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Chapter 1 : Kaizen and Lean Instruction from Shingijutsu Global Consulting - The Original Kaizen Experts

Lean Office Team solutions. Priceless Knowledge. we developed a simple approach to improving office processes. We conduct Lean events in the office to improve.

Consumers have a greater selection of higher quality goods to choose from and can obtain these items from a growing number of sources. Computers, cars, and even big-box retail sites promise to solve our every need. Because everything surrounding the process of obtaining and using all these products causes us frustration and disappointment. Why is it that, when our computers or our cell phones fail to satisfy our needs, virtually every interaction with help lines, support centers, or any organization providing service is marked with wasted time and extra hassle? In their bestselling business classic *Lean Thinking*, James Womack and Daniel Jones introduced the world to the principles of lean production—principles for eliminating waste during production. Now, in *Lean Solutions*, the authors establish the groundbreaking principles of lean consumption, showing companies how to eliminate inefficiency during consumption. Buying a home computer, for example, involves researching, purchasing, integrating, maintaining, upgrading, and, ultimately, replacing it. In this landmark book, James Womack and Daniel Jones deconstruct this broken producer-consumer model and show businesses how to repair it. *Lean Solutions* provides compelling examples ranging from a variety of companies. Fujitsu, a leading service company for technology, has transformed the way call centers solve problems—learning how to eliminate the underlying cause of current problems rather than fixing them again and again. An extremely successful car dealership has adopted lean principles to streamline its business, making for dramatically reduced wait time, fewer return trips, and greater satisfaction for customers—and a far more lucrative enterprise. Managers at every stage of their journey will benefit from *Lean Solutions* by learning to see new ways to improve their processes in the service of providing value to customer. From *Lean Solutions* "Consumption should be easier and more satisfying due to better, cheaper products. Instead it requires growing time and hassle to get all of our goods and services to work properly and work together. And this seems very strange when we stop to consider that satisfying consumption is the whole point of lean production. We needed to ask what consumers really want in the era ahead. Then we needed to rethink consumption from first principles as a process—like production, but from the opposite direction—in order to discover a better way from consumers to obtain the goods and services they want now. We call this process lean consumption. Companies must provide the goods and services consumers actually want, when and where they are wanted, without burdening the consumer. So we now use the term lean provision, which comprises all of the steps required to deliver the desired value from producer to customer, often running through a number of organizations. But all of us find it difficult to see these interlocking processes together as a unified value stream. As we have walked through a range of industries in recent years, from airlines to healthcare to automotive repair services, we have repeatedly observed consumers and employees struggling valiantly with misaligned consumption and provision processes that alienate customers, drain away profits, and burden staff with feelings of rage and despair. Yet they soldier on in a fog of mutual incomprehension. A win-win-win is possible in which providers, employees, and consumers create lean solutions together. This fundamental insight led directly to this book.

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Chapter 2 : Lean Summit | LEAN UNH

With our Lean Six Sigma Green Belt Training service, we combine the tools utilized in our Six Sigma Green Belt course with Lean Manufacturing tactics to provide participants with the knowledge to utilize both methodologies within an organization's business processes.

Keynote Speaker - 9: He has moved organizations into new directions, lead Direct Capital through a change during the recession, has driven cultural change through the Core Values program, and has taken on a new venture into the non-profit sector with "Hope for Tomorrow Foundation". The EHS Lean Transformation Journey from a project-based approach to a sustainable Lean Management System that develops people and fosters a culture of continuous improvement. Participants will understand the: Benefits of using A3 thinking to develop an improvement strategy unique to their organization Importance of considering all four components tools and practices, philosophy, management, people development of the Toyota Production System when applying lean to non-profit organizations Challenges of transitioning from an expert-based project approach to one that applies lean methods based on situational needs. Before making a recent transition to healthcare, Jessica was introduced to applying Lean methodology in the human services field across New Hampshire with The Moore Center and David A. She has experience facilitating teams in the use of lean tools to implement training, utilize value stream mapping to review current state and future state opportunities through root cause analysis, process waste identification, implementation planning, and project monitoring. Projects have included addressing intake and service delivery across the DD and ABD waived adult and transition processes, billing and collections, as well as facilitating a state-wide collaborative initiative to address the prior authorization process between Area Agencies and the Bureau of Developmental Services. Jessica received her lean green belt certification with the Bureau of Education and Training in New Hampshire. VUCA volatile, uncertain, complex, ambiguous is a concept that is gaining new relevance to characterize the current environment and leadership required to navigate it successfully. In this session we will explore the principles and tools of lean methodology and how they can be used to improve personal performance and drive continuous improvement, creating the capacity to meet the challenges of a VUCA world. This session includes an introduction to lean concepts and tools, mental models, and how to get started at your organization. She brings with her over 29 years of diverse business experience with demonstrated results in Lean transformations, executive coaching, systems-thinking, scientific problem-solving, strategy deployment, curriculum design for universities and organizations, project management, and organizational design. She has worked in a variety of industries to include government, healthcare, aerospace, nuclear, insurance, academia, and the Dept. Darlene began her Lean journey while working in the aerospace industry in and has since applied that knowledge to hundreds of processes in several industries and organizations. Her action-research combined a variety of models and concepts to complement lean thinking and practice. She is currently working with a variety of federal and state agencies to help spread lean thinking and practice and create a problem-solving culture. Establishing Foundation for Project Success: Lean Green Belt Experiences- Session will demonstrate how establishing a project charter prior to the LEAN event and early management of group dynamics can impact project success. During the last several years Suzy has facilitated and participated in multiple CQI projects. Once introduced to the Lean culture, Suzy quickly integrated Lean concepts and processes into the UM department at NHH and encouraged her entire team to follow suit. Suzy is a strong advocate for bridging the gap between leadership and frontline staff to encourage realistic, sustainable change that allows for all levels of the organization to stand behind the workflow process with integrity and commitment. Alisha Feightner - With a background in public health, evidence-based practice research, quality improvement, and outcomes information management, Alisha leads a multi-disciplinary team of continuous improvement specialists, data analysts, program managers, and accreditation specialists to provide a diverse range of support services to the Elliot Health system including leading and facilitating hoshin planning,

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coaching A3 thinking, teaching lean tools and philosophy, lean leadership development, and deploying lean management systems. Lean and Project Management: The Same or Different? Learn from a seasoned project manager on the relationship between Lean and Project Management. Gain awareness of how and when to apply Lean within Project Management Be able to relate their experiences to lessons learned and apply going forward Larry Gagnon is a seasoned project manager and a Lean Green Belt. Undertaking and delivering enterprise-level technology solutions e. ERP, EPM, eProcurement that engaged cross-functional departments while applying and benefiting from process improvements within the final results. Doug Henderson has been providing operations effectiveness, agile consulting and software design services for over 30 years. Doug develops solid client relationships by providing solutions that solve problems, increase efficiencies and meet pressing business needs. He and his colleagues are responsible for the roll-out of the Elliot Management System which include tools, methods, and practices that build unit-level improvement capability and foster a culture of continuous improvement. This session will explore the leadership concepts and behaviors necessary to drive positive change and create a state of operational excellence. These organizations provide management education and organizational development consulting services with a focus on creating outstanding leadership and team behaviors within organizations. Peter specializes in developing transformational leadership, high performing teams, and operational excellence. Peter has consulted with a broad base of companies, industries, and institutions such as; academic, pharmaceutical, medical devices, computer, software development, internet, web design, retail, banking, traditional manufacturing, independent distribution, hospitality, and government operations both in the United States, Europe, South America, and Asia. He has designed and implemented organizational development interventions for these organizations that focused on areas such as; leadership development, team building, process re-engineering, new product development, customer satisfaction, total quality, management education, service delivery excellence, and executive coaching. For past 15 years, Peter has been a senior faculty member at Cambridge College teaching graduate-level courses and seminars in leadership, operation management, and organizational development. He also is a part-time faculty member at the Peter T. Paul College of Business and Economics where he teaches organizational behavior. Reimagining PDSA - Presenters from the State of Vermont explain their unique approach to continuous improvement and challenge past practices in government and beyond. By the end of this session, participants should: Understand the basic elements of PDSA and how they can be applied to performance and process improvements critically reflect upon their own experiences with PDSA and develop hypotheses on how to improve deployment given their specific situation and environment. Justin has continued to expand his Lean learning ever since, diligently working to put principles into practice daily. As part of this effort, Justin is helping to develop a replicable model of continuous improvement across state government that links strategic planning, Results-Based Accountability, and Lean. DHHS and DOS have led the way for Lean program development statewide in terms of engagement, advancement with program change outcomes, and integrating process improvement into everyday work application. The philosophy of engaging with people at every level in the organization is pivotal for change management. DHHS has worked to integrate staff both in pre and post-training so there is an encased support system for Lean skill attainment across the learning continuum. This session will offer sharing of the stories, project examples, culture advancement approach considerations, and integration of lessons learned. Tom has been working on creating a positive Lean culture in the State Police and has developed a staff engagement plan for all State Police employees with the Lean White Belt Course. Tom is passionate about Lean and what it brings to the workplace. He believes building teams are critical for a successful project outcome. He believes Lean is a way of life and it is not something you do once and forget about it. Tom enjoys facilitation of Lean events, teambuilding activities, thinking outside the box and learning new things as he meets and works with people throughout the state. Virgil Magee is a BlueLine Consultant Director who specializes in business process improvement, project management, data analytics, and the lean management system. An accomplished Lean Six Sigma Black Belt, Virgil has provided client support implementing organizational structure, reassessing strategic direction, identifying automation

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opportunities, and recommending technology solutions. While at Liberty Mutual, Virgil received a Platinum Award for his effective work in the development and implementation of the continuous improvement methodology and framework which is still in use today. Adopting Lean Management within the Academic Environment - 2: We will share the journey of a local college completed as it transformed the admissions processes into a lean operation, setting a model for the college. The Sessions Objectives include demonstrate implementing lean practices within higher education is possible, share how the organizational change created by the implementation was addressed and describe the role project management played in keeping the focus on the future. She enjoys working in a lean environment and on lean projects because she thinks it forces us to stop and think about current and future processes and how we can enhance what we do. She believes one of the most exciting, but challenging, parts is quantifying these experiences in a way that allows us to continually improve what we provide students. The program supports the Department of Health and Human Services in improving the health and well-being of over , NH Medicaid beneficiaries through data-driven oversight and development of policy and programs while leading quality assurance and improvement activities. Program activities include quality report cards to educate members in making health care decisions, contract compliance audits, and healthcare performance improvement projects. Jay Michaud started his career as an Occupational Therapist and had the opportunity to learn about and apply lean methodology as a clinician. He then graduated with a Masters in Health Administration and while in a manager role was able to significantly grow as a lean leader in the application of both the technical and social aspects of lean. More recently he has transitioned to working as a continuous improvement specialist supporting teams in project-based work, but more prominently in helping groups implement a lean management system in their departments, units, or practices. The terms are often used synonymously to describe a particular set of practices. Can you be both? Are they at odds? Lean is sometimes miscategorized as another agile method. Rather, agile and lean together guide our mindset as we seek to work in new ways to bring better results. In this session, we will explore the important connection between Lean and Agile practices and how Southern New Hampshire University is using these complimentary methodologies in tandem to achieve success. Kurt Mithoefer has a demonstrated track record of implementing Project Management and Lean thinking methodologies as well as executing large strategic projects. With over seven years of professional experience in Project Management and Lean Six Sigma, Kurt has been a driver for process and continuous improvement within his last 2 companies. He consults on improvement efforts that improve customer value while reducing costs. Steve has previous management and operational experience as President, CEO, COO, and VP, Operations for medical and technology companies and led successful Lean transformations for both medical device and manufacturing companies before founding Lean East in Steve learned Lean with some of the best in the world and now uses his knowledge and experience to help others transform their organizations. Steve has over sixteen years of experience training operational best practices and instituting continuous improvement cultures that increase customer satisfaction and profitability and is certified by Dartmouth College as a Lean Six Sigma Black Belt. Learn more at www.DuncanPhillips.com. Duncan Phillips is a Lean Six Sigma Black Belt with seventeen years of experience in process improvement in healthcare and biopharmaceutical manufacturing. Currently, Duncan is a Senior Process Improvement Specialist at the Elliot Health Systems in Manchester, NH where he is engaged in the front-line implementation of a lean management system for the largest provider for health care in southern New Hampshire. Duncan is a certified lean six sigma instructor who has trained physicians, nurses and other clinical staff in process improvement techniques both in and out of the United States. Duncan has co-authored articles on using process improvement to reduce hospital-acquired Clostridium difficile Infection rates. Pristow is a true leader in Health and Human Services agency administrations. He has held various director positions in Ohio, Nebraska, Vermont, and Virginia. His expansive knowledge of state government and leadership experience has helped to provide a plan and a path for transformation. He provides direction resulting in changes to achieve healthy, measurable outcomes in public policy and workforce development. He motivates and inspires staff and aligns resources to influence the creation of teams and coalitions. Since being

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at DHHS, Thomas has introduced Results Based Accountability and is leading efforts towards redesigning performance indicators for contracts, finance, and programs. Process improvement is pivotal in change management before, during, and after organizational transformations. She has worked with Results-Based Accountability for five years to embed a culture of outcomes-oriented accountability across six health and human services departments. Dru is a certified trainer in RBA, manages a multi-site Clear Impact Scorecard for performance management, and works with state and community partners to drive a culture of shared accountability practices in Vermont. With a MS in Operations and Project Management and a Graduate Certificate in Six Sigma, Meagan has a diverse background that includes managing cross-functional process improvement projects as well as application development projects following the Software Development Lifecycle. In her current role, Meagan coaches frontline teams and area leaders implementing a lean management system and deploying various continuous improvement methods. In this role, Dr. Waddell also works closely with the other University System of New Hampshire CIOs to identify ways of sharing IT services across campuses to provide cost-effective service excellence.

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Chapter 3 : About | MetaOps

The Lean Enterprise Institute (LEI), founded by James P. Womack and Daniel T. Jones in , is considered the go-to resource for lean wisdom, training, and seminars. According to Womack and Jones, there are five key lean principles: value, value stream, flow, pull, and perfection.

This is stressful for employees and costly for organizations. Sometimes work is pieced together out of necessity and nobody really gives it any strategic thought or considers how it will affect the big picture. We make it work. The problems occur when a key employee leaves and takes that knowledge with them or a new employee is hired and needs to be trained on all the exceptions. When a process is difficult and requires a lot of mental concentration, we are also prone to making more mistakes and errors when we are tired, overworked, or otherwise not functioning at our best. In some jobs, this is a critical flaw in terms of risks and outcomes. This is an opportunity for process improvement using lean principles. The lean philosophy emphasizes creating more value for customers with fewer resources through optimizing the flow of work. The outcome is a more organized state of operation where employees have access to tools they need, they are empowered to deliver delightful customer-service , cost savings are realized due to efficient processes and workflows, and all this leads to profitable business results. Implementing lean process improvement can become quite involved and detailed. However, the basic principles are simple and straightforward: Focus on your customer. Ultimately, what all customers want is value. Value creation occurs when the quality of services received is perceived as high compared to their cost. What does your customer want and how can you provide it better, faster, cheaper? Figure out how the work gets done. Remove inefficiencies and waste. Manage, improve, and smooth your process flow to eliminate non-valued-added activity e. Track numbers and manage by evidence. Test out your process, collect data on how well it is working, highlight and eliminate errors, and seek continuous improvements in value. Empower the people operating the process. The best person to improve a process is the person who carries out the process. If the process is improved, they will likely have time to take on higher level work. Go about all this in a systematic way. Changes will occur that will demand changes in the process. Being able to replicate the steps of process improvements is the key to delivering long-term, sustained value.

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Chapter 4 : SME - What Is SME?

Cultivate Leadership through Supervisory Training and Development. Whether it is because of their hard work and dedication or as recognition of their proficiencies, skills, and knowledge, employees are promoted into leadership roles for a variety of reasons.

This section does not cite any sources. Please help improve this section by adding citations to reliable sources. Unsourced material may be challenged and removed. June Learn how and when to remove this template message Benjamin Franklin Most of the basic goals of lean manufacturing and waste reduction were derived from Benjamin Franklin through documented examples. A pin a-day is a groat a-year. You expect they will be sold cheap, and, perhaps, they may [be bought] for less than they cost; but, if you have no occasion for them, they must be dear to you. The accumulation of waste and energy within the work environment was noticed by motion efficiency expert Frank Gilbreth , who witnessed the inefficient practices of masons who often bend over to gather bricks from the ground. The introduction of a non-stooping scaffold, which delivered the bricks at waist level, allowed masons to work about three times as quickly, and with the least amount of effort. In Principles of Scientific Management , , Taylor said: And whenever the new method is found to be markedly superior to the old, it should be adopted as the standard for the whole establishment. To maintain this condition, to strengthen our control of home markets, and, above all, to broaden our opportunities in foreign markets where we must compete with the products of other industrial nations, we should welcome and encourage every influence tending to increase the efficiency of our productive processes. Charles Buxton Going wrote in It exhibits in higher degree than most persons would have thought possible the seemingly contradictory requirements of true efficiency, which are: And with these appears, as at once cause and effect, an absolutely incredible enlargement of output reaching something like one hundredfold in less than ten years, and an enormous profit to the manufacturer. Not only is everything done by hand, but seldom is a thought given to a logical arrangement. A farmer doing his chores will walk up and down a rickety ladder a dozen times. He will carry water for years instead of putting in a few lengths of pipe. His whole idea, when there is extra work to do, is to hire extra men. He thinks of putting money into improvements as an expense It is waste motionâ€” waste effortâ€” that makes farm prices high and profits low. Poor arrangement of the workplaceâ€”a major focus of the modern kaizenâ€”and doing a job inefficiently out of habitâ€”are major forms of waste even in modern workplaces. Ford also pointed out how easy it was to overlook material waste. A former employee, Harry Bennett, wrote: One day when Mr. Ford and I were together he spotted some rust in the slag that ballasted the right of way of the D. This slag had been dumped there from our own furnaces. You make the crane crews who put it out there sort it over, and take it back to the plant. Womack and Daniel Jones pointed out in "Lean Thinking", what Ford accomplished represented the "special case" rather than a robust lean solution. Design for Manufacture DFM is a concept derived from Ford which emphasizes the importance of standardizing individual parts as well as eliminating redundant components in My Life and Work. Decades later, the renowned Japanese quality guru, Genichi Taguchi , demonstrated that this "goal post" method of measuring was inadequate. He showed that "loss" in capabilities did not begin only after exceeding these tolerances, but increased as described by the Taguchi Loss Function at any condition exceeding the nominal condition. This became an important part of W. This became the seed of automation and Jidoka. Kiichiro Toyoda , founder of Toyota Motor Corporation, directed the engine casting work and discovered many problems in their manufacturing. He decided he must stop the repairing of poor quality by intense study of each stage of the process. In , when Toyota won its first truck contract with the Japanese government, his processes hit new problems and he developed the " Kaizen " improvement teams. Levels of demand in the Post War economy of Japan were low and the focus of mass production on lowest cost per item via economies of scale therefore had little application. Having visited and seen supermarkets in the USA, Taiichi Ohno recognised the scheduling of work should not be driven by sales or production targets but by

actual sales. Given the financial situation during this period, over-production had to be avoided and thus the notion of Pull build to order rather than target driven Push came to underpin production scheduling. It was with Taiichi Ohno at Toyota that these themes came together. He built on the already existing internal schools of thought and spread their breadth and use into what has now become the Toyota Production System TPS. It is principally from the TPS which was widely referred to in the s as just-in-time manufacturing , but now including many other sources, that lean production is developing. Subsequently I had the opportunity to witness its actual application at Toyota on one of our numerous Japanese study missions. There I met Mr. Types of waste[edit] Although the elimination of waste may seem like a simple and clear subject, it is noticeable that waste is often very conservatively identified. This then hugely reduces the potential of such an aim. The elimination of waste is the goal of lean, and Toyota defined three broad types of waste: To illustrate the state of this thinking Shigeo Shingo observed that only the last turn of a bolt tightens itâ€”the rest is just movement. This ever finer clarification of waste is key to establishing distinctions between value-adding activity, waste and non-value-adding work. One key is to measure, or estimate, the size of these wastes, to demonstrate the effect of the changes achieved and therefore the movement toward the goal. The "flow" or smoothness based approach aims to achieve JIT, by removing the variation caused by work scheduling and thereby provide a driver, rationale or target and priorities for implementation, using a variety of techniques. The effort to achieve JIT exposes many quality problems that are hidden by buffer stocks; by forcing smooth flow of only value-adding steps, these problems become visible and must be dealt with explicitly. Muri is all the unreasonable work that management imposes on workers and machines because of poor organization, such as carrying heavy weights, moving things around, dangerous tasks, even working significantly faster than usual. It is pushing a person or a machine beyond its natural limits. This may simply be asking a greater level of performance from a process than it can handle without taking shortcuts and informally modifying decision criteria. Unreasonable work is almost always a cause of multiple variations. To link these three concepts is simple in TPS and thus lean. Firstly, muri focuses on the preparation and planning of the process, or what work can be avoided proactively by design. Next, mura then focuses on how the work design is implemented and the elimination of fluctuation at the scheduling or operations level, such as quality and volume. Muda is then discovered after the process is in place and is dealt with reactively. It is seen through variation in output. It is the role of management to examine the muda, in the processes and eliminate the deeper causes by considering the connections to the muri and mura of the system. The muda and mura inconsistencies must be fed back to the muri, or planning, stage for the next project. A typical example of the interplay of these wastes is the corporate behaviour of "making the numbers" as the end of a reporting period approaches. This stretch and improvisation leads to muri-style waste, which leads to downtime, mistakes and back flows, and waiting, thus the muda of waiting, correction and movement. The original seven mudas are: Many others have added the "waste of unused human talent" to the original seven wastes. For example, Six Sigma includes the waste of Skills, referred to as "under-utilizing capabilities and delegating tasks with inadequate training". Other additional wastes added were for example "space". These wastes were not originally a part of the seven deadly wastes defined by Taiichi Ohno in TPS, but were found to be useful additions in practice. In Geoffrey Mika in his book, "Kaizen Event Implementation Manual" added three more forms of waste that are now universally accepted; The waste associated with working to the wrong metrics or no metrics, the waste associated with not utilizing a complete worker by not allowing them to contribute ideas and suggestions and be part of Participative Management, and lastly the waste attributable to improper use of computers; not having the proper software, training on use and time spent surfing, playing games or just wasting time. For a complete listing of the "old" and "new" wastes see Bicheno and Holweg [17] The identification of non-value-adding work, as distinct from wasted work, is critical to identifying the assumptions behind the current work process and to challenging them in due course. June Learn how and when to remove this template message The role of the leaders within the organization is the fundamental element of sustaining the progress of lean thinking. Experienced kaizen members at Toyota, for example, often bring up the concepts of Senpai, Kohai, and

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Sensei, because they strongly feel that transferring of Toyota culture down and across Toyota can only happen when more experienced Toyota Sensei continuously coach and guide the less experienced lean champions. One of the dislocative effects of lean is in the area of key performance indicators KPI. This can be an issue where, for example a truly lean, Fixed Repeating Schedule FRS and JIT approach is adopted, because these KPIs will no longer reflect performance, as the assumptions on which they are based become invalid. It is a key leadership challenge to manage the impact of this KPI chaos within the organization. Similarly, commonly used accounting systems developed to support mass production are no longer appropriate for companies pursuing lean. Lean accounting provides truly lean approaches to business management and financial reporting. After formulating the guiding principles of its lean manufacturing approach in the Toyota Production System TPS , Toyota formalized in the basis of its lean management: These core management principles are articulated around the twin pillars of Continuous Improvement relentless elimination of waste and Respect for People engagement in long term relationships based on continuous improvement and mutual trust. This formalization stems from problem solving. As Toyota expanded beyond its home base for the past 20 years, it hit the same problems in getting TPS properly applied that other western companies have had in copying TPS. Like any other problem, it has been working on trying a series of countermeasures to solve this particular concern. These countermeasures have focused on culture: Without the proper behavioral principles and values, TPS can be totally misapplied and fail to deliver results. As with TPS, the values had originally been passed down in a master-disciple manner, from boss to subordinate, without any written statement on the way. Just as with TPS, it was internally argued that formalizing the values would stifle them and lead to further misunderstanding. However, as Toyota veterans eventually wrote down the basic principles of TPS, Toyota set to put the Toyota Way into writing to educate new joiners. Continuous Improvement breaks down into three basic principles: To do so, we have to challenge ourselves every day to see if we are achieving our goals. Good enough never is, no process can ever be thought perfect, so operations must be improved continuously, striving for innovation and evolution. Going to the source to see the facts for oneself and make the right decisions, create consensus, and make sure goals are attained at the best possible speed. Respect For People is less known outside of Toyota, and essentially involves two defining principles: Taking responsibility for other people reaching their objectives. This is about developing individuals through team problem-solving. The idea is to develop and engage people through their contribution to team performance. Shop floor teams, the whole site as team, and team Toyota at the outset. Differences from TPS[edit] While lean is seen by many as a generalization of the Toyota Production System into other industries and contexts, there are some acknowledged differences that seem to have developed in implementation:

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Chapter 5 : Lean Six Sigma Training, Certification and Deployment Across the Globe

Lean Knowledge Work. and made them responsible for creating standard solutions and training the other team members. Wipro's productivity office filled this role, reviewing every lean.

Experts tell us that lean organizations have better systems and experience improved profitability. Customer satisfaction, of course, is considered the central focus in the lean approach and the idea is to remove any activities that the customer will not be willing to pay for. Some commonly stated goals of Lean are improving quality, increasing efficiency by eliminating "waste" and decreasing costs. But beyond these goals, which most everyone would agree on, the strategic elements of Lean can be quite complex, and comprise multiple elements. Four different notions of lean have been identified: The path to lean will not be straight and it never ends. But the biggest mistake that some people make is looking at Lean as only a set of tools or something that you do and then are done with - a bit like a project. Instead, the real gains come when it becomes a way of managing and is part of the fabric of your company. Here are a few ideas on how you can successfully implement Lean management: Start with action in the technical system; follow quickly with cultural change. In order to make a strategic Lean approach work, process operators have to work in process related teams, rather than their current functional ones. Teams need to become truly self-directed, allowing problems to pick the people required to solve them from within the teams rather than management picking the problems and assigning them to people to solve. This means starting with the tools but quickly realizing that Lean requires a change in thinking and managing. Most lean implementation failures are not due to failure to grasp the tools and techniques but a failure of change management. Ensure that all members of staff are correctly coached. This avoids conflict and delivers a management group that can facilitate change with the teams working for them and so remove waste efficiently. In practice, this means learn by doing first and training second. Unfortunately, you cannot PowerPoint your way to Lean. The Toyota Way – often held up as the epitome of Lean - is about learning by doing. The Toyota approach to training, for instance, is to put people in difficult situations and let them solve their way out of the problems. The Oliver Wight Approach, on the other hand, is to run an action-based learning event to both educate the team in Lean and its application to a process. This is achieved by facilitating the team in creating value stream maps of the current process prior to goal setting and the team creating a new Lean process, along with an implementation plan and budget. Start with value stream pilots to demonstrate lean as a system and provide a "go see" model. One of the key lean tools is that of "Value Stream Mapping". This tool when used correctly enables us to create a map of both value and waste in a given process. This map can then be used to understand the waste and its causes before moving on to remove it so that value flows without interruption of waste. When developing the current state map, future state map, and action plan for implementation, use a cross-functional group consisting of managers who can authorize resources and doers who are part of the process being mapped. Value stream mapping should be applied only to specific product families that will be immediately transformed. Use Kaizen workshops to teach and make rapid changes. Use a talented and experienced facilitator who has a deep understanding of lean tools and philosophy but keep training focused on a specific problem. This helps to keep the training relevant to real world situations and ensures that there are tangible outcomes from training activity. The kaizen might have an objective to reduce setup time from 80 minutes to 60 minutes in four days, for instance. Organize around value streams. In most organizations, management is organized by process or function. In other words, managers own certain steps in a process but nobody is responsible for the entire value stream. Someone with real leadership skills and a deep understanding of the product and process must be responsible for the process of creating value for customers and must be accountable to the customer. Develop communication and feedback channels for everyone. This will aid in getting support through involvement of people at various levels by sharing their ideas to build synergy to move positively ahead in the lean journey. Make it mandatory. If a company looks at Lean transformation as a "nice to do" in spare time or as a voluntary

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activity, it will simply not happen. It needs to be mandatory and people need to be given the space to think about improvements they can make. Keep leadership focused on long-term learning. A crisis may prompt a lean movement, but may not be enough to turn a company around. Once the crisis has passed it can be all too tempting to go back to business as usual. Company leadership has to stay focused on Lean for the long term – not just to solve one problem. Prepare for resistance from middle management during implementation. Middle management resistance to change is the number 1 obstacle to implementing lean production, according to a survey conducted by the Lean Enterprise Institute LEI, a nonprofit management research centre. Be opportunistic in identifying opportunities for big financial impact. When a company does not yet believe in the lean philosophy heart and soul, it is particularly important to achieve some big wins. Realign metrics from a value stream perspective. Eliminate non-lean metrics that are wreaking havoc with those seriously invested in improving operational excellence. Next measure a variety of value stream metrics from lead time to inventory levels to first-pass quality. You need to have your way. When Toyota works with companies to teach TPS, they insist that the companies develop their own system. Someone did something right to get you to this point. Hire or develop lean leaders and develop a succession system. The key here is not to take ownership of the plan but to provide conditions in which the team can implement Lean. The aim of this approach is to create a nucleus of people who are trained in the Lean tools and techniques, who have experienced Lean through hands-on application and who can then with some external support move on to help others create lean processes by transferring their knowledge. If the top is not driving the transformation, it will not happen. Then, to keep the results sustainable you must have a system for both result-based and process-based performance measurement including measures for velocity of the overall business process and the individual business processes. Create a positive atmosphere. Be tolerant towards mistakes committed in lean environment with a supportive and learning attitude. Have patience with progress as this will be key to get results and also try to create a blame-free supportive environment. Have courage to take risks at crucial stages to push things and resources to meet the plan and achieve results. Use experts for teaching and getting quick results. The word "sensei" is used in Japan with some reverence to refer to a teacher who has mastered the subject. A company needs a sensei to provide technical assistance and change management advice when it is trying something for the first time to help facilitate the transformation, get quick results, and keep the momentum building. A good teacher will not do it all for you. You need to get lean knowledge into your company, either by hiring experts or by hiring outside experts as consultants. To develop a lean learning enterprise you need to build internal expertise – senior executives, improvement experts, and group leaders who believe in the philosophy and will spread lean throughout the organization over time. We find that this approach is essential as education without application is so often a waste for all. Support at this stage will come in the form of middle management facilitation to ensure that the team is able to deliver on time against their implementation plan. Be Data Driven. Without data, you are left with opinions. Make sure that all decisions taken to optimize processes are based on sound data. This assists in taking the emotion out of key decisions and promotes acceptance. Track performance and make results visible. Real-time data tracking is best. Ensure all processes have key measures and review them regularly. Benchmark with other companies. Visit other companies that have successfully implemented lean to get ideas and understanding; other companies are often delighted to present their lean implementation progress. Networking is key to ensure global understanding with other companies implementing Lean. Set up a Lean Enterprise Steering Team. This team would be responsible to provide support in the planning, resourcing, implementation, and follow-up accountability for implementation. The steering team is often identical to the normal line management team. The internal resources and external consultants would provide consulting support to the team. This infrastructure would resolve inter-departmental issues. The aim is to build a culture of continuous improvement for sustainability.

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This collaboration will bring together Lean practitioners from higher education, state agencies, NH non-profits and other area businesses in one centralized location to share ideas, expand Lean knowledge and discuss how in these challenging times we can conquer the obstacles faced on a day to day bases.

Chapter 7 : 6 Lean Principles That Can Make You More Efficient

In this class, we will discuss how knowledge workers primarily work using their brains and, therefore, any personal or team optimizations need to focus on the actual people doing the work. Learning Objectives We will directly apply Lean to the office.

Chapter 8 : The Center - Lean Manufacturing with The Center

LSSE (Lean Six Sigma Experts) is a full-service management consulting firm that specializes in End to End Operational & Business calendrierdelascience.com offer comprehensive Training, Consulting, Recruiting and Software solutions for Lean Six Sigma, People Excellence and Data Science.

Chapter 9 : Lean manufacturing - Wikipedia

Kaizen Office / Lean Office (Streamlining office and Administrative Processes) Projects that May NOT be Suitable for Kaizen Event Approach Kaizen Event may NOT be suitable for complex problems that involve detailed analysis, experiments or statistical methods.