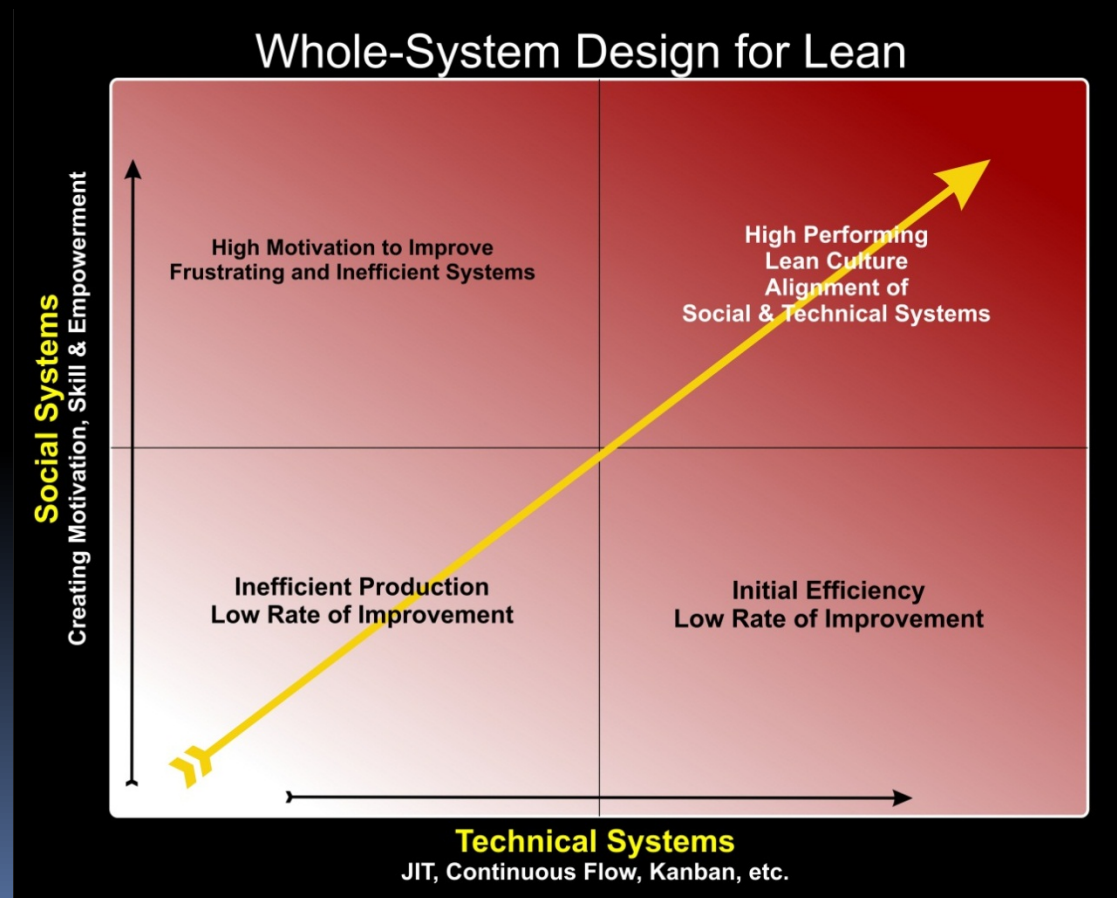


Lawrence M. Miller
www.ManagementMeditations.com

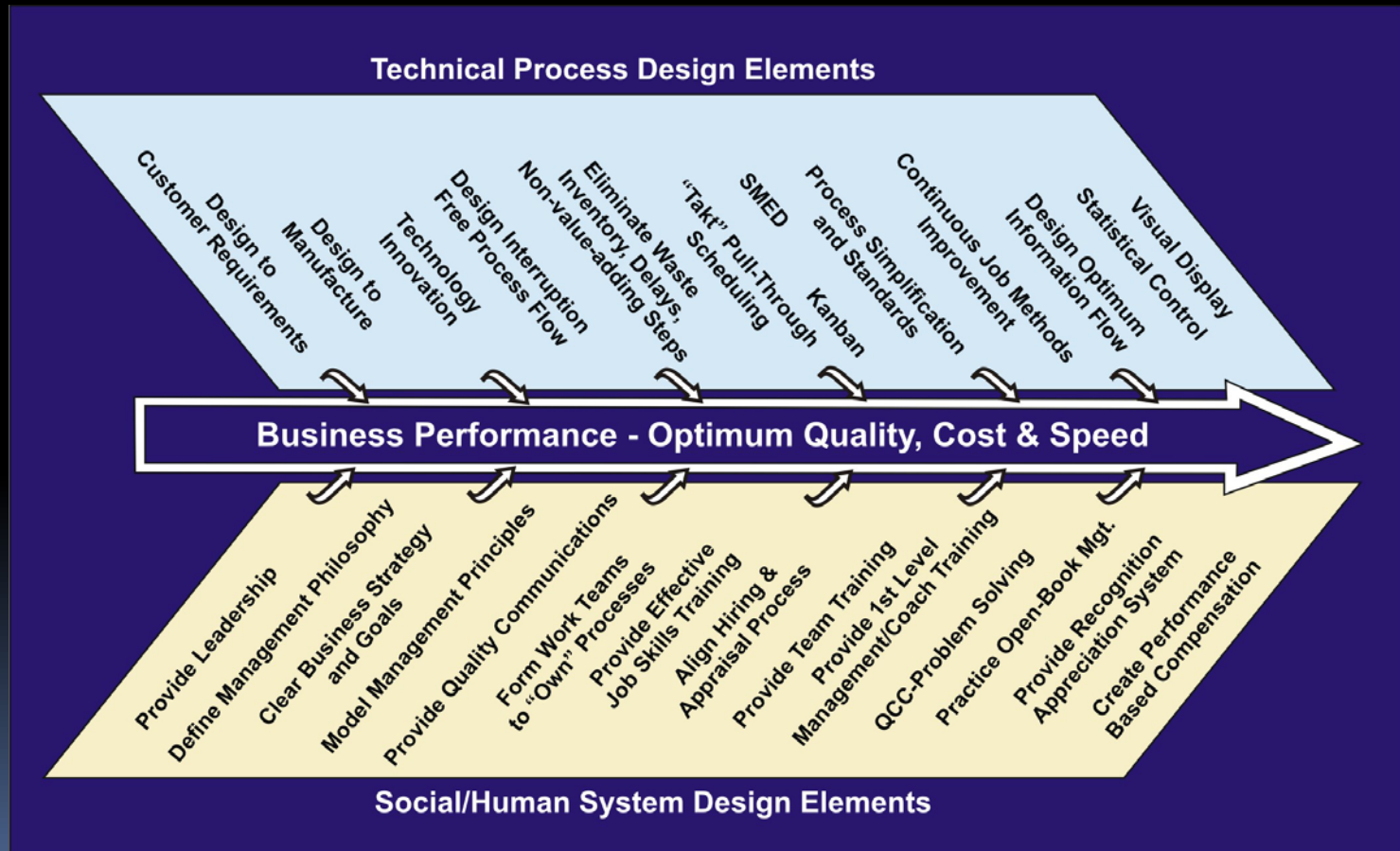
LEAN CULTURE: *PART TWO* HOW TO APPLY BEST PRACTICES TO YOUR ORGANIZATION

Lean Culture is...

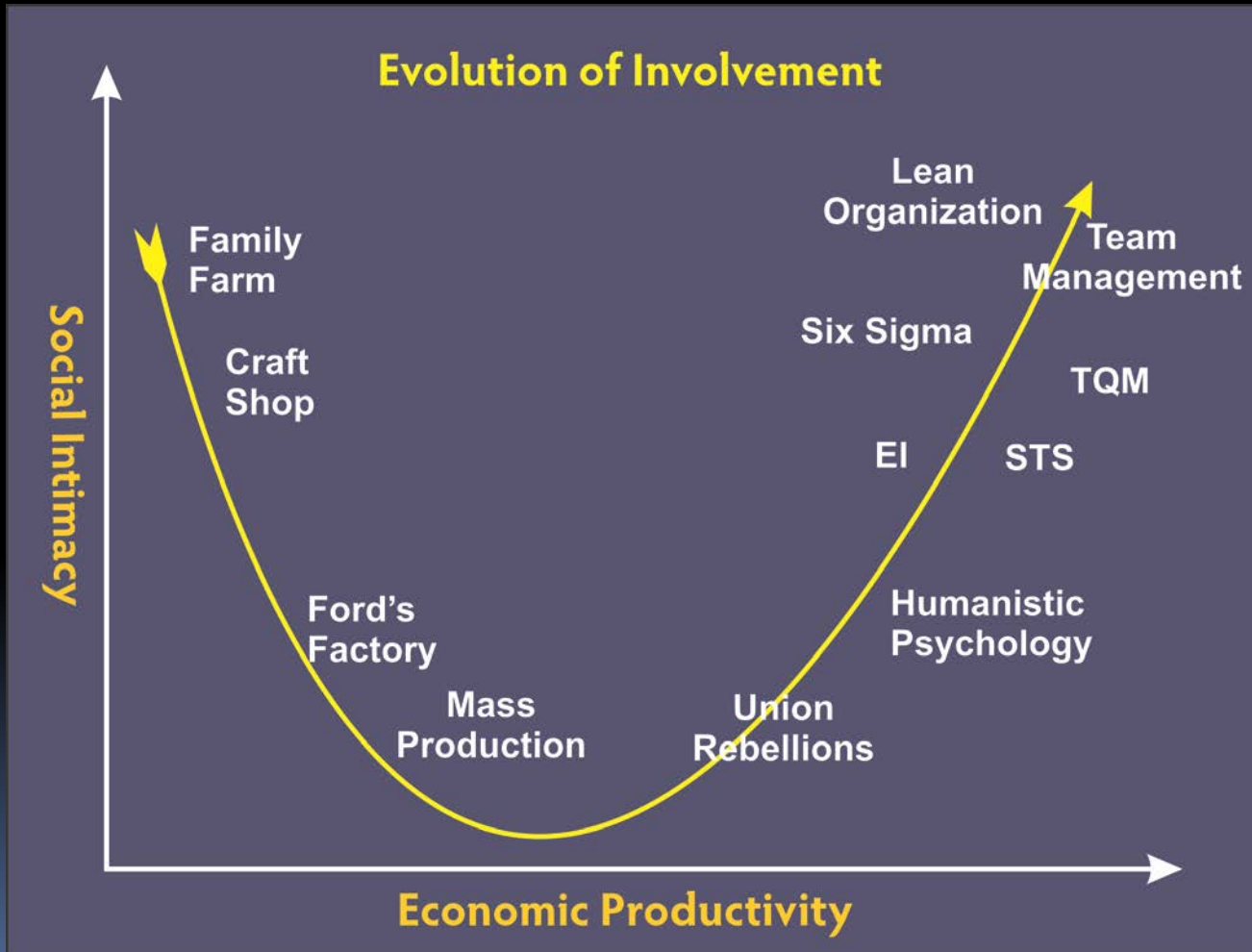
- Both a technical system and a social system.
- These systems are inter-dependent, complex and dynamic... as are all cultures.



Lean = Technical + Social Systems

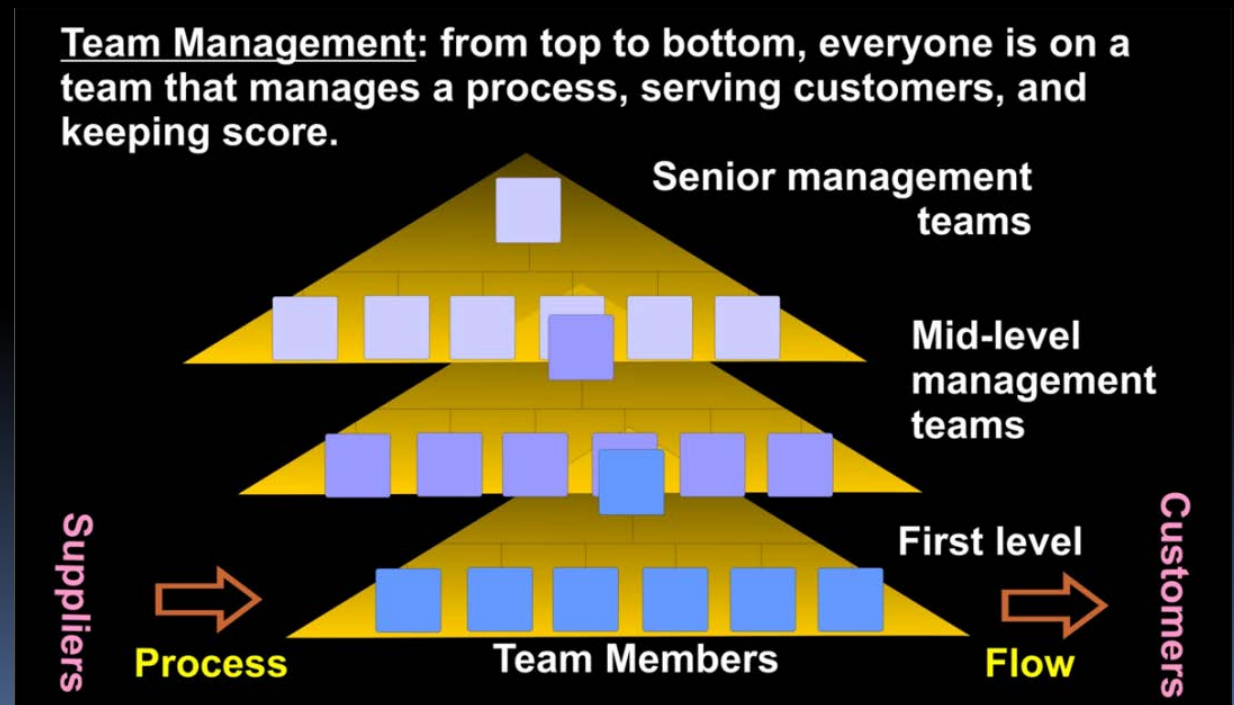


Genetic Roots of Lean



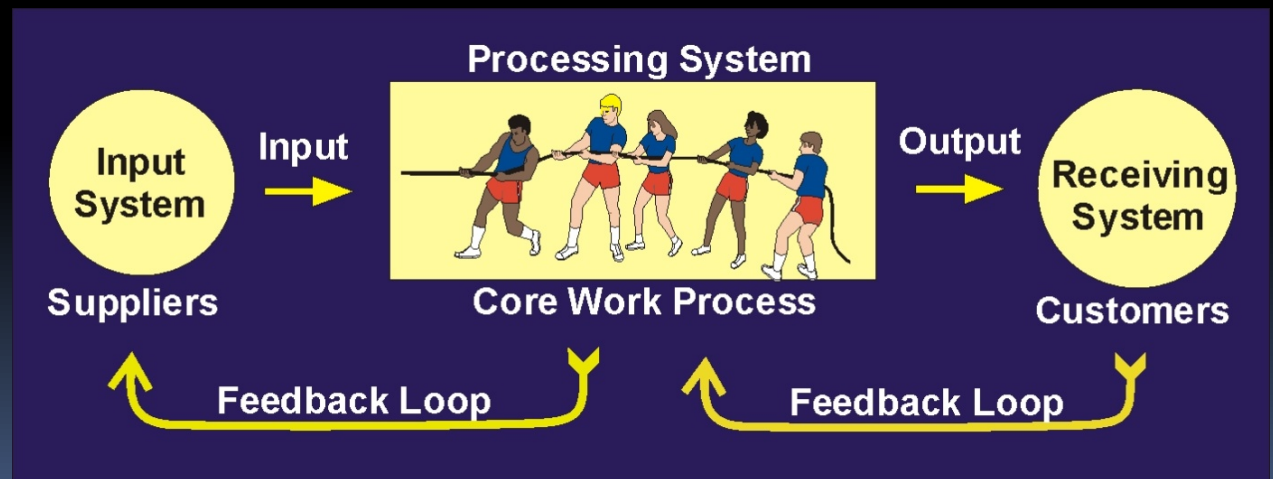
Lean Culture is...

- a journey we have been on for 40 years.
- the inclusion and engagement of every employee in continuous improvement.



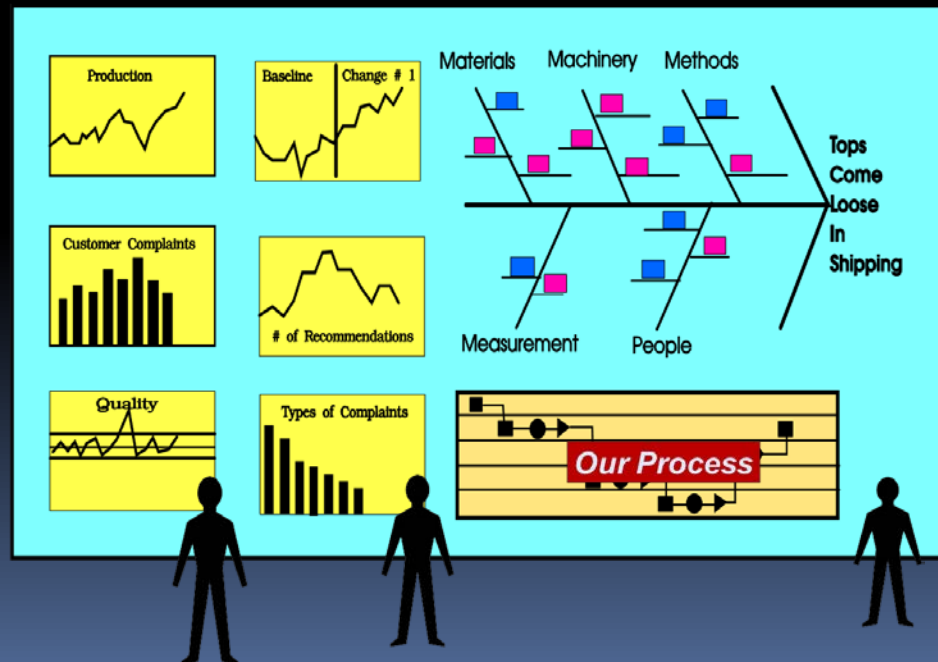
Lean Culture is...

- the knowledge of customers, suppliers, and processes by every employee.
- every team having a “charter” that defines their responsibilities.
- every team owning a process and being empowered to improve that process.



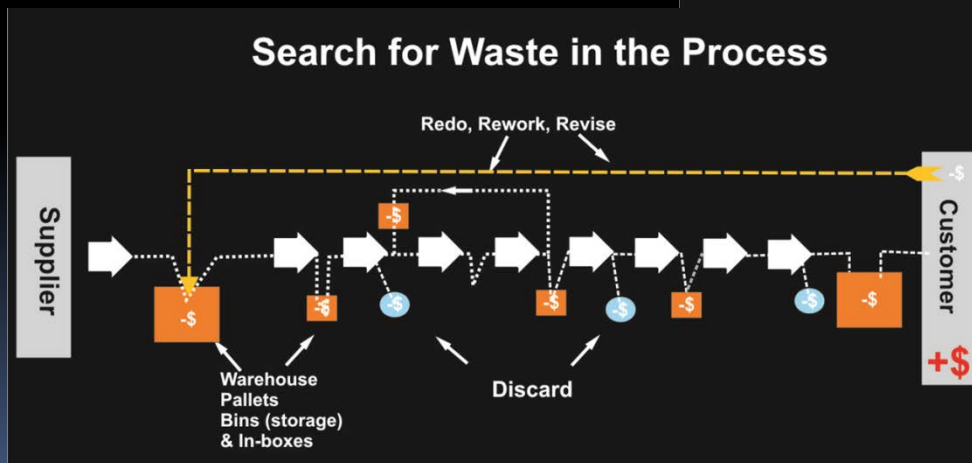
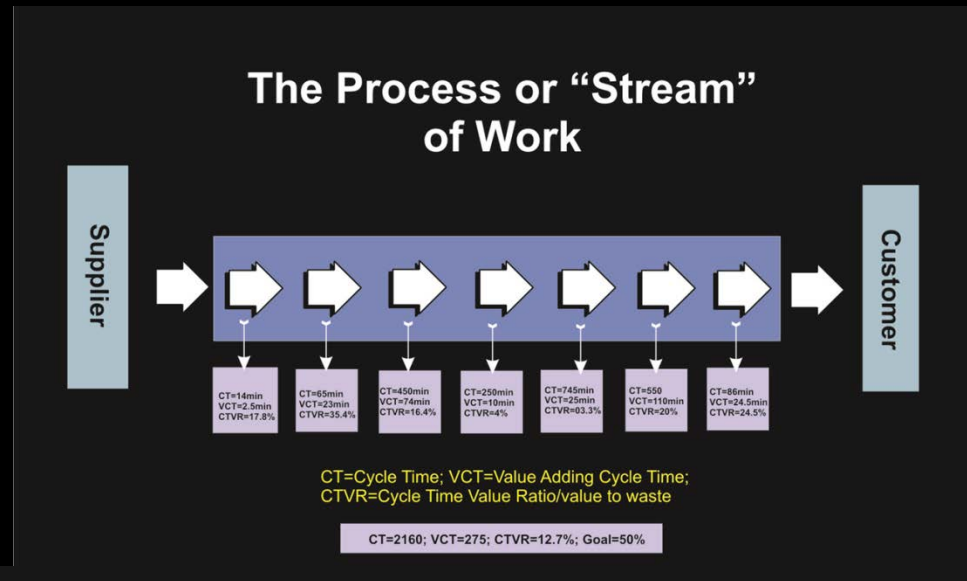
Lean Culture is...

- data driven!
- keeping score on performance by every team.
- the visual display of performance by every team.



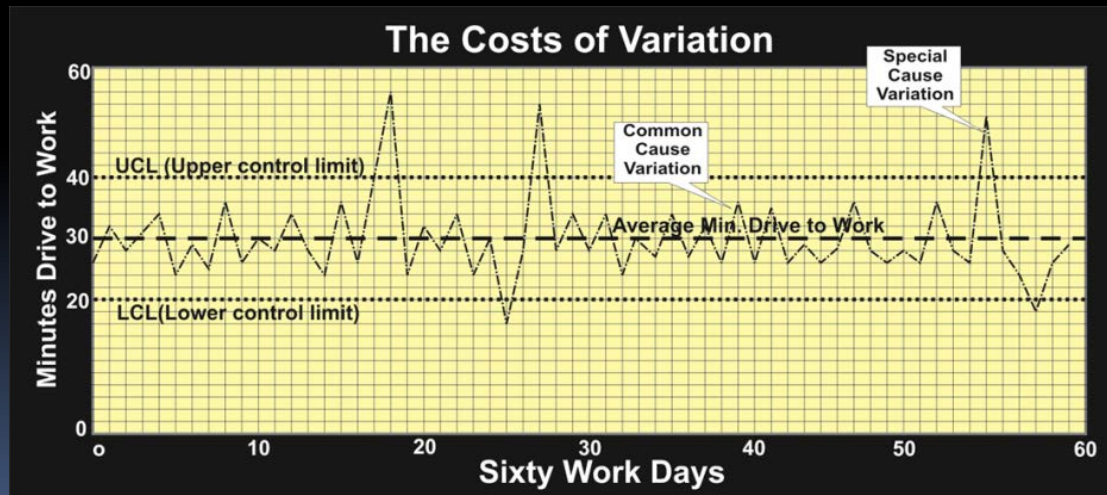
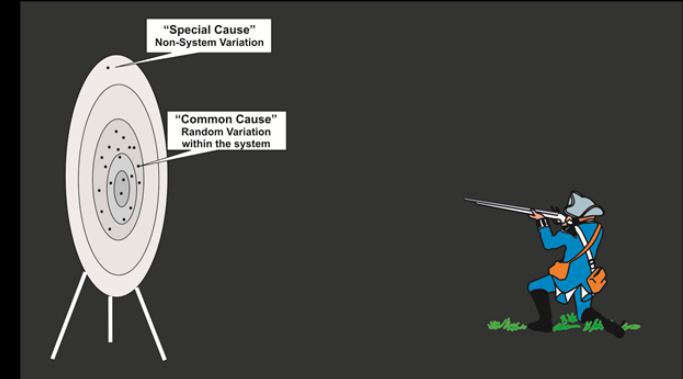
Lean Culture is...

- mapping of every key work process by every team at every level.
- the elimination of waste from every process.



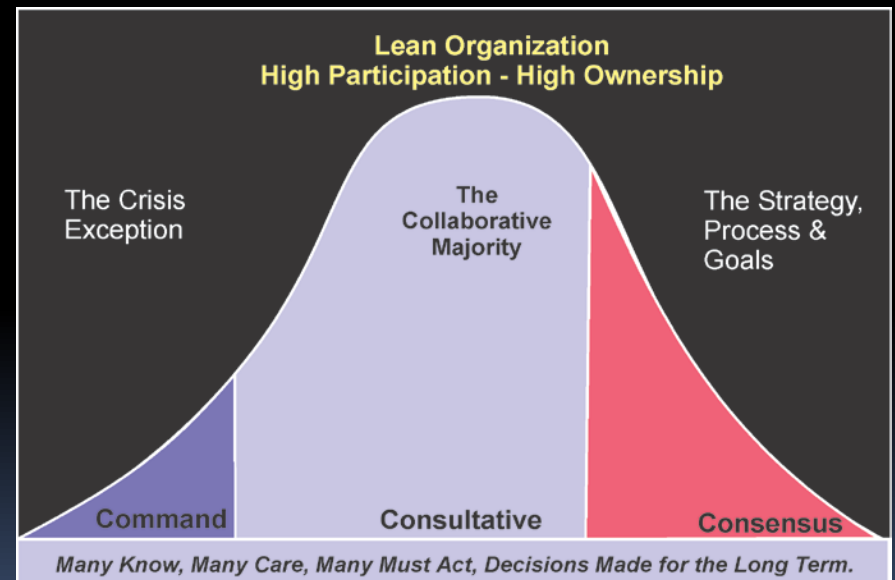
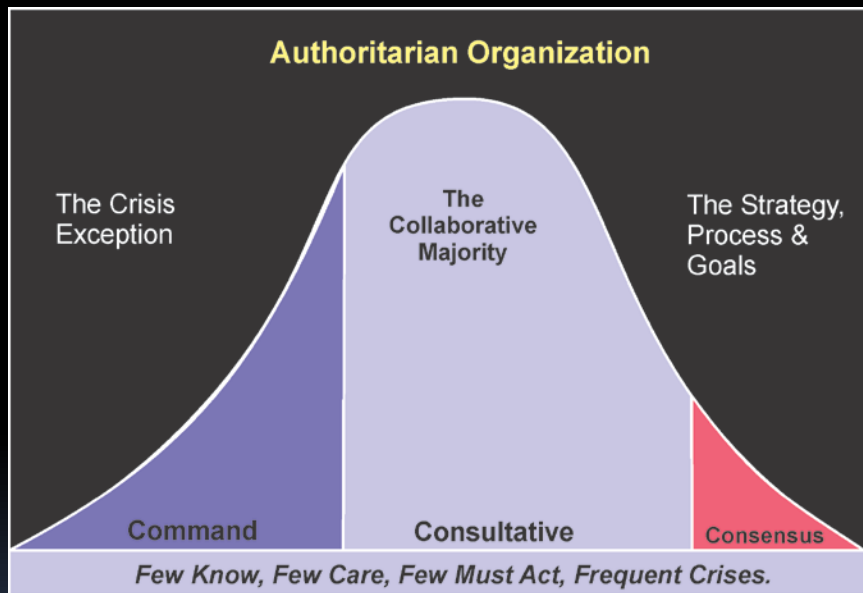
Lean Culture is...

- the analysis and reduction of variances in quality, cost, and from principles or cycle time.



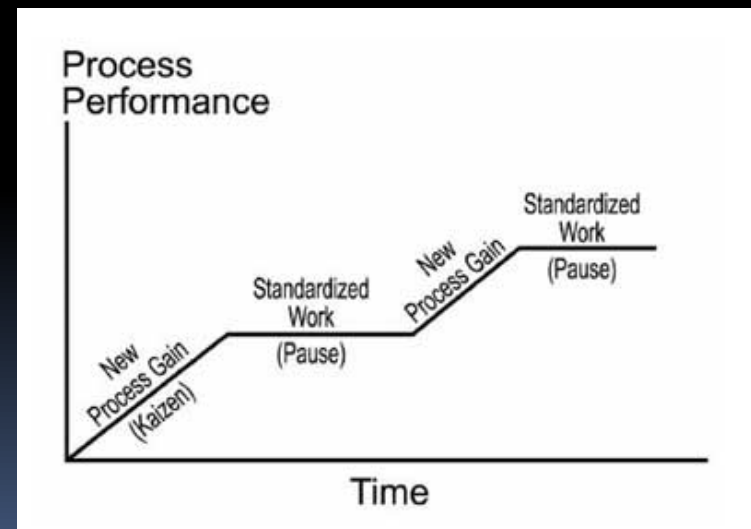
Lean Culture is...

..a change in culture from traditional management styles to high participation - high ownership.



Lean Culture...

- Is supported by *Leader Standard Work*
- An essential component of “lean” organizations is defining standard ways of doing things. This reduces mistakes and facilitates learning through planned experimentation, rather than constant re-learning.



What is Leader Standard Work?

- Leader Standard Work does exactly the same thing for the work of managers. It defines those things that have proven to be best practices on a daily, weekly, or monthly basis for managers or leaders at each level of the organization.
- It creates consistency and removes uncertainty.
- It creates a disciplined process of management.



How Much Time is Devoted to Standard Work?

This is a possible, or typical, percent of time devoted to LSW. However, this is not meant to be a "rule." Each organization and each position is different and will have some unique requirements.

Position	% Time Devoted to Standard Work
Executive Management	5-15%
Plant Management	15-25%
Area or Department Managers	20-40%
Support or Technical Contributors	30-50%
Team Leaders/Advisors	60-80%
Operators - 1st Level	80-100%

Lean Culture is...

- ...continuous improvement at ALL levels, in ALL functions.

