



Getting started with lean

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Lean Six Sigma Black Belt

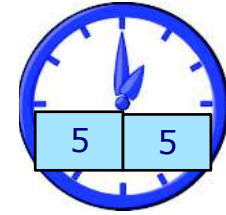
10 May 2011 - KLM Proprietary

Summary

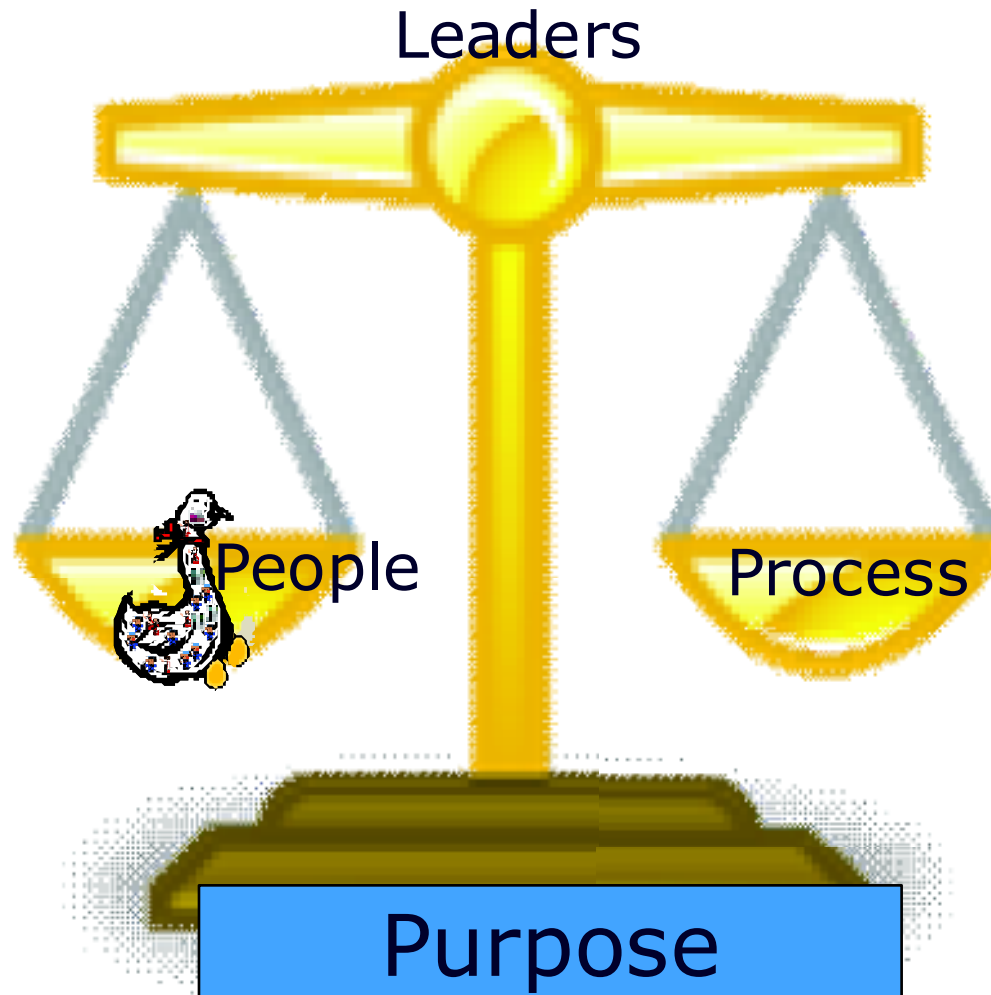
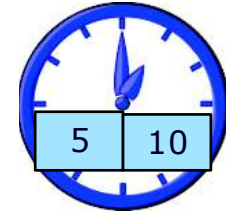
- A balanced approach, purpose, process, people
- Successful change, what is characteristic
- Process; where do we start?
- Play the Lego game; process observations
- Using the Lean production System
- People: Why the need to develop talent
- What is waste
- Creative solutions making the difference



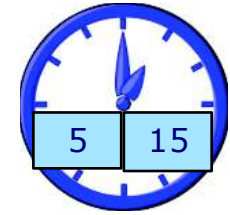
Introduction



Change: A balanced approach



Purpose



From Research on Change:

Reasons for successful change:

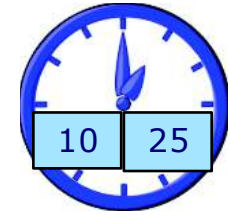
- 78% Strong leadership
- 59% Need for change was communicated
- 56% Clear and motivating goals and objectives
- 44% Resistance was managed
- 38% Culture was modified to encourage change

Reasons for unsuccessful change:

- 87% Lack of clear goals
- 79% Need for change was never understood
- 46% No or poor leadership
- 40% Those against change were allowed to win
- 32% No incentives to change

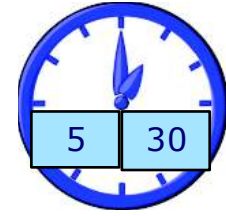


Purpose exercise



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- Why would we do lean?
 - Write down 1 reason
 - Sensing session to find the purpose

Process; where do we start?



How? Go Narrow, Go Deep



1 Start Here

Enabling process (SIPOC)

Primary process (SIPOC)

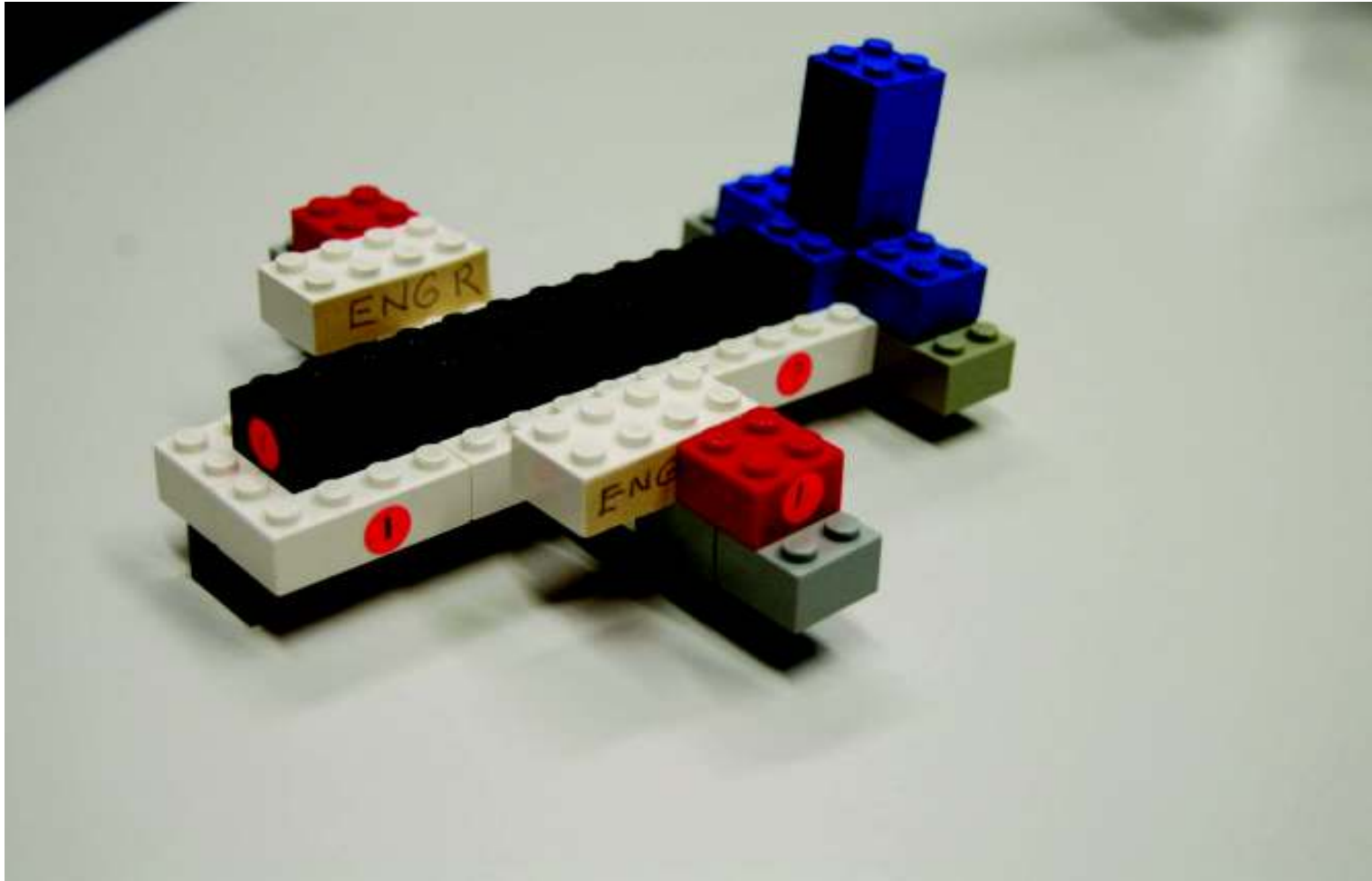


Guiding process (SIPOC)

2 Then Fix This
Usually seen as nr 1 irritator



Lego plane



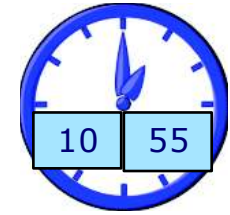


Play the Lego game



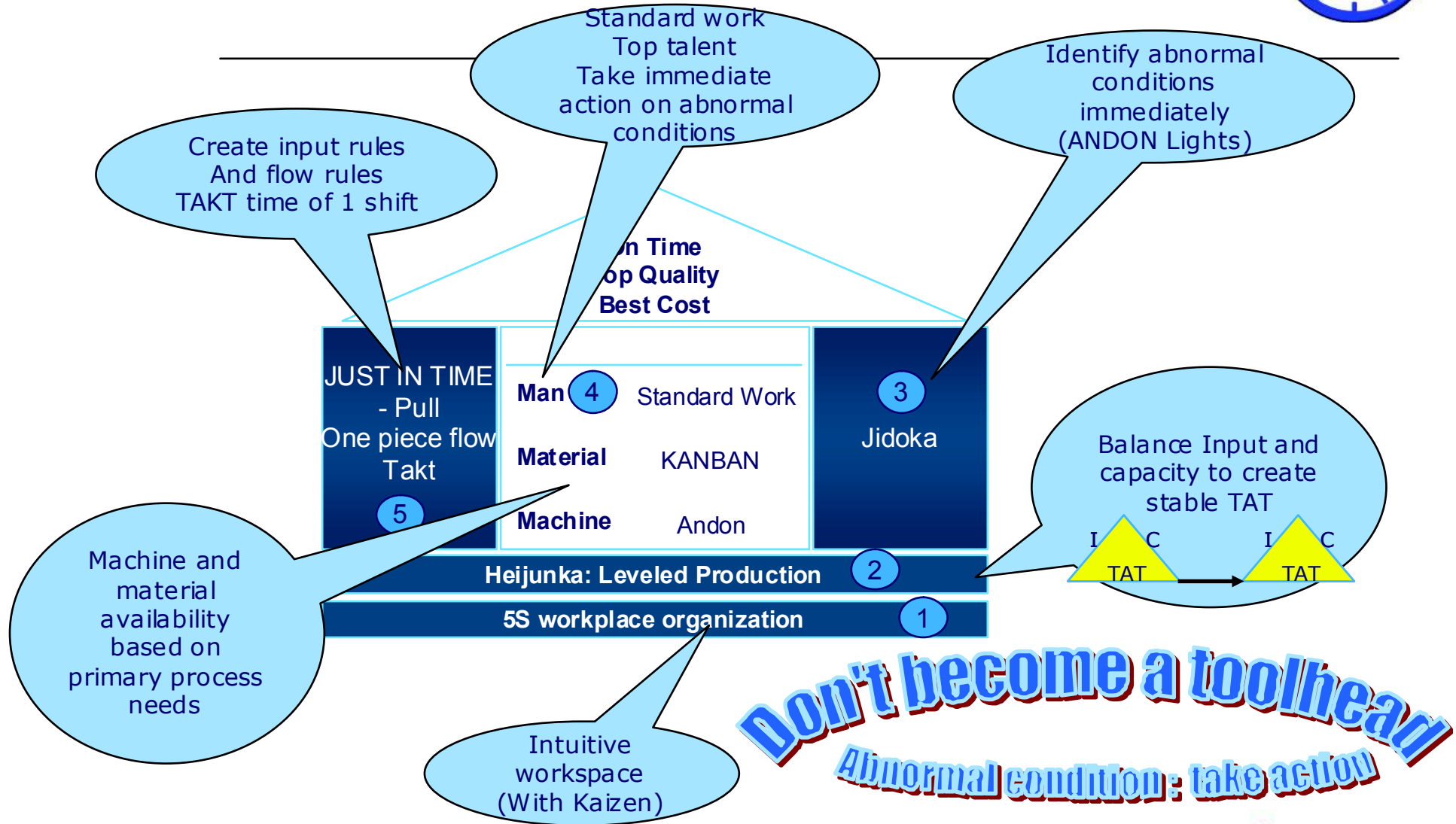
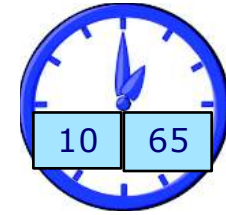
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- Playing the game does a number of things
 - Gives the staff intuitive knowledge of lean
 - Tells them it's not about "work harder"
 - Shows them that growth is possible
 - It's more about feeling than telling

The Lego game observations



- Any process improvement starts with process observation
- Which forms of waste?
 - Transportation
 - Inventory
 - Motion
 - Waiting
 - Over-processing
 - Over-production
 - Defects
 - **Waste of talent**
- How to map the process?
 - Value stream mapping: Buy the book!!

Using a Lean production System



**Purpose? need creative solutions;
Creative solutions require top talent
Top talent must be developed**

