



Lean is more than Tools



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What is Lean all about?

...doing more with the same,

then doing more with less,

then doing more with more.

Joe Ziskovsky, April 2007

Lean Education. 2007



What is Lean?

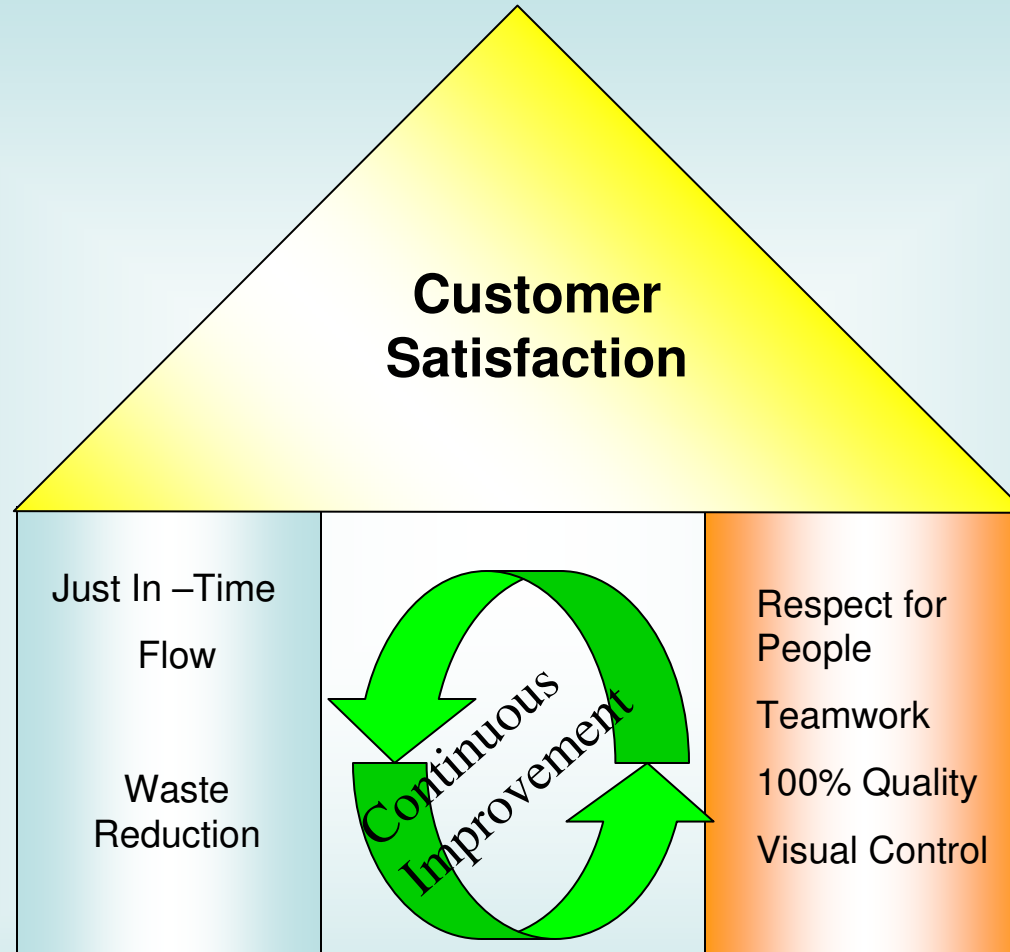
It's is a way of seeing and managing the way work is done in a manner that allows you to identify and eliminate waste.

Lean is a concept - a way of thinking, it is **NOT a tool!**

- It's a philosophy / a culture that **MUST** be practiced throughout the organization, day in and day out



The House of Lean



Learning and Satisfaction

Stability



Stability

- Trained and empowered workforce
 - The key role of leaders
 - Train so can be empowered
- Commitment
 - Value: How does everyone contribute
 - Discipline
 - Believe in it
 - Learn and teach to others
- Situational awareness
 - Understand the work
 - Understand the customer
- Mutual Trust
 - A daily task

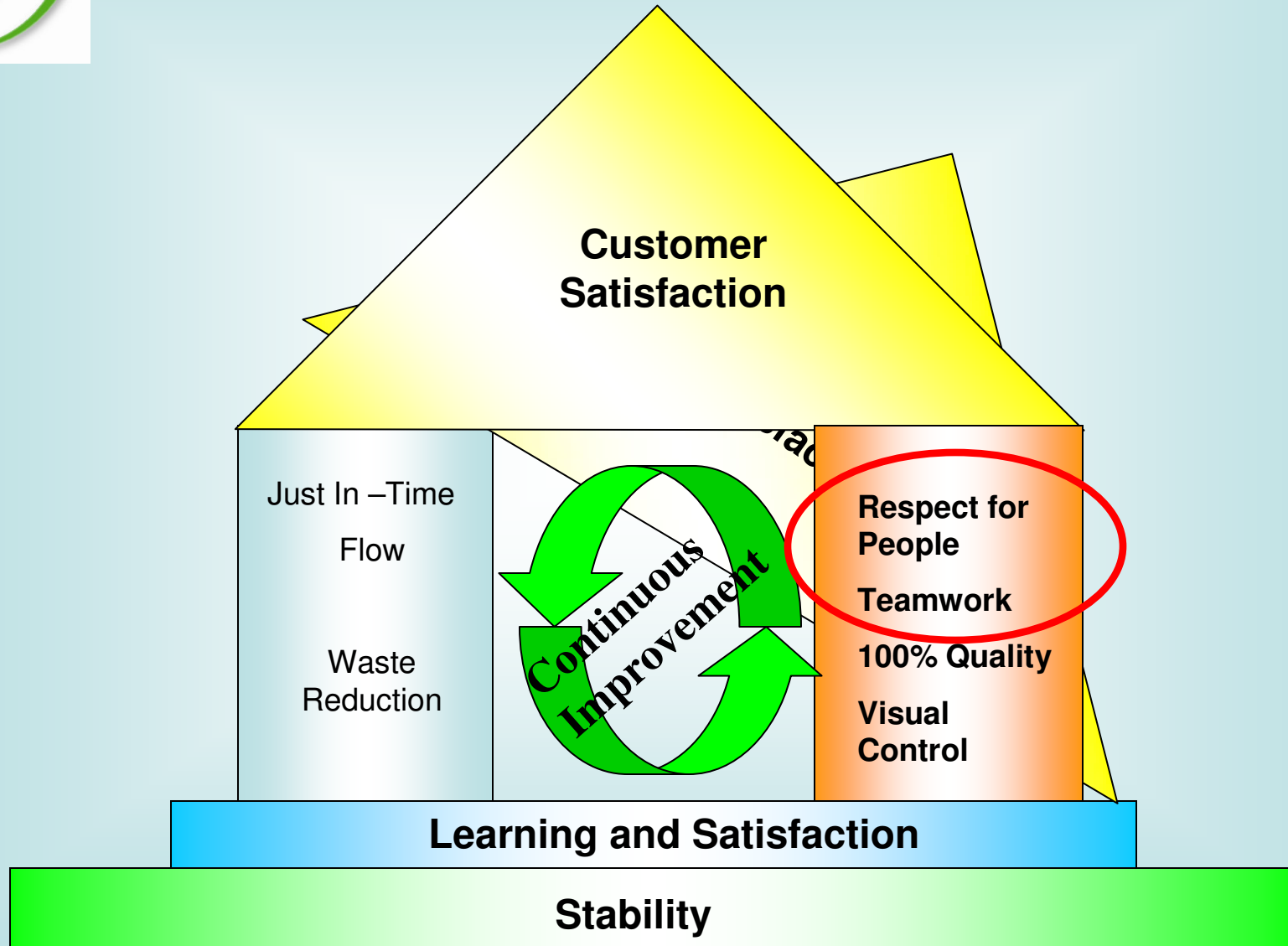


Learning and Satisfaction

- People need to see the big picture & their part in it
 - How they contribute to end result
- Responsibility and control
 - Autonomy
 - Kaizen and Problem solving
 - Allow to take action on own problems
- Cross trained and multi-skilled
 - Can always to better
 - Human development is at the very core of TPS / Lean



The House of Lean





Respect for People

The Forgotten Column in the House of Lean

- Hire smart people
- Give them great latitude in how to do their work
- Hold them to objective measures of performance
- Challenge every step of the way
- Management involvement in problem solving shows the highest form of respect.



The Problem Solving Process

- Ask what the problem is with the work currently being done
 - Challenge the answer, enter into a dialogue
- Ask what is causing this problem
 - Dialogue about root causes
 - Gather evidence in the Gemba (work place)
- Ask what should be done and why chose one solution over another
- Ask how they will know when the problem is solved
 - Jointly the manager and employee agree
- Implement and start over



Essential Elements of Lean

- It's a management system / a culture
- Is all about **value** from customers view
- Development of habit of asking 'WHY?'
- Process Definition & Seeing flow in 'processes'
- Properly defining waste **to create value**
- Kaizen has a deeper meaning – '**learning**'
- Metrics are consistent with Lean
- **“Respect for People”**



Culture

- A commonly held set of doctrines, beliefs, values, morals and symbols. **The way we do things.**
- An organization's culture has a profound impact on the effectiveness of the organization.
- Determined by the behavior of senior management for most part.



Impact of Culture

- Influences the most important issues of organization life
 - How decisions are made
 - How human resources are used
 - How people respond to the environment
 - What is tolerated and not tolerated



Lean Culture

- **Focused** on a “customer-first” philosophy
- Totally committed to **Continuous Improvement**
- **Encourages all members to be problem solvers** and experimenters, giving recognition for successes, realizing that not all experiments are successful, but learning from failed experiments (TRYSTORM)
- Quickly responds to all suggestions, **implementing as many as possible**. If not implemented, information is given as to why. **Become leaders/coaches vs. just managers**
- Uses work **teams** and project teams to search for and **implement** improvement ideas.
- Works to help **everyone keep learning**
- Seeks **perfection** in products, services and processes.



A Lean System

- Creates value for customers, both internal and external
- Respects, involves and serves its people, its community and the environment
- **Focuses on improving people first**
 - Values learning, where everyone learns and improves everyday
- Pursues a common vision and clear goals
- Anticipates, identifies and solves problems throughout the organization
- Effectively and efficiently produces and delivers quality goods and services to exact customer demand.

Stability with Flexibility



Guiding Principles

- Specify value in the eyes of the customer.
- Identify value stream and eliminate waste and variation.
- Make value flow at pull of the customer.
- Involve, Empower & Engage Employees.
- Continuously improve knowledge in pursuit of perfection.



Value

- Market based demand / need
- Understanding values as seen by customer
 - Highest quality
 - Lowest cost
 - Timely delivery
 - Largest variety
 - Caring service
 - Minimal environmental impact
 - Etc.



Value

- Need to change perception from a product-based view to a 'process-based' view
- Processes
 - Tangible
 - Knowledge / Information
- Processes = Work



Work can be Invisible

- Daily processes become so familiar that they become invisible
 - What is so obvious, you no longer see
- Seeing process can be hard
 - ...but it all starts here, if you can't see the process you can't improve it



3 elements of any process

- Customer
 - Can be internal or external
 - Sets the demand or need
- Process owner
 - Whoever does the work
- Supplier
 - Input to the process
 - Can be internal or external



Processes, processes, processes...

Manufacturing

Education / Training

Finance

Engineering

Marketing

Human Resources

Support Services

Sales

President / Admin.



Managing Daily Improvements

- OFI Questions
- Quick and Easy kaizen concept
from Norm Bodek's Book
"The Idea Generator"



Opportunities For Improvement (OFI's)

- **Quick and Easy Kaizen** (CI in action)
 - Capture the idea
 - Implement the improvement
 - Document the improvement (Sharing)
 - Develop a way to surface problems NOW and respond NOW
- Waste elimination opportunities
 - Ask questions, 5 Why's and a How, CIP process
 - What keeps you from doing your job?
 - Is everything you do value added?
 - Do you have all the things you need to do your job when you need to do it?
 - How do you know if you did a good or poor job today?



Did your supplier provide defect free product to you?

Hi, I'm **OFl**.
What keeps you from effectively doing your job?

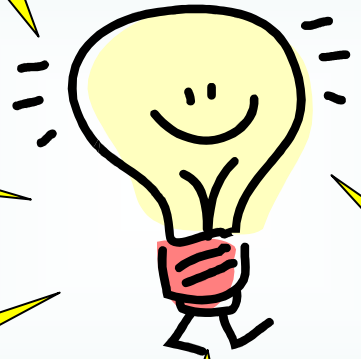
Do you have all the information you need?

Do you have the proper tools and materials you need?

Do all of your activities provide value to your customer?

Which of the eight wastes can you eliminate?

What will make your work easier?





Management

- Have a Commitment
- Have involvement and actively participate
- Change in their role, from manager to leader / coach.
- Know the processes they manage and report on improvements made monthly.



Change

- From Firefighting to Proactive Coaching
- Managing the tools
- Can't solve problems **alone**
 - Management or employee need each other
 - Listen
- Personal/ Professional Development opportunities made available



Success factors vs barriers

- Critical Success factors
 - Organizational culture and ownership
 - Management commitment and capability
 - Strategic approach
 - Available resources
 - External support
 - Communication and engagement
 - Teamwork
 - Timing
- Barriers
 - Lack of ownership by middle management
 - People resistance to change
 - Poor selection of improvement teams
 - Failure of leadership
 - Compartmentalization (silos)
 - Lack of resources
 - Poor communication



But Still Need Tools

5S

TPM

SMED

Standard Work

TOC

VSM

Kanban

TWI

Poke Yoke

VAFA

Level Loading

6 Sigma

Kaizen

JIT

Hoshin Kanri

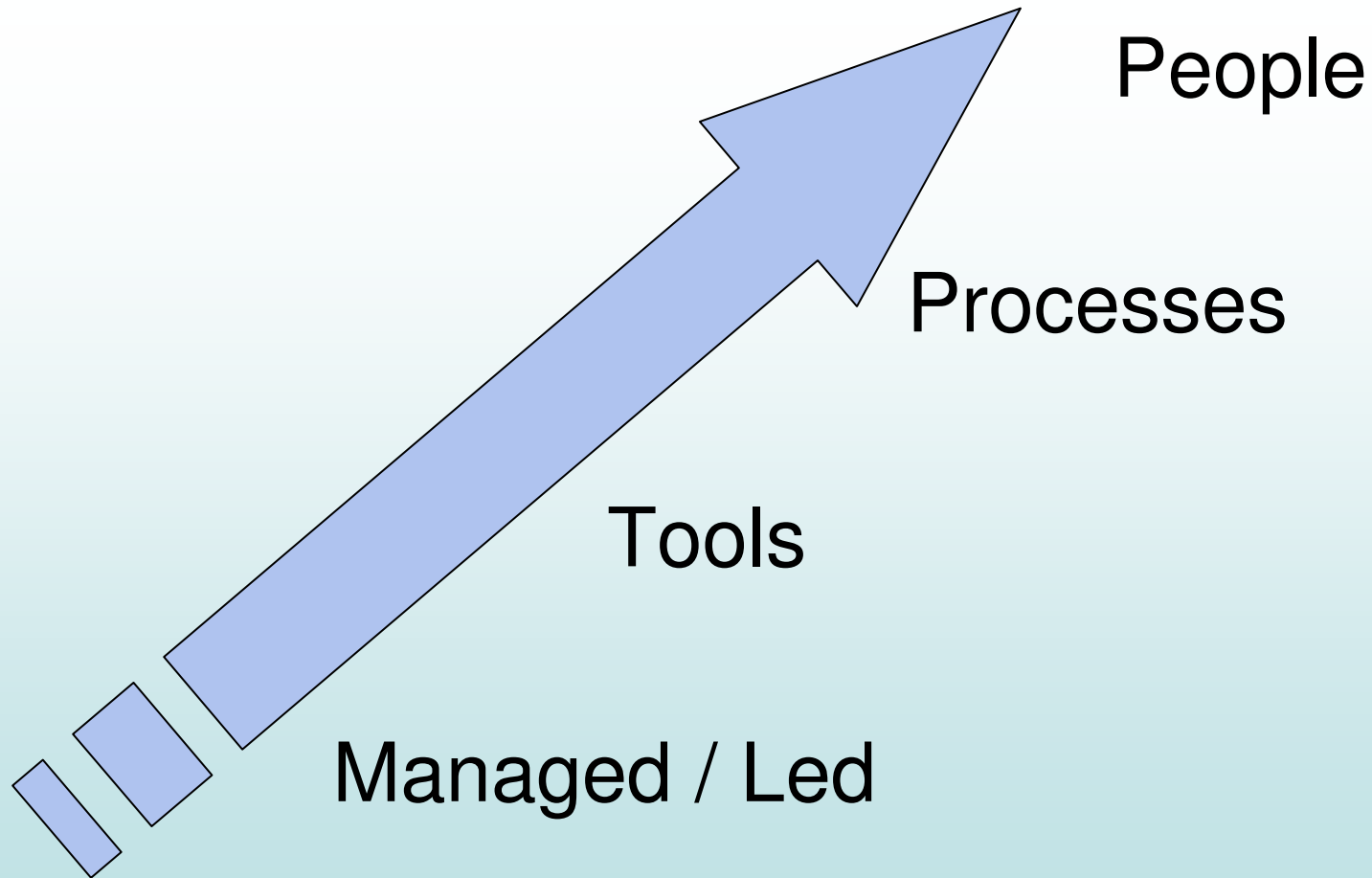


Applying the tools to sustain

- Use the right tool at the right time
- Develop experts who can **coach** others in properly using the tool
- Start at the top
 - Management needs to understand how to use the tools and participate
- **NOTE:**
 - Tools do **NOT** need to be applied the same way everywhere



It's a Journey





LEARNING is finding out what you already know

DOING is demonstrating that you know it

TEACHING is reminding others that they know just as well as you

From

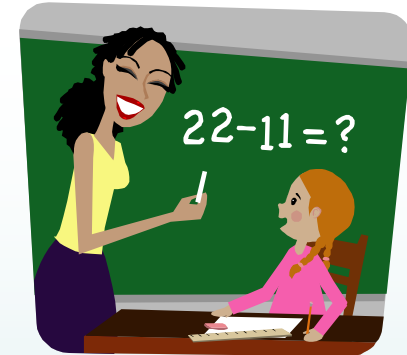
“[ILLUSIONS](#), The Adventures of a Reluctant Messiah”

By Richard Bach



Start by Teaching Lean Early

- Lean learning
 - K – 12 schools
 - Colleges and Tech Schools
- Need business support to develop skilled people for the future
 - Availability of skilled people is shrinking as the work force ages



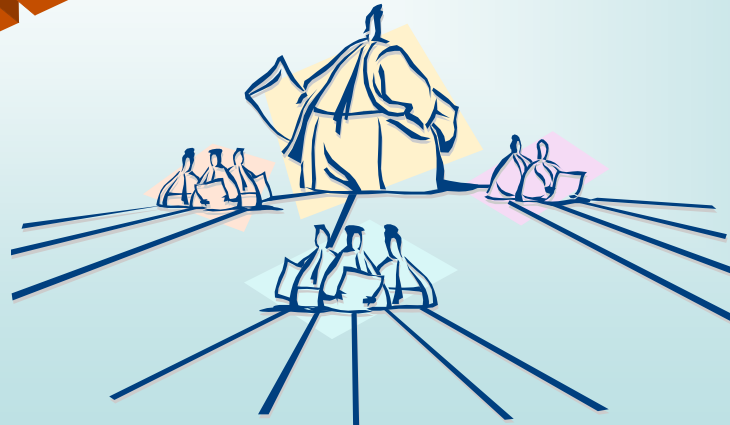


Summary

- Tools are important but...
 - People are OUR most important asset
 - Managers job is to support the team members
- Lean is not just a set of concepts, techniques and methods
 - It's a philosophy / **culture** that MUST be practiced throughout the organization, day in and day out



Thank You



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