



Making it Stick

How to Sustain Lean Tools

BIRCH
CONSULTING, LLC

Have you ever experienced...



Have you ever experienced...



Have you ever experienced....





UGH



why?

What's the point?

Joy

(1) The emotion evoked by wellbeing, good fortune or success or (2) by the prospect of expressing what one desires.

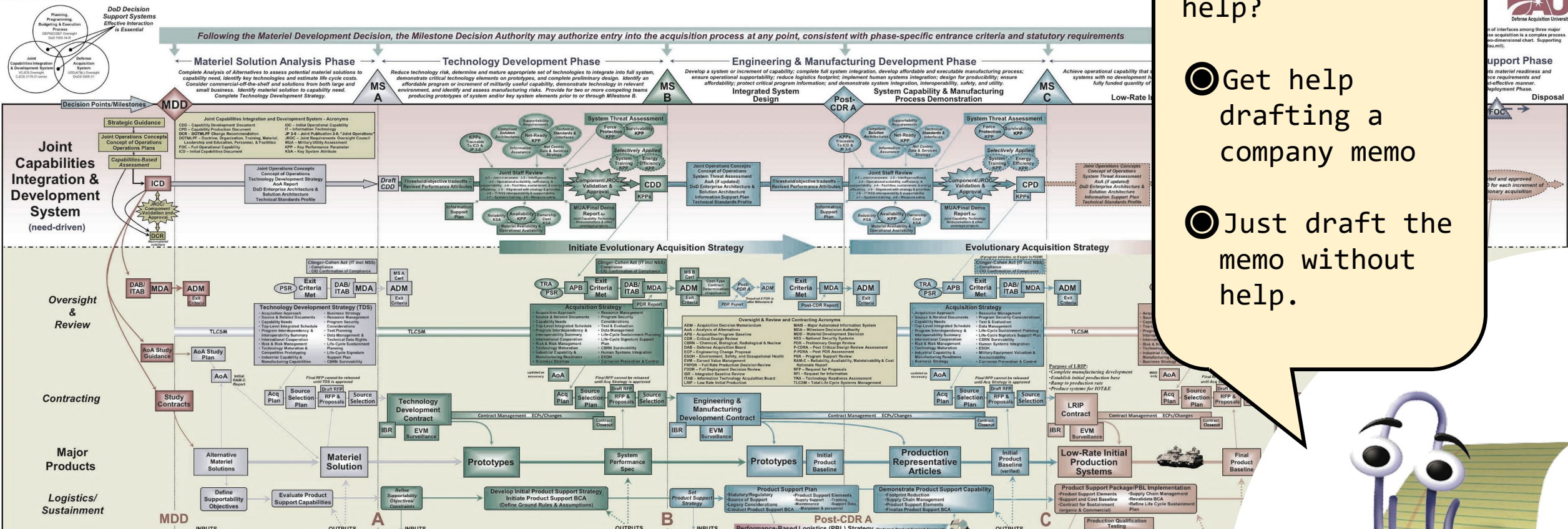
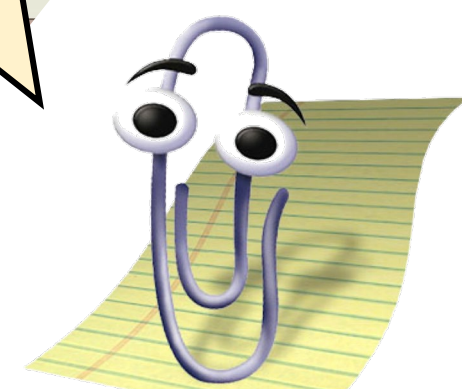
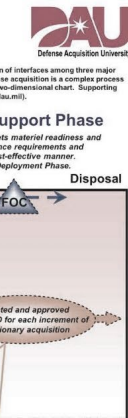
How Did We Get Here

It looks like
you're trying to
improve things.

Would you like help?

- Get help drafting a company memo

- Just draft the memo without help.



You're not alone!

In organizations:

Leaders are responsible for results

Employees deserve meaningful work

Most organizations have attempted some type of enterprise-wide improvement effort.

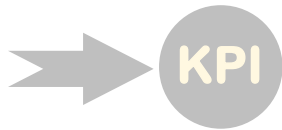
Most experience a “series of programs,” rather than the pursuit of a ***philosophy of improvement****.

*J. Liker and M. Rother, Why Lean Programs Fail, (Lean Enterprise Institute, 2011)

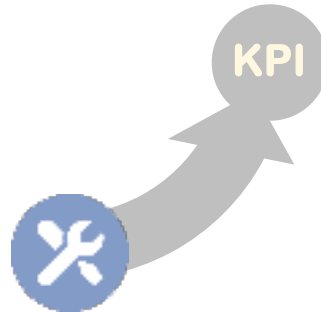
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Conventional Approaches

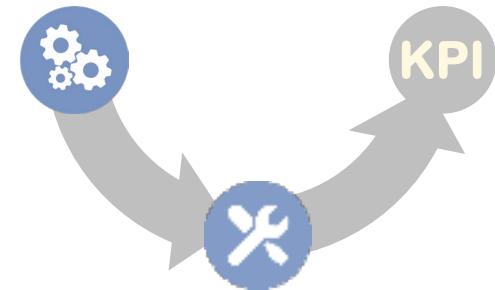
“Driving to Results”



“The Quick Win”



“The Program Approach”



Driving to results

Companies with no improvement effort rely on leaders to drive results.

Outcomes of this approach:

- Success dependent on leaders

- Workers are expendable/undeveloped

- Fear and blame common

- Company is slow to adapt to a changing world



Leaders push the people to work harder.

The quick win

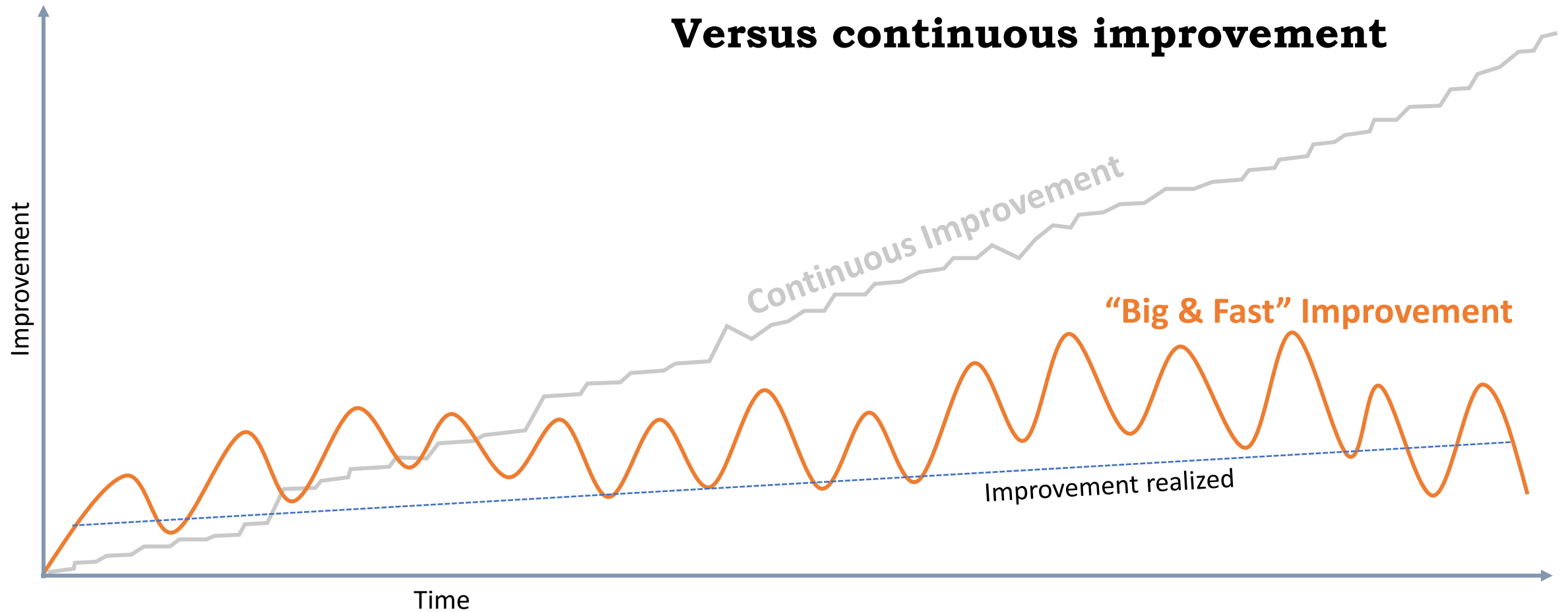
Searching for solutions leads to discovery of tactical methods and techniques: “the tools.”

Outcomes of this approach:

- Some small wins achieved
- Resistance to the tools
- Lack of ownership
- Distrust
- Feeling of “this too shall pass”
- Decreased empowerment

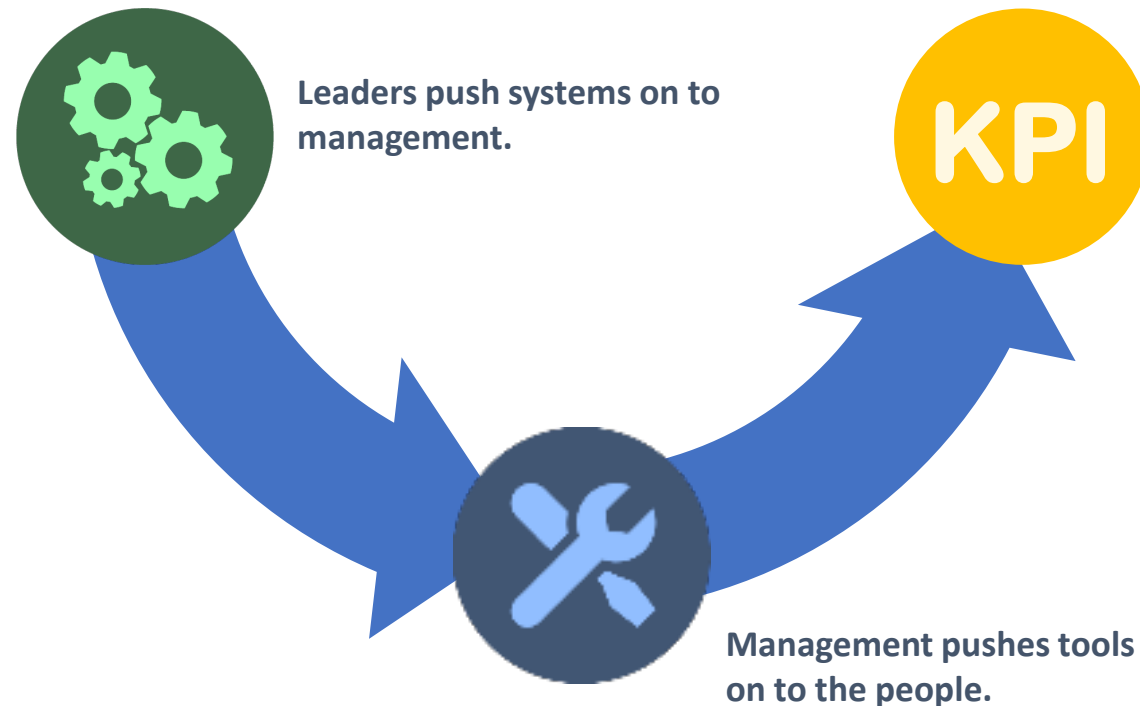


The quick win



The program

Measurable improvement from the Quick Win can result in a desire to broaden the use of the tools, which are pushed into existing systems.

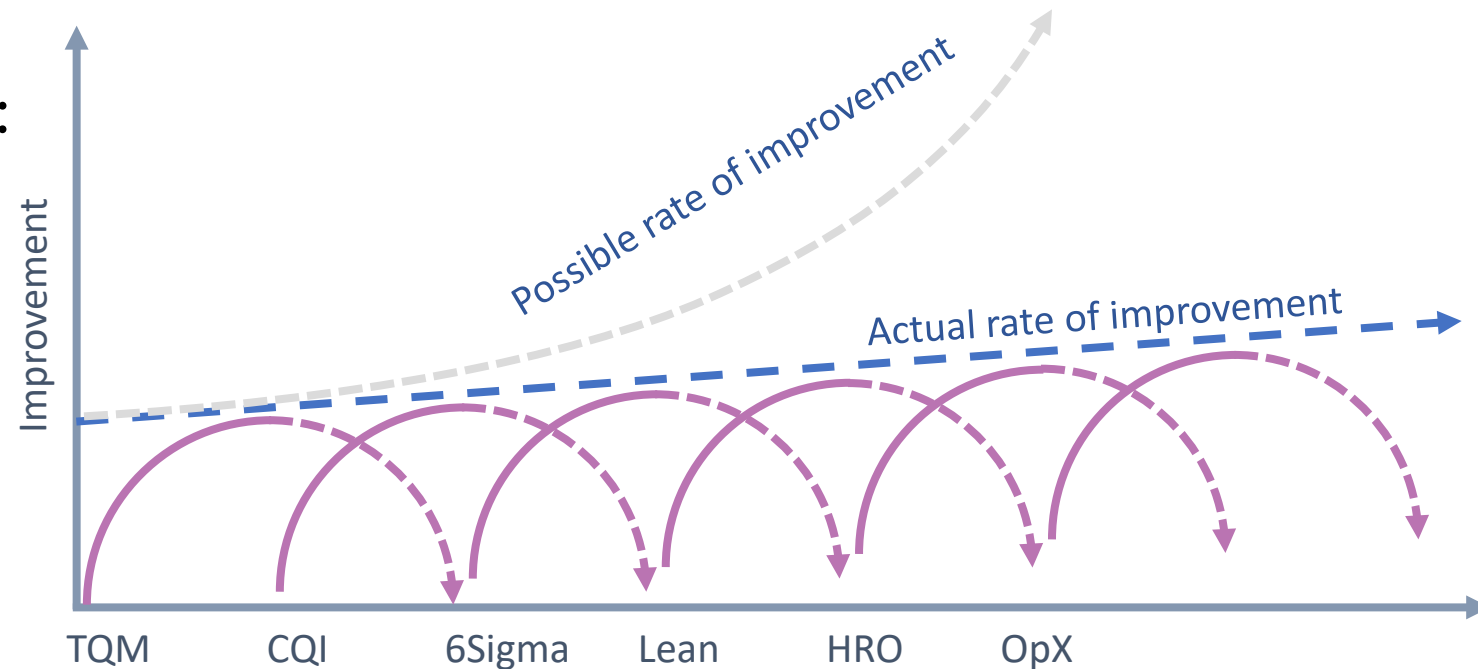


The program

Measurable improvement from the Quick Win can result in a desire to broaden the use of the tools, which are pushed into existing systems.

Outcomes of this approach:

- Some wins achieved
- Complacency
- Teaching but little learning
- Resentment
- Culturally invasive



AS SEEN ON
TV



we
please join us for
DINNER
we

saturday | september 6th 2014

→ **6:00 PM** ←

AT

*mark & jennifer peters home
4122 factoria blvd se | boulder, colorado*

🌿 **RSVP** 🌿

*to jennifer at 211-233-4555 or
jennifer.peters@mail.com*

Food slides off!



A new path



WHAT IS AN ORGANIZATION?

It's people ...working with people

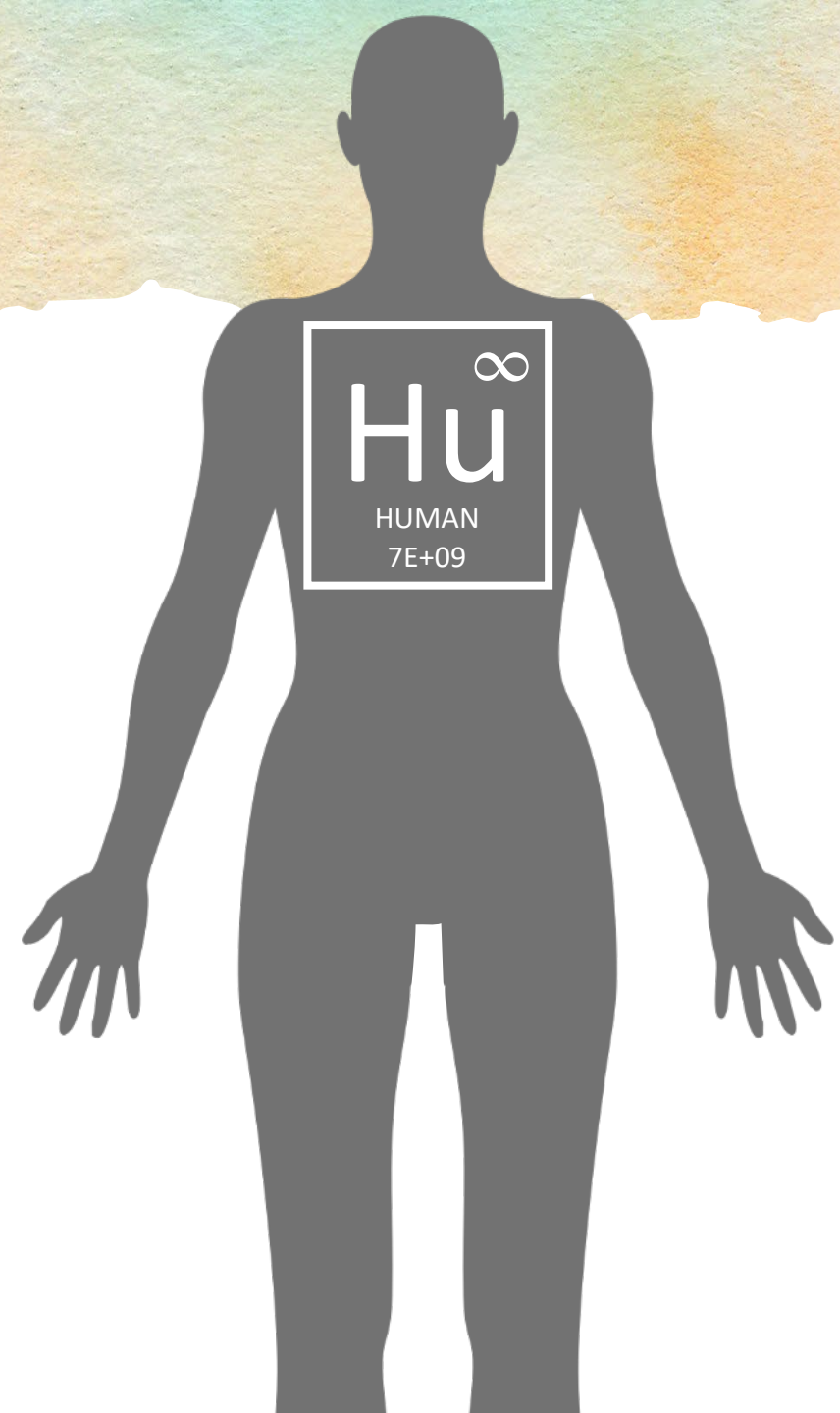


Serving people ...and the world



What is lean?

- Lean makes work more *human*.
- Lean fits the *process* to the *person* (not the other way around)
- Why? Doing so dramatically improves business results *over time*.



Grounded in Principles

*Universal truths that inform
the **behaviors** we practice,
the **systems** we develop,
and the **methods** we use.*

- **Respect for people**
Empower the people who do the work to improve the work
- **Lead with humility**
Leaders are coaches who serve their people
- **Learn continuously**
Share and celebrate learning

ENGAGE

- **Constancy of purpose**
Craft a vision, align the work to achieving it
- **Create value for the customer**
Focus on customer needs
- **Systems thinking**
End-to-end value streams, not silos

ALIGN

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- **Embrace standardization**
Articulate and adhere to the best known way
- **Solve problems scientifically**
Use deliberate problem-solving methods
- **Always strive to improve**
Create flow and pull
Quality at the source
Visual controls
Proximity & collocation
Reliable, tested technology
Level the workload

IMPROVE

Principles



Principles are universal truths that govern consequences. Not understanding or ignoring these guiding principles will put a company out of business.



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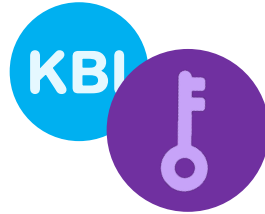
IMPROVE

Behaviors



“Key Behavior Indicators”

Understanding the principles will help to identify ideal behaviors.



Behaviors



“Key Behavior Indicators”

SYSTEMS THINKING

What kinds of behaviors might we see if this principle was understood and applied in an organization?

What behaviors would our systems drive?

Leaders:

- Work to eliminate barriers that prevent flow of ideas, communication, and collaboration.

Managers:

- Involve both upstream and downstream areas in the design and redesign of systems for improvement.

Front Line:

- Include other staff (on yours and other teams) when identifying causal factors for problems, and for ideas for improvement. (Group problem solving)

Behaviors



“Key Behavior Indicators”

FREE DOWNLOAD!

“Introduction to the Lean Principles” by Jim Barker



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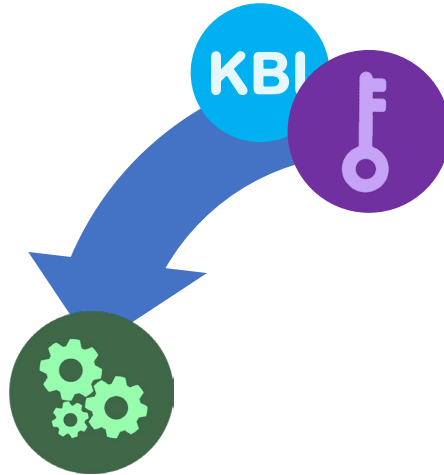
bit.ly/lean-principles-intro

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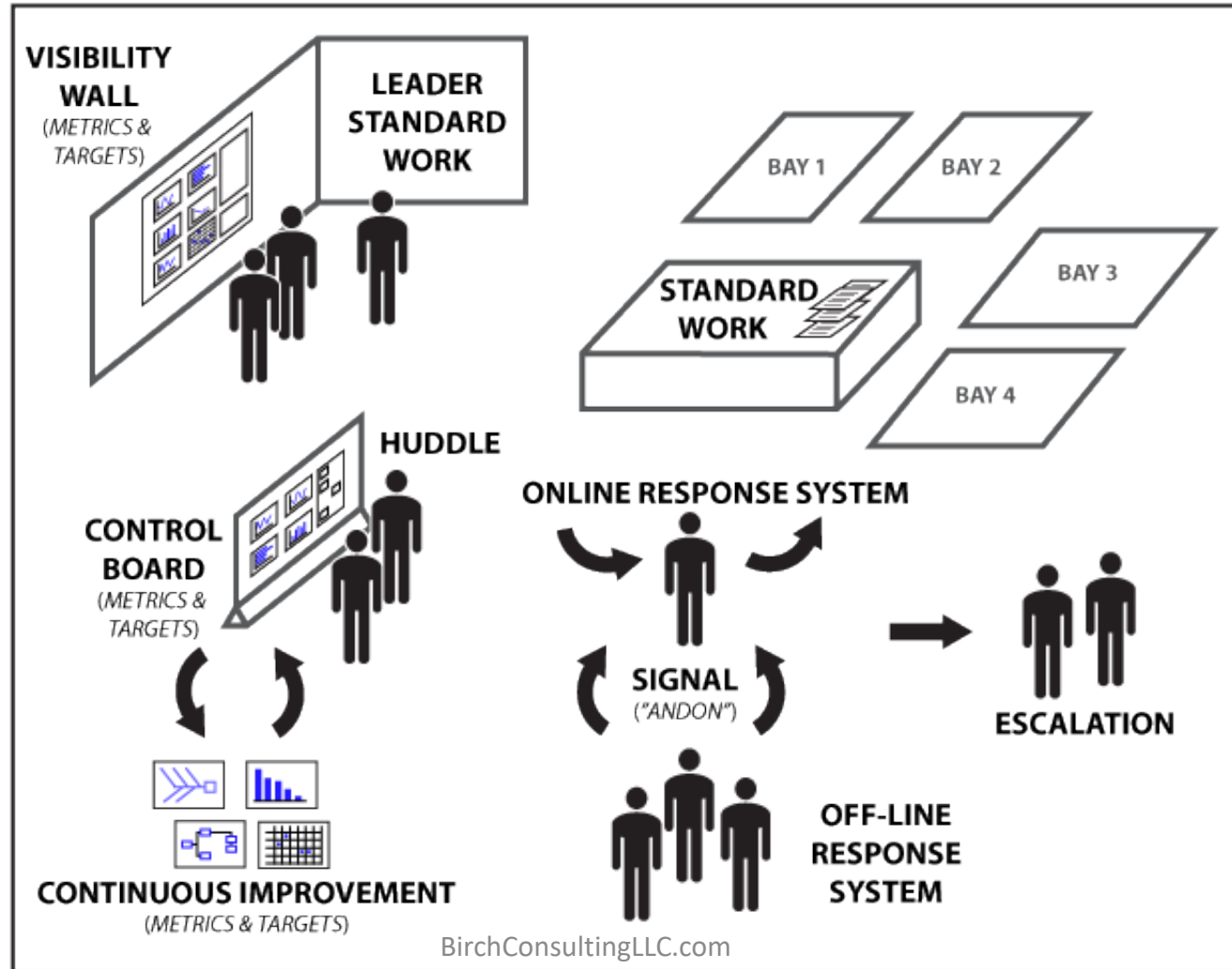
Systems



Systems enable and support ideal behaviors.



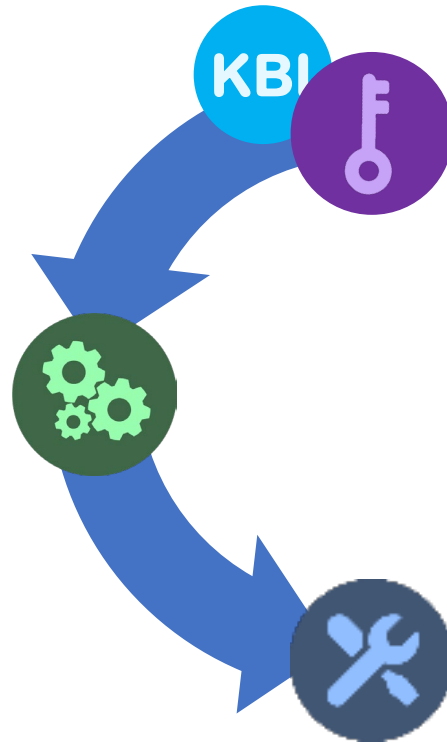
Management System



Tools



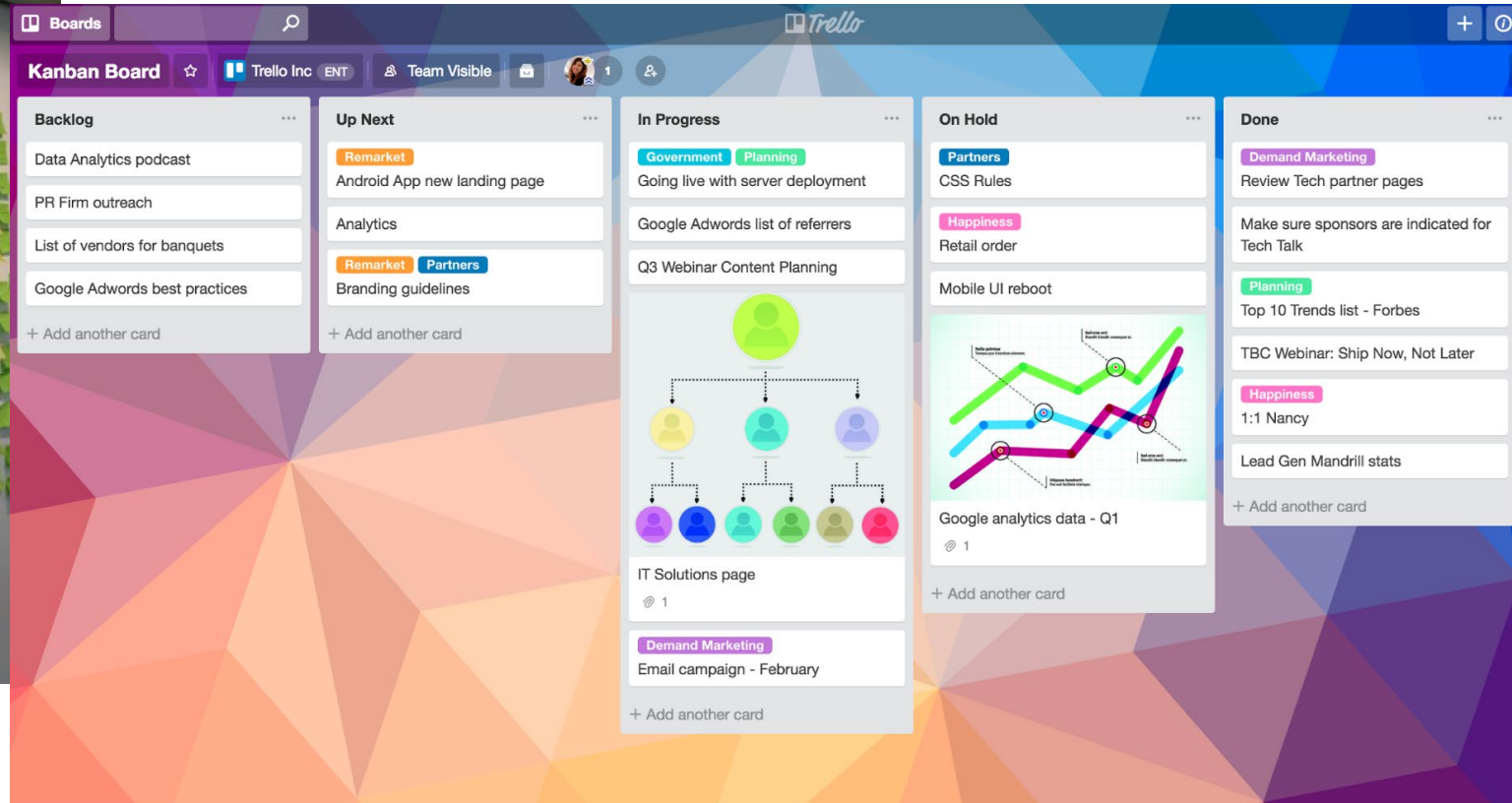
When principles are understood, and systems are designed to support ideal behavior, the customer-facing employees create and “pull” for tools.



Tools



Kanban Board








Tools



Standard Work

Standard Work Instruction Sheet									
Process Name		Part Number	Customer Demand		Takt Time (sec per piece)		Prepared By		
Manually boxing wine (12 bottles per box)		Standard 12 x 750ml	360		71		Bob		
			Net Operating Time in sec		Standard WIP		Date		
			27,000		10		18-Jul-14		
No.	Work Description	Quality		Key Points - Safety - Quality	Time		SWIP #	Safety #	Quality #
		Check	Gage		Minutes	Seconds			
1	Receive boxes								
2	Open box	Visual		Check base is secure	5				
3	Place insert	Visual		Check insert is straight	3				
4	Load 12 bottles	Visual		Safety - RSL Straight back, don't twist First bottle quality check	11				
5	Closing box	Visual		Check box is sealed properly	4				
6	Stacking pallets	Visual		Safety - RSL Straight back, don't twist Quality - check pallet stack is	8				
7	Process end								
Total Manual Cycle Time					33				

Work Sequence		Basic Time			Operation Time (Seconds)				
Operation	Man	Auto	Walk		5	10	15	20	25
1 Open box	3		2						
2 Packaging place insert	3								
3 Packaging bottles (12)	10		1						
4 Closing box	2	4	2						
5 Stacking pallets	3		2						
6									
Sum of Man CT	21		7						
		28							

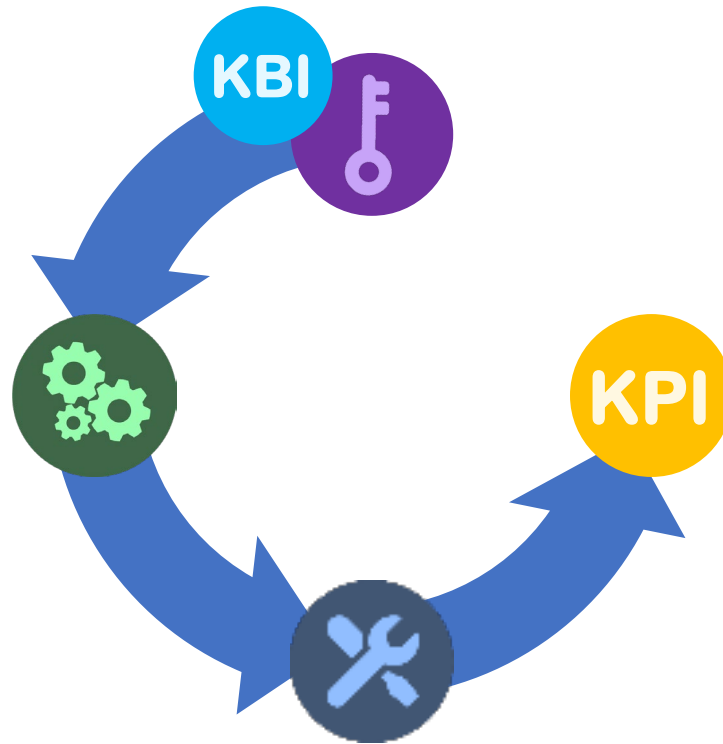
Job Element Sheet			
Deep Cleaning the Coffee Maker			
Overview and Steps	Instructions and Explanations	Visual Assistants	Takt Time
Step 1 Equipment Needed	1.1 BUNN coffee maker all 3 coffee pots deliming spring BUNN manual (optional) pliers	  Deliming spring and manual can be found above the sink in a manila envelope. Sponge, vinegar and dish soap are on or under the sink.	
	1.2 vinegar abrasive sponge dish soap water		
Step 2	2.1 Set aside pots. Pull out basket and set aside.	 *Pliers can be obtained by asking room services to look in their tool box	5 minutes
How to Delime the Machine	2.2 Twist sprayhead to the left and drop in cup of water mixed with distilled white vinegar. *Use pliers to loosen sprayhead if stuck.		
	2.3 Insert deliming spring into hole until only an inch is visible. Saw back and forth several times and remove.		
	2.4 Rinse sprayhead thoroughly and replace. Replace basket and pot.		
Step 3 How to Deep Clean Pots	3.1 Soak basket and fill coffee pots with a 1:1 mixture of hot water and white distilled vinegar for several minutes.		10 minutes
	3.2 Wash with hot soapy water and abrasive sponge.		
	3.4 Rinse thoroughly and replace.		
Should I run vinegar through the BUNN to descale it?	This is not recommended. The vinegar will safely clean the machine, but flushing all traces of vinegar out of the reservoir is difficult.		Several hours, 10+ pots of water, and 1 disappointing staff meeting

Results

KPI

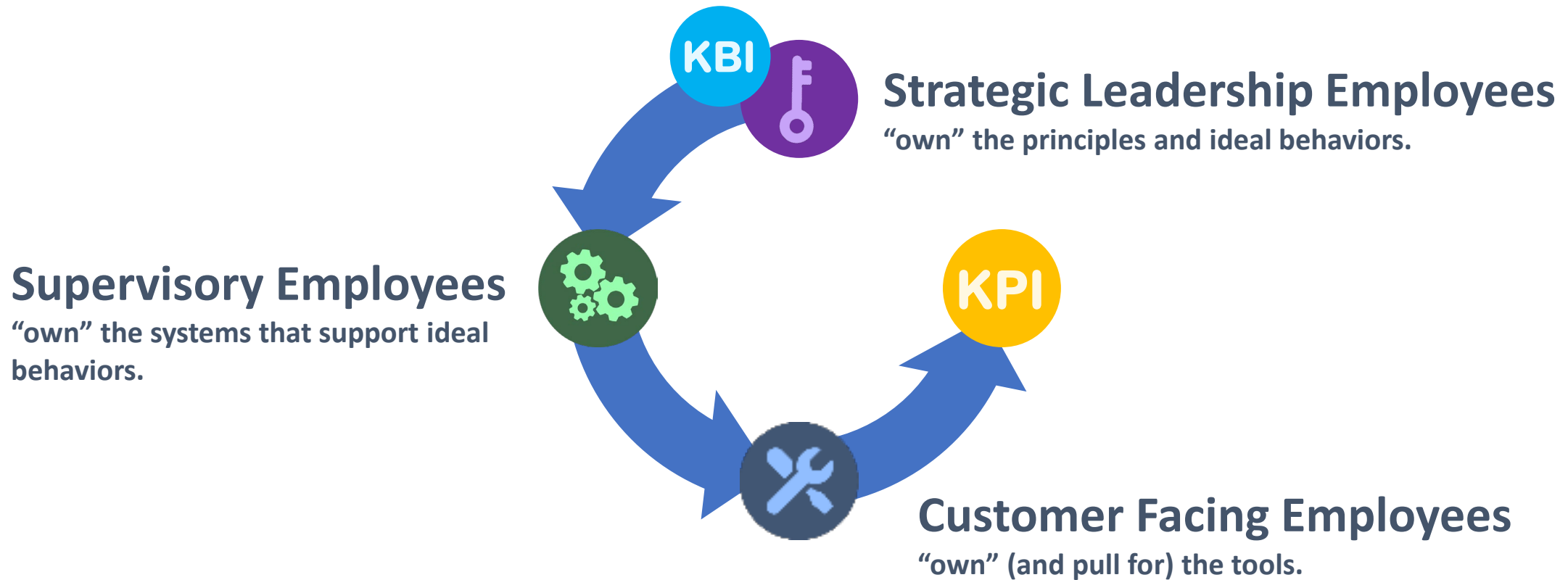
“Key Performance Indicators”

All of these elements working together create a self-regulating and accelerating engine that drives results.



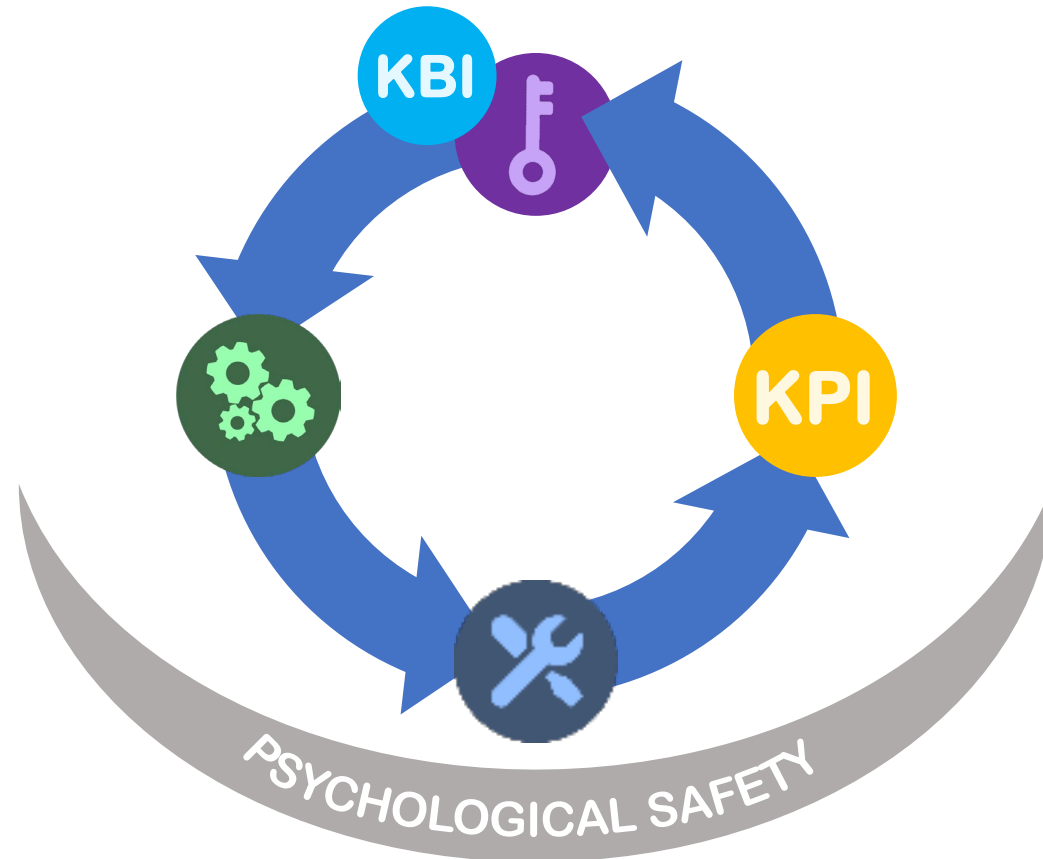
Ownership Those That Lead the Collaboration

All of these elements working together create a self-regulating and accelerating engine that drives results.



Sustaining the Virtuous Cycle

Results help adjust the system, refining ideal behaviors, adjusting systems, tools, and improving future results.



What is Psychological Safety?

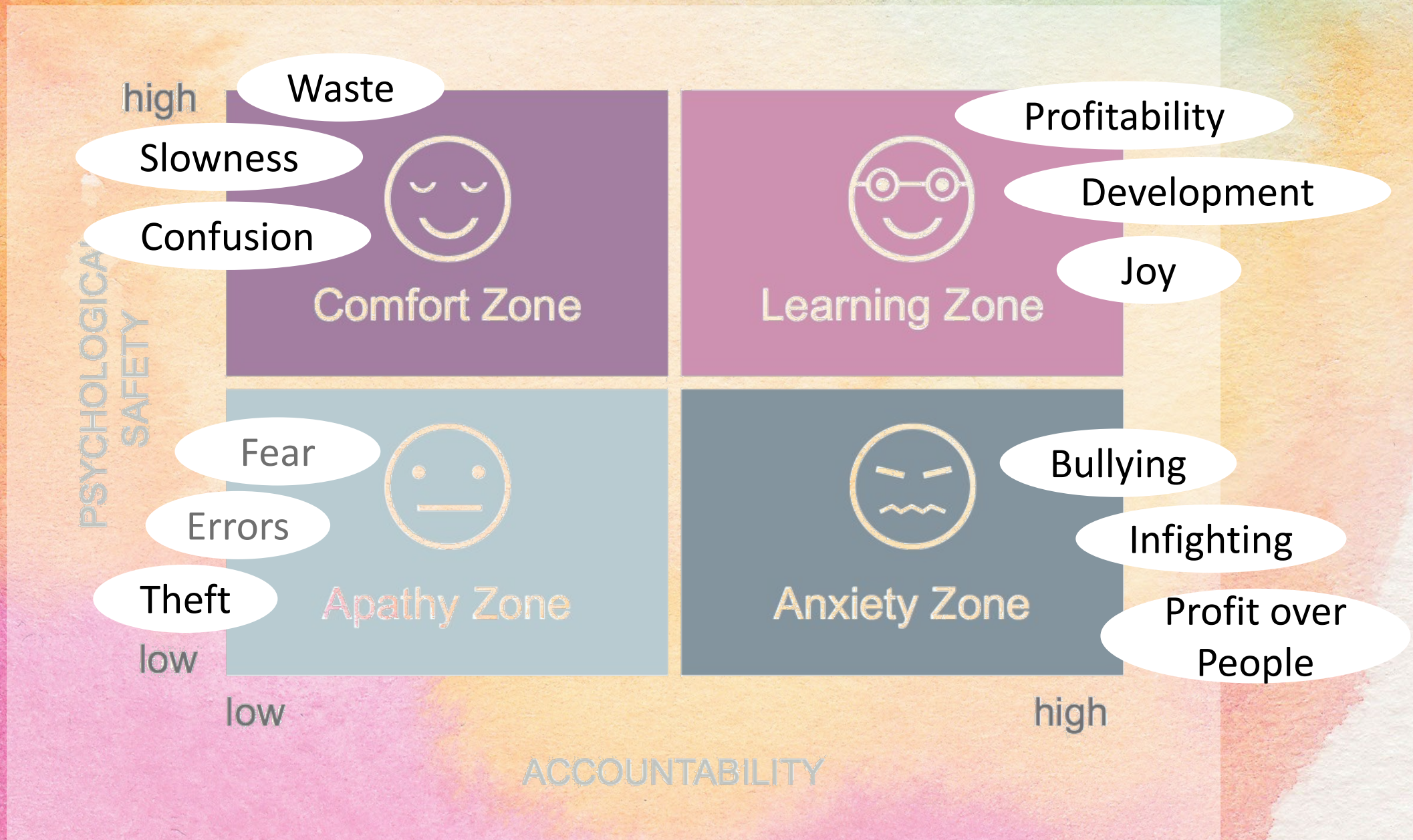
A shared belief held by members of a team that it's OK to:

- **take risks,**
- **to express ideas and concerns,**
- **to speak up with questions,**
- **to admit mistakes**

all without fear of negative consequences.

As Amy Edmondson puts it, “it’s felt permission for candor.”

Dr. Amy C. Edmondson, The Fearless Organization



Principle Centered Outcomes

Slow gains at first, requires an investment mentality

Learning at all levels

Culturally relevant

Creates synergy and self sustainment

Exponential growth in improvement

Continuous Improvement culture begins to form





**EVERYTHING IS GOING
TO BE OK**

Begin with Leaders:

1. Leaders Set the Culture

- The Strategic Executives Start learning.

2. Leaders Learn by Doing

- L.E.A.P. program coaching on applying the principles and behaviors in the work

3. Leaders Begin Teaching

- Slowly leaders start teaching and coaching their direct reports.



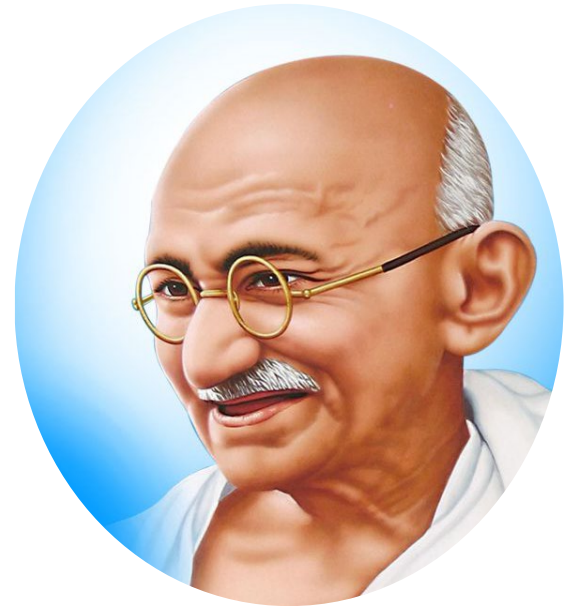
... My Leader Isn't Here!

The forever question: HOW DO WE
ENGAGE OUR LEADERS?????



...My Leader Isn't Here!

Be the change you wish to see in the world.



Lean Leadership is not limited to a role or a position; EVERYONE is a Lean Leader!

Things I Hear from Leaders:

“My staff is resisting these ideas, Jim. Can you please train all of them for me?” –Exec VP of Merchandising

“Nobody listens to me!” –Owner and CEO

“The board members seem to think they know how to do Lean better than we do.” –CEO

“I am trying to learn from my customer facing people, but when I show up I just freak them out because I am the big boss.” –Exec VP of Retail Stores

“Everybody is on board! But I think they are just saying that because I am the Chief.” –Chief Tech Officer

...My Leader Isn't Here!

Can you think of ONE suggestion on how you can have a transformational conversation with your supervisor?

...or colleagues on how to improve something?



Making it Stick

How to Sustain Lean

Tools
Where to start?
One small step.

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Q&A

Thank you!

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