

Lean4x4

CONTINUOUS
IMPROVEMENT
PROCESS

LEAN THINKING

(1 Day Introduction to becoming Lean - Practical Workshop)

SESSION OUTLINE

- Introduction to Lean
- Workplace Simulation (Run 1)
- Losses & Wastes
- Lead & Manage change
- Work Teams
- 5S
- Visual Operations
- Set-up Time Reduction
- Process Time Reduction
- Pull Systems
- Workplace Simulation (Run 2)
- Problem Solving
- TOC
- Error Proofing
- Standardising Work
- Workplace Simulation (Run 3)
- Debrief & Close

TAKEAWAY

- Your Company's Lean Best Practice Assessment & Implementation actions
- Greater knowledge and awareness of how applying lean principles can add value to any business.

WHO SHOULD ATTEND

- Managers
- Implementers of CI
- Office Staff
- Process Operators
- Work Team Members

TRAINING INCLUDES

- Presentations
- Interactive discussion
- Self-Assessments
- Practical Workplace Simulation

WHAT IS LEAN THINKING?

Lean describes a system of Continuous Improvement which focuses on eliminating all forms of waste through the implementation of appropriate tools, techniques and Best Practices and the development of an appropriate CI culture.

Specifically, Lean analyses and improves the flow of products, services and information through value added activities, resulting in improved process effectiveness, staff engagement and therefore customer satisfaction.

Implementing Lean tools and techniques will enable your business processes to be flexible and efficient.

The objective is to satisfy customer demand for quality products and services at the right time and at a competitive price.

This includes managing total costs and providing an acceptable ROI to stakeholders.

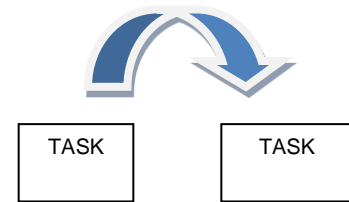
ORIGINS OF LEAN THINKING

Lean tools and techniques have primarily evolved through the manufacturing sector, however in today's competitive market all business sectors are obliged to continuously improve if they are to survive.

No business today is immune to this increasing level of competition and recent evidence confirms that implementing Lean can dramatically improve business performance in service industries as well as in the back office.

The reason why Lean can improve any type of business becomes clear when we realise that all work is in fact a system made up of tasks / processes and interactions between these tasks / processes.

- We can improve or eliminate the task and / or
- We can improve the flow between the tasks



Lean sets out to achieve continuous improvement through effective Leadership, management and engagement of all stakeholders in the change process. In the absence of this regrettably it is destined to fail.

CONVERGENCE OF APPROACHES

Lean Thinking incorporates various different continuous improvement philosophies, tools and techniques which have emerged over the last 40 to 50 years.

J.I.T – Just in Time

- Make Value flow by eliminating all Process Losses & Wastes.

T.O.C – Theory of Constraints

- Increase the rate of flow through bottlenecks
 - Identifying,
 - Exploiting,
 - Subordinating,
 - Elevating and then,
 - Finding the new constraint

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LEAN BENEFITS

- Increased productivity
- Reduced operating expenses
- Reduced work-in-progress
- Better morale
- Improved quality
- Reduced errors & rework
- Reduced processing times
- Greater responsiveness
- Improved participation
- Improved communication
- Improved Customer Value
 - Price
 - Quality
 - Speed
 - Flexibility
 - Information

PROCESS LOSSES

- Resource breakdowns
- Resource change overs
- Resource minor stops
- Resource running slow
- Resource lost time during start up
- Resource causing errors

PROCESS WASTES

- Overproduction
- Waiting
- Unnecessary handling
- Unnecessary processing
- Unnecessary motion
- Unnecessary Work-in-progress
- Rework of errors
- Lost human creativity

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LEAN THINKING BEST PRACTICES

Leading & Managing the CI Process

Setting the:-

- Direction – what do we want to become in the future?
- Pace – how fast do we want to get there?
- Tone – what are the required behaviours of Leaders and workers to allow this to happen?

Aligning the organisations

- Strategy,
- Execution plans, and
- Metrics (Key Performance Indicators).

Managing progress and removing obstacles.

Work Teams

Teamwork centers on the empowerment and involvement of frontline workers to drive Continuous Improvement through developing a:-

- Common purpose,
- Common set of objectives & goals,
- Clearly understood roles & responsibilities, and
- Well defined and followed Tactics / Procedures.

5S

5S is a system for workplace organisation contributing to becoming a highly organised, efficient and safe work place. What we need to do the work correctly and efficiently should be, where we want it, when we want it.

5S is a leading indicator as to whether you have the right mindset and level of discipline at all levels within the organisation to achieve Continuous Improvement.

Visual Operations

We should measure to learn and take corrective action i.e. to bring the process either back into control or to further improve the process.

Visual Operations makes the workplace visible so that people can:-

- See if the process is in or out of control, and / or
- See if there are opportunities for improvement.

Problem Solving

Is about making Continuous Improvements in the workplace by focusing on eliminating major losses and wastes through everyone using structured, simple problem solving (e.g. DMAIC, 5 Why's, etc.).

Set-up / Process Time Reduction

These are detailed analysis techniques used to help reduce set-up / process times. This is a key tool in terms of your organisation's quest for flexibility, competitiveness and profitability.

Process Flow

Lean organisations deploy Pull Systems to control the flow of products or services from one process to another. Upstream processes will only transfer work when the downstream process requires it.

Standard Work

Standard Work is the process of developing the best way currently known to do a task and then ensuring everyone is capable and consistently applies this best method. Standard Work is the key to controlling and removing process variability. Once developed the existing standard becomes the basis for further improvement.

Value Stream Mapping

VSM clarifies complex systems, allows identification of problem areas, and provides a tool for effective planning and implementation of solutions. VSM's are live documents which should be refined and updated as the system changes.

Waste Reduction

It is essential that everyone understands and is able to identify the various different categories of Losses and Wastes that typically exist in all organisations.

Once the people understand waste they must be encouraged to surface and get involved in eliminating the waste by applying an appropriate Lean Best Practice. E.g. If Motion is an identified waste then the Best Practice of 5S should be implemented to reduce or remove the need for motion.

PLEASE NOTE

The Lean Best Practices on the left hand side are designed to improve the effectiveness of the People within the organisation. It is these Best Practices which will ultimately define whether the CI Process is effective and sustainable or not.

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HOW MATURE IS YOUR COMPANY?

The workshop helps you focus on Lean Best Practices that drive your performance and provides a system to track your "Practices Maturity"

Stage 1

No Best Practices used and the Company revolves around crisis management with ad-hoc responses.

Stage 2

Clearer understanding of Company direction, imparted effectively by management.

Stage 3

There is an ownership of Best Practices at operational, middle management and senior management levels.

Stage 4

Best Practices are constantly being honed and refined. Management is consultative and the Company is utilizing technologies to improve performance throughout the supply chain.

Stage 5

Best Practices are a 'way of life'. Management has adopted a mentoring style within the Company and its supply chain partners.

TESTIMONIALS

"The simulation itself truly enables people to start understanding how an integrated approach is necessary to enable sustainability of WCM efforts - something I have found difficult to do otherwise, despite having extensive experience in the field. It is an ideal way to expedite the process of experiential learning".

Iain Clarke

Director: World Class Operations
Coors Brewing Company, Golden Colorado, USA.

"Without doubt the best continuous improvement course I have attended thus far. The material presented and the activities conducted were practical, relevant and comprehensive. Importantly, the various continuous improvement approaches explained and demonstrated were integrated in a way that made tremendous sense. This was a very rich learning experience reinforced by the presenters living out the 'lean way' in their running of the course. 10/10".

Peter Robertson

Vice President, Operations Planning
Bluescope Steel, Port Kembla, Australia

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