Deploying Lean for Continuous Improvement in Office and Business Systems

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Deploying PDCA and Lean

Move from a "**lean**" to a "**learn**"ing culture by implementing continuous improvement processes through the marriage of **PDCA and lean** at the:

- Individual or operational level
- Middle management level
- Senior management level

Plan-**D**o-**C**heck-**A**ct is the foundation and common thread of any system of continuous improvement. Lean provides the skills, knowledge and tools for middle management and operational staff to begin the process of continuous improvement in their daily work.

Muri – overburden
Mura – uneven workload
Muda – waste
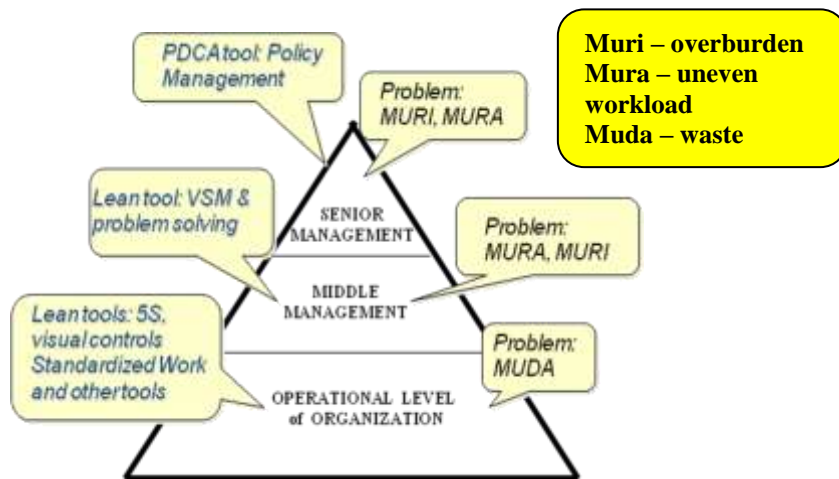
Senior Management

12 hours of training /exercise including:

- Introduction: Understand lean and process for culture change
- 5S: Ability to identify and eliminate waste
    - Note: 1 hour training; 6-7 hours of hands-on exercise
- Leader's Guideline: Suggestions for leading and integrating lean into the organization's existing systems

Middle Management

24 hours of training includes:

- Same as senior management
- Value Stream Mapping: Make "hidden waste" visible
- One page reports: "One-pagers" simplify reports for senior management and teach crisp thinking
- Lean metrics: Process metrics linked to lagging indicators
- Lean thinking: new ways of thinking for a lean culture
- Problem solving: 5 Whys, Fishbone and Affinity diagrams for team problem solving
- Lean, Green and Safe: Waste is the hinge for integrating lean, green and safe
- Lean Council: Or existing committee serves as an administrative arm for senior management's policy direction

Operational Level Personnel

40 hours of training includes:

- Same as middle management plus hands-on exercises for one page reports and value stream mapping
- Safety exercises: Learning to think about personal safety and its link to operational performance
- Knowledge folders: Transfer knowledge of how to do a task
- Standard work: Simple means to standardize work (tape, signs, simple instructions, templates, other visual controls)
- Lean communications: Less is better
- Workflow: Process and layout facilitates performance

Advanced Organizational Lean (optional)

- Risk Management: SWOT identification / planning using lean tools
- Lean management system: management system custom tailored for the organization without the bureaucracy of 3rd party systems

Deployment

- Deployment should be slow integration according to the organization's needs
    - Train organizational champions to take on the duties of training and leading culture change
- Customize training to meet organizational needs