Cultivating a Lean Culture that
Delivers Positive Results

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Lean in the Workplace

Lean promotes a culture that targets continuous improvement through the relentless elimination of waste.

Talent
Underutilizing people's talents, skills, & knowledge.

Inventory
Excess products and materials not being processed.

Motion
Unnecessary movements by people (e.g., walking).

Waiting
Wasted time waiting for the next step in a process.

Transportation
Unnecessary movements of products & materials.

Defects
Efforts caused by rework, scrap, and incorrect information.

Overproduction
Production that is more than needed or before it is needed.
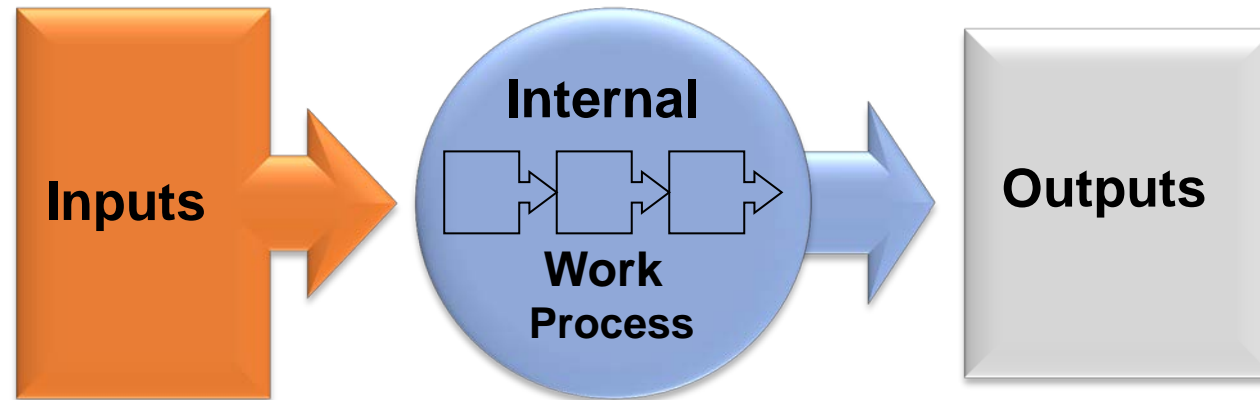
Overprocessing
More work or higher quality than is required by the customer.

In pairs, discuss on thing you are doing now in your daily work tasks that you should not be doing at all.

Process Philosophy

A series of activities used to transform input(s) into output(s).

Inputs → **Internal Work Process** → **Outputs**

Lean Basics

- Customer defines quality
- Top management leadership
- All employees responsible
- A way of life (our culture)
- Team problem solving
- Tools
- Training for all

For Discussion

If we all know we need to improve,
the question becomes, "Why don't we?"

In pairs, discuss why most people don't make
improvements in their work area.

Two Sides of Lean

The Hard Side:
- Processes
- Measurements
- Improvement tools
- Workplace structure
- Procedures

The Soft Side:
- Buy-in
- Commitment
- Attitude
- Overcoming resistance to change
- Self-leadership

Lean is not just about eliminating waste from daily work tasks, it requires changing people's mindsets and behaviors.
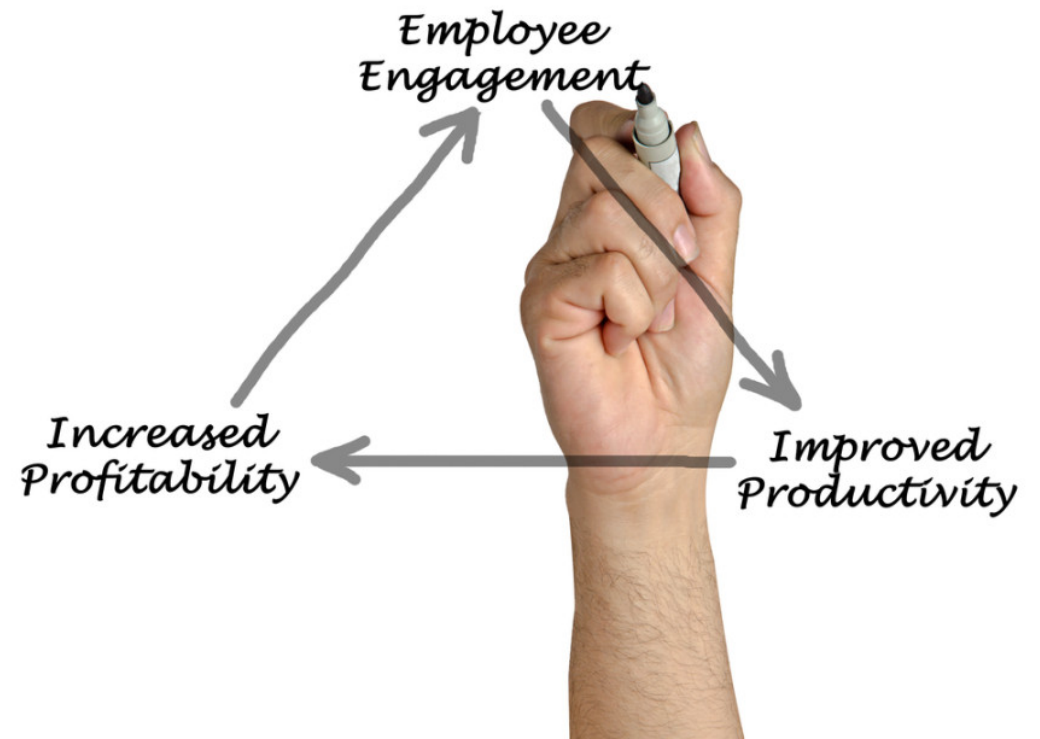
Activity:

What mindsets and behaviors that need to be changed to embrace lean in the workplace.

1.

2.

What is Employee Engagement?

- In pairs, discuss your definition of employee engagement.

Employee
Engagement

Increased
Profitability

Improved
Productivity

Building Blocks of Employee Engagement

- Management commitment

- Situational leadership

- Two way communication

- Commitment to employee wellbeing

- Clear and accessible standards and policies

Employee Engagement Essentials

- Involvement in decision making
- Employee development opportunities
- Offer challenging meaningful assignments
- Communicate clear vision and direction

- Employee recognition for performance output
- Exhibit a team spirit
- Maintain credibility and high ethical standards
- A positive attitude towards, and pride in, the organization

Food for Thought

- "… more organizations fail from a lack of creating the right culture and infrastructure than from using the wrong improvement tools!"

- "… the key lesson is not to get lost in the statistical weeds or the improvement tools. Important as these are, the source of power is first and foremost in the culture."

What is Culture?

- In pairs, discuss your definition of culture.


Oxford Learner's Dictionaries

beliefs/attitudes

4 [countable, uncountable] the beliefs and attitudes about something that people in a particular group or organization share

- *The political cultures of the United States and Europe are very different.*
- *A culture of failure exists in some schools.*
- *company culture*
- *We are living in a consumer culture.*

Activity

Close your eyes and write your first and last name on a piece of paper.
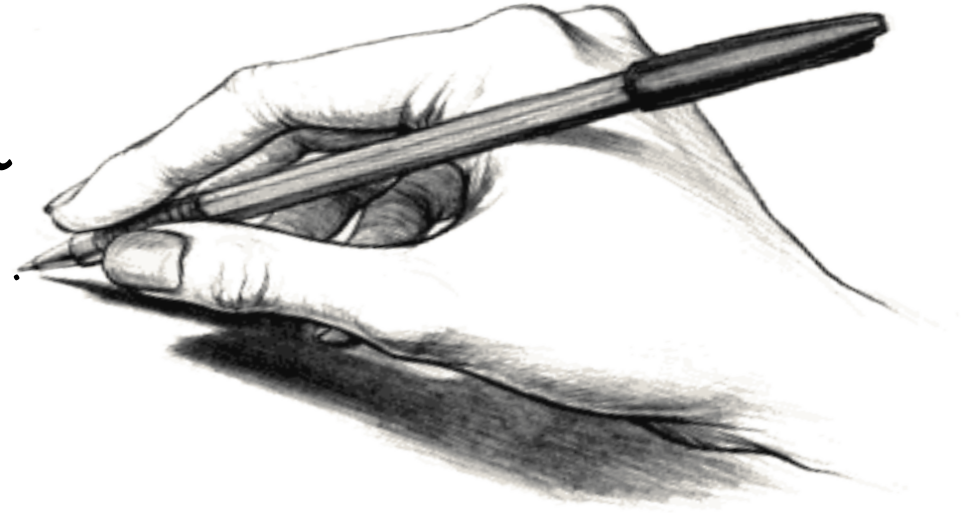
UN - LEARNING

. . . the real challenge today is *un*learning, which is much harder. Each of us has a "mental model" that we've used to make sense of the world. But the new world of business behaves differently from the world in which we grew up. Before any of us can learn new things, we have to make our current assumptions explicit and find ways to challenge them.

John Seely Brown
Chief Scientist, Xerox Corp
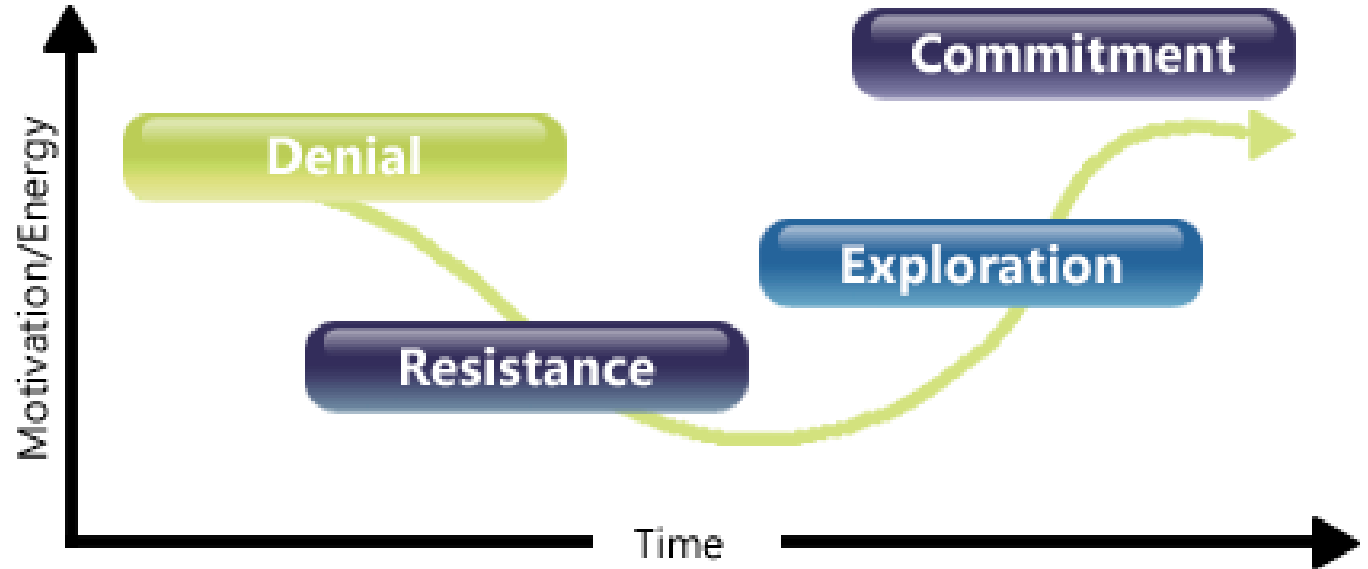Palo Alto, California

Resistance to Change

- Asking people to work differently often meets with stiff resistance.
- Overcoming resistance to change can be difficult.
- It is against human nature to want to change the way things are done unless there is a compelling reason to do so.

Four Stages of Resistance

- Denial
- Resistance
- Exploration
- Commitment

Denial

What You See

- Indifference

- Disbelief

- Avoidance

Change Facilitation

- Address rumors and misinformation
- Clarify what is not changing
- Clarify what is changing
- Provide frequent consistent communication
- Provide clear direction

Resistance

What You See

- Glorifying the past
- Anger
- Skepticism
- Complaining
- Unwilling to participate

Change Facilitation

- Listen
- Acknowledge employee feelings
- Probe for underlying concerns
- Clarify case for change
  - Vison or plan
- Clarify expectations and consequence for non-compliance

Exploration

What You See

- Activity without focus
- Impatience
- Energy
- Risk Taking

Change Facilitation

- Acknowledge employee efforts
- Celebrate accomplishments
- Provide opportunities
  - Employee participation
  - Employee contribution
- Support lean kata in the workplace

Commitment

What You See

- Confidence
- Initiative
- Self-efficiency
- Future orientation

Change Facilitation

- Enroll coaches to help others
- Provide frequent feedback on progress
- Provide guidance support and recognition

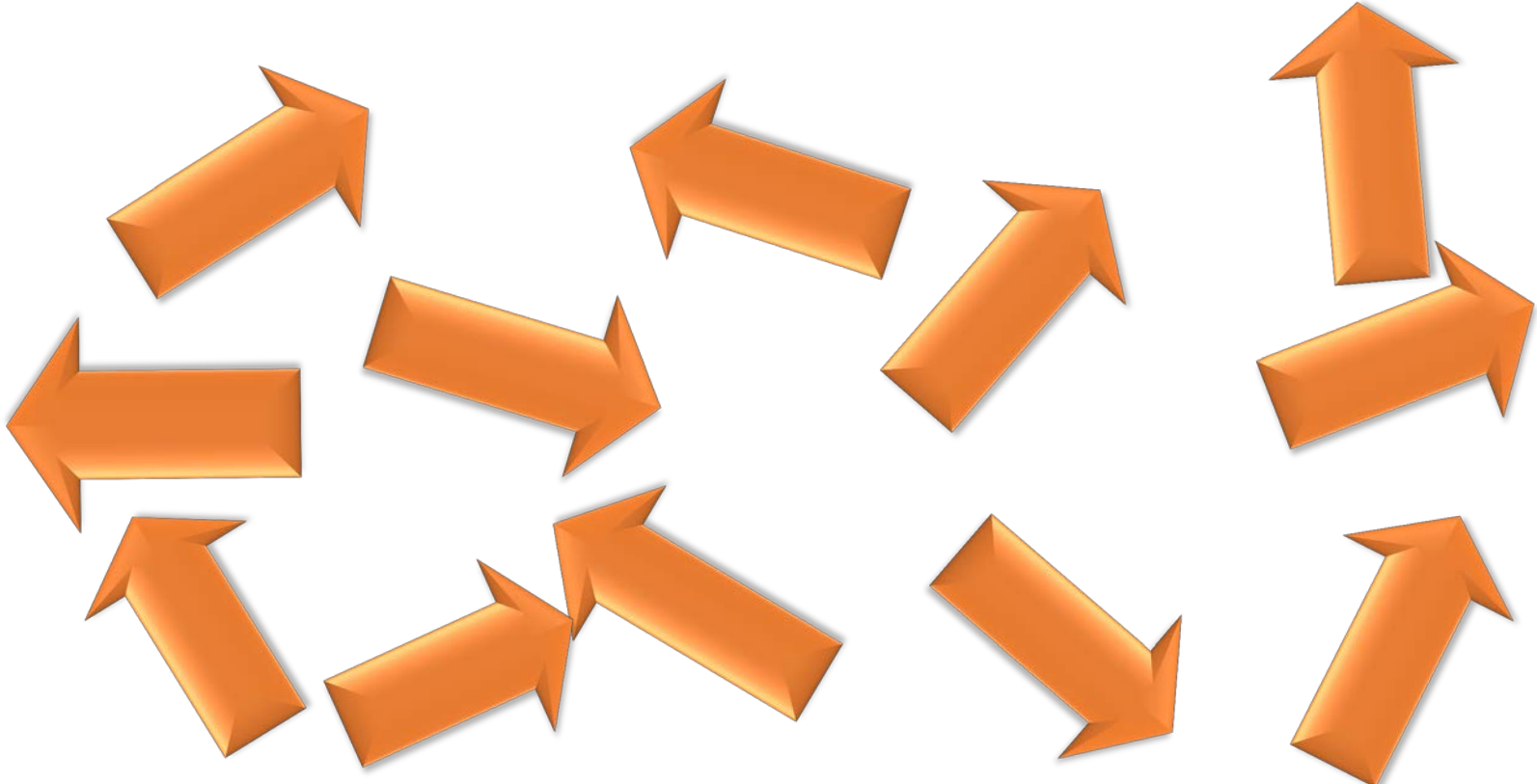# Once Employees are Open to Change Now What?

KAI
To modify, to change

ZEN
Think, make good, make better

= KAIZEN

Make it easier by studying it, and making the improvement through elimination of waste.

What Many Kaizen Efforts Look Like

Shifting the Focus

"Don't ask what can we improve in the work place, ask what do we need to improve in the workplace."

In order to understand what we need to improve in the workplace, we need to have a clear understanding of organizational goals.

Evolution of Lean

Lean of the Past

- Periodic kaizen

- Lean specialist dependency

- Waste elimination

- Focus on what Toyota does

Present Lean

- Daily kaizen

- Middle management coaches

- Strategic alignment

- Focus on what we need to do

What is Productivity?

The act of bringing the company closer to its Goal. Every action that brings a company closer to its Goal is "Productive" – every action that does not bring the company closer to its Goal is not "Productive".

Dr. Eliyahu M. Goldratt

Organization Goals

Productivity Improvements Support Alignment

Organization Goals

A JOURNEY, NOT AN END STATE

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