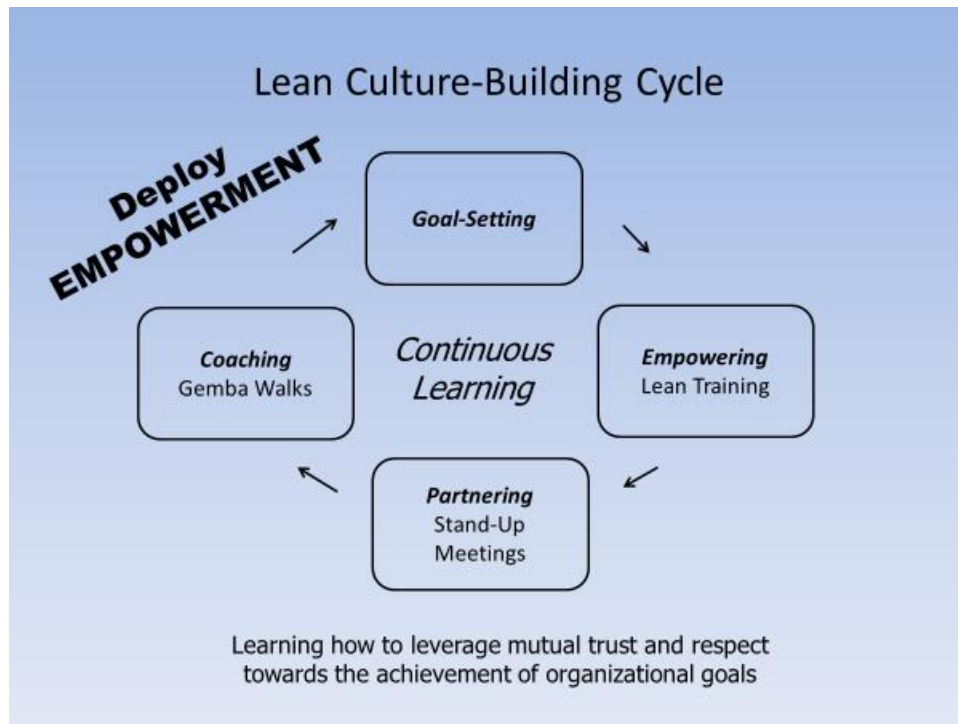


Lean System Primer, Part 3: Culture Notes



The purpose of the Lean culture-building cycle is to build a culture of empowerment

The Lean culture-building cycle includes four management activities:

- 1) Goal-Setting
- 2) Empowering
- 3) Partnering
- 4) Coaching

1) Goal-Setting

Managers establish goals and clearly lay out expectations and requirements to workers

Workers must clearly understand organizational goals in order to feel confident in accepting the responsibility of empowerment

Hoshin Planning is a way of applying Lean thinking to the strategic planning process ...

Establish "critical few" objectives

Use "catch-ball" technique to get input from all departments and workers on plan details

2) Empowering

Empowering: General shift in responsibility from managers to workers

Workers are trained, informed and supported to take on more responsibility

Lean training: workers are trained on the seven wastes and other Lean tools and techniques

Inform: Visual Controls provide information to workers

Support: Teamwork approach and managers as mentors, some decision authority

Tutorial: Visual Controls

3) Partnering

Teams and events are organized so that the empowered activities are carried out in a collaborative team-oriented environment.

Collaboration occurs between and among departments and between and among workers and managers

Tutorial: Stand-Up Meetings

Daily or weekly meetings, lasting less than 30 minutes, to

- a) review prior and current work
- b) discuss and implement work improvements
- c) celebrate successes

Kaizen event is another type of Lean partnering technique

4) Coaching

Managers facilitate and guide workers at the place of work (the “gemba”)

Tutorial: Gemba Walks

Managers take the role of mentor and teacher, asking questions rather than directing

Relationship between direct supervisor and employee is most important in building mutual trust and respect



DAILY STAND-UP MEETING AT CITY FURNITURE



RECOGNITION WALL AT CITY FURNITURE