



Lean Enterprise Institute

**Mission: *Advance Lean Thinking and Practice
in all things, everywhere***

August 1, 2012



A Simple Definition of Lean Thinking & Practice

***Systemically develop people
and continuously improve
processes to meet customer
needs while consuming the
fewest possible resources***

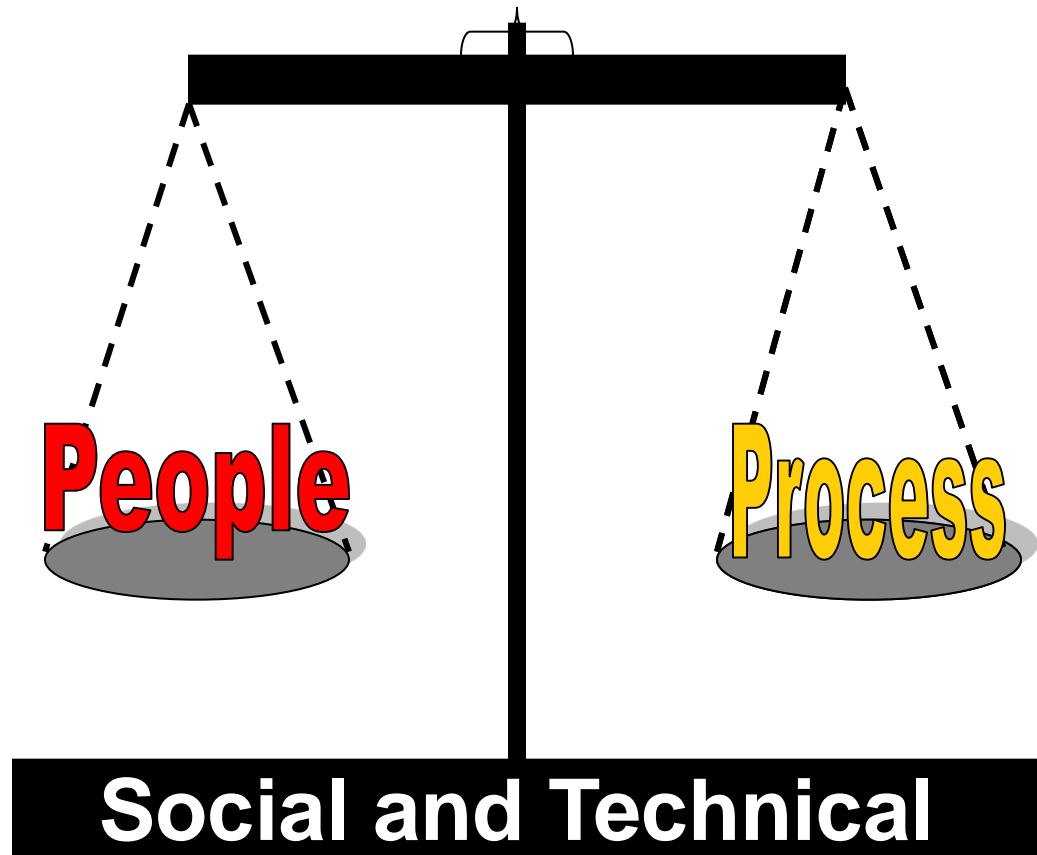


Every Organization Must Address

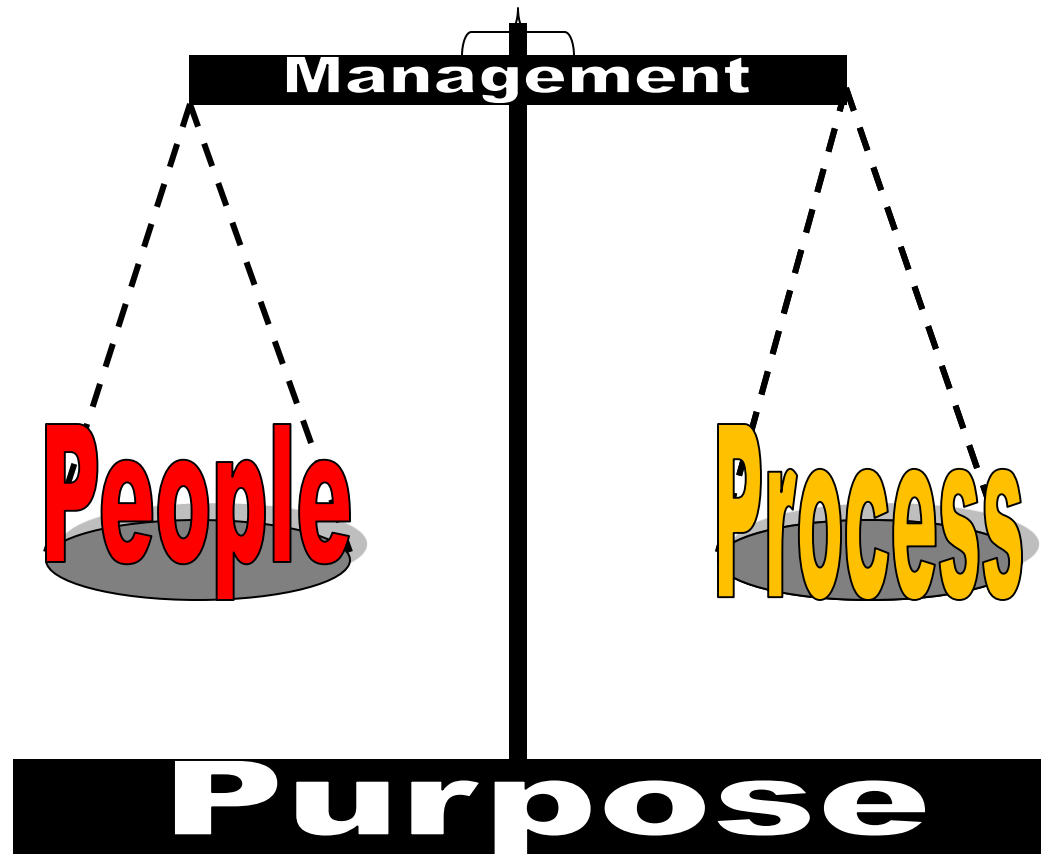
- **Purpose** – Provide value to customers (cost-effectively to thrive).
- **Process** – Through value streams that are designed, operated, and improved.
- **People** – By engaging and respecting employees and other stakeholders.
 - Aligning **purpose**, **process**, and **people** is the central task of management.



Lean Transformation



People & Process – aligned by management to achieve purpose



Lean Enterprise



Lean Transformation

*Change Culture
First*

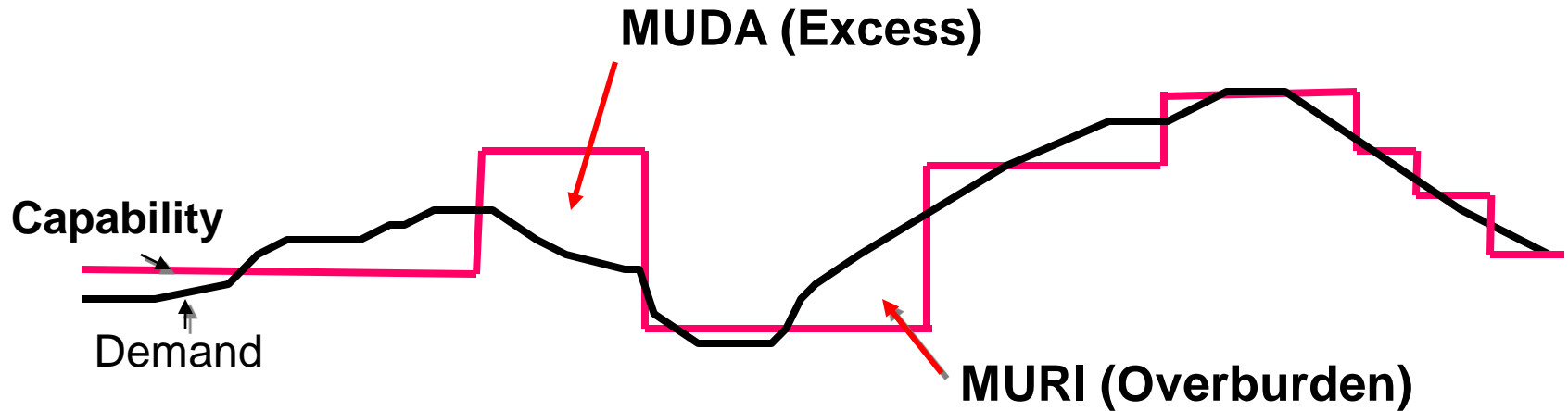
*Change System
First*



Where Do You Start – Either? Both at once?



The Challenge of Any Organization



MURA (Instability)

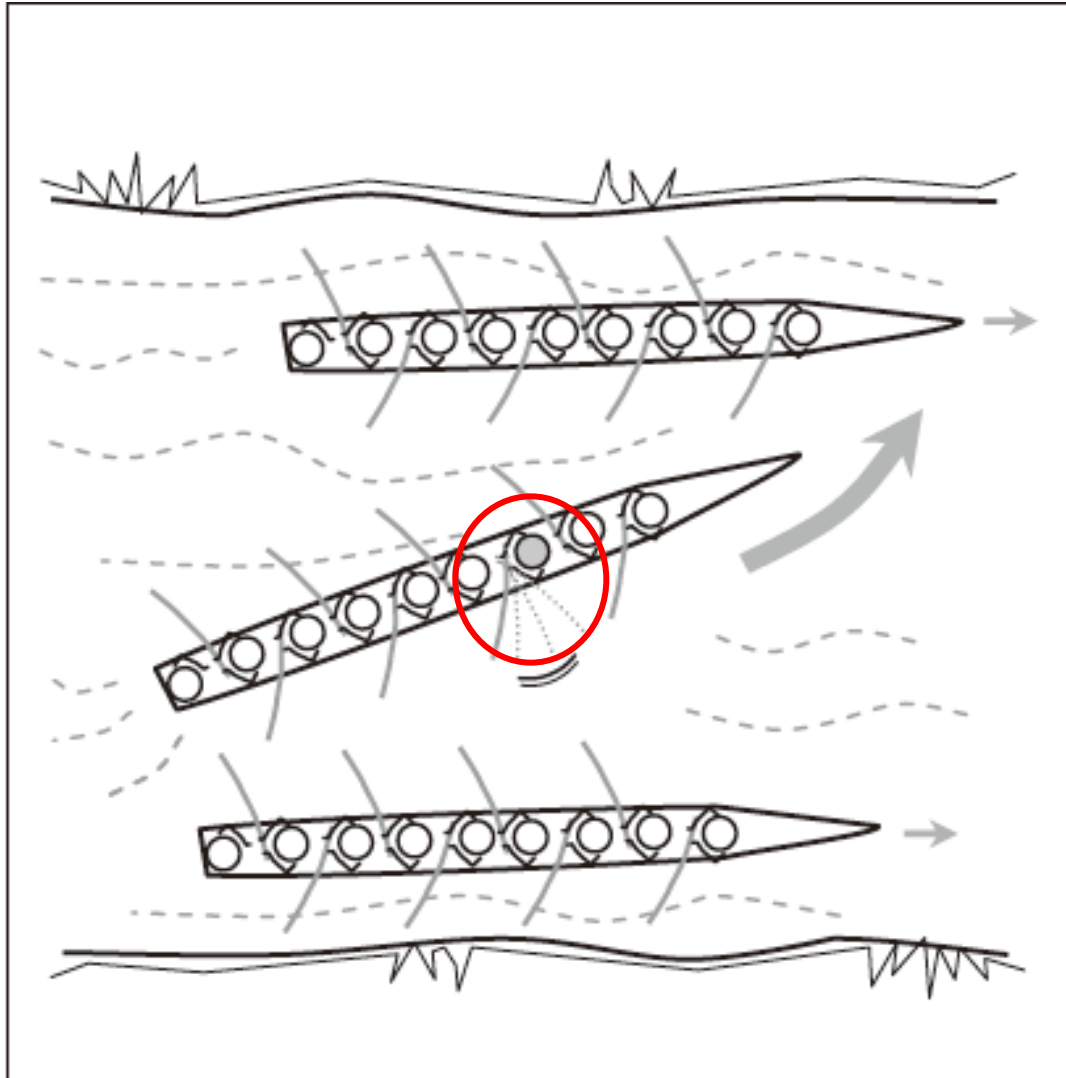
Management

- Know your demand
- Know your true capability (capacity)
- Create flexibility to get them to match



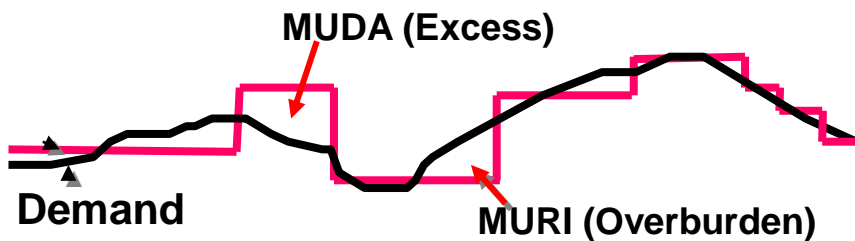
TIME

Total System Efficiency and Effectiveness

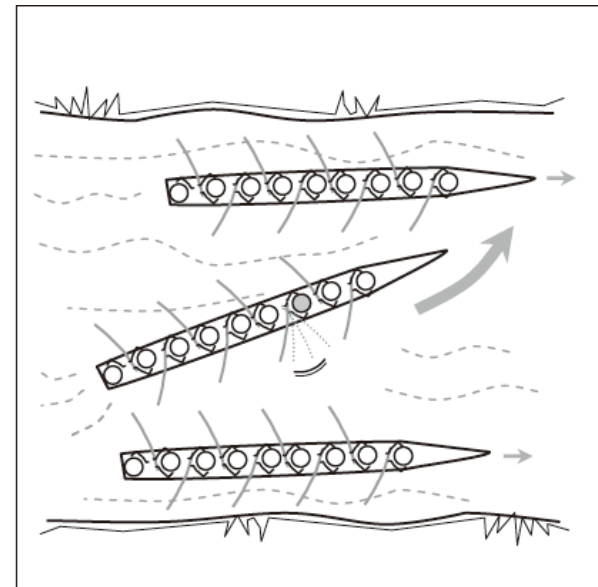


Lean Thinking & Practice: Problems, Challenges, Opportunities

In the face of a reality
that's like this:



How can we
be more like this:



Lean Transformation



**It's easier to act
your way to a
new way of
thinking than to
think your way
to a new way of
acting.**



What, then, to do?

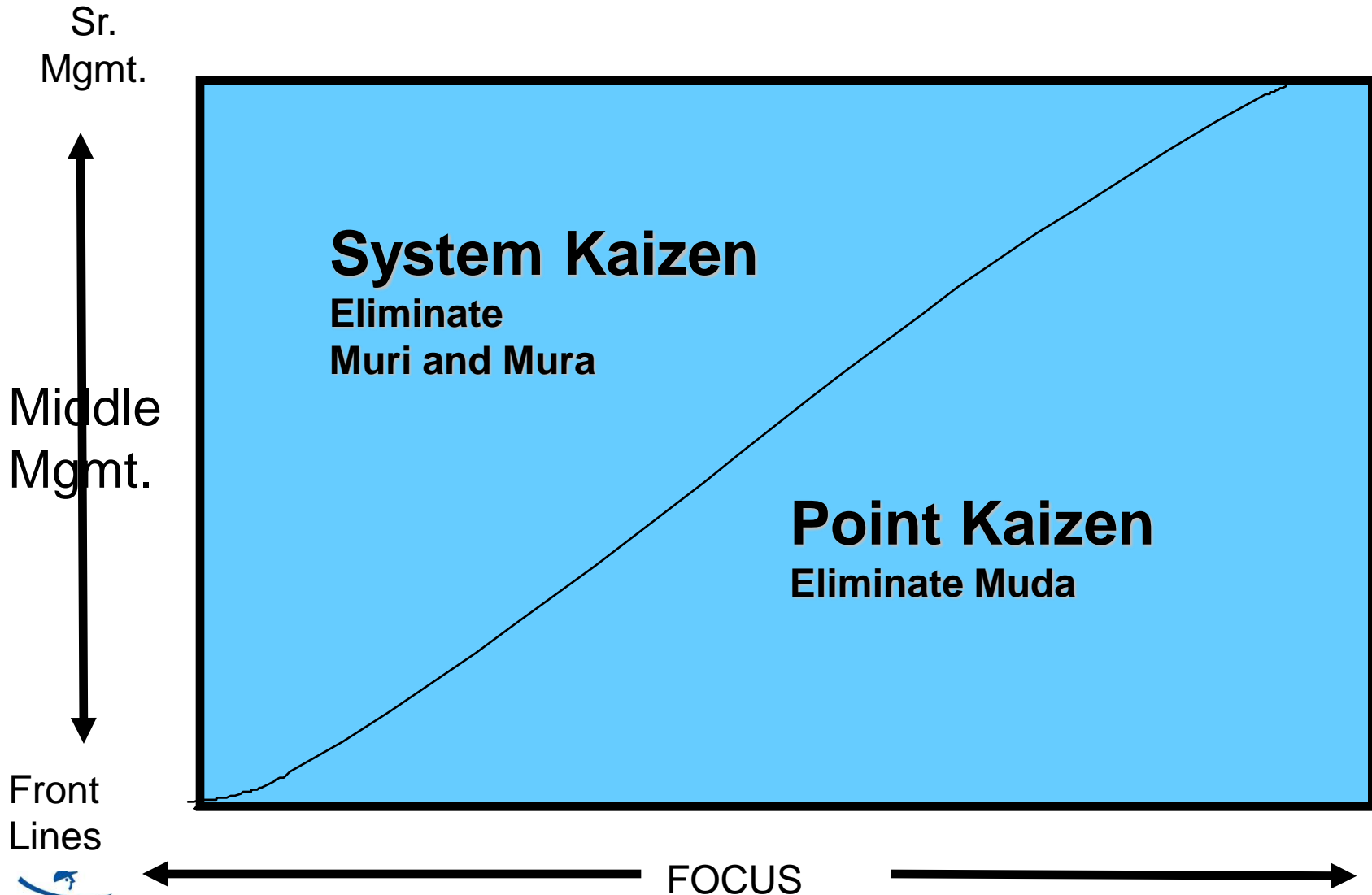
Leaders do this:

1. Set direction and create alignment around the vision

2. Design and support work processes and systems that flow value

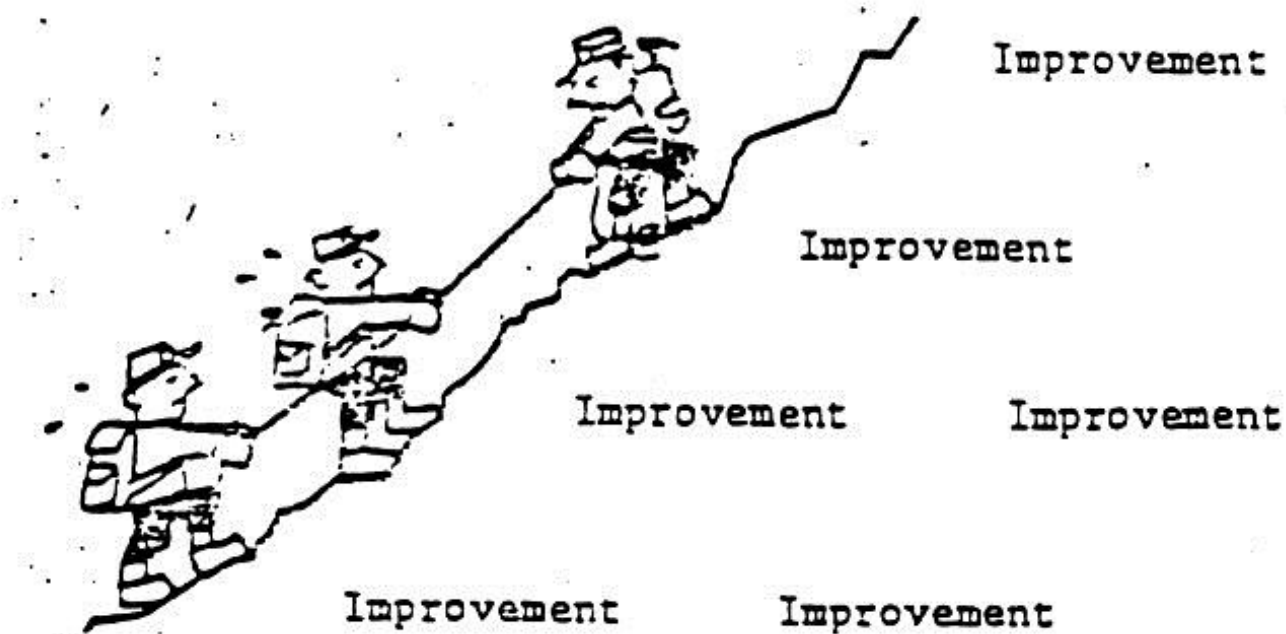
3. Develop people to take responsibility to solve problems and make improvements in their work





Lean Leaders

Develop people THROUGH getting the work done...



Lean Capability Development

“It’s easier to act your way to a new way of thinking than to think your way to a new way of acting.”

Therefore:

Build processes that develop people as they do their work.

Manage and lead accordingly.



Lean Enterprise

– the ultimate “social-technical system”

- The process of doing the work is integrated with the process of improving the work
- And...



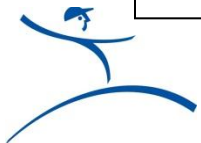
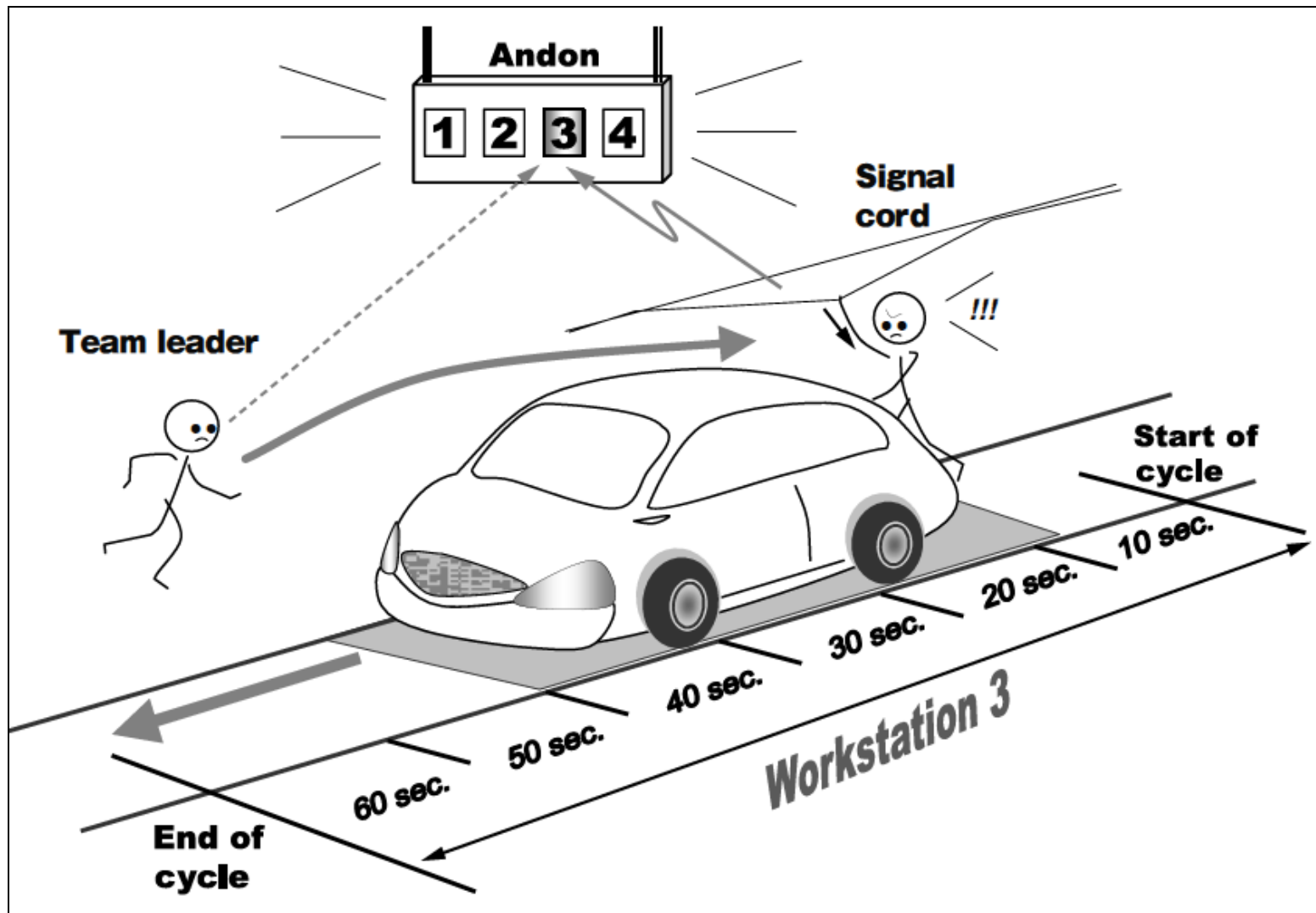
Lean Enterprise

– the ultimate “social-technical system”

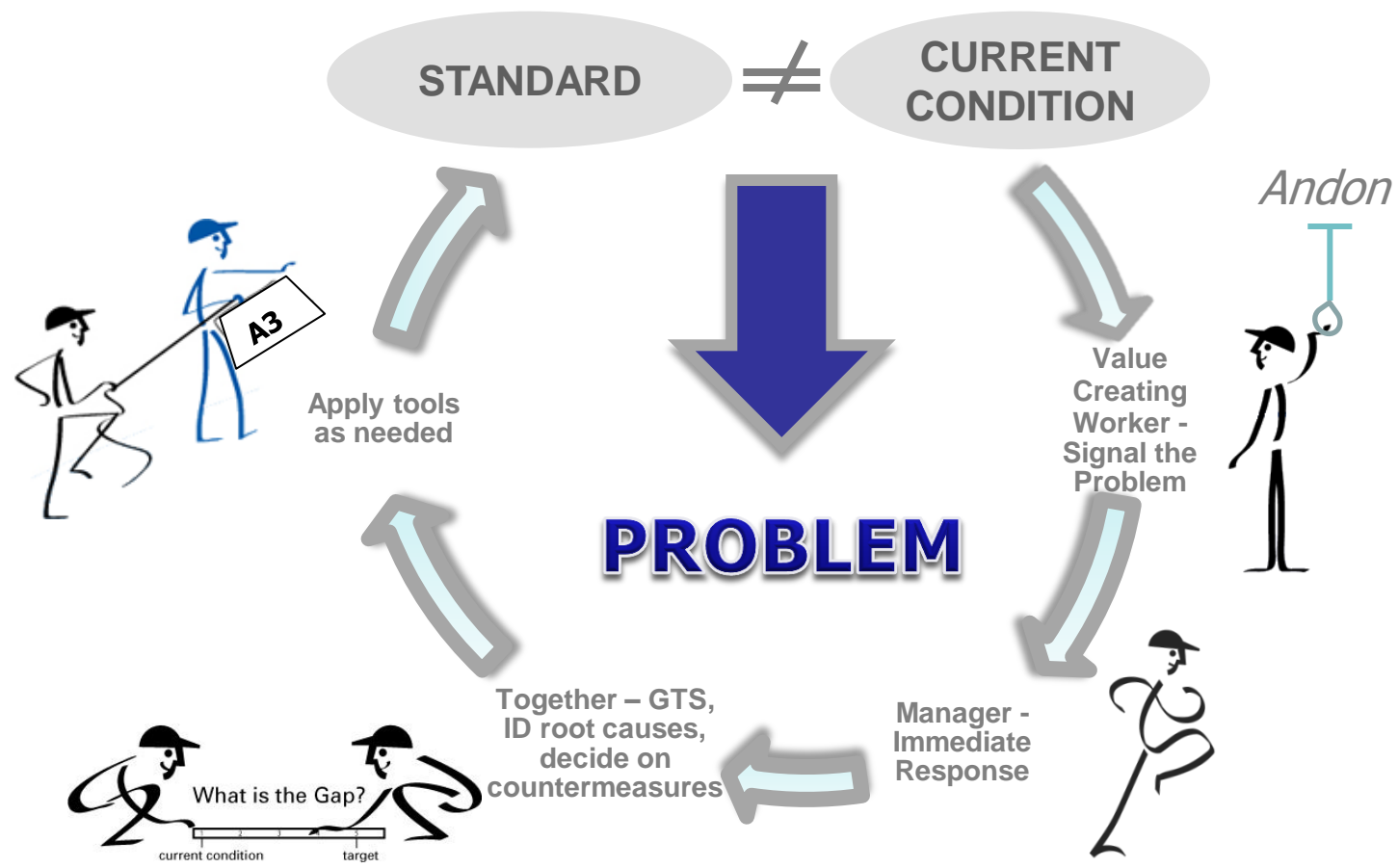
- The process of doing the work is integrated with the process of improving the work, and
- The operating processes ARE people development processes!



Integrating People and Processes



Making Progress and Developing Capability through Problem-solving

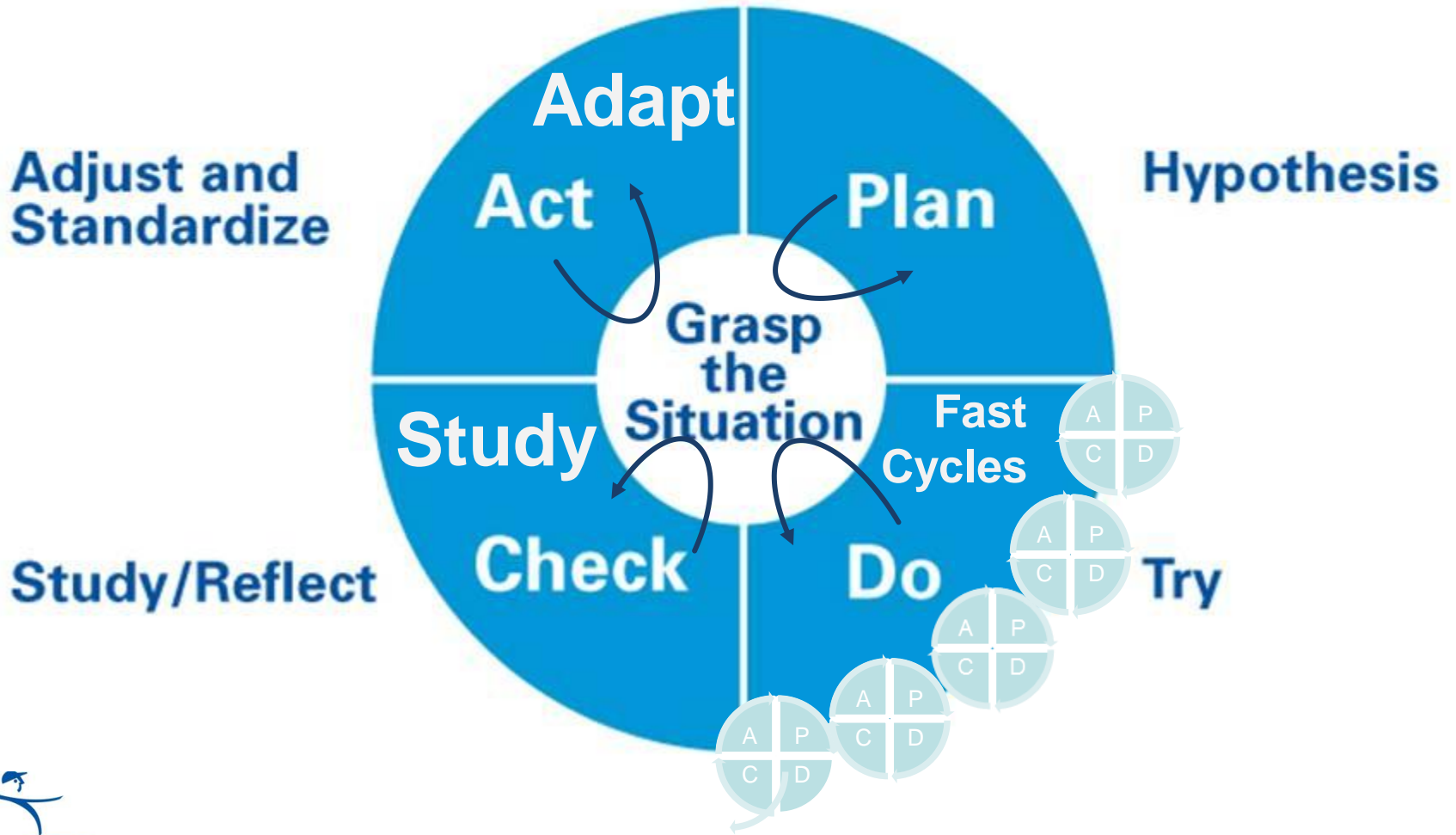


Lean managers establish systems to engage everyone in identifying, signaling, and responding to problems.

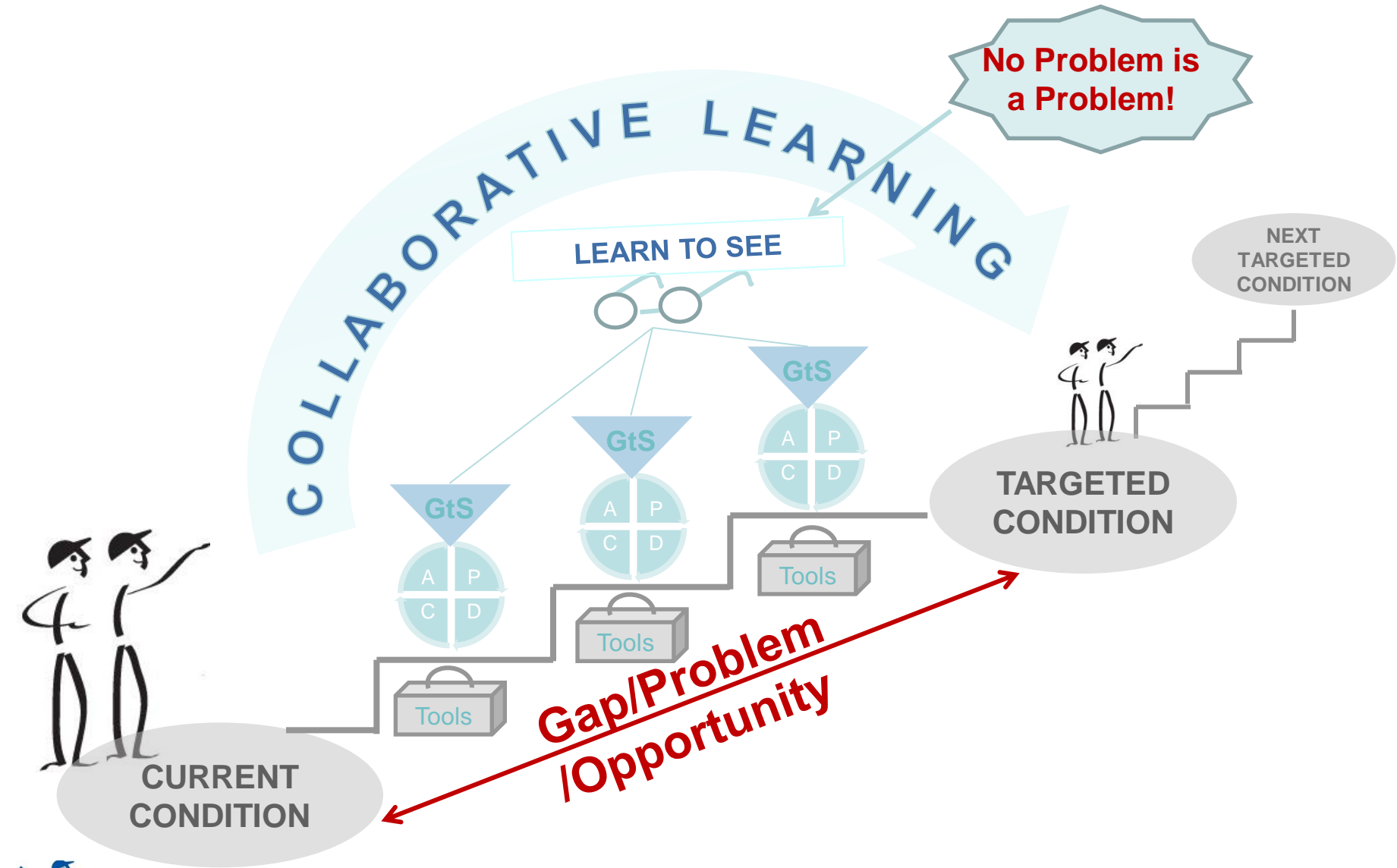


Plan-Do-Check-Act Learning Cycle

From pDpD (try, fail, try, fail)
to PDCA cycle



Capability Development Through Collaborative Problem Solving



John Shook

- Currently leader of the Lean Enterprise Institute
- Eleven years with Toyota in Japan and the USA
 - Production and management system transfer
 - Engineering and PD system transfer
 - Toyota Production System dissemination
- U of Michigan – seven years Director of “Japan Technology Management Program”; created and taught Industrial Engineering “lean” course
- Consultant for 15 years

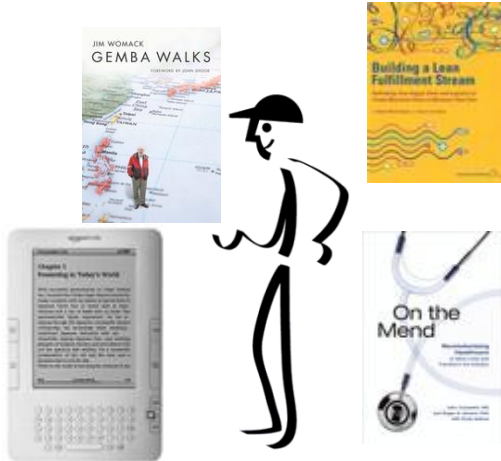


Lean Enterprise Institute

- Founded in 1997 by Dr. James Womack, principle scientist of the MIT research that resulted in “The Machine That Changed the World”
- Non-profit education and research institute
- Based in Cambridge MA, with 17 global affiliates
- Over 230,000 members from all industries
- Mission: Advance Lean Thinking and Practice in all things, everywhere



Lean Enterprise Institute



Publications



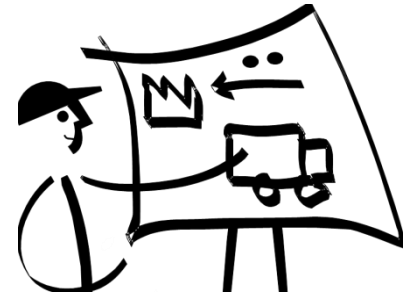
Industry Networking



Digital books, courses, social networking



www.lean.org community with over 200,000 members



Education: public and in-house workshops



Coaching

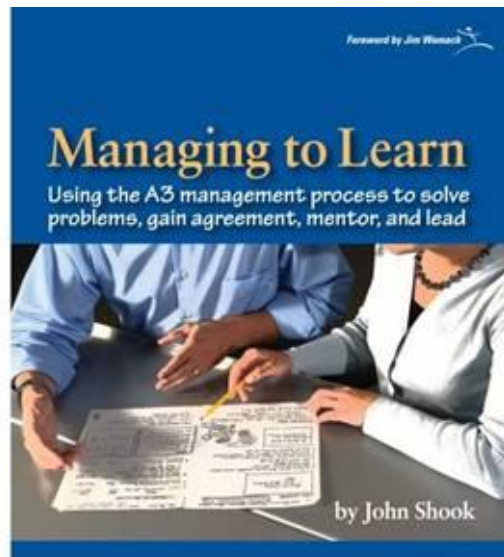
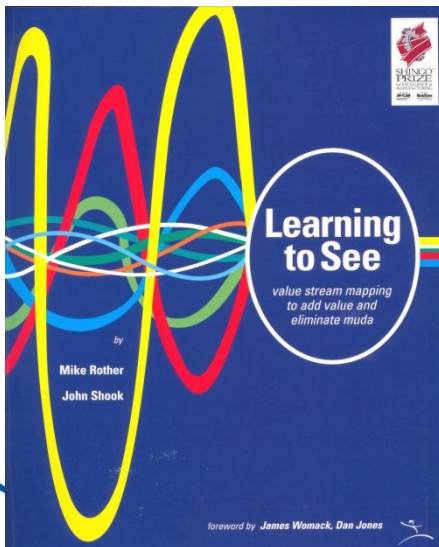
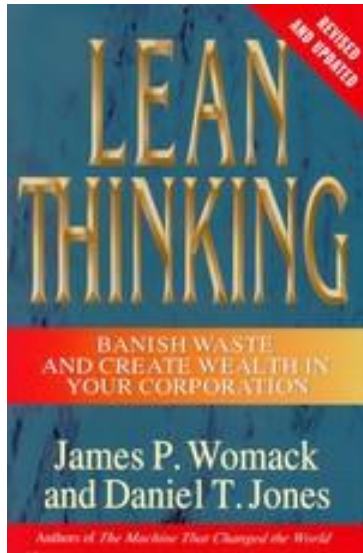
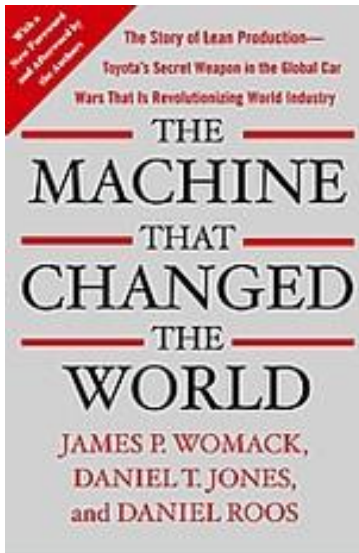


Since its founding in 1997, LEI has ...

- Sold over 700,000 [books and workbooks](#)
- Registered 239,688 Lean Thinkers to its online [Lean Community](#)
- Signed-up 121,413 e-newsletter subscribers
- Trained 20,744 people at [public workshops](#)
- Sold over 10,000 [e-books](#)
- Hosted more than 6,205 attendees at [Lean Transformation Summit Conferences](#), including the first lean Healthcare Transformation Summit
- Developed a free [smart phone app](#) and most recently the [A3 Creator app](#) for drawing A3 reports on tablet devices
- Changed the language of management as “lean,” “lean thinking,” “A3 management,” and “value-stream mapping” entered the business vernacular
- Sponsored the founding of three additional nonprofit organizations: [Lean Education Academic Network](#), the [Lean Global Network](#) and the [Healthcare Value Network](#).



Lean Production, Lean Thinking



www.lean.org/

Lean Enterprise Institute

Celebrate 15 YEARS of lean thinking with us!

Save 15% off All Open Workshops

Save 15% off On The Mind

Save 15% off Building a Lean Fulfillment Stream

Our Mission: Advance lean thinking throughout the world

Lean Bookstore

The Peripatetic Practitioner

Lean Events

Lean Healthcare Leaders Convene for Summit

Lean Education

New! Improvement Kata & Coaching Kata

Knowledge Center

Webinars

Project Management Gets Lean

Free Training for Your Team

New and Noteworthy

Upcoming Workshops

Services

- Don Benwick on healthcare spending: "We have to improve our way out of this!" - Viriuan, Frank
- LEI Partners Program Drives Lean Thought Leadership Forward - Schroeder, Lex
- My Week at Private Equity Boot Camp - Greeley, Brendan
- Lean: The Best Medicine - Wisconsin Health Care System Transforms Using Lean Strategies - Madison, Adam
- What's the difference between model lines and kaizen events? - Balis, Michael
- What is Your Line of Sight? - Richardson, Tracy
- Project Management Gets Lean - Feldman, Jonathan
- Solving the Right Problems the Right Way
- Worldwide cost of IT failure (revisited): \$3 trillion - Krigman, Michael
- Should I Use Lean for Headcount Reduction? - Balis, Michael
- View more

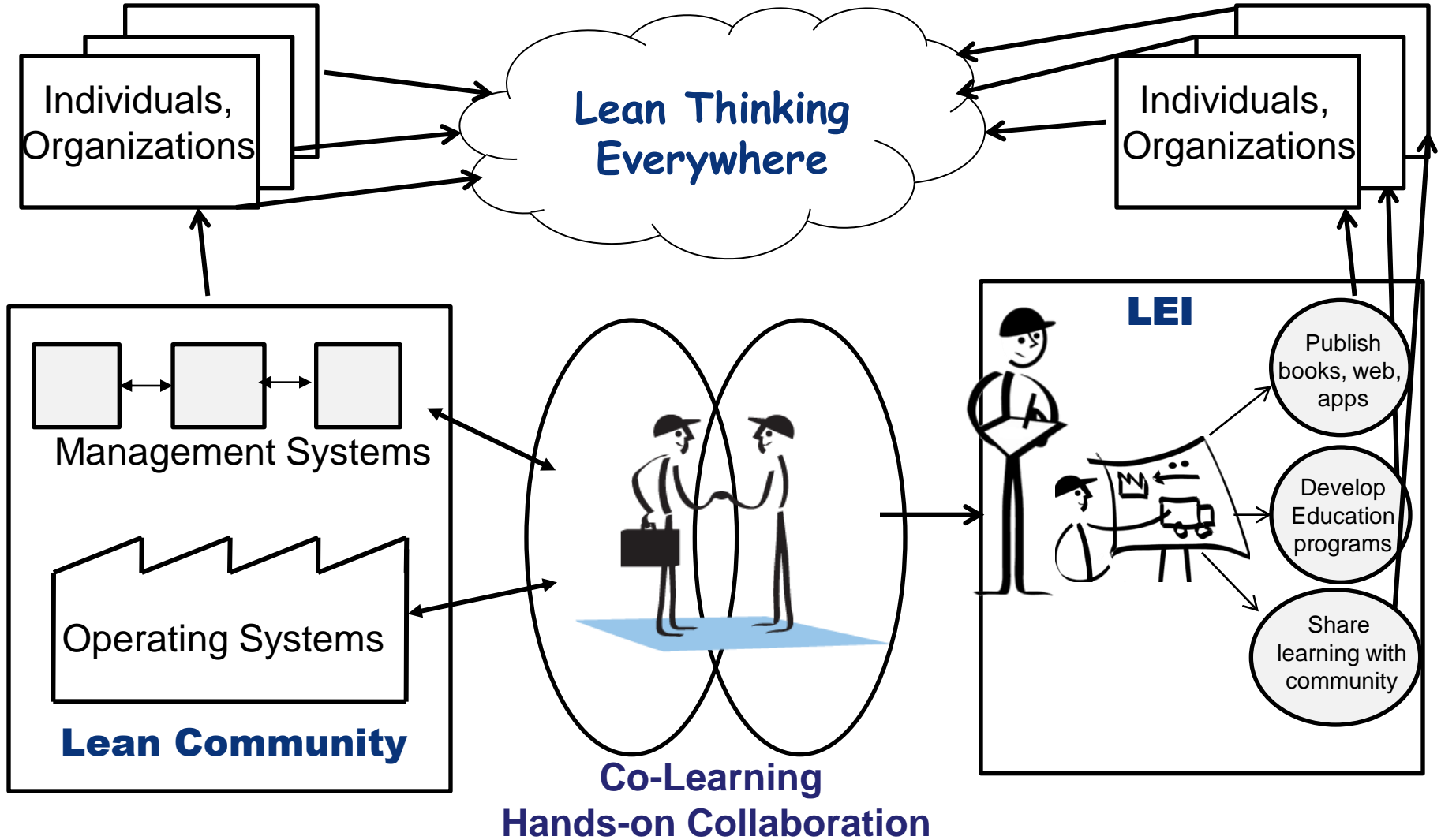
Subscribe to the Services Sector RSS Feed

Popular Features on lean.org

Webinar Library

Gemba Walks with Jim Womack

Lean Enterprise Institute



LEI establishes a limited number of collaborative learning partnerships with organizations committed to lean transformation.



Sponsored founding of three additional organizations to promote lean thinking:

- Lean Education Academic Network - LEAN - to advance lean thinking in education
- Healthcare Value Network to advance lean thinking in healthcare
- Lean Global Network to advance the application of lean thinking in every endeavor, everywhere

