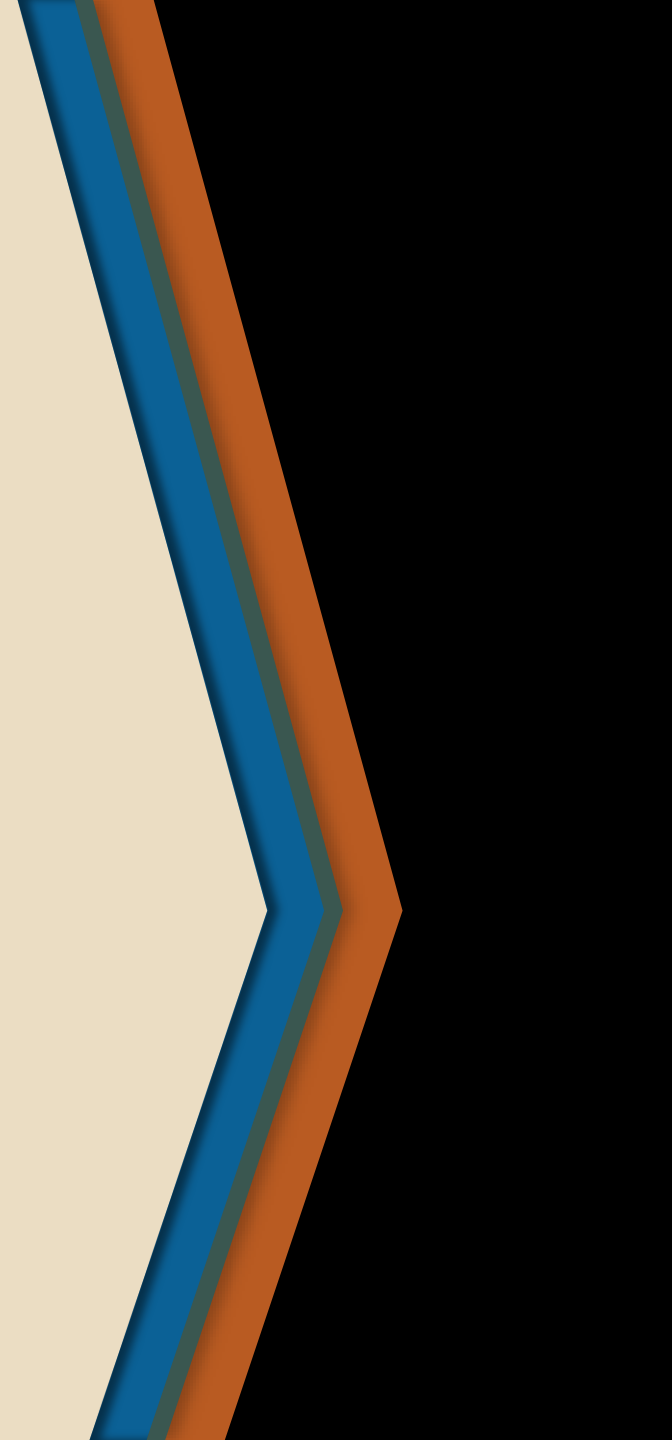
Cultural Enablers

- Lead With Humility
- Respect Every Individual

So What?

What does this have to do with a Lean journey, transformation, conversion or culture?

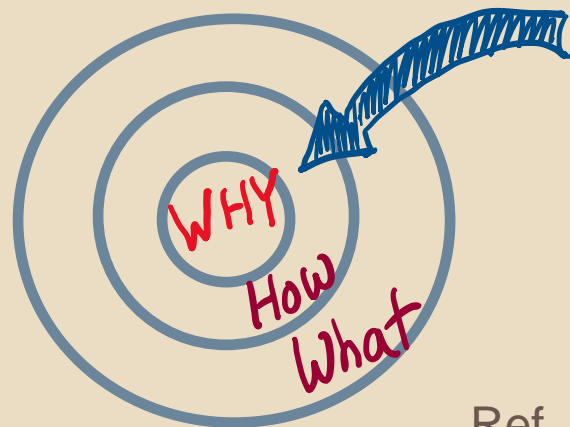
Why do we really do this?



Shigeo Shingo

Understanding the principles behind the tools **leads to** higher-order thinking and answers the question, “**why?**”

What's your cause?



Ref. Simon Sinek “The Golden Circle”

Shigeo Shingo

When people understand more deeply the **why** behind the how and the what, they become empowered to innovate and **take individual initiative.**



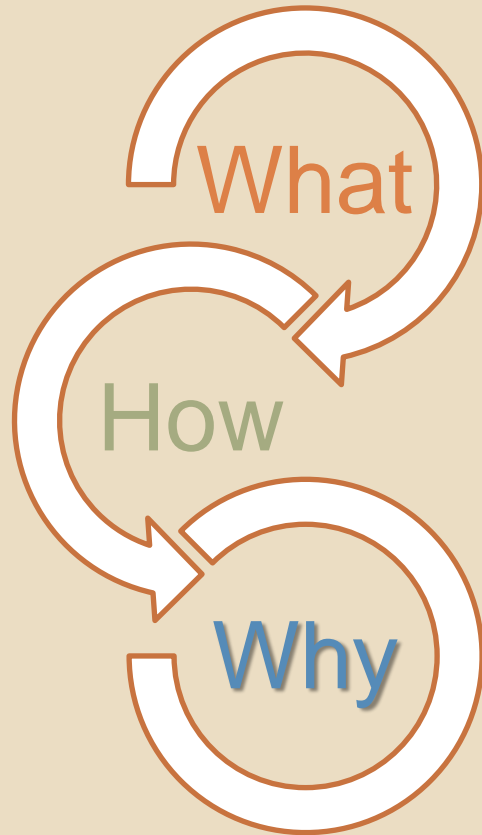
Shigeo Shingo



As more and more people within a single organization begin to act independently based on their understanding and commitment to the principles, *culture begins to shift.*

Culture eats strategy for **breakfast!** Attrib. to Peter Drucker

What → How → Why



Tools / Methods

Behaviors

Principles

Key Take-aways

- Lean is all about *learning*
- Lean is a *mindset*
- Lean is a way of *being together*
- Lean is a managerial philosophy built on 10 timeless principles.
- It is a leader's role to help the organization realize the essence of the principles in their work.

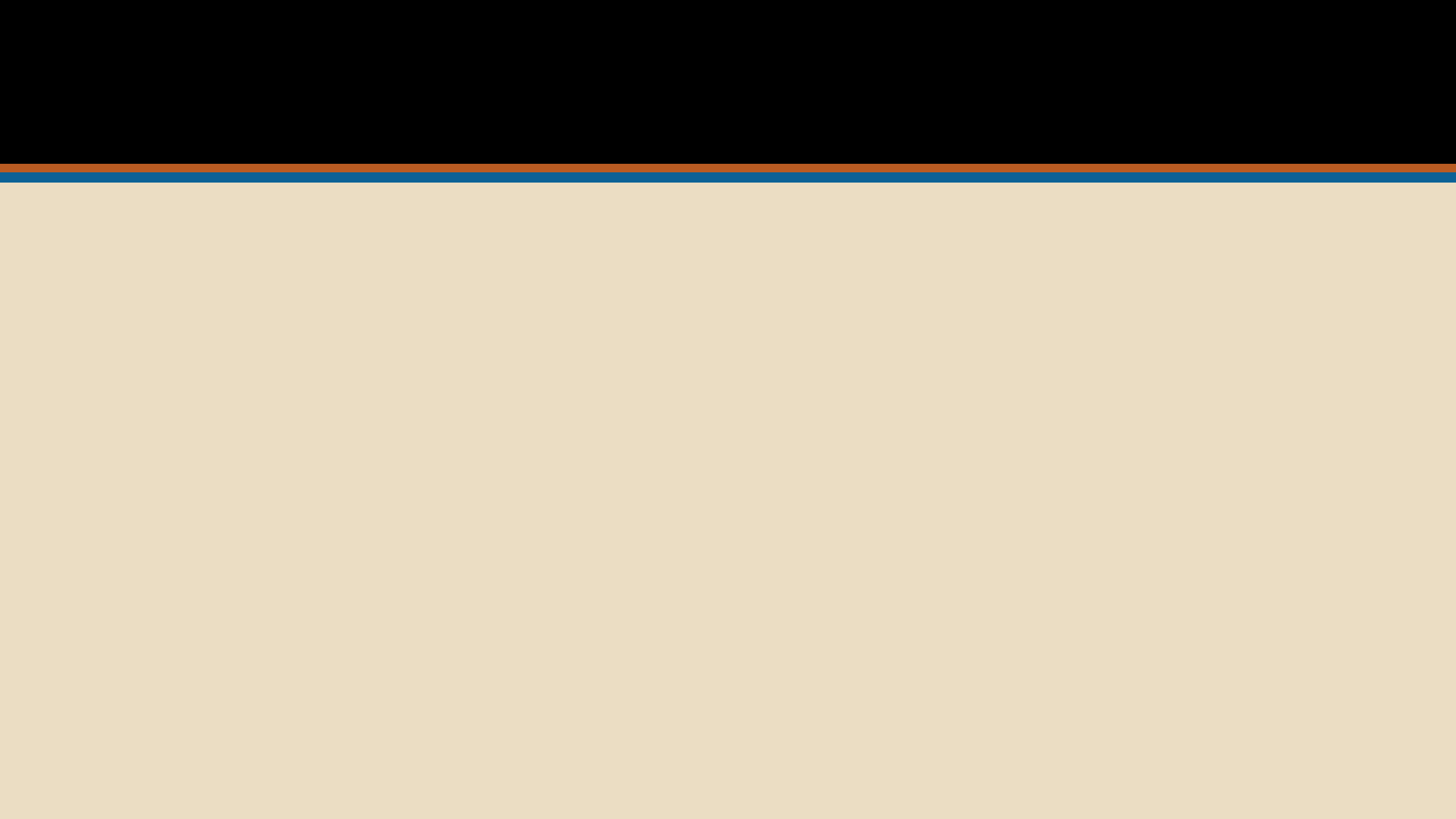
Reflection time



Has your perspective
of Lean change today?

How might this impact
how you lead?

Other thoughts?





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