Courage, Humility and Kaizen:

The Key Elements of Lean

Darril Wilburn
d.wilburn@honsha.org
www.honsha.org

Please, no recording devices

Worldwide Clients

honsha

Lean Leadership Principles

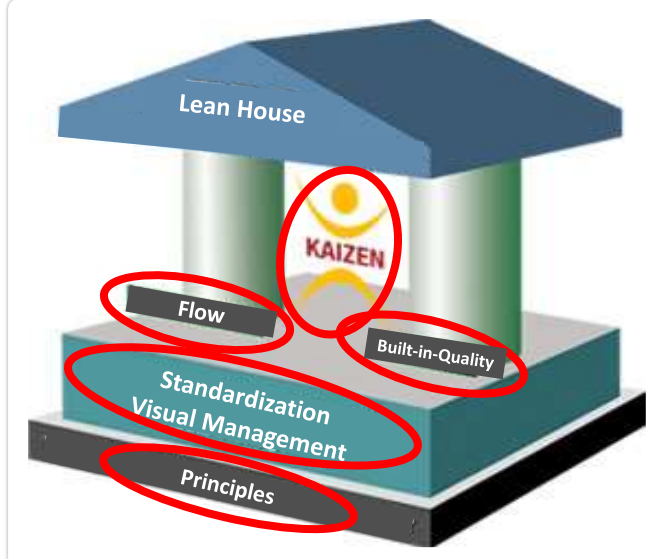
The following is condensed from a Leadership session that uses the Lean Principles as a way to "audit" the organization's alignment to these Principles.

honsha

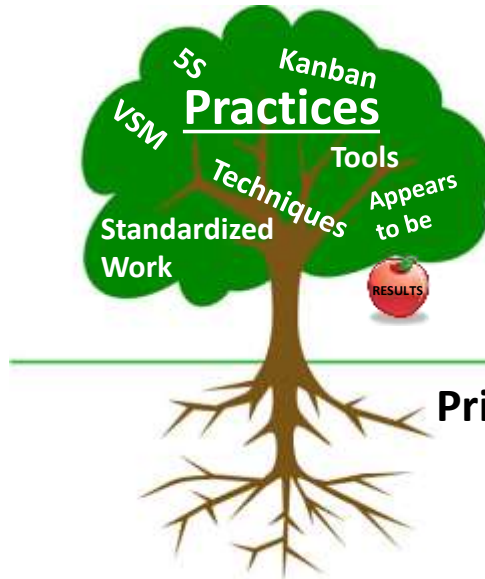
The Challenge

"Unless each one of you builds up the courage and determination to break through the barriers of convention, including your own personal barriers, we will be left behind and will have no future." Hiroshi Okuda

Lean House



Principles



What is Lean?

The core idea is to maximize **customer value** while **eliminating waste**.

"Makes sense system"

Lean Foundation Principles

Courage

We form a long term vision meeting challenges with determination and resourcefulness to realize our vision.

Courage
Strategic Planning-Hoshin

Courage

Courage

Developing individuals and the team takes vision and courage.

Until we do this, we cannot be a Lean organization.

Courage

"Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day saying, "I will try again tomorrow."

Mary Anne Radmacher

Lean Foundation Principles

Humility

We don't assume we understand so we go to the source to find facts to make correct decisions, to build shared understanding and **quickly** achieve our goals.

Humility-Genchi Genbutsu

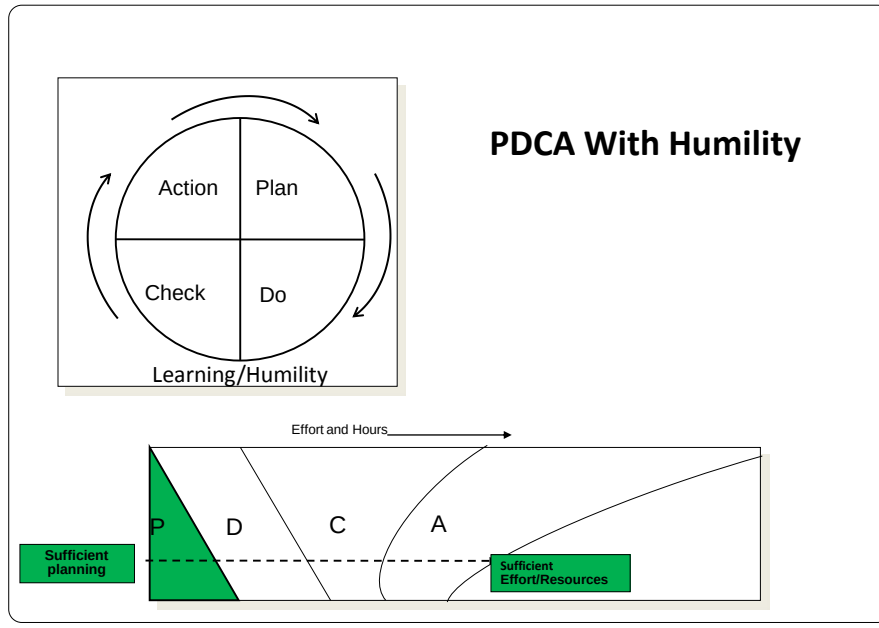
Why do we “go and see”?

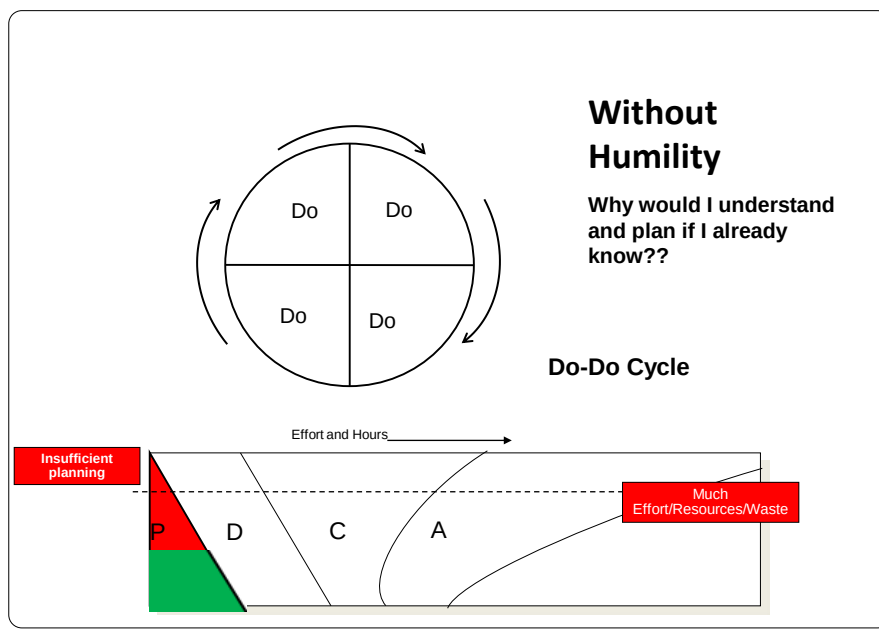
- Learn
- Teach
- Be seen
- So you don’t have to go and see again

Humility

The Key to Learning

VSM at L&I


PDCA With Humility
Action
Plan
Check
Do
Learning/Humility
Effort and Hours
P
D
C
A
Sufficient planning
Sufficient Effort/Resources


Without Humility
Why would I understand and plan if I already know??
Do
Do
Do
Do
Do-Do Cycle
Effort and Hours
Insufficient planning
P
D
C
A
Much Effort/Resources/Waste

Humility

The Key to Learning

"He (or she) who has no problem has the biggest problem of all." Taiichi Ohno

Lean Foundation Principles

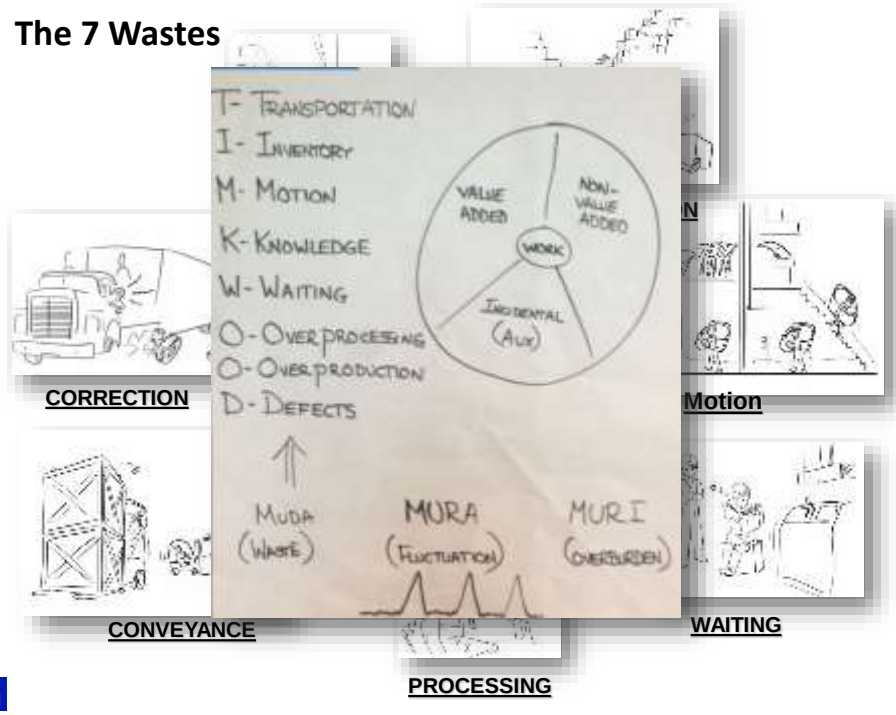
Kaizen

We improve our operations continuously, always driving for innovation.

Kaizen

"Kaizen activities are the incubator of innovation. This is because Kaizen activities create an atmosphere of accepting change." Akira Takahashi

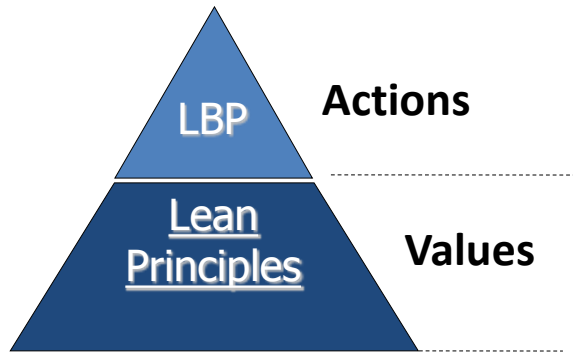
The 7 Wastes



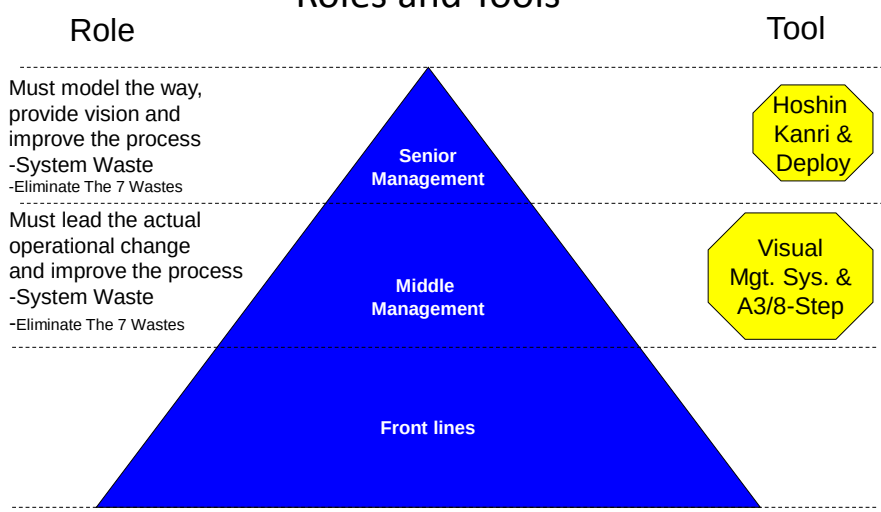
Kaizen

Lean Business Practice

Problem Solving/Kaizen is the Lean Business Practice!

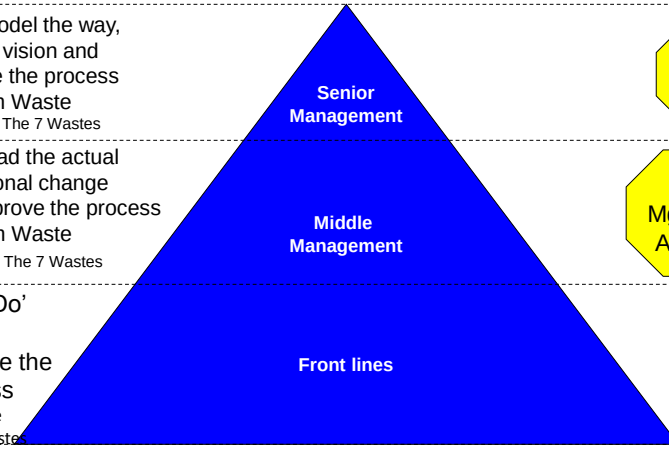


Our Continuous Improvement Roles and Tools

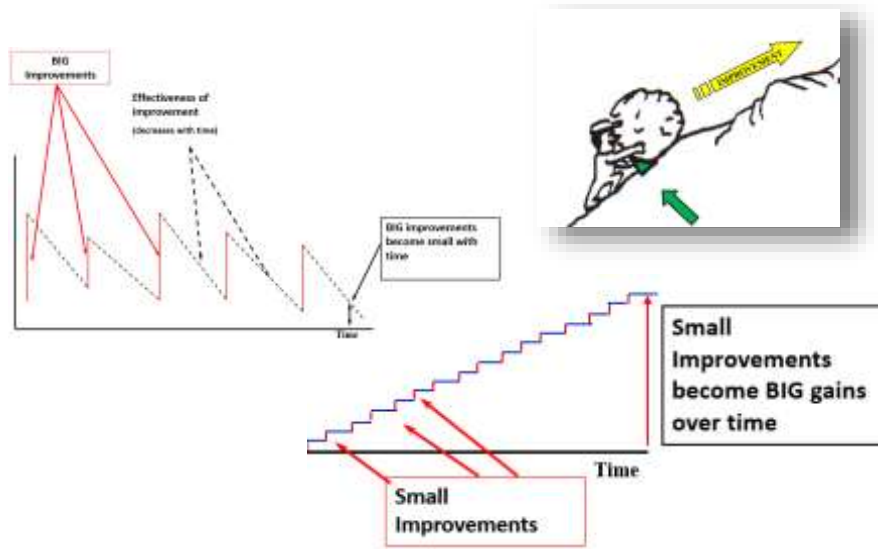


Our Continuous Improvement Roles and Tools

Role	Tool
Must model the way, provide vision and improve the process -System Waste -Eliminate The 7 Wastes	Hoshin Kanri & Deploy
Must lead the actual operational change and improve the process -System Waste -Eliminate The 7 Wastes	Visual Mgt. Sys. & A3/8-Step
Must 'Do' and improve the Process -Eliminate The 7 Wastes	Standard Work & Kaizen



Standardization and Kaizen



Lean Foundation Principles

Respect

- We make every effort to understand each other, take responsibility and build **mutual trust**.
- We stimulate personal and professional growth, share the opportunities of development an maximize individual and team performance. **Teamwork!**

Respect
Developing People

Does “Respect” mean being nice and polite?

Respect

"A person's life is an accumulation of time, just one hour is important in their life. Employees provide their precious hours of life to the company, so we have to use it effectively, otherwise we are wasting their life."

Eiji Toyoda 1913-2013

Thank you!

www.honsha.org