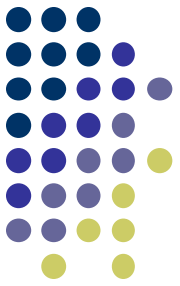


Getting Leaner-Getting Results
Lessons in Leadership Series



The Journey to Lean

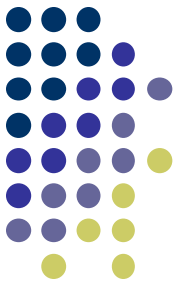
Transforming the Organization

Tumwater, Washington

March 24, 2011

Carolyn Corvi

Why We Are Here

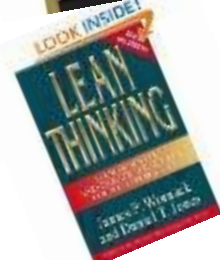
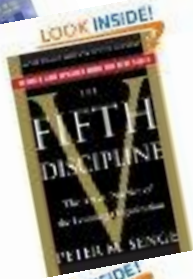
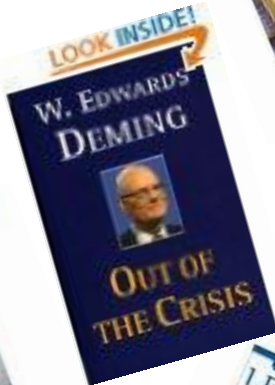
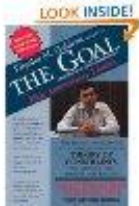
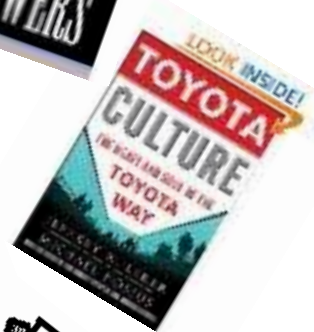
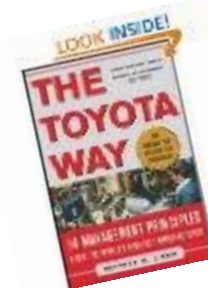
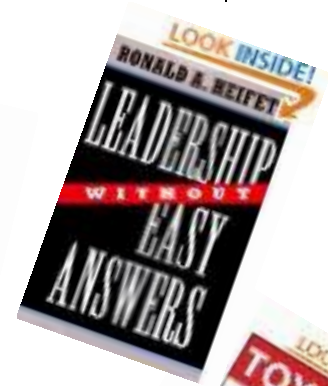
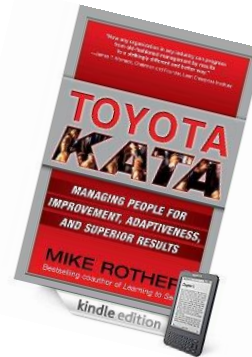
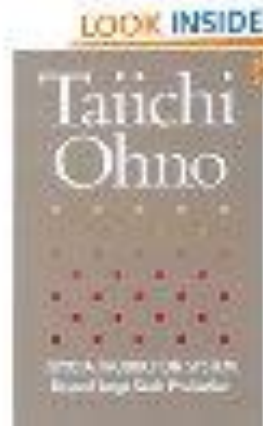
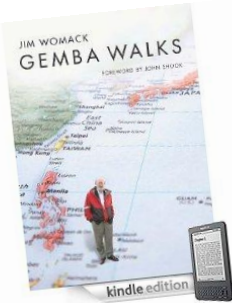
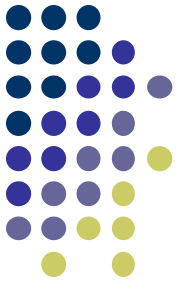


“We can’t rely on short-term solutions. Short-term solutions may cause less pain now, but we need a budget that is both sustainable and long-term.”



“Let’s work together. Let’s be bold and courageous.”

Where Do We Begin?



The Toyota Production System

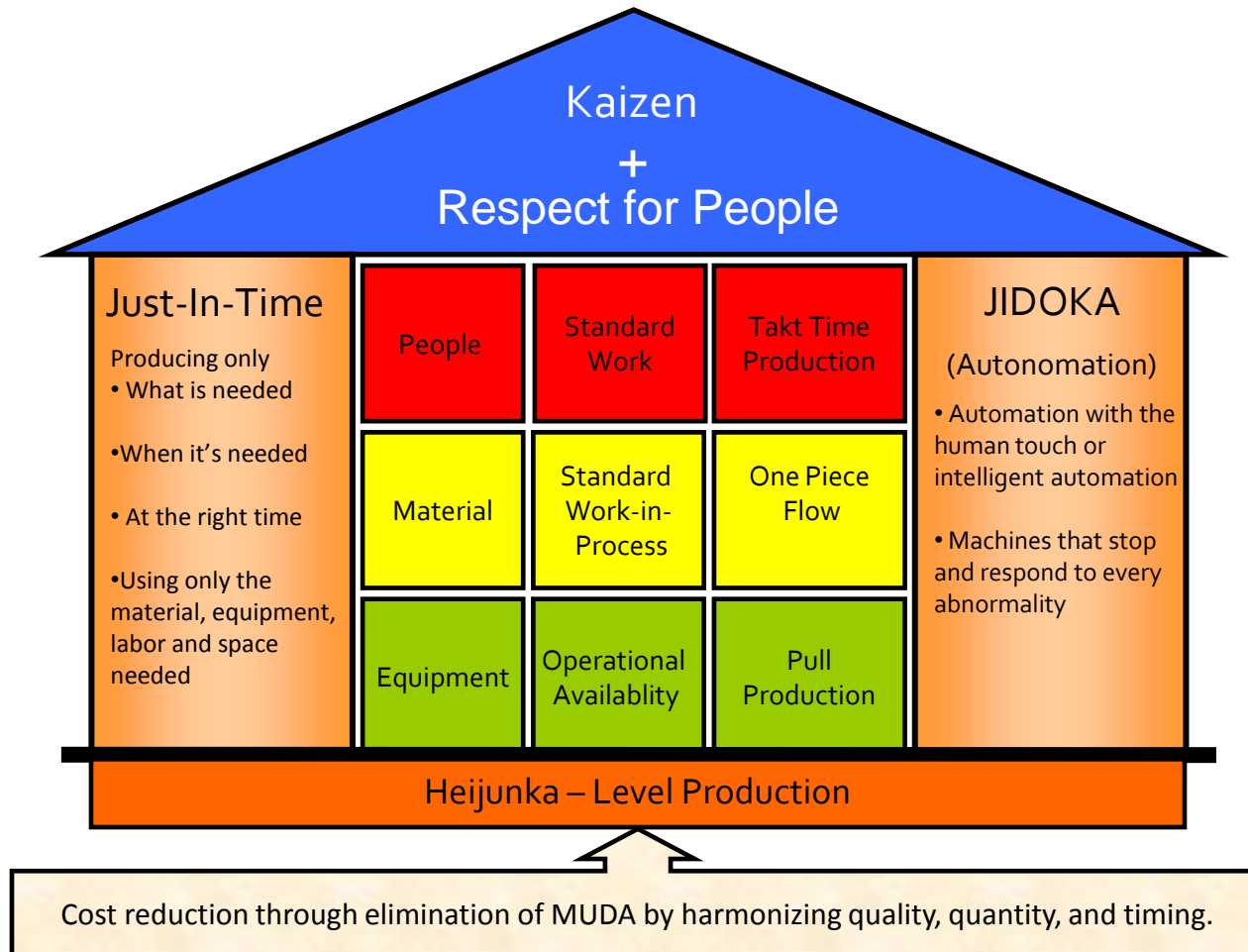
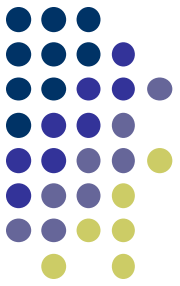


“There is no magic method. A total management system is needed that develops human ability to its fullest capacity to best enhance creativity and fruitfulness, to utilize facilities and machines well, and to eliminate all waste...”

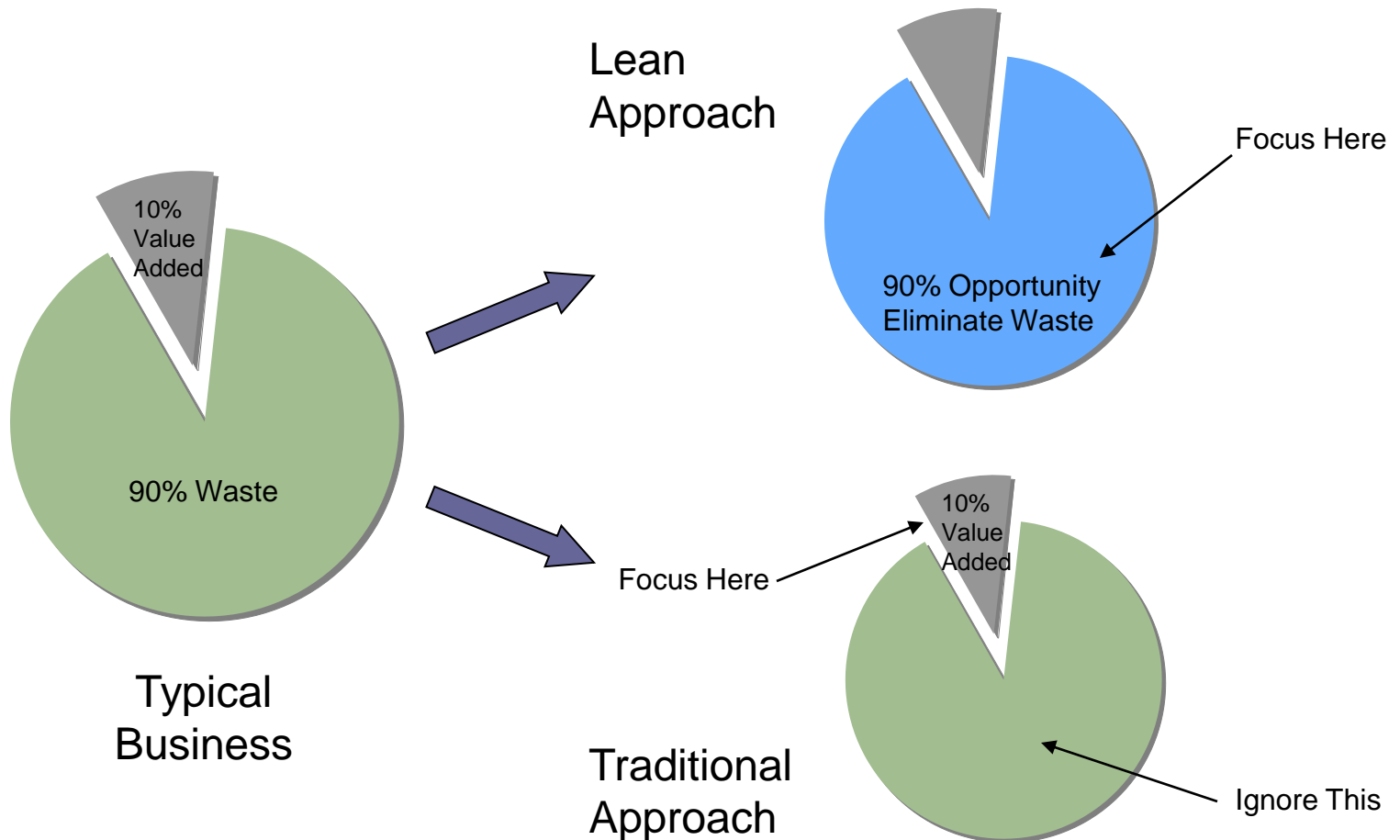
“... this production system represents a concept in management that will work in any type of business.”

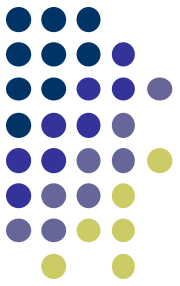
Taiichi Ohno

Lean Production System



Focus on the Waste





Identify the Waste





Eliminate the Waste

- 1/2 the human effort
- 1/2 the space
- 1/2 the equipment
- 1/2 the inventory
- 1/2 the investment
- 1/2 the engineering hours
- 1/2 the product development time

....then eliminate 1/2 again



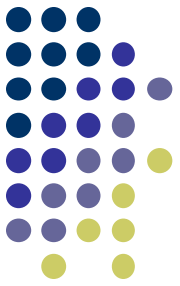
The Big Question

What would you do if you had NO more.....

- Money
- People
- Machines
- Computers
- Transportation
- New Facilities



Learn by Doing



“Hearing 100 times is not as good as seeing once.
Seeing 100 times is not as good as doing once.”



Taiichi Ohno

Swing for the fences... or learn to bunt?



Engaging in Solutions



Change requires a light bulb going on in everyone's head



Simulate



Model



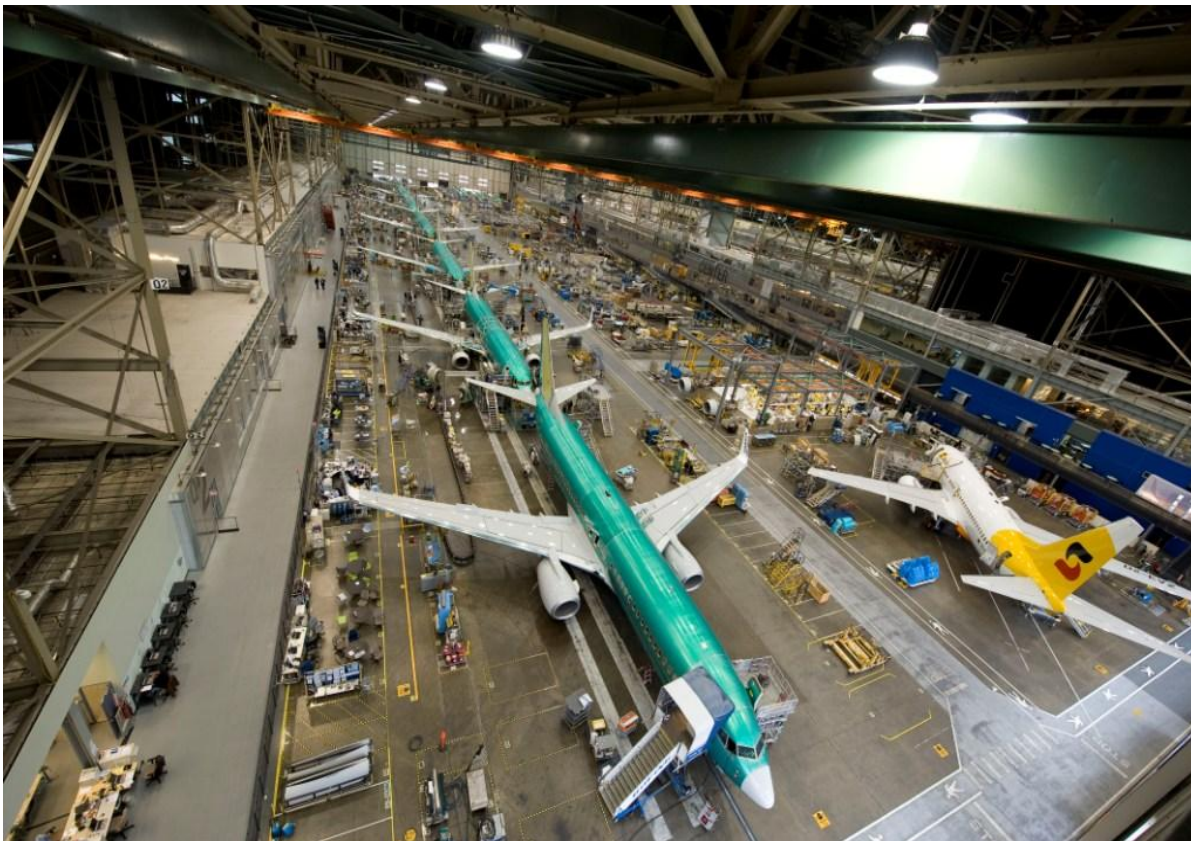
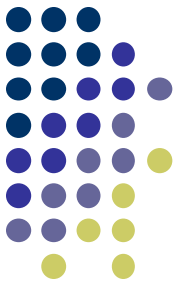
Prototype



Test

Making It Flow

The system is the product of the people's efforts



- Creating Capacity
- Improving Quality
- Engaging Employees
- Involving Customers

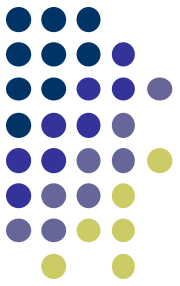
Leadership Challenge



“If you do not know how to ask the right questions, you discover nothing.”



Dr. Edwards Deming



Leaders As Teachers

“When the problem is clearly understood, improvement is possible.”

- Go, See, and Learn
- Ask Questions Instead of Providing Solutions
- Encourage Innovation
- Foster Trust and Engagement
- Demonstrate Commitment and Understanding
- Turn Up the Heat
- Create a Workplace Where Continuous Improvement Becomes a Way of Life

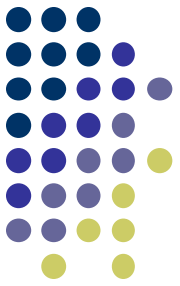
You Can Be A



- Change Initiator
- Change Implementer
- Change Adopter

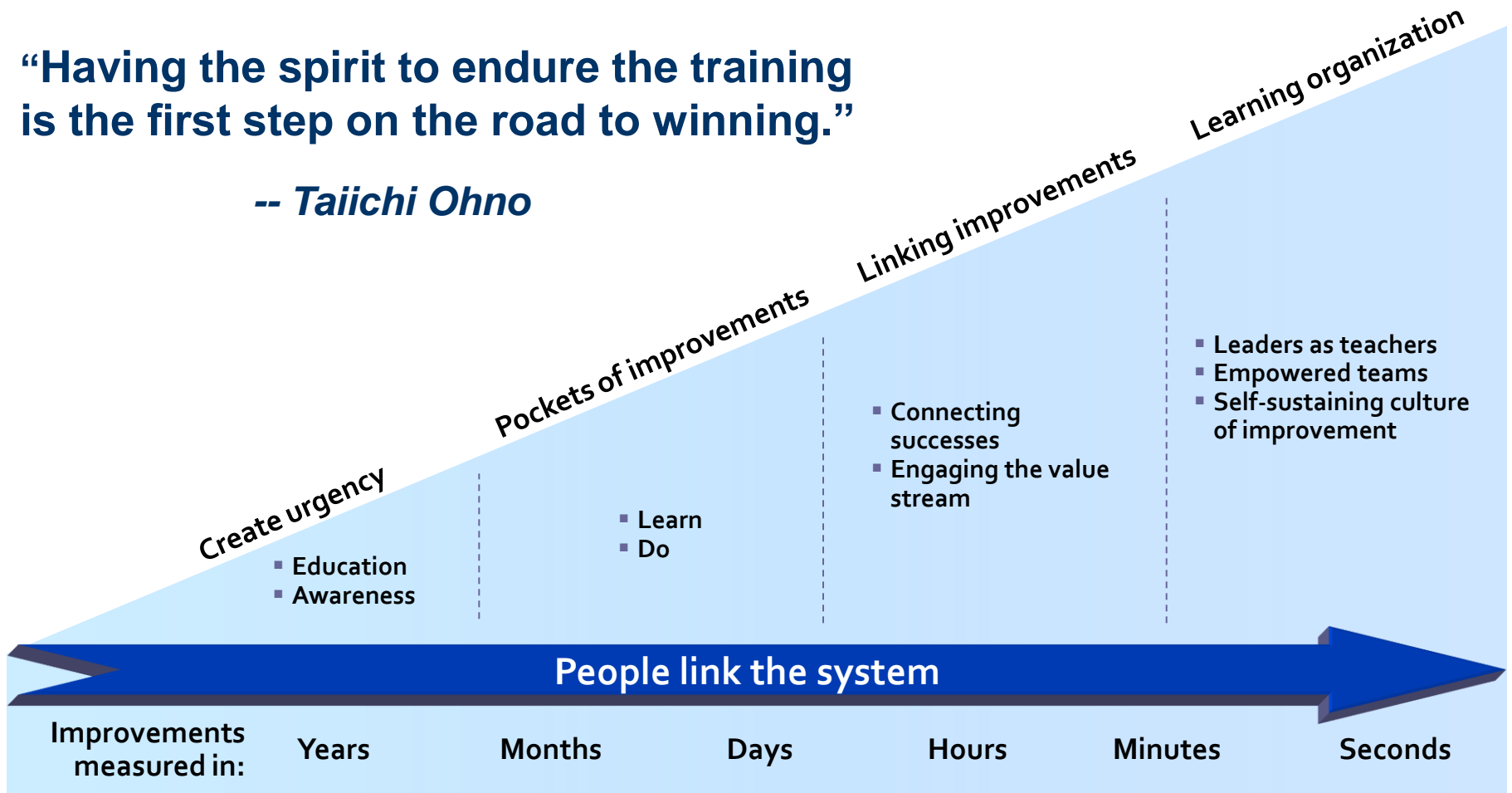


The Endless Journey to Lean

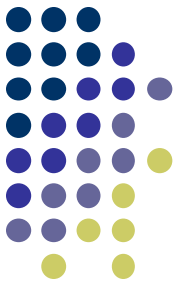


“Having the spirit to endure the training is the first step on the road to winning.”

-- *Taiichi Ohno*



A Parting Thought



Lean is not a manufacturing tactic or a cost reduction initiative. It's a management system that applies to all organizations. It requires courage, conviction, willingness to take risk and a "leap of faith".

