

Three lean methods to keep your improvements going



Hello!

I am Tony Heath

I am here because I love to help others use lean ideas and methods to improve the world!
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I am grateful for this opportunity to speak with you today. Thanks to the CQI staff and the program committee

Paul Akers on becoming a lean person:

<https://www.youtube.com/watch?v=rUawKsrFpHQ>



Lean is developing people who solve problems and make improvements daily to promote flow and build value.

Oscar Roche, 2021



The 3 methods to consider

- Reconsidered change management
- Standardization
- Visual management

1.

Change management

Part 1 of 3



The basic fact

We support change when we believe it to be righteous.

Rethinking change management

- ❑ Resistance to change is NOT a human condition
- ❑ Change fails due to history, culture, and poor leadership
- ❑ Leadership and team engagement are key
- ❑ Consensus is the best foundation
- ❑ Some people must be coached out

Leadership of Change

- Leaders explain why
- Leaders provide safety and love
- Leaders live with a bias towards action
- The best big changes are toward transformation
- The best small changes fix what bugs you

2.

Standardization

Part 2/3



The basic fact

Standardized work is sanity

Standardized work

- Standardized Work is a detailed definition of the current best work practices for performing a process.
- Standardized work anchors in changes and helps them sustain.

Standardized work is

- Work that is done in a clear and consistent sequence of work steps by everyone.
- Satisfies customers and requirements.
- For employees, standardized work makes it easier to know their managers' explanations.

Safety



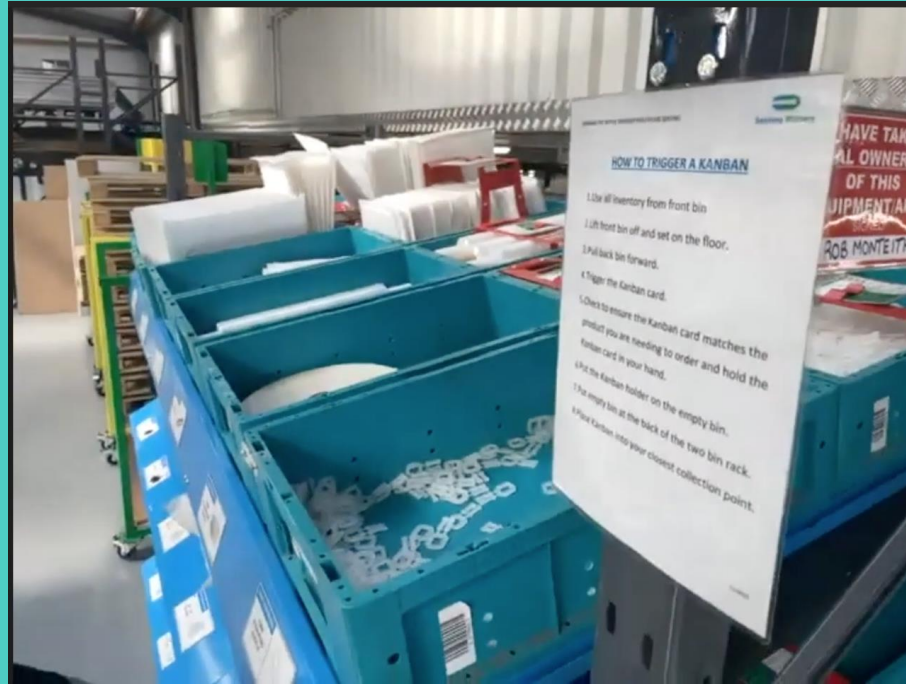
How to create standardized work

- Involve everyone who does the work and all business owners for the process
- Begin with strong understanding of validated customer requirements and wishes
- Focus on clear understanding of the facts and beware of opinions and assumptions

How to create standardized work 2

- Design work that can be achieved & repeated by beginners and experienced workers
- Conduct trials to make sure documents are understood and the work can be done
- Get buy-in from everyone and set up accountability and train everyone
- Over time, improve the work

Wherever you ask a question, that's where the answer will be...



3.

Visual Management

Pat 3/3



The basic fact

If I can see it I can fix it

Visual Management

- VM simply involves using visual cues to help all of us know what to do intuitively.
- When successful, we all do work the same & correct way over time, sustaining change.
- VM brings focus to the process and customers and facilitates improvements.

Kinds of Visual Management

- **Warning labels and signs:** Signs indicate where the first aid kit is. Color is used consistently.
- **Data displays:** Data that is displayed well can let you know how you are doing right now.
- **Visual management of tools:** In the office and shop, tools can be outlined or placed in foam to show users where to return them.

Kinds of Visual Management

- **Visual Management Boards:** A whiteboard used to communicate critical information to a team. Such boards must be:
 - placed in good locations
 - create conversation about problems
 - updated regularly and easily by everyone
 - concise.

How to start

- Define
 - its purpose,
 - user audience,
 - how often is it used to improve when the performance goes bad.
- Team consensus is vital here so we can see together, understand together, and act together.



Change Management

We support righteous changes

Standardization

Standardized work is sanity

Visual Management

If I can see it I can fix it



The basic fact

Change is fun together

Thanks!

Any questions?

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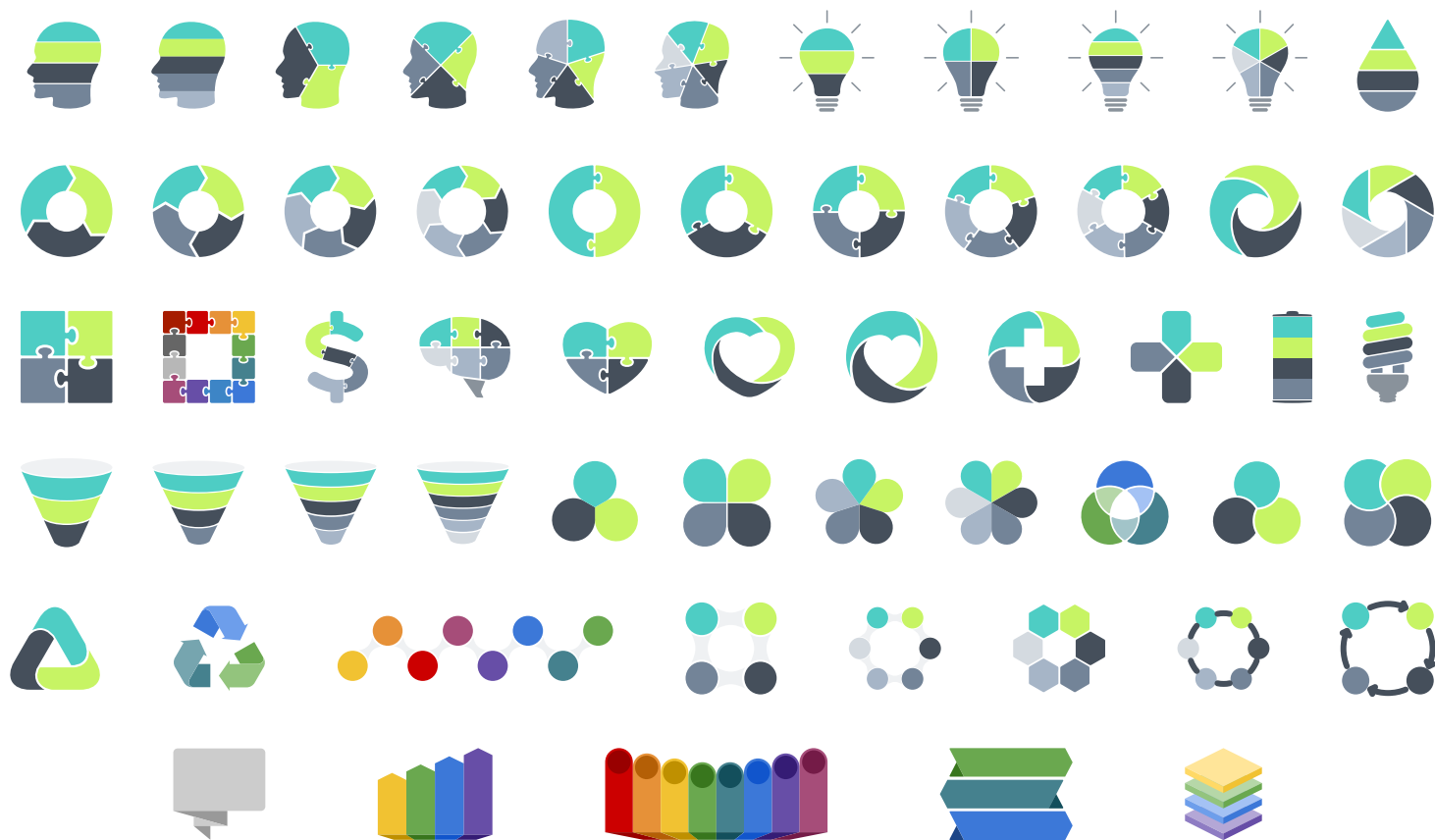


Credits

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- Presentation template by [SlidesCarnival](#)
- Ideas for change management from Kerry Fechner, PhD, NIU
- Doug Cablk for his ongoing support
- The staff and committee of this terrific conference

Diagrams and infographics



Now you can use any emoji as an icon!

And of course it resizes without losing quality and you can change the color.

How? Follow Google instructions

<https://twitter.com/googledocs/status/730087240156643328>

