## An overarching principle of Lean is continuous incremental change. Standards are made to be followed and then improved. A key to solving problems is to quickly determine who is at fault. When an organization's informal principles are at odds with its formal principles, this discrepancy can cause tension and conflict across the organization. Full Lean journey buy-in across the entire organization may take years.

**\*** 1. Select the answer that best reflects the content presented in the Lean for Dummies book.

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2. A commonly used graphical tool used for showing progress in several areas toward a goal is:
Bar chart
O Pie chart
Spider chart
3. Facilitating change requires:
Clear expectations, proper communications and proper behavior
Vision, charisma and an unlimited budget
4. A "Lean state of mind" includes managers who:
Teach their employees the proper Japanese terms.
Make decisions based on data about past productivity.
Realize that their job is not only to achieve results, but also to build capability in their people.
5. To create a culture of trust and continuous improvement, an organization must realize that:
Blame improves nothing and prevents true problem solving.
Blame help get to the root cause.
Blame is one way to demonstrate accountability.
6. One of the best ways to mitigate a "flavor-of-the-month" mentality is to:
Hold managers accountable to new behavior standards, especially in times of crisis.
Convince employees that it will be different this time.
Use professional-looking materials in all communications.