

Lean is not an “event”

Concerns

- ▶ We've become event driven - How many workshops, projects, Kaizen event, etc. have you had?
- ▶ Is it a “quality” project, worthy of our time?
- ▶ Do we understand the underlying principles and values?

What is a Kanban?

- ▶ How many of you immediately thought of a Kanban board?

What is Lean?

Outside of Toyota, TPS [Toyota Production System] is often known as “lean” and “lean production,” since these were the terms made popular in the two best-selling books, *The Machine That Changed the World* (Womack, Jones, Roos, 1991) and *Lean Thinking* (Womack, Jones, 1996). The authors make it clear, however, that the foundation of their research on lean is TPS and Toyota's development of it.

“...the “DNA” of the Toyota Way [what we call ‘lean’] is encoded in each and every Toyota leader whether a Toyoda family member or not.”

Jeffrey K. Liker, *The Toyota Way*

What Lean is *not*

“Projects and workshops ≠ continuous improvement”

Mike Rother, *Toyota Kata*

Lean Culture

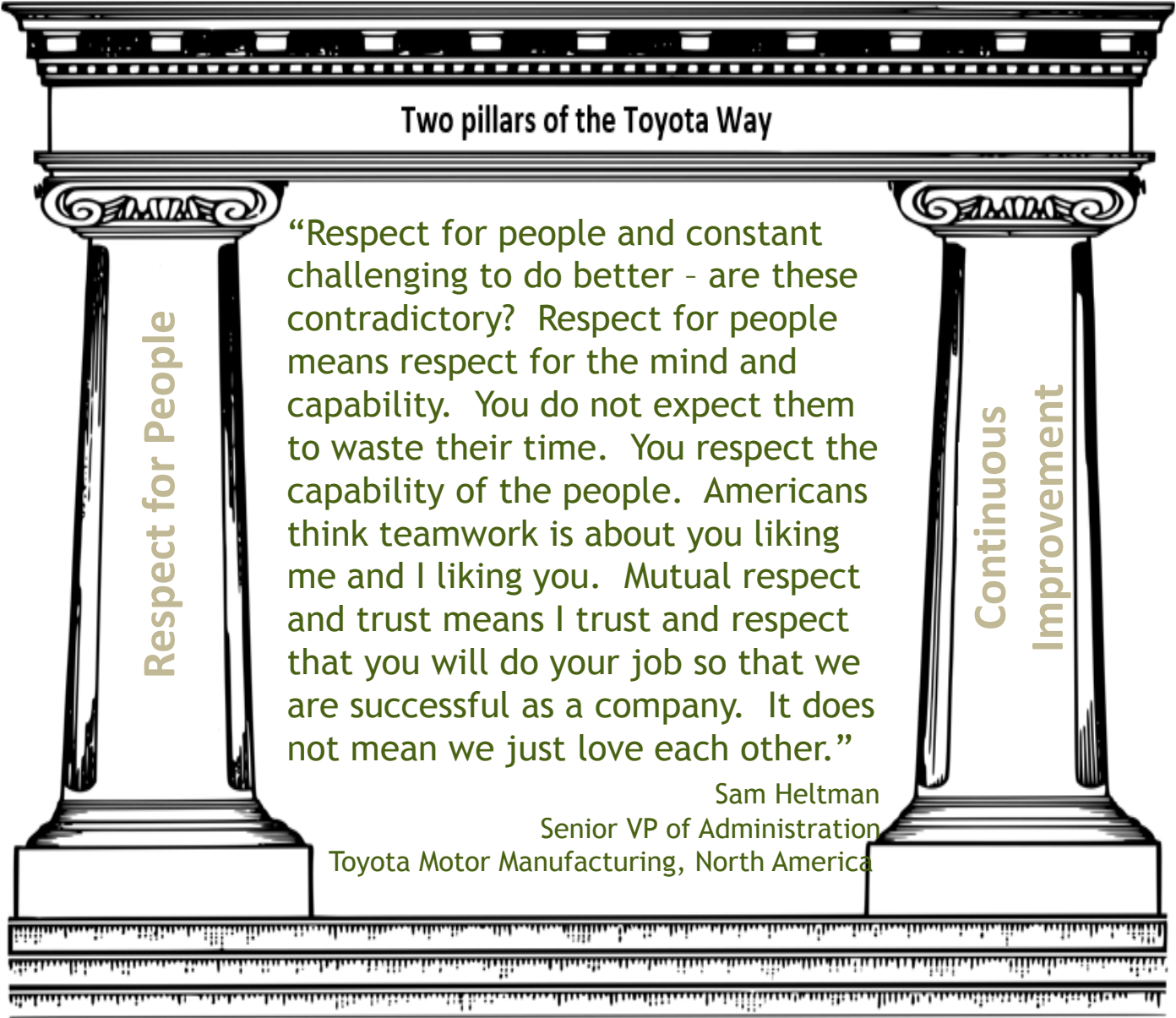
- ▶ We are not holding events, but changing culture.

What is culture?

- ▶ Values
- ▶ Principles
- ▶ Philosophies
- ▶ Celebrations
- ▶ Rituals
- ▶ Traditions
- ▶ Manner of dress
- ▶ Speech / Language / Accents
- ▶ How we behave
- ▶ Food
- ▶ Spatial relations
- ▶ Possessions
- ▶ Events
- ▶ And so on...

The things we do, therefore, drive culture

- ▶ Children are first taught *what* to do, then *why* as we grow them into our culture. They learn the rituals and traditions of our culture:
 - ▶ Learn to the alphabet and to spell words
 - ▶ Celebrate holidays
 - ▶ Perform rituals of birth, birthdays, retirement, death
 - ▶ Say the Pledge of Allegiance (or not)
 - ▶ Say, “Please, Thank You, You’re Welcome.”
 - ▶ Share with others
- ▶ We must take the same approach
- ▶ We are at the grade school level of Lean.



Two pillars of the Toyota Way

Respect for People

“Respect for people and constant challenging to do better - are these contradictory? Respect for people means respect for the mind and capability. You do not expect them to waste their time. You respect the capability of the people. Americans think teamwork is about you liking me and I liking you. Mutual respect and trust means I trust and respect that you will do your job so that we are successful as a company. It does not mean we just love each other.”

Sam Heltman
Senior VP of Administration
Toyota Motor Manufacturing, North America

Continuous
Improvement

Respect for People

What respect looks like in a Lean culture:

1. Clear expectations.
 - a. Where do you fit?
 - b. What authority do you have?
 - c. What are your performance expectations?
2. Training, tools, & resources to do your work.
3. Regular feedback, coaching, & mentoring.
 - a. Is your work challenging?
 - b. Do you have opportunities to learn & grow?
 - c. Are your experience, knowledge, skills, & abilities valued?

Continuous Improvement

1. Customer focused
2. Data driven
3. Incremental change



“We place the highest value on actual implementation and taking action. There are many things one doesn’t understand and therefore, we ask them why don’t you just go ahead and take action; try to do something? You realize just how little you know and you face your own failures and you simply can correct those failures and redo it again and at the second trial you realize another mistake or another thing you didn’t like so you can redo it once again. So by constant improvement, or should I say, the improvement based upon actions, one can rise to the higher level of practice and knowledge.

Fujio Cho

President

Toyota Motor Company

Continuous Improvement

- ▶ Requires Reflection (asking “Why?”)
 - ▶ Requires humility

Toyota Kata - the driving force behind Lean culture

Kata common translations:

- ▶ A way of doing something; a method or routine
- ▶ A pattern
- ▶ A standard form of improvement
- ▶ A predefined, or choreographed, sequence of movements
- ▶ The customary procedures
- ▶ A training method or drill

- ▶ Toyota's Kata
 - ▶ Discipline of reflection
 - ▶ Analyze everything about why “it” worked or did *not*

Lean Kata

- ▶ Four elements of scientific methods common among workshops, A3, strategic planning, DMB
 - ▶ Measure
 - ▶ Root Cause
 - ▶ Countermeasures
 - ▶ Plans
- ▶ Investment in (respect for) people
 - ▶ Training
 - ▶ Co-Facilitation
 - ▶ Coaching
- ▶ Reflection
 - ▶ Why did it work?
 - ▶ Why did it not?
 - ▶ What will we do differently next time?

What do we *do*?

- ▶ How do we use improvements (events, workshops, daily management boards, projects, etc.) to shift culture?
- ▶ How do we reinforce the right behavior and mental shifts (i.e., reflection and learning) toward a culture of continuous improvement?
- ▶ How do we show evidence of shifting culture toward continuous improvement through reflection?

How to bring to change culture

- ▶ Clarity of what we are trying to achieve:
 - ▶ Respect for People and Continuous Improvement
- ▶ Be intentional

Using the Lean tools and events as our Kata to shift culture

- ▶ Events
- ▶ Lean Project Roles video
- ▶ Training (such as Lean Facilitation Training and Green Belt)
- ▶ Tracking Improvements
- ▶ Change management

Events

▶ Chartering

- ▶ Educate sponsors, sustaining sponsors, team leader, team members as you do events
 - ▶ Take your time, do this right

▶ Team Leader/Facilitator checklist

- ▶ Standard work for preparing for and sustaining the work of Lean events

▶ Make a big deal of events

- ▶ Solid preparation
- ▶ Inclusive report outs

Lean Project Roles video

Describes role of sponsor, sustaining sponsors, team leader, team members and change agent (facilitator)

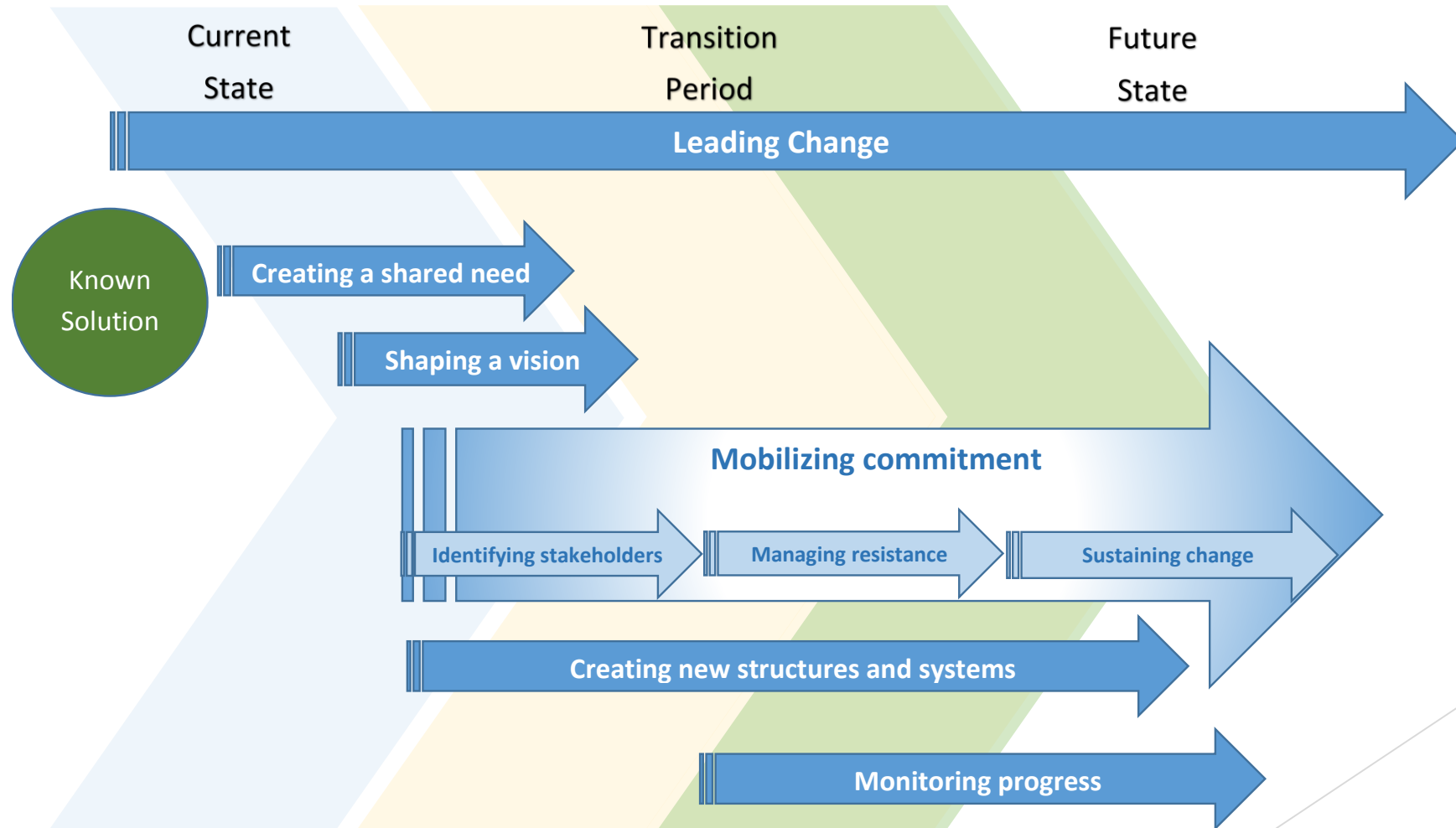
- ▶ Show before charter meeting with sponsor and team meeting, and events
- ▶ Show before Lean Facilitation Training and Green Belt

Training: Lean Facilitation Training and Green Belt

- ▶ Sponsor meeting
- ▶ Workgroup meeting
- ▶ Lean Workshop and Post-Workshop Coaching
- ▶ Show *Lean Project Roles* video

Change Management (vs. Project Management)

- ▶ Pay attention to people-ware as well as hardware and software



Tracking Improvements

- ▶ Acknowledge, celebrate, share, and learn from *all* improvements
- ▶ Videos of improvements

Improvement Inventory eForm

What is the name/title of your improvement?	<input type="text"/>
What division are you in?	Audit <input type="button" value="v"/> Select the Division
Describe briefly what was done (no more than 255 characters)?	<input type="text"/> Enter brief summary of Lean improvement: One high level sentence explaining what was done.
When did you implement this change?	<input type="text"/> <input type="button" value="Calendar"/>
How many participated in making this improvement?	<input type="text"/>
Measures	For this Measures Section , please click on the measure(s) you took and describe what was accomplished (saved, reduced, improved, increased, etc.) in the boxes provided. Must complete at least one measure below. Lean Measure Definitions and Examples from Results Washington.doc
Quality: How did this improvement make the product or service itself better?	<input type="text"/>
Time (Annualized): How much less time does it take to do the new process?	<input type="text"/> Example, Used to take 60 minutes to prep for each class, now takes 20 minutes = 40 minutes saved X 5 classes/week X 52 weeks = 10,400 minutes/60 = 173 hours per year.
Cost Savings (Annualized): How much money was saved or costs reduced between the old way and new way?	<input type="text"/> Consider savings in materials, supplies, services, paper, contracts, equipment, etc.
Safety: How are people safer because of this improvement?	<input type="text"/>

This takes time!

- ▶ Act as if it will happen today
- ▶ Know that it takes years

Suggested reading and viewing

- ▶ *Machine That Changed the World*, Womack, Jones, Roos,
- ▶ *Lean Thinking*, Womack, Jones
- ▶ *The Toyota Way*, Liker
- ▶ *Toyota Kata*, Mike Rother
- ▶ (change management)
- ▶ *Decoding the DNA of the Toyota Production System*,
(Harvard Business Review article) Spear, Bowen
- ▶ *Turn the Ship Around*, Marquet
- ▶ *Lean Projects Roles*: “ESD - Lean Project Roles” on You Tube