

“True Lean”

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University of Kentucky

Lean Systems Program

“True Lean” Implementation Planning: Kamishibai

UNIVERSITY OF KENTUCKY



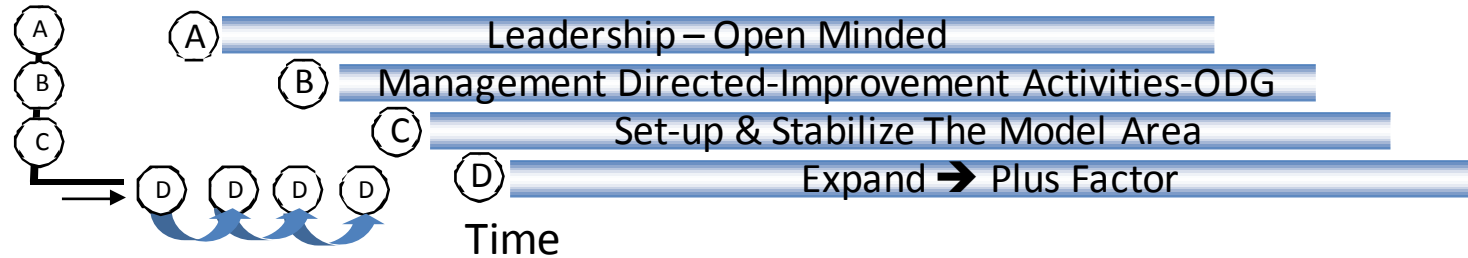
Lean Systems Program
Institute of Research for Technology Development
College of Engineering
University of Kentucky

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“True Lean” Implementation → Plan

Basic Strategy Steps



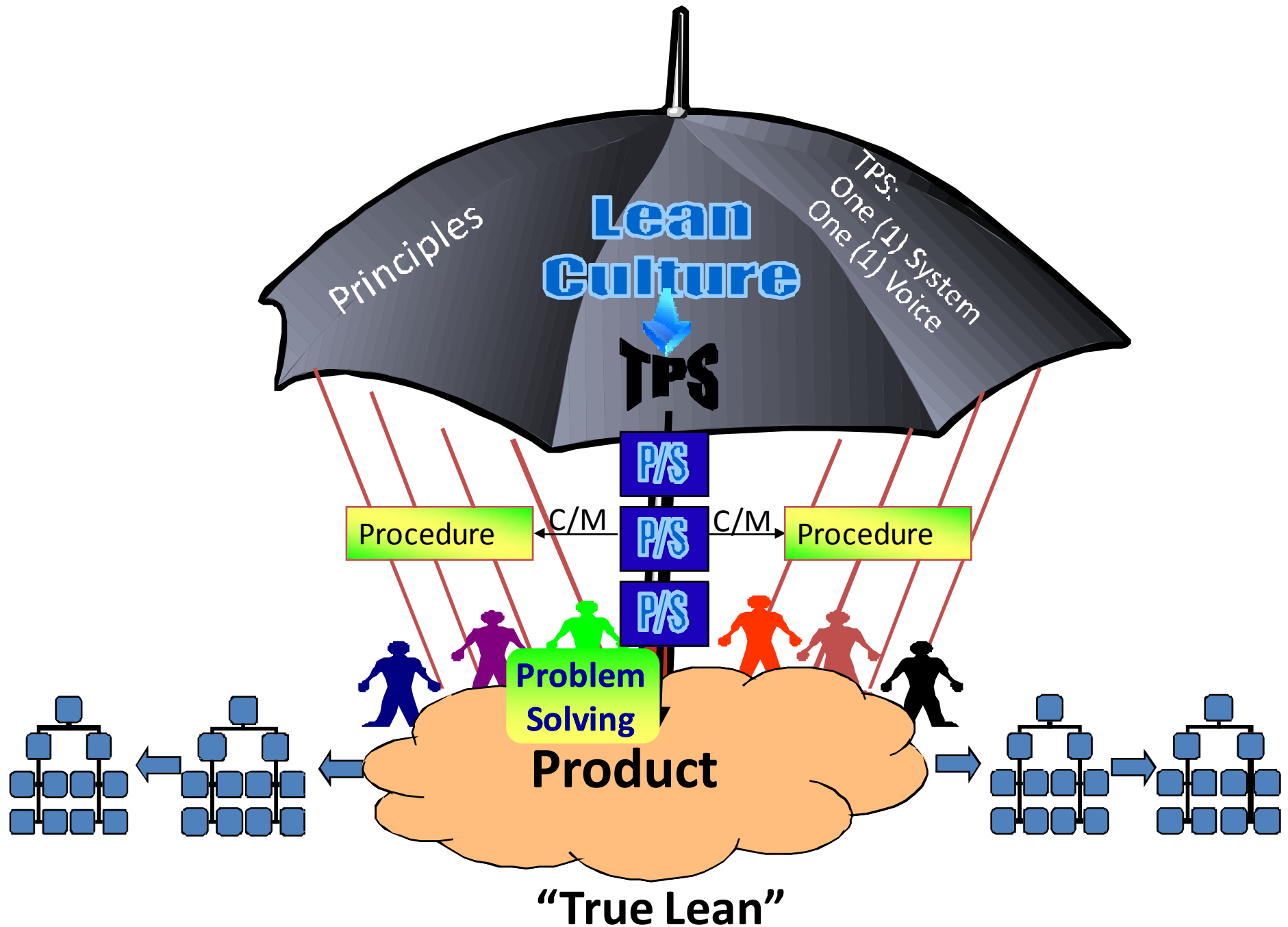
GO DEEP

BEFORE

GOING WIDE

Implementation Image

Six (6) Activities Need To Be Initiated And Need To Be Managed To MOVE Together Through Time → Both Communicating & Interacting Between The Activities

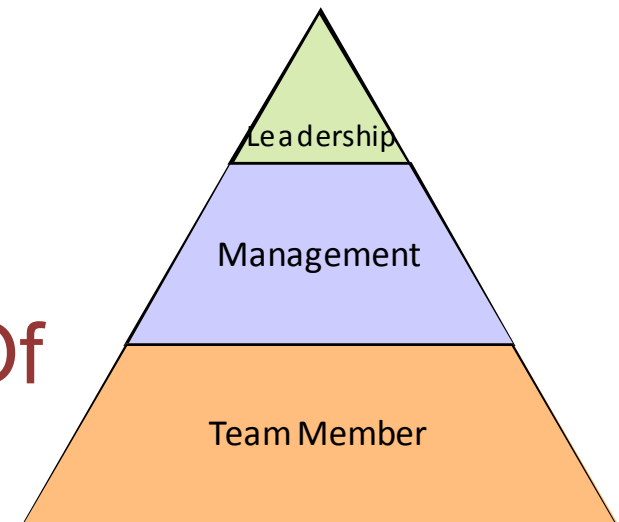


Primary Culture Shift → Commitment

At All Levels Of The Organization
The Members Of The Organization Commit

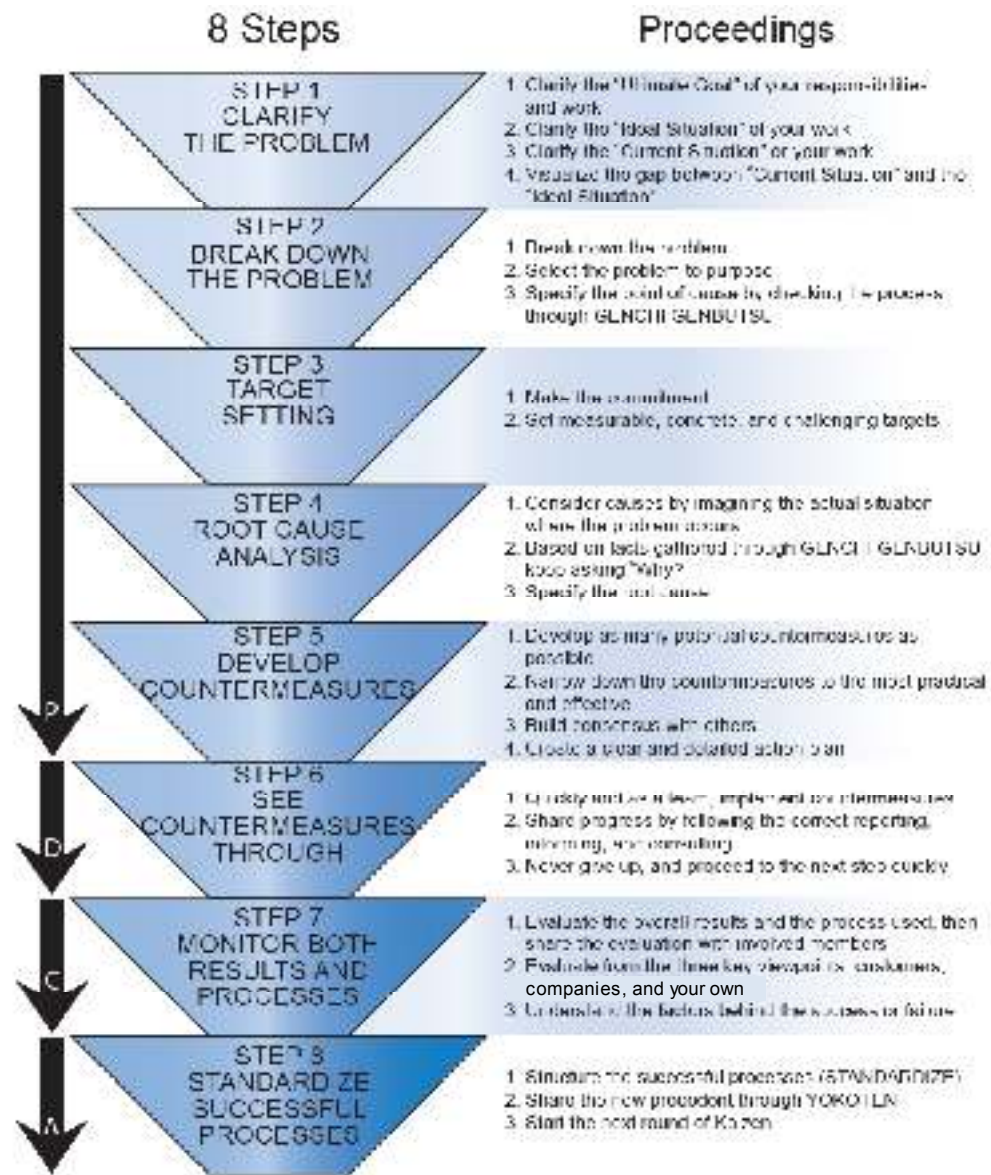
To

Perform 100%
Of All “8” Steps Of
Our Companies

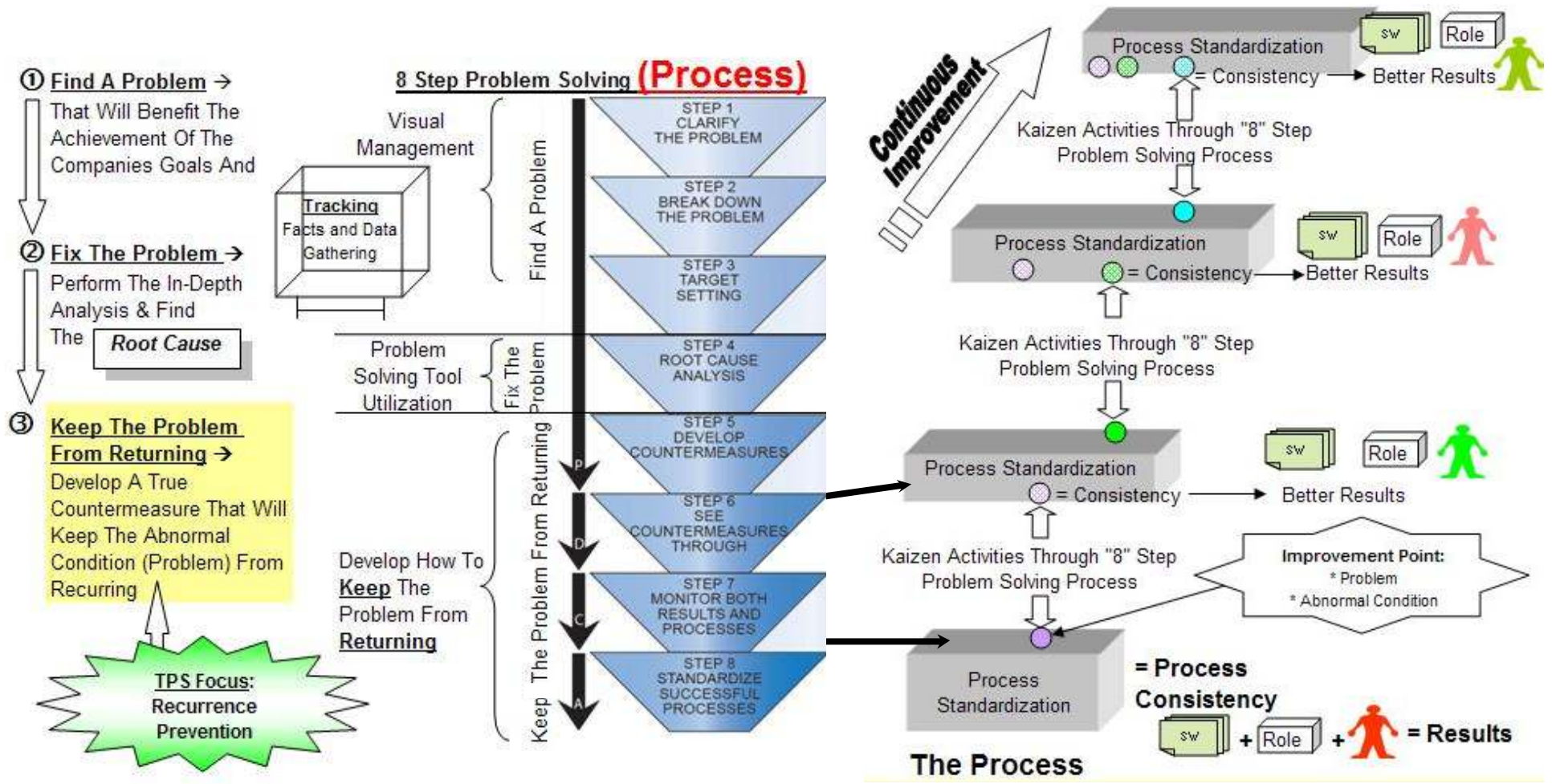


Systematic Problem Solving Process Either
On Paper Or In Thinking & Behavior

Process For Problem Solving

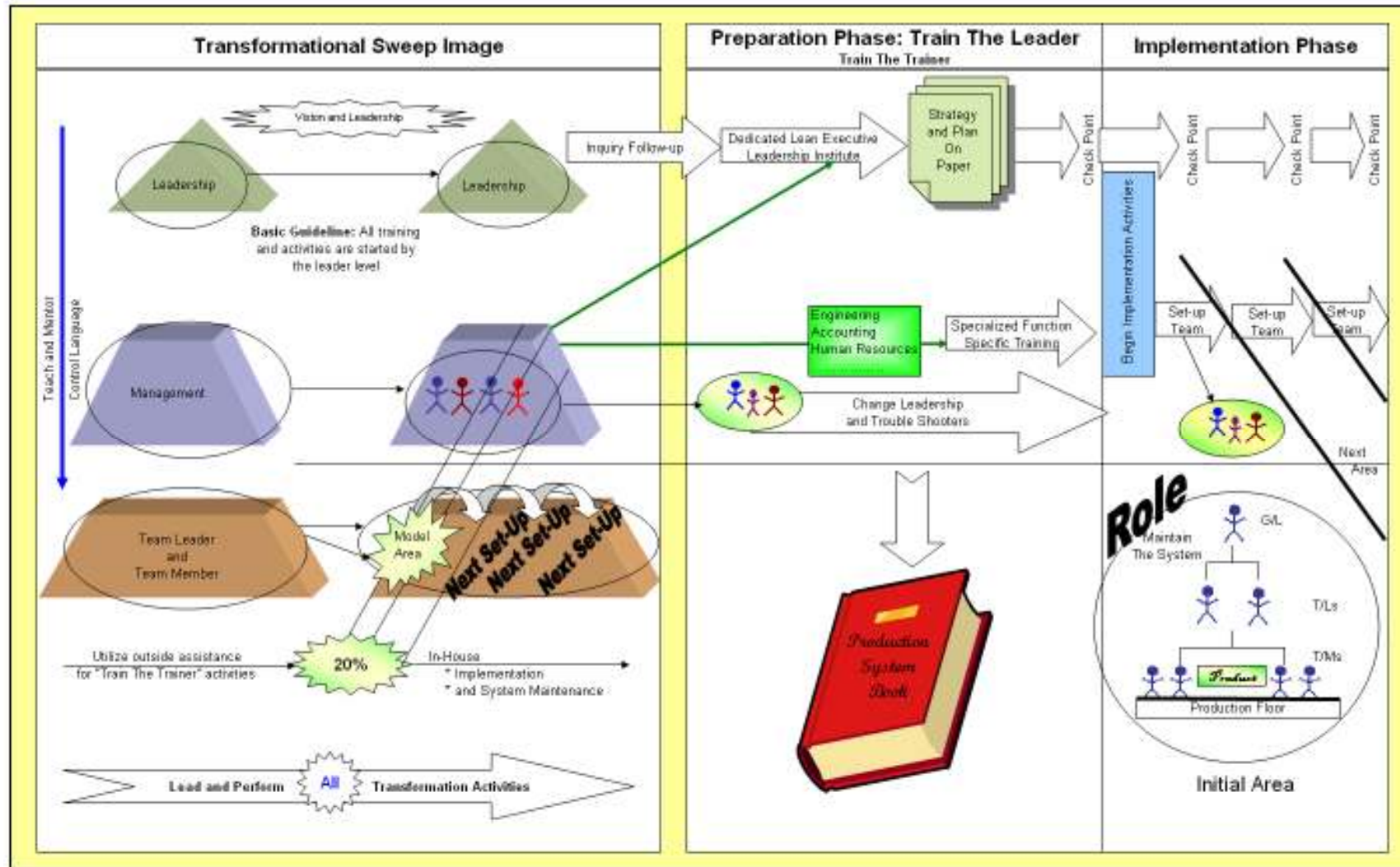


Process Improvement Activity Image

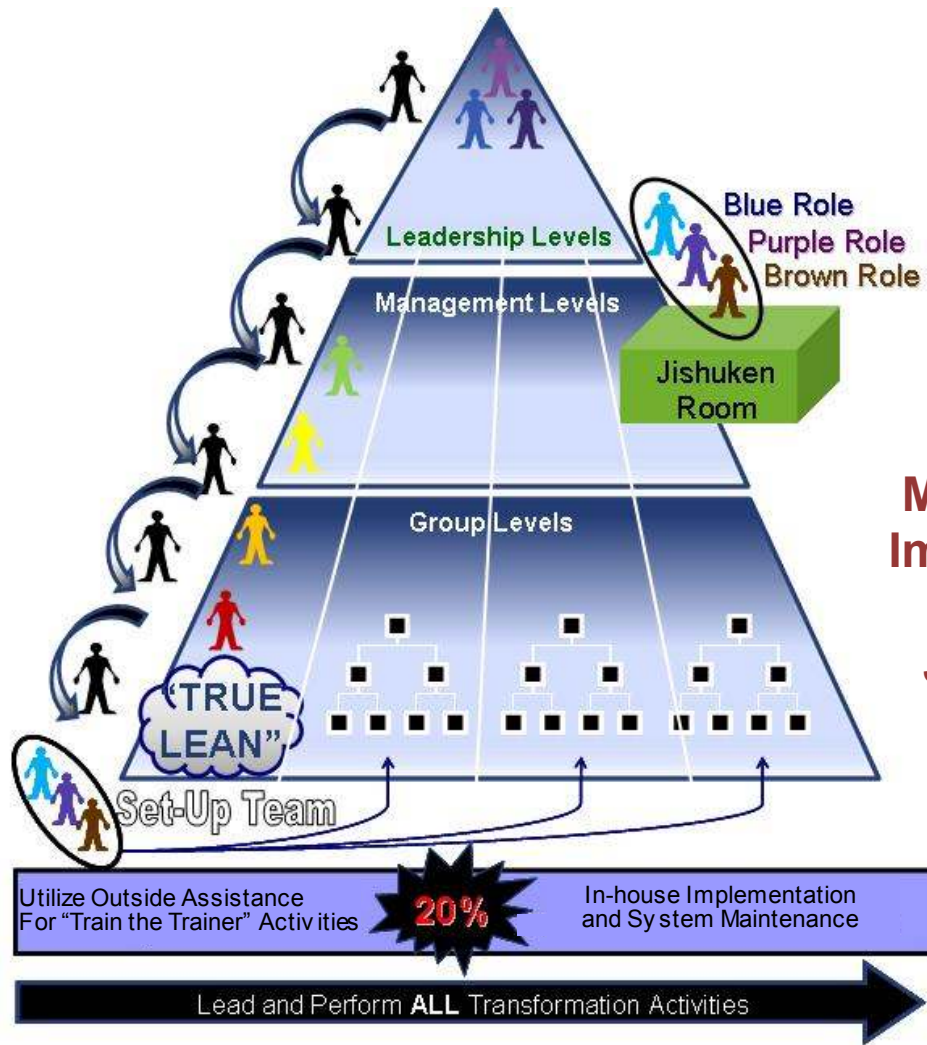


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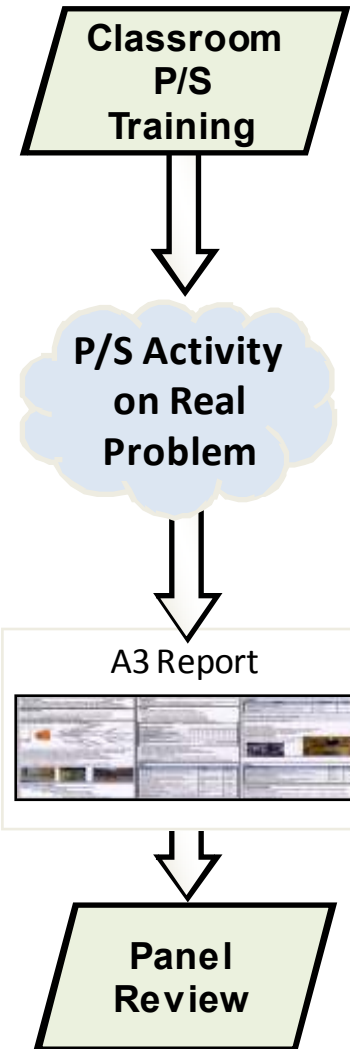
SWEEP MODEL



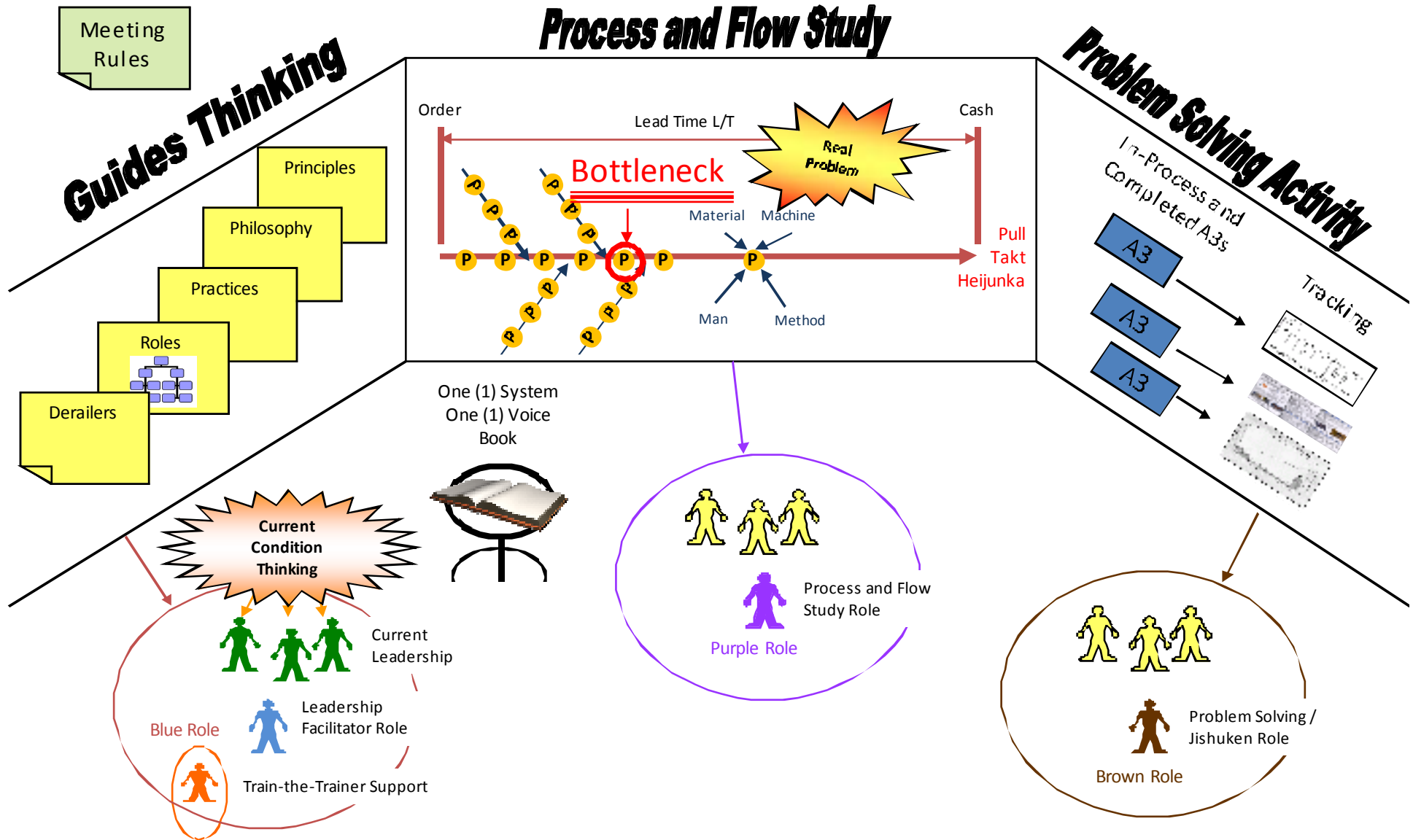
“True Lean” Implementation Strategy Image



Management Directed Improvement Activities Leading To “True Jishuken Activities”



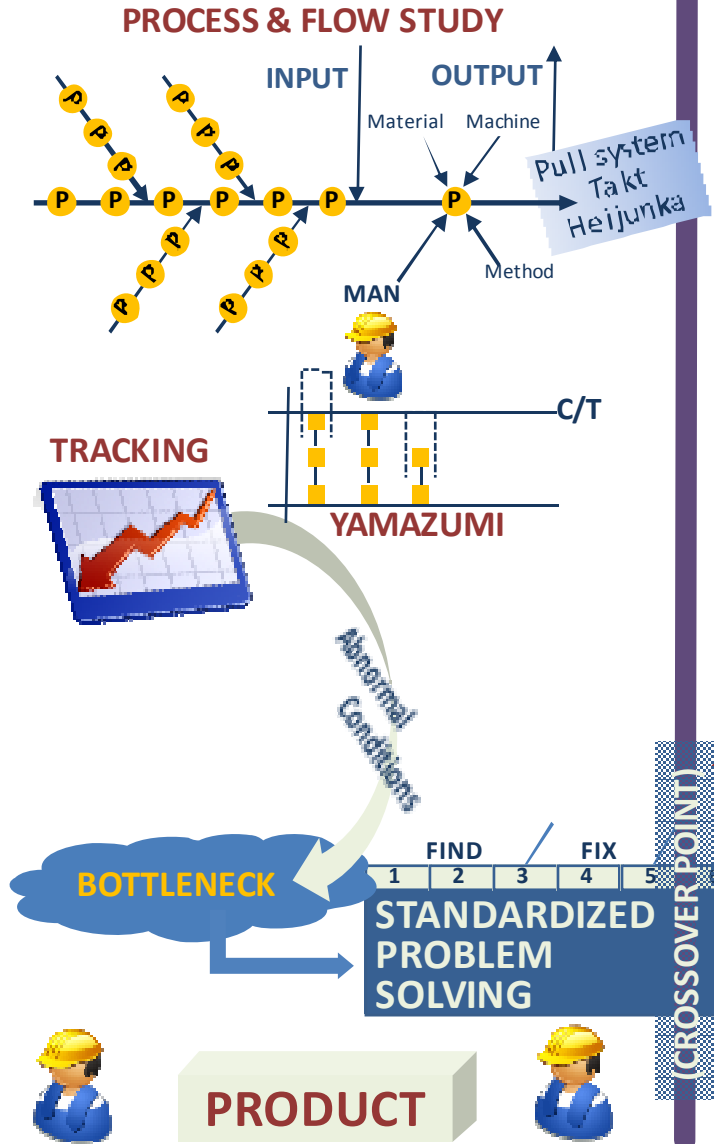
XYZ Company Jishuken Room



KAMISHIBAI (Sequence of Events)

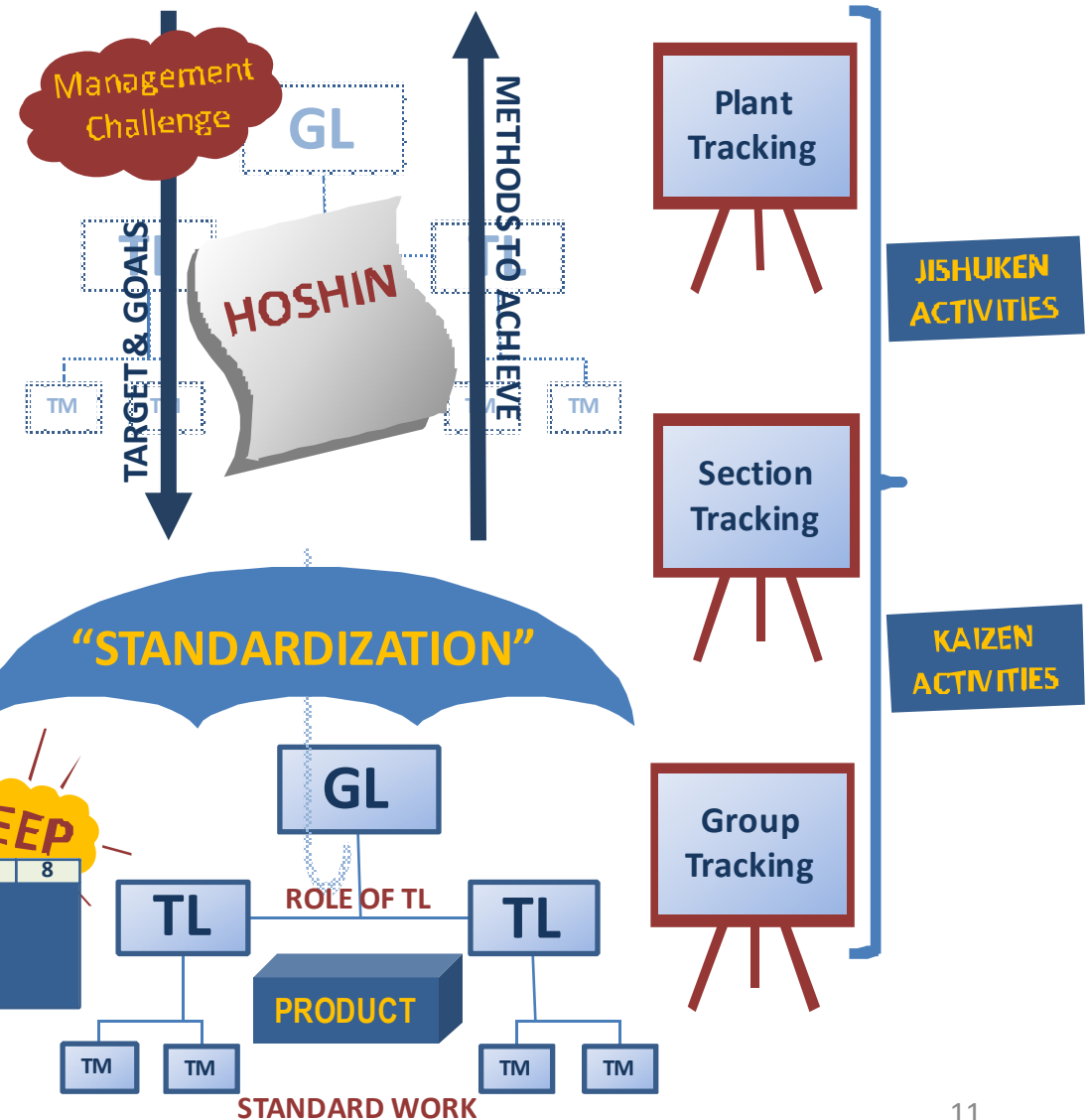
(Left Side Model ref.)

Developing the "Kaizen Mind"



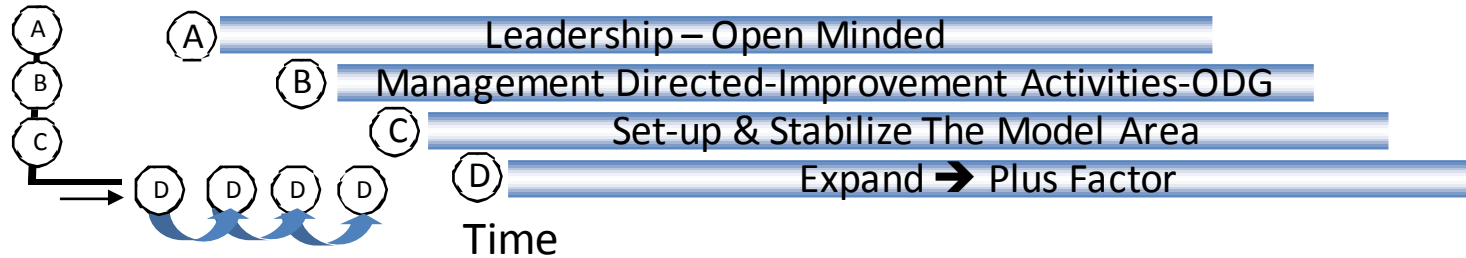
(Right Side Model ref.)

Implementing and Maintaining "True Lean"



“True Lean” Implementation → Plan

Basic Strategy Steps



1.	Strategy & Plan <i>On Paper</i>	Starts at time 0, ends at time 1, followed by 8 small brackets.
2.	Toyota Style '8' Step Problem Solving	Starts at time 1, ends at time 2, followed by 8 small brackets.
3.	Jishuken Room	Starts at time 0, ends at time 1, followed by 8 small brackets.
4.	One (1) Voice One (1) System Materials	Starts at time 1, ends at time 2, followed by 8 small brackets.
5.	“True Lean” Support → Procedure Adjustments	Starts at time 2, ends at time 3, followed by 8 small brackets.
6.	A. “True Lean” Model Area B. Set Up Team	Starts at time 3, ends at time 4, followed by 8 small brackets. An arrow points from the end of row 6 to the start of row 6.

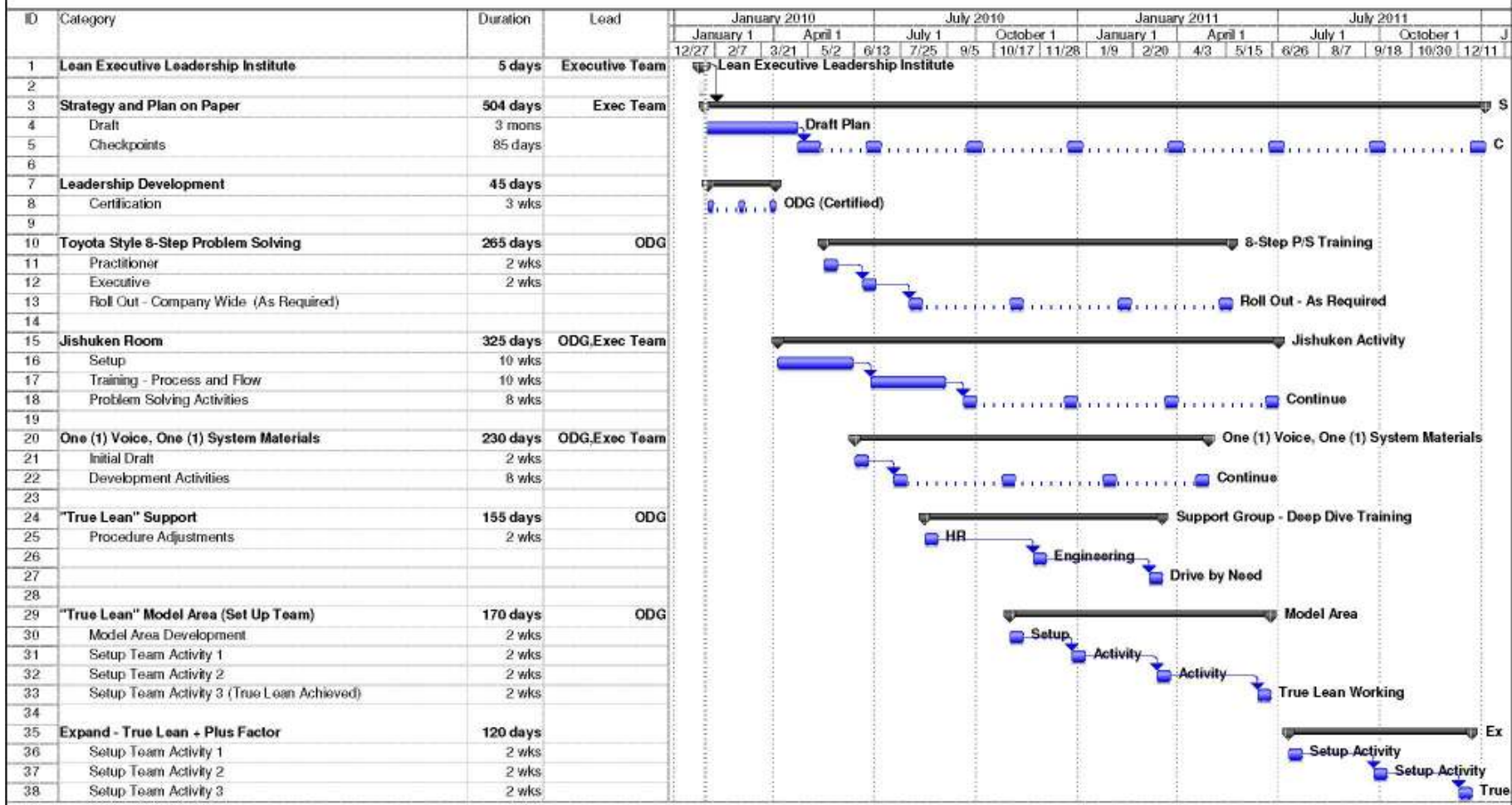
Implementation Image

Six (6) Activities Need To Be Initiated And Need To Be Managed To **MOVE** Together Through Time → Both Communicating & Interacting Between The Activities

Executive Team:
 ODG Lead:
 ODG Team:

"True Lean" Implementation Plan
 (Plant Level Plan - To Model Area)
"IMAGE"

Revised Date: 1/1/2010
 Initial Date: 1/1/2010
 Plant Name:
 Division Name:



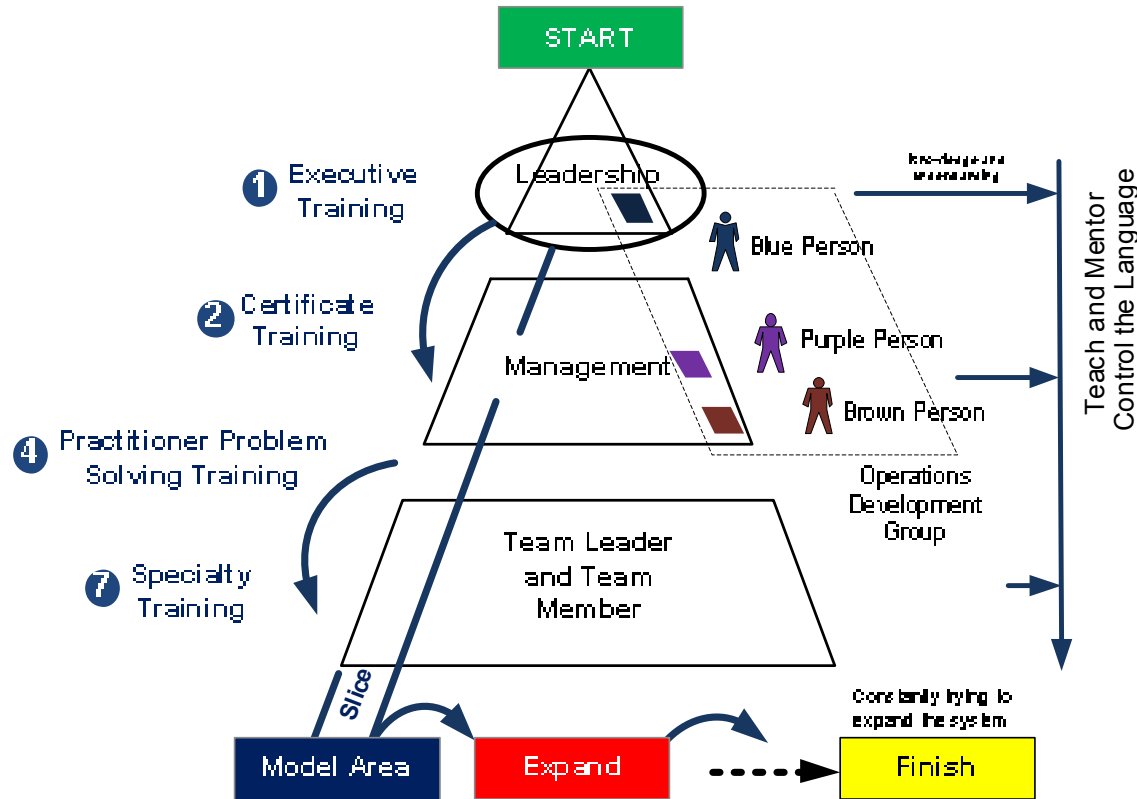
Project: Project14
 Date: Fri 1/29/10

Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

Derailer Modes

- Destination of the Lean journey not understood
- Upper management not realizing they are responsible to change the company's culture
 - Management trying to delegate their responsibility
- Ignoring heijunka
- Rush to kaizen
 - Lack of focus on standardization
- Push to accelerate the conversion process
- Lack of focus on building role thinking
- Attempt to 'PowerPoint' the company to lean
- Lack of understanding of what form lean takes outside the production area
- Not establishing a management hand over system to retain and continue to develop lean systems

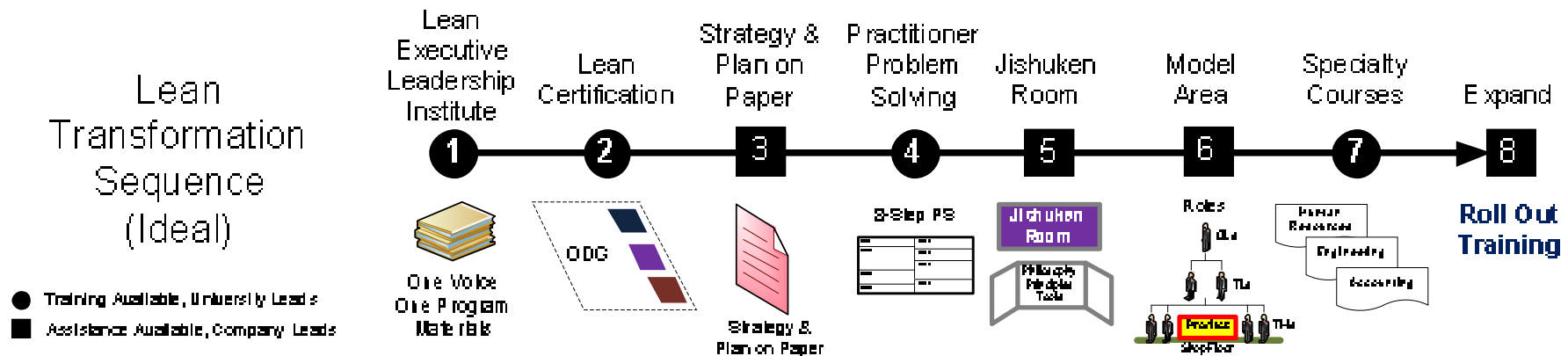
Training Image for True Lean



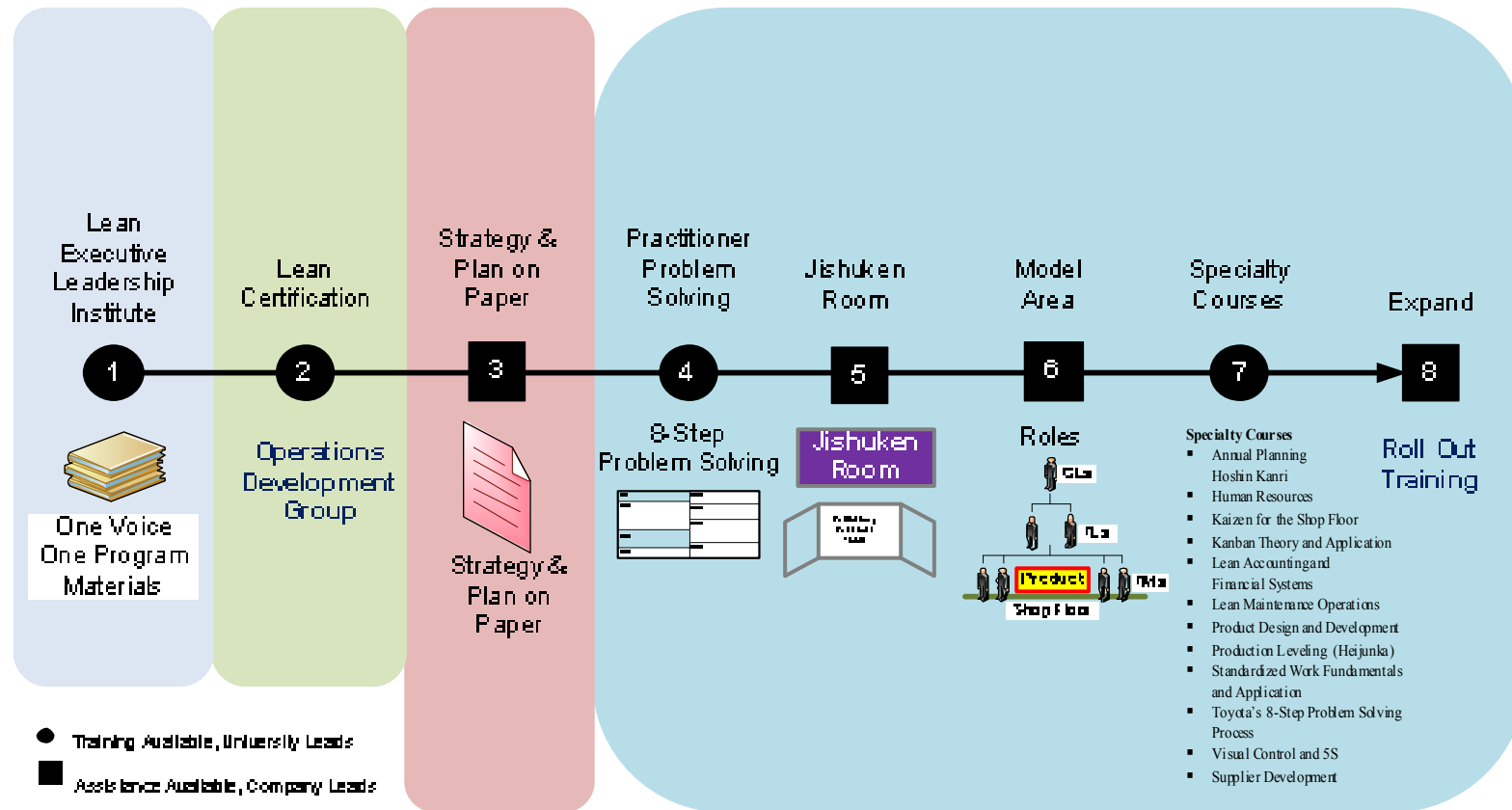
Speciality Courses

- Annual Planning Hoshin Kanri
- Human Resources
- Kaizen for the Shop Floor
- Kanban Theory and Application
- Lean Accounting and Financial Systems
- Lean Maintenance Operations
- Product Design and Development
- Production leveling (Heijunka)
- Standardized Work
- Fundamentals and Application
- Toyota's 8-Step Problem Solving Process
- Visual Control and 5S
- Supplier Development

Lean Transformation Sequence (Ideal)



“TRUE LEAN” TRANSFORMATION SEQUENCE





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