Grasping the Situation
Using the
Lean Transformation Framework

Darren Walsh
LEAN UK Summit Masterclass
2016
Welcome

Introductions & Overview of the Day
Grasp the Situation
Housekeeping

- Safety: Alarms, Exits & PPE
- Comfort: Breaks, Restrooms, Connectivity
- Style: Learning, Cameras
Agenda - Grasping the Situation

- Introductions/Objectives/Agenda
- Introduction to Lean Transformation / Framework
- Overview of the facilities approach to business improvement and Lean
- Explore the 5 dimensions of the Lean Transformation Framework
- Practical Grasping the Situation Exercise using Lean Transformation Framework.
- Discussion to review LTF potential gaps
- Reflections & Expectations Review
Learning Objectives

Develop a greater understanding of:

- The facility’s Lean transformation approach.
- The common approaches to Lean transformation & business improvement.
- The 3 Common Pitfalls to Lean Transformation
- Lean Transformation Framework and its five dimensions
- How to use the LTF in a practical way to ‘Grasp the Situation’ and identify potential organisational/ team gaps that should addressed to move to the next level of business performance.
- Explore potential strategies to address those gaps.
- The critical role that leadership can play by ‘Grasping the Situation’ and addressing gaps within their organisation or team.
Introductions & Expectations

- Who you are
- Your role
- What is your current Lean challenge & expectation (gaps/challenges etc)?
- What should be most efficient, Man, Machine or Material?

This workshop will have been a success & made good use of my time if...
Managing Expectations

- This workshop will address the objectives........... But it won’t make you an expert
  - Only practice will
Our unique perspective is that we continuously seek to learn what the most effective mechanisms are for transferring this Lean knowledge and developing Lean capability - so together we can quickly get to grips with Lean practice.

Our approach helps the organizations we work with build a network of organizations, officially forming the Lean Global Network in 2007.

Our core mission remain the same as when we first started:

• The Lean Enterprise Academy is now in its 12th year and we are well established as: THE UK Source for Lean Thinking & Practice
• In response to the success and impact that Lean institutes led by Jim Womack (USA), Daniel T Jones (UK) and Jose Ferro (Brazil) had, a community of Lean thinkers and a network of organizations officially formed the Lean Global Network in 2007

Notable Achievements

- Daniel T Jones established the Lean Enterprise Academy in 2000 in England, and we provided membership
- Lean partner wins Lean Prize
- Daniel T Jones inducted into the Shingo Academy to recognise achievements in the area of Lean

Our website www.leanuk.org delivers regular Lean articles and videos on the latest developments – view 99 previous talks on YouTube

Our Facebook channels bring you the most up to date news in the Lean world and allow you to share with your colleagues instantly.


In January 2014, John Shook Chairman of the Lean Enterprise Institute in the US, articulated the Lean Transformation Framework through coaching and mentoring we help organisations and individuals understand and implement Lean thinking. We do this by working with you to define and address gaps in performance that need to be closed, developing both your capability to improve the flow of value to your customers and the problem solving ability of your people so that you can sustain the gains and continuously improve.

- What is our purpose, what value are we trying to create, or what problem are we trying to solve?
- How do we improve the actual work?
- How do we develop the people?
- What management system and leadership behaviours are required to support the new way of working?
- What basic thinking, mindset or assumptions undermine this lean transformation

How LEA can help

- Purchase a workbook
- Attend our summit
- Learn about public workshops
- Ask about our bespoke in-house workshops
- Undertake a Lean Transformation
- Request Daniel T Jones or David Brunt to take a Gemba Walk
- Have one of our faculty give an inspirational speech to your organisation

Visit: www.leanuk.org
Email: info@leanuk.org
Call: +44 (0)1600 890590
Overview of GE Rugby Products & Lean Journey
Lean Transformation Framework

Introduction
So what is Lean?
‘The T-Process’

ROUND ONE

“Traditional” Thinking!
Value-Add vs. Non-Value-Add

Value-Adding Activities

• Transform materials and information into products and services the customer wants

Non-Value-Adding Activities

• Consume resources, but don't directly contribute to product or service
Fundamental premise of TPS/Lean is still the same...

There exists a need and opportunity to improve

- Quality
- Cost
- Delivery

Key Point:
- Focus on Making the Value Flow
I t’s all about Flow!

Lean: Achieve more with less....
Attack Tim Wood!

3M’s of Waste:
- Muda
- Muri (Overburden)
- Mura (Unevenness)

Transport
- All material movement

Inventory
- All stocks

Motion
- Reaching, bending, searching

Material queuing, idle time
- Waiting

Over Production
- Too much, too early

Over Processing
- Defects

Wrong machines, wrong procedures
- Inspection, rework, scrap

Wrong

What have we learnt?

1. VALUE is specified by the customer
2. Identify VALUE STREAM
3. Get value to FLOW
4. PULL the work, not push!
5. PERFECT the flow of value

WIN-WIN FOR EVERYONE
CUSTOMERS
EMPLOYEES
SUPPLIERS,
SHAREHOLDERS
Rules of Toyota’s DNA

- All work processes shall be highly specified & documented, to include content, sequence, timing and outcome.

- Connections with clear Yes/ No signals directly link every customer and Supplier process.

- Every Product/ Service travels a single, simple and direct flow path.

- Workers at the lowest feasible level, guided by a teacher will improve their own work processes using scientific methods.

- Integrated failure tests automatically signal deviations for every activity, connection and flow path.
So what is Lean?

- A Better Way of Thinking
- A System – End to End
- And a Set of Improvement Tools

- Lean is all about improving Value and removing waste that impedes Flow.

- But there’s still a little more to it!
What else did you see?

Work is More Than Motion!
Lean Questions

■ What is the Purpose?
■ How is the work done?
■ What skills do employees have/need?
■ What is the current management routines & Leadership Behaviour?
■ What basic thinking and mind-set exists?
Lean Institute’s focus is on overcoming the common pitfalls and creating sustainable Lean Transformation
Common Approaches to Lean

Tool Based Approach
Cherry Picking Lean Improvement Tools, e.g:
- 5s
- SMED
- Poka-yoke
- Standard Work
- VSM
- Then PDCA etc

Improvement Event Approach
Use of project teams to drive Lean Improvement activities, usually facilitated by Lean Champions or SSBB, e.g:
- Kaizen (Daily or incremental)
- Kaizen (Event)
- Value Stream Mapping

Lean Management Systems
Development of business wide systems to support Lean behaviour, e.g:
- Lean Structures
- Subject Matter Experts (e.g. Champions & SSBB)
- Roles & Responsibilities (e.g. change to roles)
- Reporting
- Lean Roadmaps
- Lean Assessment tools
- Benchmarking Awards (e.g. Shingo Prize, AME etc)
Common Pitfalls to Lean Transformation:

1. **Improvement Capability**
   - Knowing how to improve the work

2. **Management Systems & Leadership Behaviour**
   - Removing the roadblocks and supporting the workers
   - Treating Lean as an event

3. **Sustaining and growing new change leaders**
   - Unable to develop new Lean capability
   - Relies on subject matter experts to improve the work
   - Requires a mind-set change
Lean Management System

**Purpose**
- Vision/Values
- True North
- Line of Sight
- Strategy Formulation and Deployment

**People**
- Employees:
  - Engaged and involved in CI
  - Continuously solve problems
  - Teamwork
- Managers:
  - System thinkers
  - Problem solvers
  - Learners
  - Teachers/Coaches

**Process**
- Horizontal flow of value at the pull of the customer
- Workplace Management through standardization & Visualization
- Relentless elimination of waste, overburden and unevenness
- Lean Tools applied as appropriate

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“Lean” means aligning:

- Process
- People
- Purpose

to create value
People & Process - aligned by leaders to achieve purpose
Lean Transformation Framework

WHAT is our PURPOSE?
What situational problem do we need to address?

What leadership behavior and management system do we need?

How to improve the work?

How to develop the people?

What is our BASIC THINKING??
Lean Transformation Framework
Lean Transformation Framework

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?

Operational Improvement
Leadership
Management System
Capability Development

Lean Thinking and Practice
Respect, Challenge, Kaizen, Alignment,
PDCA, Science, Gemba, Problem-Solving

Leads to target condition
How will we improve the value creating work?
What basic assumptions or mindsets underlie this change?
How do we develop people who can change the work correctly?
What leadership behaviour and management systems are required for this?
## Exercise Objective

### T - Process, What did you see?

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<tr>
<td>– Break up into teams</td>
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<td>– Using the flip charts answer the first two columns of the Lean Transformation Framework document</td>
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<td>10 minutes to write up</td>
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<td>20 minutes to discuss</td>
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## Transformation Questions - Value Stream Level

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Explore the 5 Dimensions

*Lean Transformation Framework*
- Lean Production was named 25 years ago
- MIT Study – *“Machine That Changed the World”*
- Toyota Production and Management System

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<th>Toyota</th>
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<td>16</td>
<td>19</td>
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<td>45</td>
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<td>2 weeks</td>
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The Worst Factory in the World...

Old GM plant reborn with NUMMI start-up

Certified Worst!
From the Worst to the Best…

Certified!

GM Framingham

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Ref: John Shook – Lean Transformation Framework

By JEFF STANSBURY

NUMMI: A NEW KIND OF WORKPLACE
UAW members like the changes at GM-Toyota’s new venture, and want the good feelings to last.

THE MACHINE THAT CHANGED THE WORLD
JAMES P. WOMACE, DANIELT JONES, and DANIEL ROOS
GM: Turnaround is working
Transformation

Definition:

- A marked change in form, nature, character or appearance
- A process of profound change that orients the organisation in a new direction and takes it to an entirely different level of effectiveness
Lean Transformation

- Enterprise transformation is the process of an organization shifting its “business” model to a desired future state.
- A lean transformation requires learning a new way of thinking and acting...
- Characterized not by implementing a series of steps or solutions but addressing key questions of purpose, process and people.
Lean Transformation Framework

- **Situational Approach**
  - **Value-driven Purpose:** What problem are we trying to solve?

- **Management System**

- **Operational Improvement**

- **Capability Development**

- **Leadership**

- **Lean Thinking and Practice**
  - Respect, Challenge, Kaizen, Alignment, PDCA, Science, Gemba, Problem-Solving

- **What basic assumptions or mindsets underlie this change?**

- **How will we improve the value creating work?**

- **How do we develop people who can change the work correctly?**

- **What leadership behaviour and management systems are required for this?**

- **Leads to target condition**
Lean Vision & Values

■ 5 Lean Thinking Principles
■ Mutual respect and long-term prosperity (employees, company, customer, community)
  ■ “Customer first” focus
  ■ Continuous Improvement (Kaizen)
  ■ Never knowingly pass a defect to the next process
  ■ Problems are treasures
  ■ Genchi Gembutsu (“go see for yourself”)
True North

- What it is
  - A short phrase that expresses the vision (hoshin)
  - It must have emotional impact
  - It must be accompanied by numerical targets
  - It must come out of our experience (visited customers, shopfloor, analysed data, SWOT, - grasp the situation)
  - It is a contract, not a wish list or marketing
  - It expresses business needs that MUST be met;
  - DRAWS people to action
Having a Line of Sight to the Company Goals

- What is the ultimate goal of your work?
  - Understand what makes your job “value creating” to the company—does it relate to the company’s goals and key performance indicators (Quality, Safety, Productivity and Cost)?
Problems are Fractal

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?
Problem Solving Starts with Grasping the Situation

- **A “problem” is**... the gap between the way things are now & the way they’re supposed to be, or you want them to be, in the future
- A manager has a problem when the work assigned fails to produce the expected results
  (Ref: TWI Training Materials)
Focus on the Work

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?

Operational Improvement
Order of Approach & Learning Organisation

Flow

The Workers

VS Support Staff

Exec

Customer Pull

#1

#2 FIFO

#3 FIFO

#4

Problem Solving

Highlight Variation

Establish a Standard (Std Work)

Improvement Actions

Problem Solving

Highlight Variation

Establish a Standard (Std Work)

Improvement Actions

Highlight Variation

Establish a Standard (Std Work)
Order of Approach - Each with its own standard.

KAIZEN FLAG/ MASAO NEMOTO DIAGRAM

Leadership Team

Line Mgt./Support Staff

Front Line Staff & Value Adders

Strategic & Innovate*

Improve*

Respect & Maintenance*

% Percentage of Time

* / standard...
Problem Solving Escalation Ladder

- **Day-to-day Problems** (80%)
  - **Solution known / Follow the standard**

- **A3/ PDCA** (19%)
  - Reoccurring ‘performance’ problems effecting team or department, eg: 20% below target with multiple failure modes

- **Advanced tools/Teams** (1%)
  - Serious incident requiring full time team and immediate action, eg: safety, customer or complex business problem (eg: 3 defects/Mn)

**Level of Complexity (low to high)**

- **RCI (8D) PDCA**
- **A3 PDCA**
- **3C Just-do-it**
Lean Thinking

- Principle of “Just Enough”
- Practice of Questioning and Investigating
Improve the Work

- The people who manage the work learn to improve it
- **Not** the “Lean Team”
- Improvement part of the management system
Developing the People

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?

Operational Improvement

Capability Development
**How to Teach?**

- **Target Condition** – To build capability so people “can do & improve” (themselves)

  **Levels of ability**
  1. Knowledge
  2. Understanding
  3. Capable
  4. Do well
  5. Can do and improve

  - Suitable to teaching in a classroom in “Off-JT” manner
  - Better taught with actual problems and situations through “OJT” with mentoring from capable superiors. Skill can not be developed in a classroom alone.

**Training Matrix:**
- Training identified
- Basic awareness of process
- Can carry out task supervised
- Can carry out task unsupervised
- Able to train others in task
Teaching & Learning

Levels of ability
1. Knowledge
2. Understanding
3. Capable
4. Do well
5. Can do and improve

Skills best learned through experience, from actual problems and situations

Source: John Shook
The “People” Value Stream

Human Resource Systems Management

- Attract: Spec Assessment, Selection, On Boarding
- Develop: Roles Training, Coaching O/D
- Engage: Standard work, Problem solving, Process improvement, Identify w/team
- Inspire: Embrace values, Community, family, Environment, Identify w/ company
- Practice: A P C D
- Output: Culture of continuous improvement of customer value based on XPS

Inputs:
- Philosophy
- Values
- Principles
- XPS

Purpose:
- Long Term Mutual Prosperity

Daily Process Management
- Respect for People and Continuous Process Improvement

- Commitment for Mutual Prosperity
- Equitable Policies and Practices
- Grow from Within Reward Teamwork
- Hoshin Kanri (True North)

Aptitude: Team Problem Solving
Capable: Desirable Clean and Safe Workplace
Perform: Visual Communication
Commitment: Servant Leadership
Reinforce: PDCA
Leadership & Management System

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?

Management System

Operational Improvement

Leadership

Capability Development
Lean Leaders do Two Things

- Get each person to take initiative to solve problems and improve his or her job
- Ensure that each persons’ job is aligned to provide value for the customer and prosperity for the company

Get the work done and Develop Your People - at the SAME TIME!
What’s can you see happening here?
Different Tools, Similar Purposes

Elements of Standard Work

1. Standard work in process
2. Work sequence
3. Cycle time
4. Takt time
5. Takt time
6. Work sequence

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Management Routines
(Daily Management & PDCA)

Purpose: Helps Communicate, Maintain & Improve Performance

- What’s our performance (Winning/ Losing)
- Do we have any problems (Gap)
- Where is the problem/ gap

- What’s the breakdown of the problem/ gap
- What are the direct causes & countermeasures
- Are they effective

- What containment actions & countermeasures can we apply
Lean Transformation Framework

Situational Approach
Value-driven Purpose:
What problem are we trying to solve?

Operational Improvement

Capability Development

Leadership

Management System

Lean Thinking and Practice
Respect, Challenge, Kaizen, Alignment,
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Value-driven Purpose:
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If some problem occurs in one-piece-flow manufacturing then the whole production line stops.

In this sense it is a very bad system of manufacturing,

T. Minoura, Toyota
Thinking Production System

“If some problem occurs in one-piece-flow manufacturing then the whole production line stops. In this sense it is a very bad system of manufacturing.

But ...

When production stops everyone is forced to solve the problem immediately. So team members have to think, and through thinking team members grow and become better team members and people.”

T. Minoura, Toyota
Learn by Doing

The more you learn, the more there is to know!
So what is Lean?

- A Better Way of Thinking
- A System – End to End
- And a Set of Improvement Tools

- Lean is all about improving value and removing waste that impedes its flow.

- Lean is an approach to achieving purpose, by developing capability to solve problems at every level.
Grasping the Situation

Exercise
Exercise Objective

“Grasping the Situation” Value Stream Exercise

Instructions

- Break up into small groups
- Walk the Value Stream with your assigned GE guide
- Develop a Current State Value Stream Map or Rich Picture, identifying problems
- Complete Lean Transformation Framework Matrix and identify potential gaps with the 5 Dimensions
- On a flip chart write up gaps to be discussed

Time to Complete
150 minutes

Deliverable
Draft Current State VSM
LTF Matrix
Share your understanding of the VS Gaps
Value Stream Map

Source: Rother and Shook 1999, pp.32–33.
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Grasping the Situation

Debrief
Grasping the Situation

Summary & Lessons Learnt
The Role of Leadership in Implementing Lean

Set alignment around the vision

Design and support processes that provide value to customers - value streams

Develop people to take personal responsibility for solving problems throughout the business
In other Words:

**Lean Leaders do Two Things**

- Get each person to take initiative to solve problems and improve his or her job
- Ensure that each persons’ job is aligned to provide value for the customer and prosperity for the company

Get the work done *and* Develop Your People - at the SAME TIME!

Ref: John Shook – Lean Leadership
Three Keys to Lean Leadership

“Go See”
Management must spend time on the front lines

Ask questions and “Grasp the Situation”
To understand potential obstacles hindering the team being successful

Show Respect and challenge
Respect your people
Lean Leadership

Current State

Future-State
Vision

Set alignment around the vision
Design & support processes that provide value to customers - value streams
Develop people to take personal responsibility for solving problems

Tools

Gap/Problem

www.leanuk.org
Final Thoughts

- Improving the work is the work
- Make problems visible
- Help all employees solve their problems and be successful
- Identify potential gaps in creating lasting Lean Transformation
- Develop improvement capability
- Leaders confirm that standards are being maintained & respected

Go See > Grasp the Situation > Maintain Standards > Kaizen
Respect People > Challenge
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