INTERESTING FACTS ABOUT COFFEE
our ability to
IMAGINE & REFLECT
our ability to \textbf{IMAGINE \& REFLECT}  
our drive to \textbf{CONNECT}
AUTONOMY

direct our own lives
AUTONOMY
direct our own lives

MASTERY
get better and better at
something that matters
AUTONOMY
direct our own lives

MASTERY
get better and better at something that matters

PURPOSE
in service of something larger than ourselves
SO MANY HATS
so little time
LEAN: A VERY BRIEF HISTORY
LEAN: A VERY BRIEF HISTORY

Launched by Henry Ford's assembly line
LEAN: A VERY BRIEF HISTORY

Launched by Henry Ford's assembly line

Mastered by Toyota
LEAN: A VERY BRIEF HISTORY

Launched by Henry Ford's assembly line

Mastered by Toyota

Adopted all over the world
PICTURING LEAN
Where you are

Where you want to be
LEAN MANAGEMENT SYSTEM

purpose

process

people
PURPOSE

Grounded in what the customer values

Headed toward a clear, shared vision

Through operational alignment at every level of the team

Powered by people who understand how their work fits
minimize waste

Defects
Overproduction
Waiting
Non-Utilized Talent

Transportation
Inventory
Motion
Excess Processing
PROCESS

1. waiting time
2.
3.
4. rework
5.
6. searching for supplies
PROCESS
standardization

OBSERVE
With those who do the work
Where the work happens
To understand
To quantify

DOCUMENT
By those who do the work
As it really is
To make waste visible
The best way to do it today

TRY
With a small team
To iterate

SPREAD
To others doing the work
To stabilize

OBSERVE (again)
To encourage adherence
To reduce variation
PROCESS

standardization

1 2 3 4
PROCESS standardization

1 2 3 4

Environment & Work Flow

Sort Standardize
Set In Order Sustain
Shine

Job Instructions
Checklists
Diagrams
Work Combination Charts
LEAN IS A TIME-BASED STRATEGY

$rac{\text{Lead Time}}{\text{Value Added Time}} \times 100 = \text{Value Quotient}$
PROCESS IMPROVEMENT

MEASURE
Adherence to process
Impact on outcome
At appropriate frequency
PROCESS
improvement

MeasureSpec
Adherence to process
Impact on outcome
At appropriate frequency

MAKE VISIBLE
For those who do the work
Target vs. actual
Problems and waste
PROCESS IMPROVEMENT

MEASURE
- Adherence to process
- Impact on outcome
- At appropriate frequency

GATHER IDEAS
- From those who do the work
- To improve the process

MAKE VISIBLE
- For those who do the work
- Target vs. actual
- Problems and waste
PROCESS improvement

MEASURE
Adherence to process
Impact on outcome
At appropriate frequency

MAKE VISIBLE
For those who do the work
Target vs. actual
Problems and waste

GATHER IDEAS
From those who do the work
To improve the process

TEST CHANGES
With those who do the work
Using scientific method
And repeat!
PROCESS

improvement

PLAN
PROCESS
improvement

PLAN
DO
PROCESS improvement

ADJUST

PLAN

STUDY

DO
PROCESS
improvement

1 → 2 → 3

⭐⭐⭐⭐⭐
The Toyota style is not to create results by working hard. It is a system that says there is no limit to people's creativity. People don't go to Toyota to work, they go there to think.

TAIICHI OHNO
PEOPLE

The Role of the Lean Team Member

do the work

improve the work
There are three kinds of leaders. Those who tell you what to do. Those who let you do what you want. And lean leaders who come down to the work and help you figure it out.

JOHN SHOOK
PEOPLE

The Role of the Lean Leader

- Set direction and navigate
- Gather ideas from those who know the work best
- Be predictably present where the work is happening
- Coach on the method and model behaviors
PEOPLE
The Role of the Lean Leader

Set direction and navigate

Gather ideas from those who know the work best

Be predictably present where the work is happening

Coach on the method and model behaviors
BE PREDICTABLY PRESENT

Clock: Same time, same place
Glasses: Go see
Question Mark: Ask why
Handshake: Show respect
START A REGULAR HUDDLE

Reduce firefighting and email overload

Identify and remove barriers for your team

Spark ideas for improvement

Discuss status of process standardization and improvement
START AN IDEA BOARD

Motivate your team to solve problems

Show how small changes make a big difference

Create accountability for improvement
START AN IDEA BOARD

Use a structured idea card

"Work the board" at a set time, following a standard process

Include owners and due dates to encourage accountability

Celebrate improvements and share lessons among the team
START A LEAN BOOK CLUB

Creating a Lean Culture
David Mann

Beyond Heroes
Kim Barnas

Lean Thinking
James P. Womack and Daniel T. Jones

Daring Greatly
Brené Brown
We want to not only show respect to our people, the same way we want to show respect to everyone we meet in life, we also want to respect their humanity, what it is that makes us human, which is our ability to think and feel – we have to respect that humanity in the way we design the work, so that the work enables their very human characteristics to flourish.

TOYOTA CHAIRMAN FUJIO, AS TRANSLATED BY JOHN SHOOK
Thank you!

THE MODERN MANAGER
for leaders of fellow humans