Lean Contains Multitudes: Where to Begin

Brian Kerr & Craig Fitzgerald
Koné Consulting
Lean 

Waste 

5S 

Respect 

Output 

A3 

Continuous Improvement 

Customer Value 

Purpose 

VSM
What question are we going to answer today?

What are the key things to learn about Lean when you’re just getting started?
The Key Things

1. What Lean isn’t
2. What Lean is
3. Its Main Principles
4. Continuous Improvement is Routine
5. Lean Doesn’t Exist
1. What Lean Isn’t
Lean is not the answer to your question
IF YOU COULD JUST ANSWER THE DAMN QUESTION

THAT WOULD BE GREAT
2. What Lean Is
3. Its Main Principles
Creating customer value through continuous improvement, with respect for people.
Organizational purpose

1. What do we make (or provide)?
2. Who do we make it for?
3. How can we tell if it’s any good?
1
What do we make?
1. What do we make?

Objects

Paperwork

Determination (or status)

Understanding

Human touch

Points of service
2
Who do we make it for?
3
How can we tell if it’s any good?
Organizational purpose

1. What do we make (or provide)?
2. Who do we make it for?
3. How can we tell if it’s any good?
“Very good is less than good.”

–Louis Kahn
“Not the beautiful, just beauty.”

–Louis Kahn
“Not the beautiful, just beauty.”

“Very good is less than good.”

–Louis Kahn
Make the work visible
I am measuring something vital to our organizational purpose!
I am measuring something vital to our organizational purpose!

**PLUS** unexamined variation built into a particular value stream!
I am measuring something vital to our organizational purpose!

PLUS unexamined variation built into a particular value stream!

PLUS differences in measurement across various sites!
What do you notice?
Value stream thinking
Value stream thinking

Customer perspective

Who makes it happen?

What do they need?

Stability (or safety)

Org chart / departments

Hierarchies

Tacit knowledge

Accountability
## Waste walk worksheet

<table>
<thead>
<tr>
<th>Waste</th>
<th>What do you notice?</th>
<th>Performance impact on value stream</th>
<th>Possible countermeasures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Errors producing and correcting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overproduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waiting/pending</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not utilizing the knowledge, skills, and abilities of all staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extra processing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Download this worksheet to print and use at [http://koneconsulting.com/resources](http://koneconsulting.com/resources)
4. Continuous Improvement Is Routine
FAIL YOU WILL
FAIL FAST, SO YOU SHOULD
“It is weariness to keep toiling at the same things so one becomes ruled by them.”

–Heraclitus
“It is weariness to keep toiling at the same things so one becomes ruled by them.”

–Heraclitus
## A3 8-step problem solving worksheet

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Responsible person</th>
<th>People involved</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Clarify the problem (Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Current situation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Desired situation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Break down the problem (Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Set the target (Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Root cause analysis (Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Develop countermeasures (Plan)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Run experiments to validate countermeasures (Do)</td>
<td></td>
<td></td>
<td>Dates</td>
</tr>
<tr>
<td></td>
<td>Owner</td>
<td></td>
<td>Support people</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Monitor results from experiments (Check)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Standardize successful countermeasures (Act)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10× communication
# Staff communications plan

What is the change you need to communicate about with your staff?

<table>
<thead>
<tr>
<th>What does your audience currently think—and how do they feel about the topic?</th>
<th>Staff's current knowledge and opinion of the topic</th>
<th>New information or opinion staff need to have</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will that knowledge and their impression need to shift?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What messages and channels will reinforce the new information and opinion they need to have?</th>
<th>Auditory messages</th>
<th>Visual messages</th>
<th>Kinesthetic activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remember: messages aren't just words—they can also be pictures, sounds, or use physical space.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When, during the next 50 days, will you begin your communication efforts?</th>
<th>Where in what channels will you communicate the messages?</th>
<th>When will you start and how often will you repeat?</th>
</tr>
</thead>
<tbody>
<tr>
<td>How often and when will you repeat the messages?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How will you gather feedback from staff and relay it to leadership?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What will you need to support your communication plan?</th>
</tr>
</thead>
</table>

Download this worksheet to print and use at http://koneconsulting.com/resources
Things get messy
Things get *messy* when...

People can’t directly see work, waste, and problems.

People aren’t in the same location.

People do not agree on their purpose or value they create.

Skills, authority, and responsibility are not balanced.

Management does not communicate.

People know they can outlive their leadership.
5. Lean Doesn’t Exist
“What if everything is an illusion and nothing exists? In that case, I definitely overpaid for my carpet.”

– Woody Allen
Where to start?

“One measures a circle, beginning anywhere.”

–Charles Fort
Where to start?

Level-setting.

Organize around a problem using value stream thinking.

Continuous improvement: PDSA.

Communicate across all levels of the organization.

Develop people.
What are the key things to learn about Lean when you’re just getting started?
The Key Things

1. What Lean isn’t
2. What Lean is
3. Its Main Principles
4. Continuous Improvement is Routine
5. Lean Doesn’t Exist
Resources to download and use:

koneconsulting.com/resources

Contact us:

Craig → craig.fitzgerald@koneconsulting.com

Brian → brian.kerr@koneconsulting.com