Everything you ever wanted to know about Lean

(but were afraid to ask)
Learning Objectives

• Participants will be satisfied with answers to the questions that they and others in their organization have had regarding Lean.
• Participants will have access to resources which can provide answers to the questions they may have in the future.
Introductions

- Mike Levenhagen, Chair, Lean Enterprise Division
- Frank Murdock, Professional Development Chair
Outline

- Introductions/ Learning Objectives
- Gather questions
- Various Lean Enterprise Models
- Discussion of each question raised
- Summary
- Resources available including plan to use MyASQ
- Adjourn for Annual LED Meeting at 3:15 pm.
Various Lean Enterprise Models

THE SHINGO MODEL™

- GUIDING PRINCIPLES
- RESULTS
- CULTURE BEHAVIOR
- SYSTEMS
- TOOLS
Questions

1. Are there resources for Lean for Service
   ✓ We have a few from our monthly webinar series. For instance check out Lean Office & Service Simplified.
   ✓ However, we need more examples of Lean in Service applications.

2. How can we implement Lean in the arts and cultural organizations?
   ✓ Find ways to Lean out non-value added activities (e.g. activities which get in the way of the artist creating art, soliciting funding, material procurement)
   ✓ Use Plan-Do-Study-Act, determine the gap, set the target and experiment.
Questions

3. What is the right amount of training in Lean for a group?
   ✓ Provide training Just-In-Time so the participants have a chance to apply what they just learned.
   ✓ Make sure they do projects.
   ✓ Single Point Lessons are effective – at the point of use.
   ✓ Look at the role and level of those being trained.
   ✓ Make sure the trainers are in an operational role.

4. Have you found it easier to implement Lean in Manufacturing or in Service?
   ✓ In manufacturing, processes are typically a lot more visible – easier in that respect.
   ✓ Lean is not easy in any situation – it’s hard work.
Questions

4. (Continued)
   ✓ A good non-manufacturing example of Lean would be found in Menlo Innovations (software development)
   ✓ Toyota is the best manufacturing example of Lean in action.

5. How do you keep people motivated while Lean results are not great?
   ✓ Depends on the culture – getting feedback from project teams on their wins helps.
   ✓ Involve leadership in the teams – can avoid the frustration that can sometimes come from the leadership.
Questions

6. What is the best way to introduce Lean culture into a group when it is not welcomed?
   ✓ Understand the reason for the attitude and find out what they want, what is their goal.
   ✓ Start with quick hits to establish the WIIFM (What’s In It For Me)
   ✓ Create a safe space
   ✓ Make sure they understand the why of the effort.

7. How do you convince everyone in an organization that all parts of the organization should be involved in Lean, or should they?
   ✓ Yes, you should in some way
   ✓ We all have processes, we all have customers
Questions

7. (Continued)
   ✓ Need to have a keeper of the vision
   ✓ Leaders set the standard every day

8. What evidence is there that Lean can help turn an organization around?
   ✓ This is a research topic for the ASQ Lean Enterprise Division – target C-Suite audience.
   ✓ Years ago (2002) there was a study, “Lean Profit Potential” done by the Cardiff Business School.

9. What trends in Lean are you seeing that allows for harnessing Big Data, Machine Learning and Artificial Intelligence?

10. How do we keep Lean innovative?
Questions

11. What is cutting edge Lean?
12. What is next after being done with the “low hanging fruit?”
13. How do you calculate Lean savings in dollars?
   ✓ Hourly rate
   ✓ Productivity in terms of Full Time Equivalent (FTE)
   ✓ Communications among projects is critical so that they work together to make sure they get the full benefit of Lean across the organization
   ✓ Tap into the strategies of the organization
   ✓ Controller sign-off before the project starts and an understanding up front of how the savings will be used.
Questions

14. How do you keep the Lean “light on” - sustaining the journey?

15. Is there a standard model for Lean like there is for Six Sigma (e.g. DMAIC)?

- Shingo, PDCA, PDSA, AME Sensei, the House of Lean are all models being used.
- ASQ LED is developing a model for their Lean Body of Knowledge (LBoK)
- The emphasis with Six Sigma was the Controller to be the “score keeper” with every project having a “line of sight” to the C-Suite – still a good practice.
- Ensure that Policy Deployment is used.
Questions

16. How do we accommodate cultural sensitivity into Lean implementation?
17. How to get people to use the Lean tools on their own instead of because they are directed to?
18. What is the one Lean principle, element or tool, that you could advise us to use to understand the problem space?
Summary
Resources

Plan to use MyASQ discussion
• Provide answers to unanswered questions
• Address other member questions as they arise

Monthly Lean Enterprise Division Webinars

2020 Lean & Six Sigma Conference
Thank you for participating!

Feel free to join us at 3:15 p.m. for our Annual Member Meeting