LEAN BASICS
SAM WILSON
MIKE FAY
AN INTRODUCTION
LEAN TRANSFORMATION CONFERENCE
OCTOBER 2020
What do we mean by “Lean?”

[Images of Lean-related books and logos]

- Alaska Airlines
- Frito Lay
- Toyota
- Amazon
- Motorola
- John Deere
- Boeing
- Harley Davidson
- Liberty Mutual Insurance
- FastCap
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

Analytical
- Root cause analysis
- Data collection
- Data analysis
- Removing Waste
- Risk analysis

Both
- Structured problem solving
- Process Mapping
- Visual Management
- Project Management
- Facilitation

Human
- Challenging the status quo
- Change management
- Respecting employees
- Listening to customers
- Leadership
- Trust
The Analytical Side
(Meals Per Hour)

https://www.youtube.com/watch?v=EedMmMedj3M
VIDEO TAKEAWAYS

1. Structured Problem Solving
TRADITIONAL “UNSTRUCTURED” PROBLEM SOLVING

Something bad happens

We take some action

• Often a band-aid solution

Problem solving process
STRUCTURED PROBLEM SOLVING

Something bad happens
Understand the problem
Understand the cause
Decide what to do
We take some action

Problem solving process
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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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

1. 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

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   • 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
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Team Effectiveness
- Trust and cooperation
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Challenging the Status Quo
- Habits are hard to break
- Learning new things is hard
- The desire to conform is human
TAKEAWAYS

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LEAN IS ABOUT CREATING A CULTURE FULL OF PROBLEM SOLVERS.
Sam Wilson
Mike Fay
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