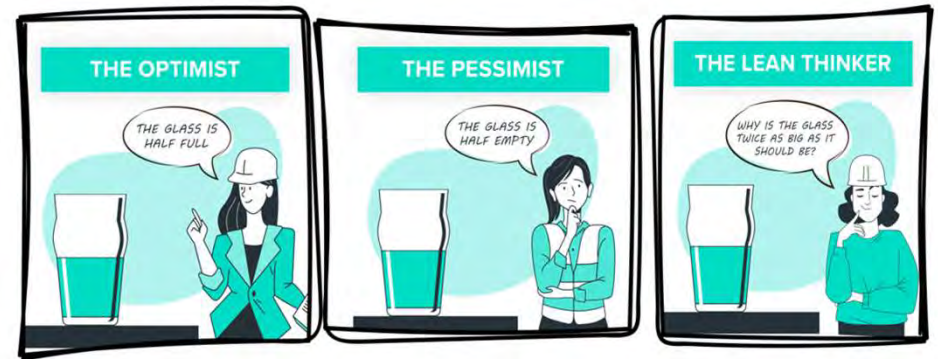


Lean Awareness

How you can put theory into action



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History of Lean

1910s Ford's Moving Assembly Line
1950s Toyota Production System (TPS)
1980s "Lean" Term Coined



Standardised production to reduce waste



Taiichi Ohno & Shigeo Shingo Introduced Just-in-Time and Kaizen (Continuous Improvement)



James Womack & Daniel T. Jones
The Machine that Changed the World
Comparative study of Japanese, American and European automotive plants

Lean Thinking - 'How to Guide' distilled the key principles of Lean

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History of Lean

1990s /2000s
Lean Expands Beyond Manufacturing



8 Wastes & lean thinking recognised as relevant to all industries Applied to healthcare, retail, services, farming, small businesses etc.

Today
Lean for Everyone



A mindset for reducing waste and improving efficiency in any industry

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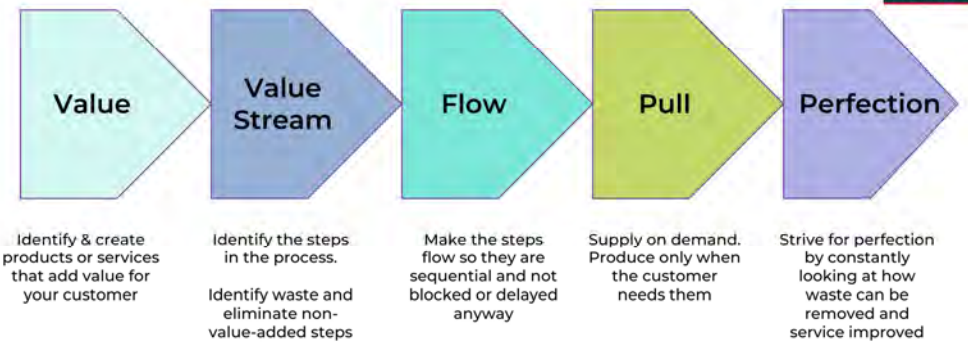
The Lean Iceberg Model



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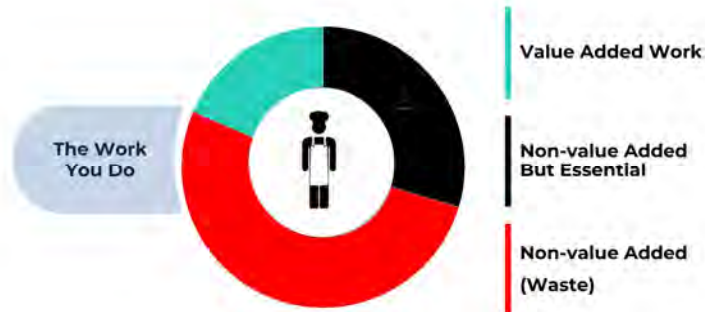
Key Principles - 5 Steps



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What is Value?



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Making a cup of tea

Allocate VA & NVA

Making a cup of tea...

1. Find a cup
2. Place next to kettle
3. Pick up kettle and take it to the tap
4. Fill kettle with water
5. Return kettle to base
6. Switch on kettle
7. Wait for kettle to boil
8. Get tea bag from cupboard
9. Place tea bag in cup
10. Pour boiled water into cup
11. Replace kettle
12. Get spoon
13. Stir until at preferred strength
14. Remove tea bag
15. Place used tea bag in random place on bench
16. Get milk from fridge
17. Add milk to tea
18. Put milk back in fridge
19. Get sugar from cupboard
20. Get the spoon again
21. Add sugar to tea
22. Return sugar to cupboard
23. Stir tea
24. Put the spoon in sink for someone else to wash
25. DRINK TEA

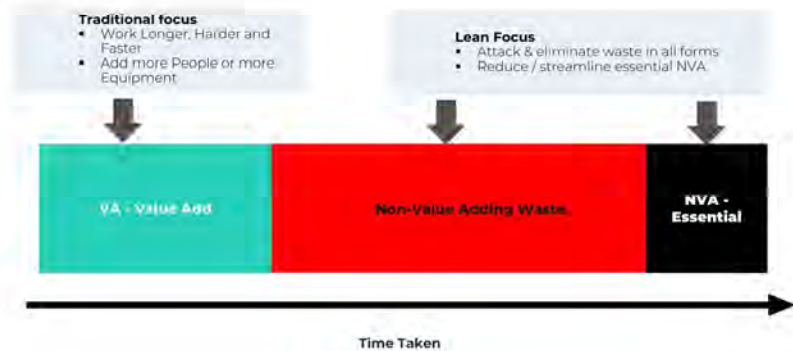


Only 8 out of 25 actions add any value (transformational)

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Lean Focus



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Lean Focus - The Prize - Waste in the Value Stream



Cut Waste - Boost Profit

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8 Wastes - TIM WOODS

Transportation Unnecessary movement of materials or equipment	Motion Unnecessary movement by people	Over Processing Doing more, better quality than is required	Defects Anything that's Not-Right-First-Time
Inventory Excess product and materials	Waiting Delays caused waiting for something or somebody that is not ready	Over Production Producing something that is more than needed or before its needed	Skills Not utilising the skills, competency & knowledge of the people

5S - Workplace Organisation

1S

SORT

Remove clutter and unnecessary items

2S

SET

Set all items in order, everything has a place

3S

SHINE

Clean and inspect the area and make it shine everyday

4S

STANDARDISE

Agree and communicate our standards

5S

SUSTAIN

Sustain the previous steps as a way of life

THE BIG IDEA: A systematic approach to workplace organisation.



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SUSTAIN - As a way of life.

Sustain make the workplace visual if you want.....

- Improved efficiency
- Increased Productivity
- Better Quality
- Tangible Cost Savings
- Enhanced Safety
- Boosted Employee Moral
- Supports CI
- Impressed Customers

5S - Red Tag

- Obsolete or broken
- Rarely or never used
- In excess quantity
- In the wrong location
- Move to Red Tag holding area



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Kaizen

THE BIG IDEA: Continuous improvement through small incremental changes.

改善

Kai = "Change" Zen = "Good"

Kaizen meaning "Change for the Good"

- Continuous Improvement: Ongoing efforts to improve processes, products, or services.
- Small, Incremental Changes: Focus on making small, consistent improvements over time.
- Employee Involvement: Encourages all employees to contribute ideas for improvement.
- Eliminate Waste: Aims to reduce waste and inefficiencies.
- Enhanced Quality: Results in better quality, efficiency and productivity.
- Long-Term Focus: Builds a culture of continuous improvement across the team and organisation.

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Gemba

THE BIG IDEA: Direct observations of activities where they actually happen.

'Gemba' - The Actual Place

"Toyota managers should be sufficiently engaged on the factory floor that they have to wash their hands at least **three times a day.**"



Taiichi Ohno

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Visual Management: - The Activation Phenomenon

THE BIG IDEA: Making information easy to understand for everybody.



- ✓ Understanding - One version of the truth
- ✓ Participation - Right People, Right Time, Right Interactions
- ✓ Responsibility - Ownership & Accountability
- ✓ Willingness to Speak Up - Higher engagement
- ✓ Collaboration - Communication, Transparency & Trust
- ✓ Quick Decision-Making - Right information

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Visual Management - Kanban (Visual Signal)

THE BIG IDEA: A visual system for managing PULL workflow.



- Visualises Work: Clearly identifies stock & WIP levels - easier to manage issues
- Limits Work in Progress (WIP): Prevents overloading team members.
- Identifies Bottlenecks: Quickly and easily spot delays or blockages.
- Promotes Continuous Improvement: Encourages regular reflection to optimise processes and remove inefficiencies that disrupt flow.
- Balances Workload: Pulls tasks as capacity allows, ensures that work is evenly distributed, preventing overburden and smoothing flow.

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Visual Management: - Visual Cues

THE BIG IDEA: Visual signals to provide information to instruct and influence actions.



- ✓ Instructions - Instant Recognition
- ✓ Attention & Focus - What's important
- ✓ Responsibility - Ownership & Accountability
- ✓ Reinforcement - Repeated exposure, better compliance
- ✓ Visual Learning - Retain information better
- ✓ Quality Control - Visual standards

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Standardised Work

THE BIG IDEA: Consistent and repeatable steps to minimise variation and improve efficiency.



- ✓ Consistency - Each operator follows the best way
- ✓ Quality - Follow best way, defects reduce
- ✓ Efficiency - Best machine settings and ways of working
- ✓ Training & Onboarding - Clear structured way to perform tasks
- ✓ Problem solving - Easy to spot when deviation from best way
- ✓ Continuous Improvement - Best way is a benchmark for improvement
- ✓ Employee engagement - Best way is a framework to improve upon
- ✓ Organisational Knowledge - Documenting standard operating procedures (SOP) preserves knowhow even if people leave

Right First Time: - Checklists

Which plane would you prefer to fly on?

A: Pilot rocks up and is ready to go?

B: Pilot uses a pre-flight checklist?

Swear by your checklist. Not at it.



Checklists prevent oversight in the face of complexity

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THE BIG IDEA: Structured steps to ensure critical tasks are performed consistently and accurately.

- ✓ Consistency - Drive consistency
- ✓ Training & Onboarding - Are a great training aid
- ✓ Peace of Mind - Verify that the necessary gets completed
- ✓ Discipline - Instill discipline
- ✓ Right Decisions - Don't replace judgment - they enhance it
- ✓ Time - Save time
- ✓ Quality - Prevents errors
- ✓ Freedom - Free up mental RAM – offloading the need to remember basic stuff



L Listen to the customer
A Acknowledge the complaint
T Take action to solve the problem
T Thank the customer
E Explain why the problem occurred

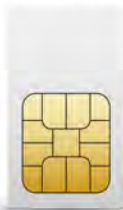
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Right First Time:
- Poke Yoke

THE BIG IDEA: Mechanisms to prevent humans errors occurring in the first place.

QWERTY

Confusion



Poka-yoke



Clarity



3C & 5 Why

Concern

The Jefferson Memorial Monument is deteriorating.



Cause

Why #1 – Why is the monument deteriorating?

- Because harsh chemicals are frequently used to clean the monument.

Why #2 – Why are harsh chemicals needed?

- To clean off the large number of bird droppings on the monument.

Why #3 – Why are there a large number of bird droppings on the monument?

- Because the birds feed on the large population of spiders in and around the monument

Why #4 – Why is there a large population of spiders in and around the monument?

- Because vast swarms of insects, on which the spiders feed, are drawn to the monument at dusk.

Why #5 – Why are swarms of insects drawn to the monument at dusk?

- Because the lighting of the monument in the evening attracts the insects.

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Countermeasure

Change how the monument is illuminated in the evening to prevent attracting swarming insects



Lean is a Mindset Not Just a Method

- **Maximised Efficiency, Minimised Waste**

Lean helps streamline processes by eliminating inefficiencies, reducing costs, and boosting productivity.

- **Continuous Improvement, Stronger Results**

Encourages a culture of innovation and adaptability, leading to sustained growth and competitive advantage.



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Thank You



The voice of
FARM RETAIL



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