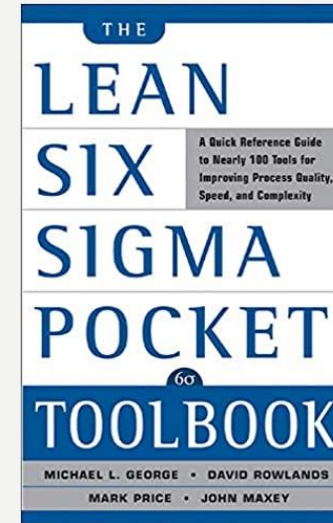
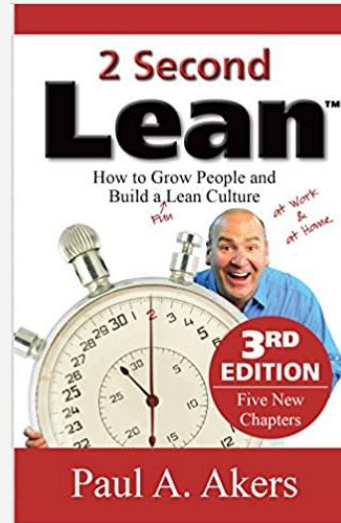
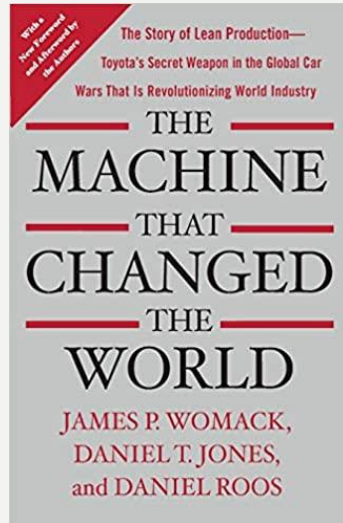


LEAN BASICS

**SAM WILSON
MIKE FAY**

**AN INTRODUCTION
LEAN TRANSFORMATION CONFERENCE
OCTOBER 2020**

What do we mean by “Lean?”



LEAN IS... CONTINUOUS IMPROVEMENT

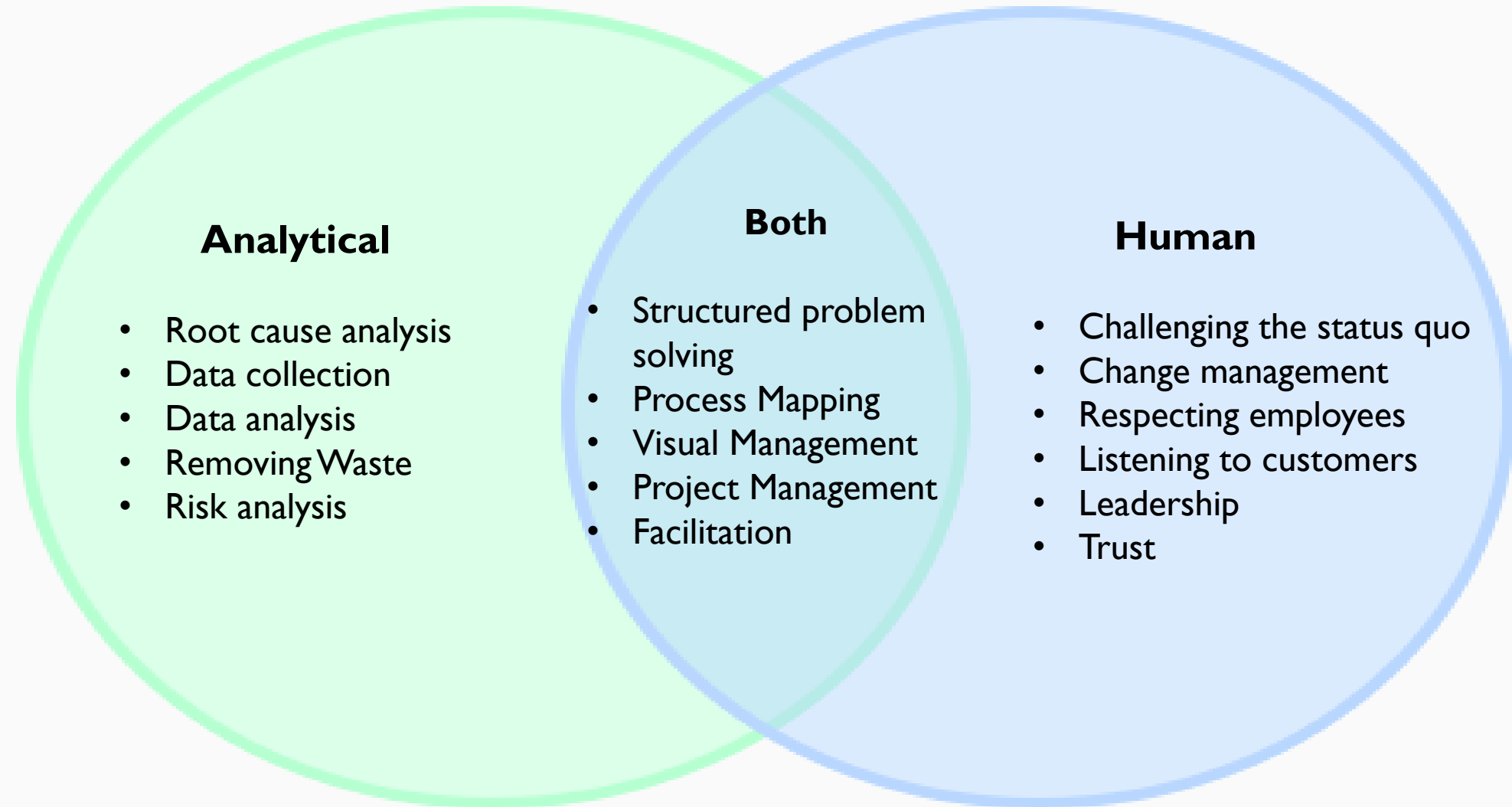
- Lean can be framed as a:

- Strategy
- Mindset
- Tool set
- Management system

....regardless of the frame, it's always about making things better.



TWO SIDES TO LEAN



The Analytical Side (Meals Per Hour)



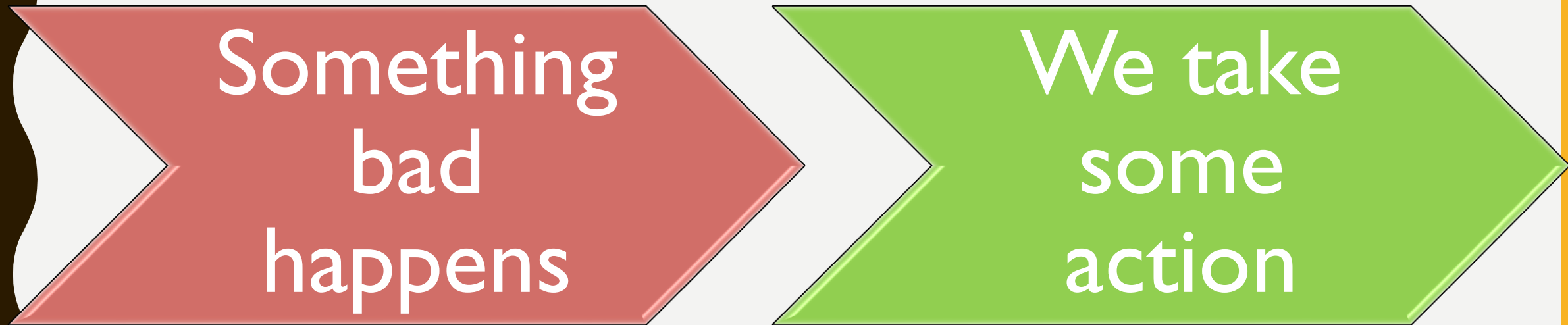
<https://www.youtube.com/watch?v=EedMmMedj3M>

VIDEO TAKEAWAYS

I. Structured Problem Solving



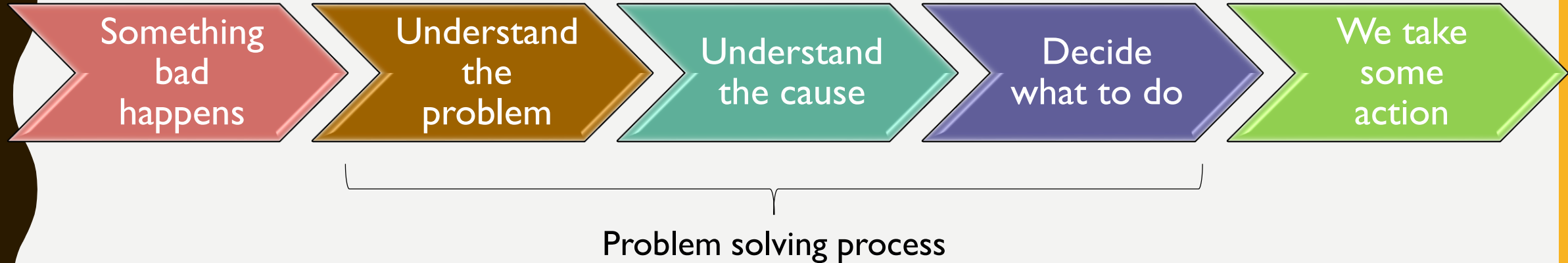
TRADITIONAL “UNSTRUCTURED” PROBLEM SOLVING



- Often a band-aid solution

Problem solving process

STRUCTURED PROBLEM SOLVING



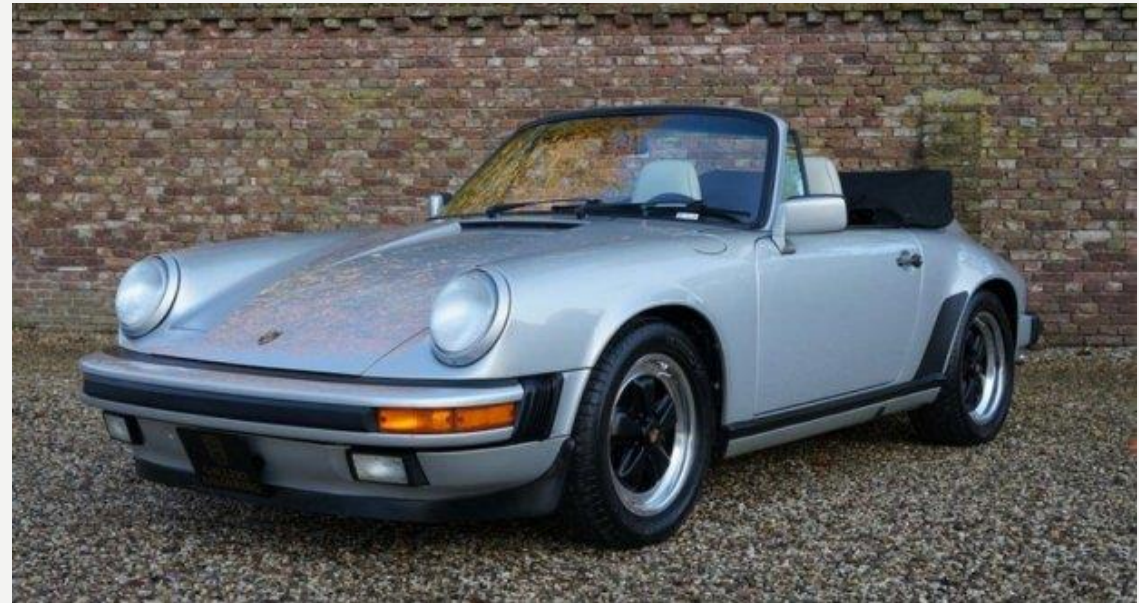
VIDEO TAKEAWAYS

1. Structured Problem Solving

- Understand the problem
- Understand the cause
- Decide what to do

2. Focus on the Customer (VOC)

- Reduce Packing time
- Increase the # of boxes on truck
- Decrease distribution time



VIDEO TAKEAWAYS

1. Structured Problem Solving

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- Understand the cause
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2. Focus on the Customer (VOC)

- Reduce Packing time
- Increase the # of boxes on truck
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3. Eliminate Waste (“muda”) to Increase Value

- Waiting
- Overprocessing
- Overproduction
- Defects
- Motion
- Inventory
- Transportation
- Employee Underutilization





Which side of Lean is hidden
in this video?

THE PEOPLE SIDE OF LEAN:



THE PEOPLE SIDE OF LEAN: RESPECT FOR PEOPLE

I. Respect for People

- The people who do the work matter
- People experience change differently
- Psychological safety is key



THE PEOPLE SIDE OF LEAN: TEAM EFFECTIVENESS

I. Respect for People

- The people who do the work matter
- People experience change differently
- Psychological safety is key

Team Effectiveness

- Trust and cooperation
- Transparent communication
- Create a culture of improvement



THE PEOPLE SIDE OF LEAN: CHALLENGING THE STATUS QUO

Respect for People

- The people who do the work matter
- People experience change differently
- Psychological safety is key

Team Effectiveness

- Trust and cooperation
- Transparent communication
- Create a culture of improvement

Challenging the Status Quo

- Habits are hard to break
- Learning new things is hard
- The desire to conform is human





GAME #1

TAKEAWAYS

Respect for People

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- The desire to conform is human
- Habits are hard to break
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**LEAN IS ABOUT CREATING A CULTURE
FULL OF PROBLEM SOLVERS.**





Sam Wilson
Mike Fay
WA State Dept of Transportation