The Lean Journey
Lean Workshop

Presentation title

- Can you sustain LEAN without a Roadmap?

Synopsis

- As problem solvers we all love our Lean ‘tools & techniques’ .... however, after the initial sugar rush energy levels typically start to dwindle and change initiatives start to falter. Strategic change programmes are historically a challenge to businesses but a more balanced approach to implementing LEAN has a greater chance of success. The VFECTO Lean Roadmap exposes such a balanced approach ....
LEAN Business

- LEAN has many names from the Toyota Production System (TPS) to Operational Excellence (OPEX) and Business Excellence. Ultimately the goal of LEAN is for a business to learn how to identify what ‘Value’ it’s customers are prepared to pay for and systematically to remove ‘Waste’ from all processes to improve business results, customer satisfaction and people engagement.
- LEAN can be applied to both a manufacturing and service environment.
What is your framework for improvement?

Org Chart

Accountability & functional focus

Customer Value flows across the business

How do I get my business to think left to right and not up & down?
Systems Thinking – now we are on the improvement path

- Core systems
  - E.g. Demand Mgmt, capacity planning, process execution, logistics ...
- Enabling systems
  - E.g. Finance, HR ....
- Governance systems
  - E.g. QMS

The Lean Roadmap works across the business to improve customer value, resource effectiveness & efficiency.
The A-Z Roadmap

How do I visualise this?
Don’t get stuck on the Road

Continuous Improvement

Abnormality exposed & problems resolved in real time
Flexible, Motivated Employees
Maintenance of Standards
Only produce or transact when demand exists

Standardization

For the Customer
Highest Quality
Lowest Cost
Shortest Lead-Time
Customer First

For the Employees
Job Satisfaction
Job Security
Consistent Income
Respect for Humanity

For the Company
Market Flexibility
Profit (from Cost reduction)
Elimination of Waste

Many focus only on this element
Tools - The ‘How’ of LEAN

The initial sugar rush reinforced by KPI improvements begins to dwindle within the first year.
WHY do people behave inconsistently?

Why can’t they behave more like me?

Why do they think differently to me?

Lean Champion
People in LEAN

Hands, Head, Heart

When you hire me, you get my HANDS

Lean requires HANDS AND HEAD

AND

Establish Mutual Trust

ONE: Create environment where team members can work with their trust in the company

A. Stable Employment; layoff/dismissal as last resort
B. Ensure fairness and consistency
C. Ensure high employee morale
D. Steadily maintain and improve working conditions with a long-term perspective
Everyone needs to See ‘Waste’
Exploiting Systems Thinking, Principle driven behaviour and Lean tools to improve KPIs and KBIIs over the long term.
What is a PRINCIPLE?

Irrespective of who you are and what position you hold in the organisation ... this principle applies to everyone.

Principles are objective!

Is this not what values do?
‘Teamwork’ as value may not drive the right behaviour

...... but it can depend on how you see the world ..... it is subjective!
The right behaviour

• Principles **dictate** the choice we make and are **objective**

• Values **govern** how we see the world and are **subjective**
Principles aligned to Systems & Tools

• Lets look at an example of a business principle
  – Make value flow

• How do we align our people with the principle?
  – Look for a TOOL that supports the principle?

• The Core System supports the principle
  – The Core System services

• The ‘Value Stream Mapping’
  – Look for a TOOL that supports the principle

Principle - Make value flow
Tool - Value Stream Mapping
Can you sustain LEAN without a Roadmap

- **Principle-Driven**
- **Systems-Driven**
- **Tools-Driven**

**Axes:**
- **Time**
- **Consistent Culture**

- **C.1** Enthusiastic Beginner
- **C.2** Stalled Improvement
- **C.3** Disillusioned
- **C.4**

Legend:
- **Stalled Improvement**
- **Disillusioned**
- **Consistent Culture**
VFECTO LEAN ROADMAP

Tools
Eliminate waste using lean tools & techniques.

Wow
Makes change possible & improves the way we work.

Strategy
Execution
Creates the measurements & management structure that supports Continuous Improvement.
What does the journey look like?

VFECTO Lean Roadmap

Typically these systems are weak and isolated

Lean organisations have strong connected systems
Excellent businesses have...

- People who talk about the relationship between tools, principles and systems
- Management who measure performance on key behaviour indicators (KBI) as well as key performance indicators (KPI)
- Leaders who challenge their systems to drive performance and behaviour
Where are you on the LEAN Journey?

- Fire fighting
- Ad-hoc
- Gaining control
- Controlling to standard
- Best practice
VFECTO will work hands-on with your organisation to improve results.

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**Lean Roadmap**

Struggling to see how to make Lean thinking part of the day to day way of working (WOW)? Not sure which Lean tool to use at which stage of the journey? VFECTO have developed a unique Lean roadmap to help business see the connections between new processes/Lean tools, accountability and engagement processes and strategic needs.

Want to know how to do this? Get started straight away and click on info@vfecto.com for a free 1 page guide.

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Senior Manager with VFECTO Ltd

Speaker Bio

Stephen has held technical and operational roles within the automotive, aerospace and industrial goods sectors. These roles have involved designing and implementing change across the supply chain to integrate people, partners and processes.

Specifically over the last 10 years he has led and participated in Lean6sigma change programs utilising a balanced structured approach to engage people with change and improve the business performance.

Stephen’s hands on approach within a business has resulted in customer value exposure, value stream creation, material and information flow, customer demand management and continuous improvement capability.