

## Lean Progress Report

### HOW FAR ALONG THE LEAN JOURNEY ARE WE?

WHICH OF THE FOLLOWING HAVE YOU IMPLEMENTED AND HOW WOULD YOU DESCRIBE THAT IMPLEMENTATION

LEAN PRACTICES	NOT AT ALL	JUST BEGUN	PARTIALLY IMPLEMENTED	MOSTLY IMPLEMENTED	FULLY IMPLEMENTED	Future Action Plans
1. WE HAVE DONE VALUE STREAM MAPPING OF OUR PROCESSES						
2. WE HAVE STUDIED AND ELIMINATED WASTE						
3. PROCESS MAPS ARE VISIBLE TO THOSE AT THE GEMBA						
4. WE ARE ELIMINATING QUALITY VARIANCES FROM OUR PROCESS						
5. PDCA AND/OR A3 PROBLEM SOLVING IS VISIBLE IN THE WORK AREA						
6. WE HAVE REDUCED CHANGE OVER CYCLE TIME (SMED)						
7. EMPLOYEES ARE EMPOWERED TO STOP THE LINE OR OPERATION WHEN THEY SEE A PROBLEM						

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<b>8. WE MEASURE AND ARE REDUCING WORK IN PROCESS INVENTORY</b>						
<b>9. WE HAVE IMPLEMENTED AND MAINTAINED 5S</b>						
<b>10. WE HAVE CREATED A SELF-DIRECTED TEAM PROCESS AMONG THE WORKFORCE</b>						
<b>11. MANAGEMENT TEAMS ARE TRAINED AND ARE PRACTICING THE SAME SKILLS.</b>						
<b>12. WE IMPLEMENTING PROBLEM-SOLVING OR KAIZEN TEAMS</b>						
<b>13. WE HAVE A PROCESS FOR ENCOURAGING INDIVIDUAL SUGGESTIONS</b>						
<b>14. WE HAVE DESIGNED JOBS FOR CROSS-TRAINING TO INCREASE JOB FLEXIBILITY</b>						
<b>15. WE HAVE INSTITUTED A SYSTEM OF REWARDS FOR IMPROVED PERFORMANCE</b>						
<b>16. OUR MANAGERS PRACTICE 4 TO 1</b>						

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<b>17. WE HAVE A PROCESS FOR WORK STANDARDIZATION</b>						
<b>18. WE HAVE IMPLEMENTED LEADER STANDARD WORK</b>						
<b>19. WE HAVE EMPOWERED EMPLOYEES TO MAKE IMPROVEMENTS TO THEIR WORK PROCESS</b>						
<b>20. MANAGERS HAVE ALIGNED THEIR OWN BEHAVIOR AND PRACTICES TO THE PRINCIPLES OF LEAN</b>						
<b>21. WE CELEBRATE IMPROVEMENTS IN BOTH PROCESS AND PERFORMANCE</b>						
<b>22. THERE IS VISUAL DISPLAY (GRAPHS) OF TEAM PERFORMANCE IN THE WORK AREA</b>						
<b>23. WE DESIGN AND ALIGN OUR SUB-SYSTEMS TO STRATEGY (HOSHIN KANRI) EMPLOYING "CATCH BALL" OR INTERACTIVE PLANNING.</b>						

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