Courage, Humility and Kaizen:
The Key Elements of Lean

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Please, no recording devices
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.
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

- Flow
- Built-in-Quality
- Standardization
- Visual Management
- 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

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
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
PDCA With Humility

- **Plan**: Sufficient planning
- **Do**: Without Humility
  - Why would I understand and plan if I already know??

Do-Do Cycle

Without Humility
Humility
The Key to Learning

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

Lean Foundation Principles

CONTINUOUS IMPROVEMENT
COURAGE
HUMILITY
RESPECT
KAIZEN
Kaizen

We improve our operations continuously, always driving for innovation.

“Kaizen activities are the incubator of innovation. This is because Kaizen activities create an atmosphere of accepting change.” - Akira Takahashi
More, faster, earlier. Not at pace of customer demand.

The 7 Wastes
- Transportation
- Inventory
- Motion
- Knowledge
- Waiting
- Over-processing
- Over-production
- Defects

Waste

Waiting

Correction

Conveyance

Processing

Kaizen
Lean Business Practice

Problem Solving/Kaizen is the Lean Business Practice!

Actions

Lean Principles

Values

Our Continuous Improvement
Roles and Tools

Role

Tool

Senior Management

Must model the way, provide vision and improve the process
-System Waste
-Eliminate The 7 Wastes

Hoshin Kanri & Deploy

Middle Management

Must lead the actual operational change and improve the process
-System Waste
-Eliminate The 7 Wastes


Front lines
Our Continuous Improvement
Roles and Tools

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<th>Role</th>
<th>Tool</th>
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<td>Must model the way,</td>
<td>Hoshin Kanri &amp; Deploy</td>
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<td>provide vision and</td>
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<td>improve the process</td>
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<td>-System Waste</td>
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<td>-Eliminate The 7 Wastes</td>
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<tr>
<td>Must lead the actual</td>
<td>Visual Mgt. Sys. &amp; A3/8-Step</td>
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<td>operational change</td>
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<td>Must 'Do'</td>
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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!

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