

Paradoxes and Paradigms of Lean Transformation

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January 20, 2010

Paradox

1. A seemingly contradictory statement that may nonetheless be true: *"The paradox that standing is more tiring than walking."*
2. One exhibiting inexplicable or contradictory aspects: *"The silence of midnight, to speak truly, though apparently a paradox, rung in my ears" (Mary Shelley).*
3. An assertion that is essentially self-contradictory, though based on a valid deduction from acceptable premises.
4. A statement contrary to received opinion.

Paradigm

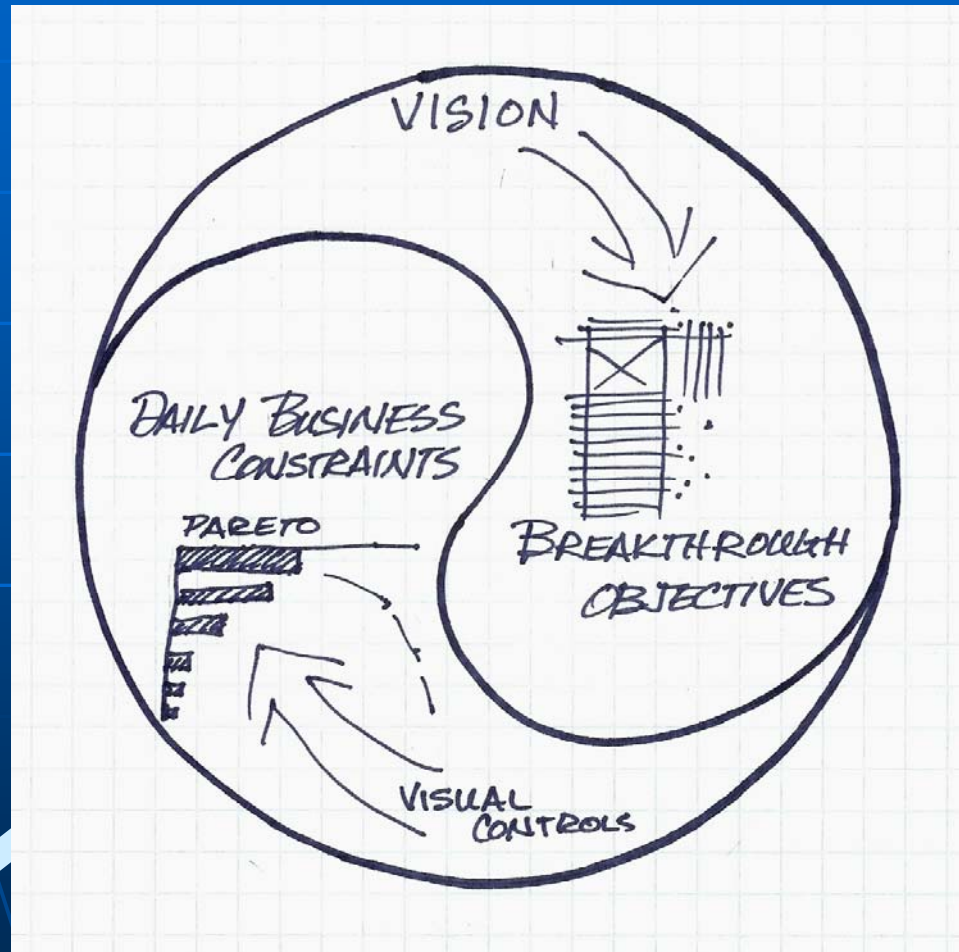
1. One that serves as a pattern or model.
2. A set or list of all the inflectional forms of a word or of one of its grammatical categories: *the paradigm of an irregular verb*.
3. A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.

Of Lean Transformation

- Becoming Lean
- Value Delivery System
- Work and Waste
- Integrated from Vision -> Strategy -> Tools -> Kaizen -> Standard Work -> Visual Controls -> and back again!
- PDCA
- Relentless Pursuit of Wasted Time and Energy as we Strive to Delight our Customers and Clients

Paradox

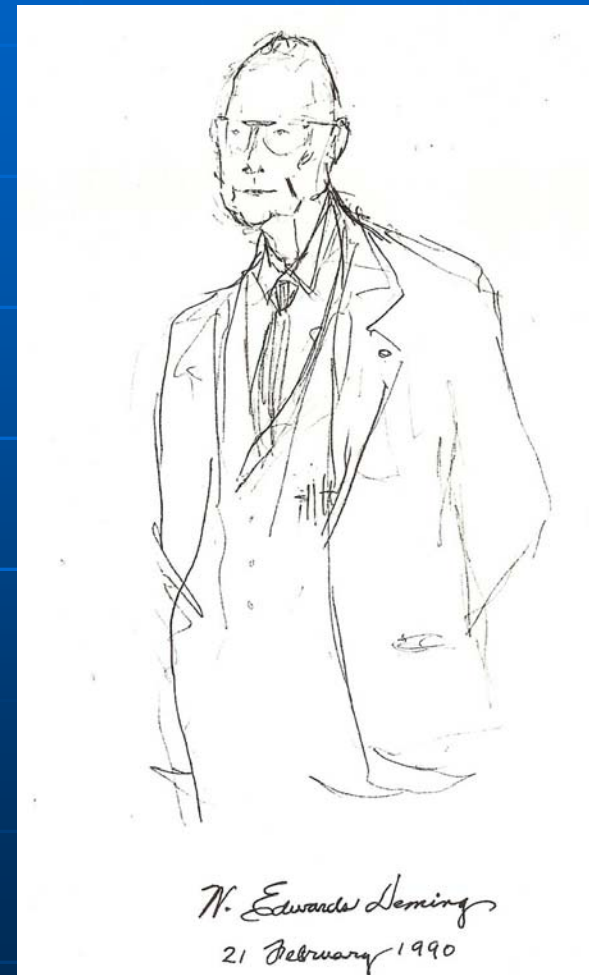
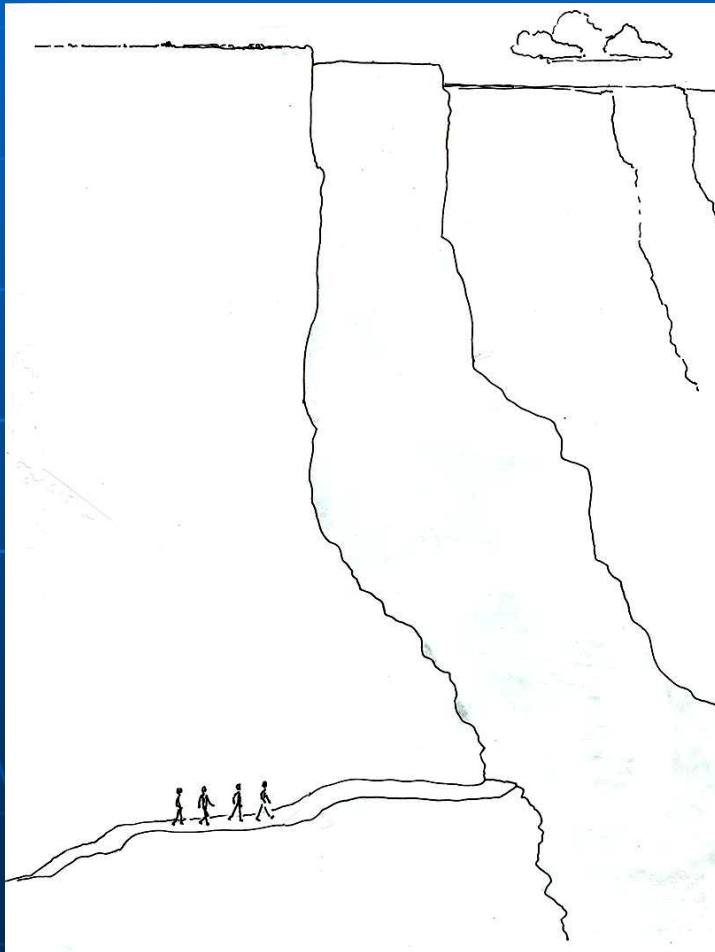
INCREASE CHANGE



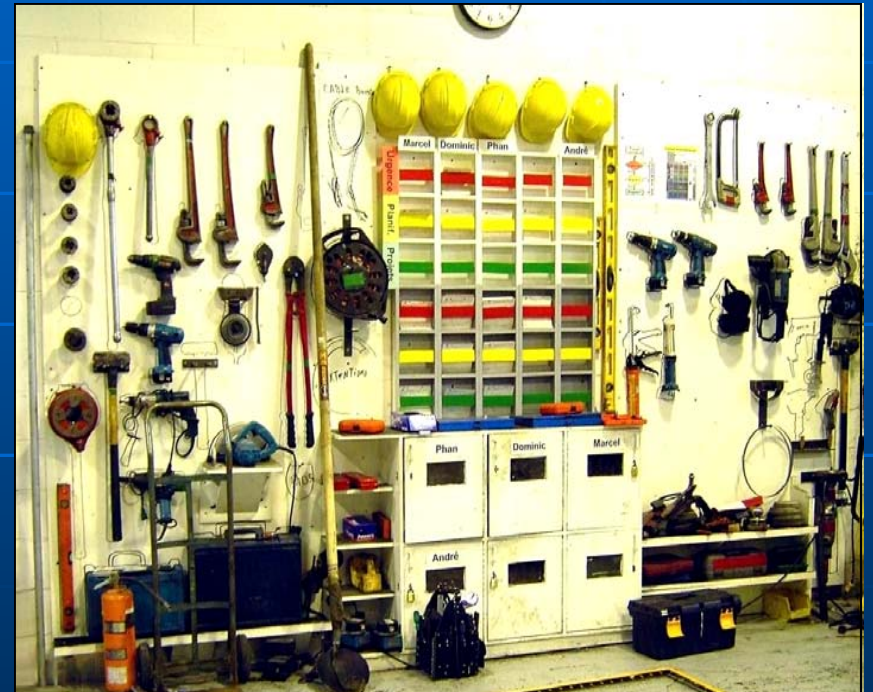
DECREASE VARIATION

kaicomm.com

Constancy of Purpose in an Ever-changing World



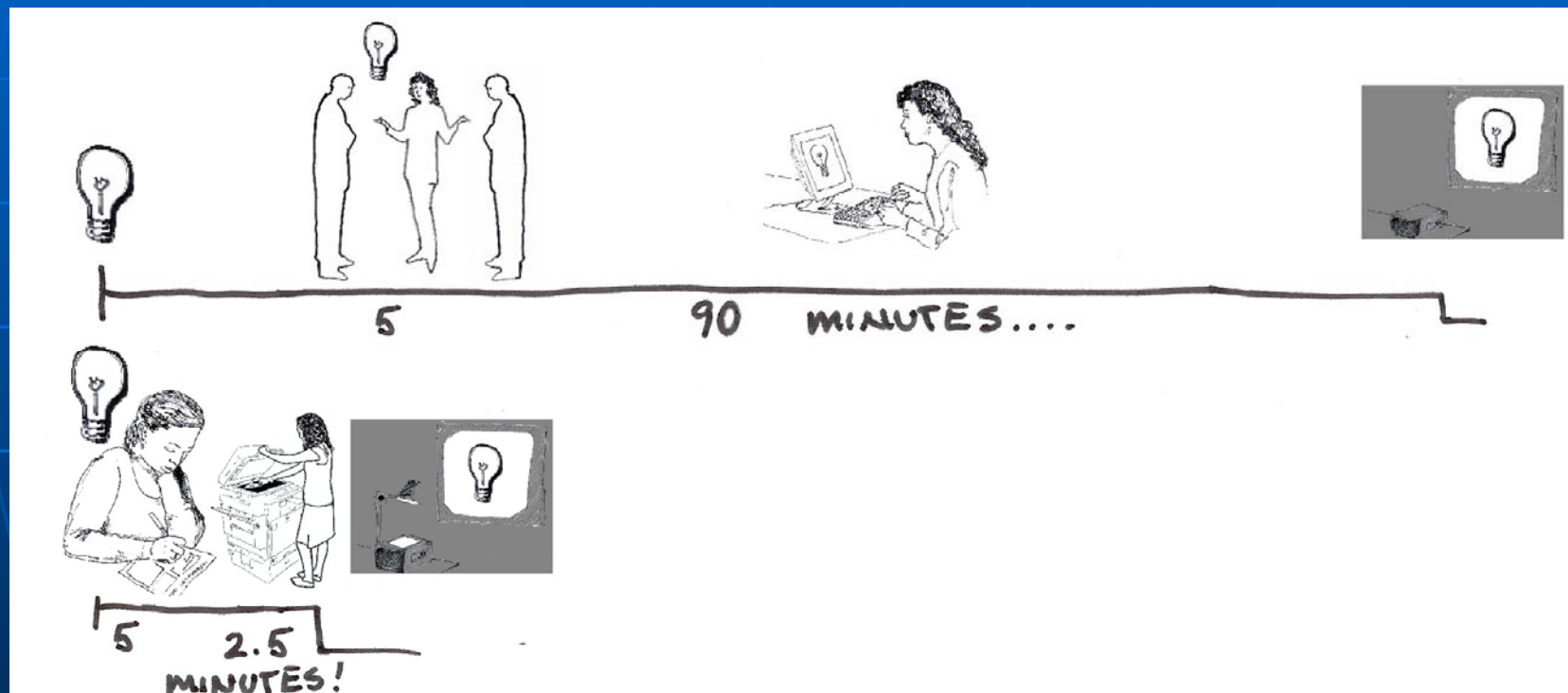
Standardizing Change



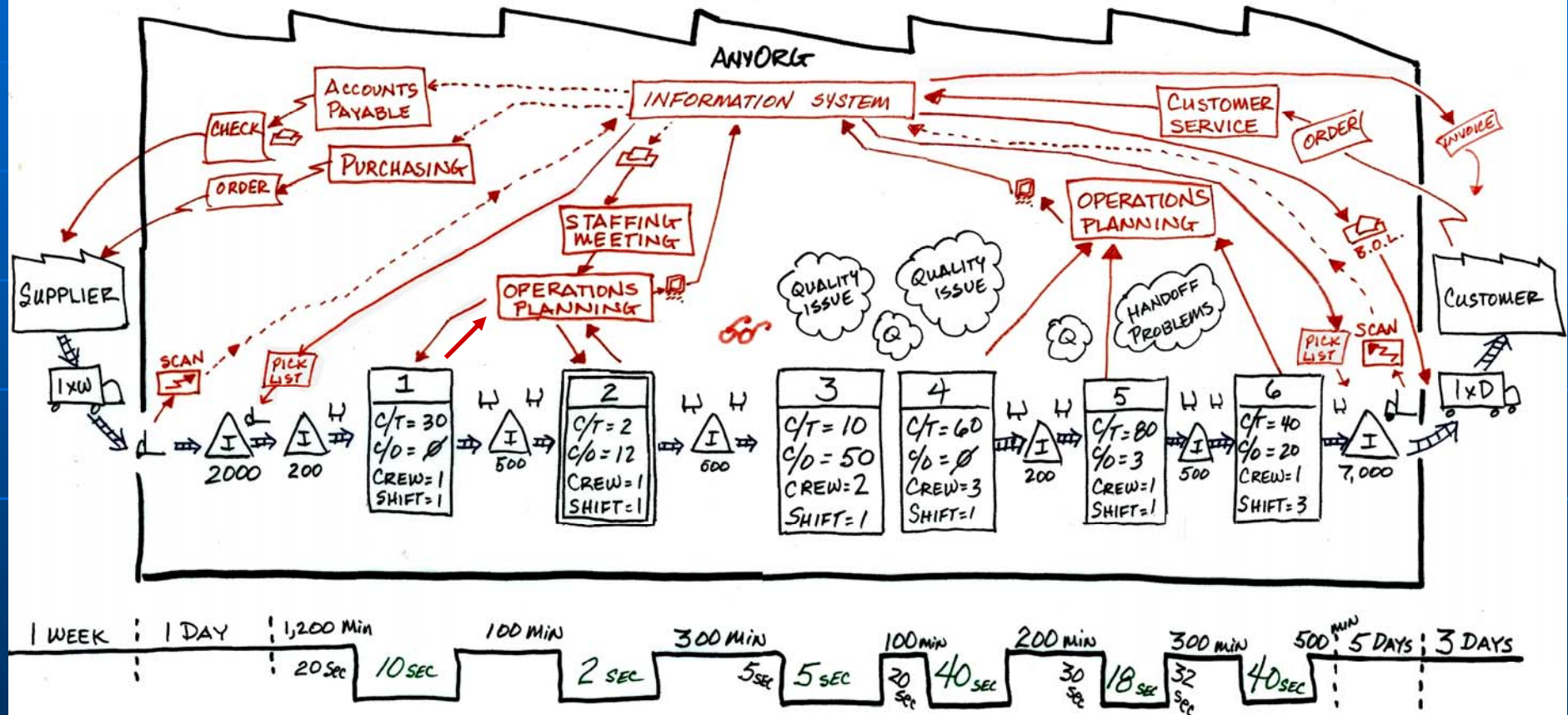
Diverse Teamwork



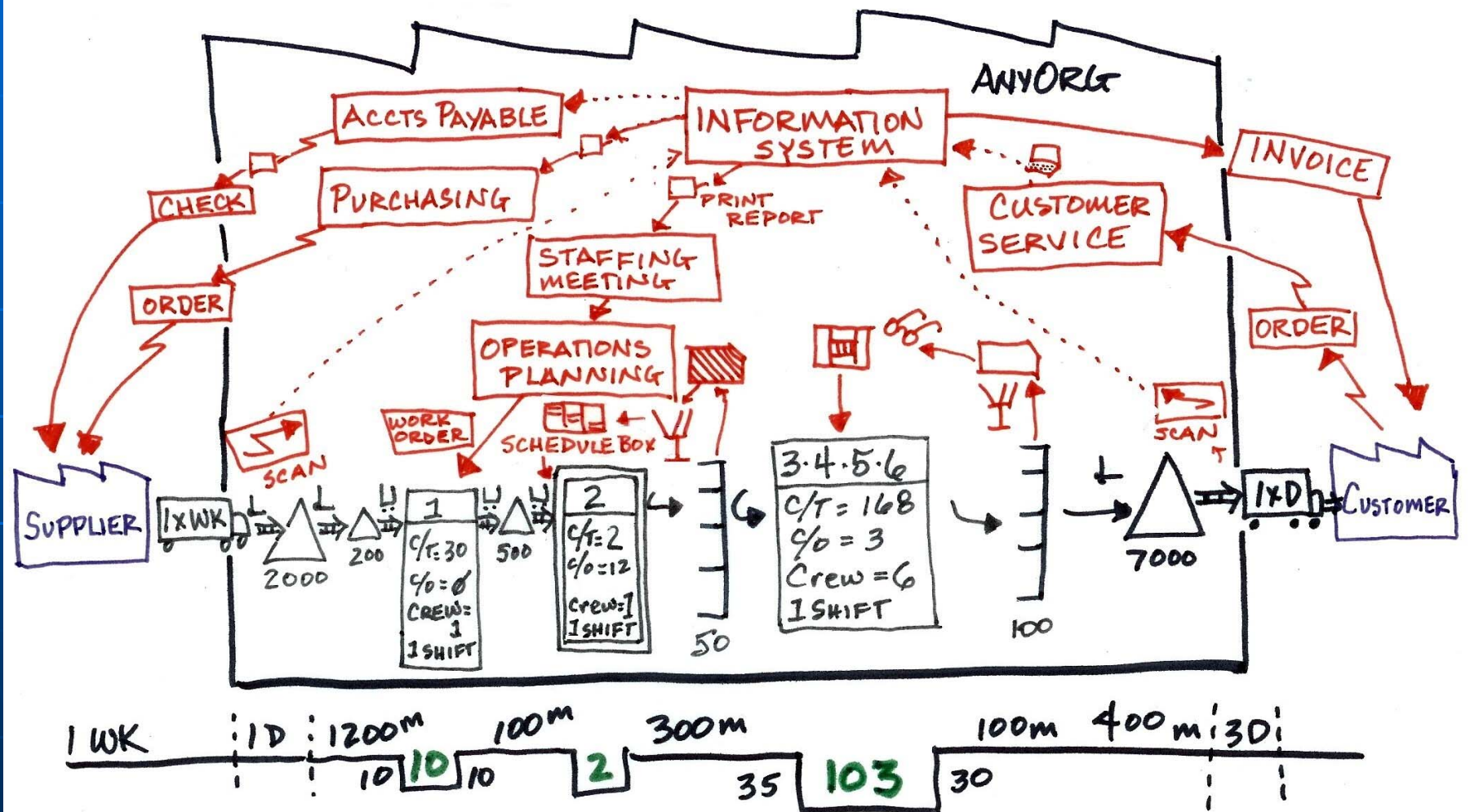
Slow Down, Go Faster



Slow Down to Go Faster



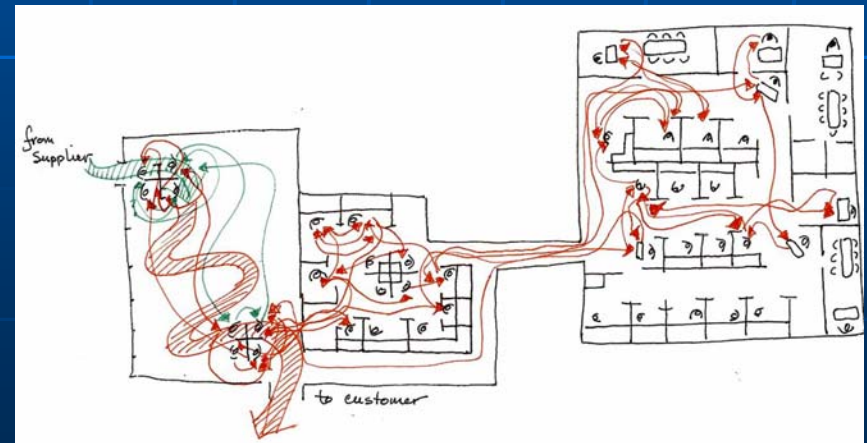
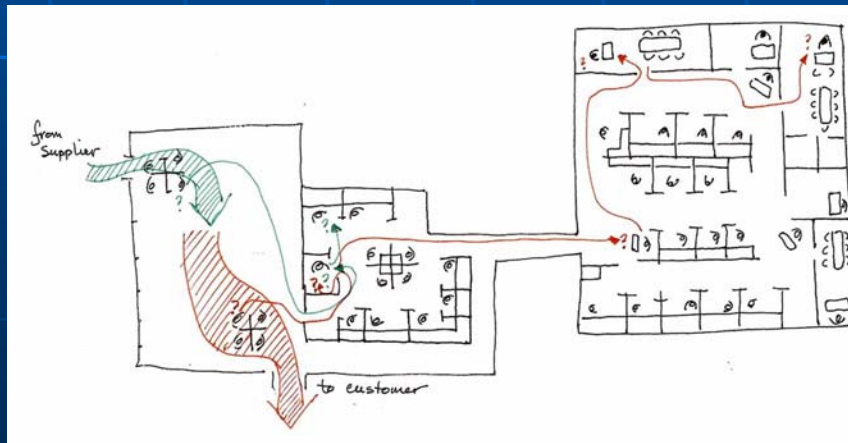
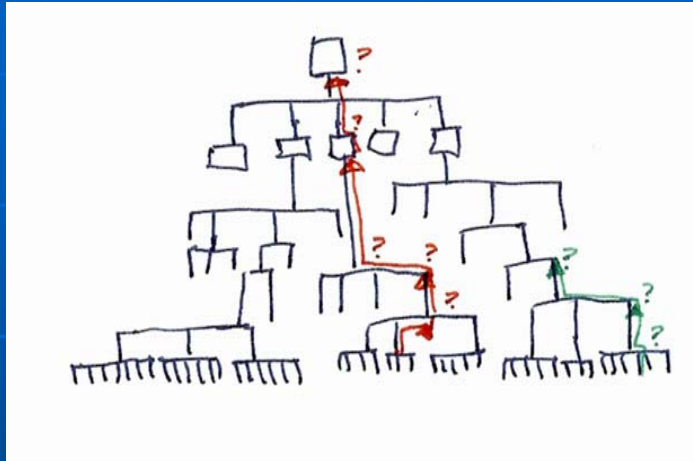
Slow Down to Go Faster



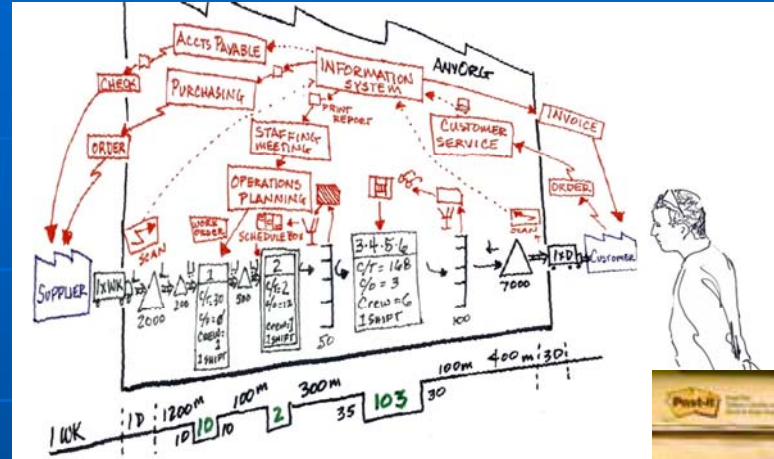
Higher “On Time” and Lower “Buffer Contingencies”



Massive Throughput One at a Time



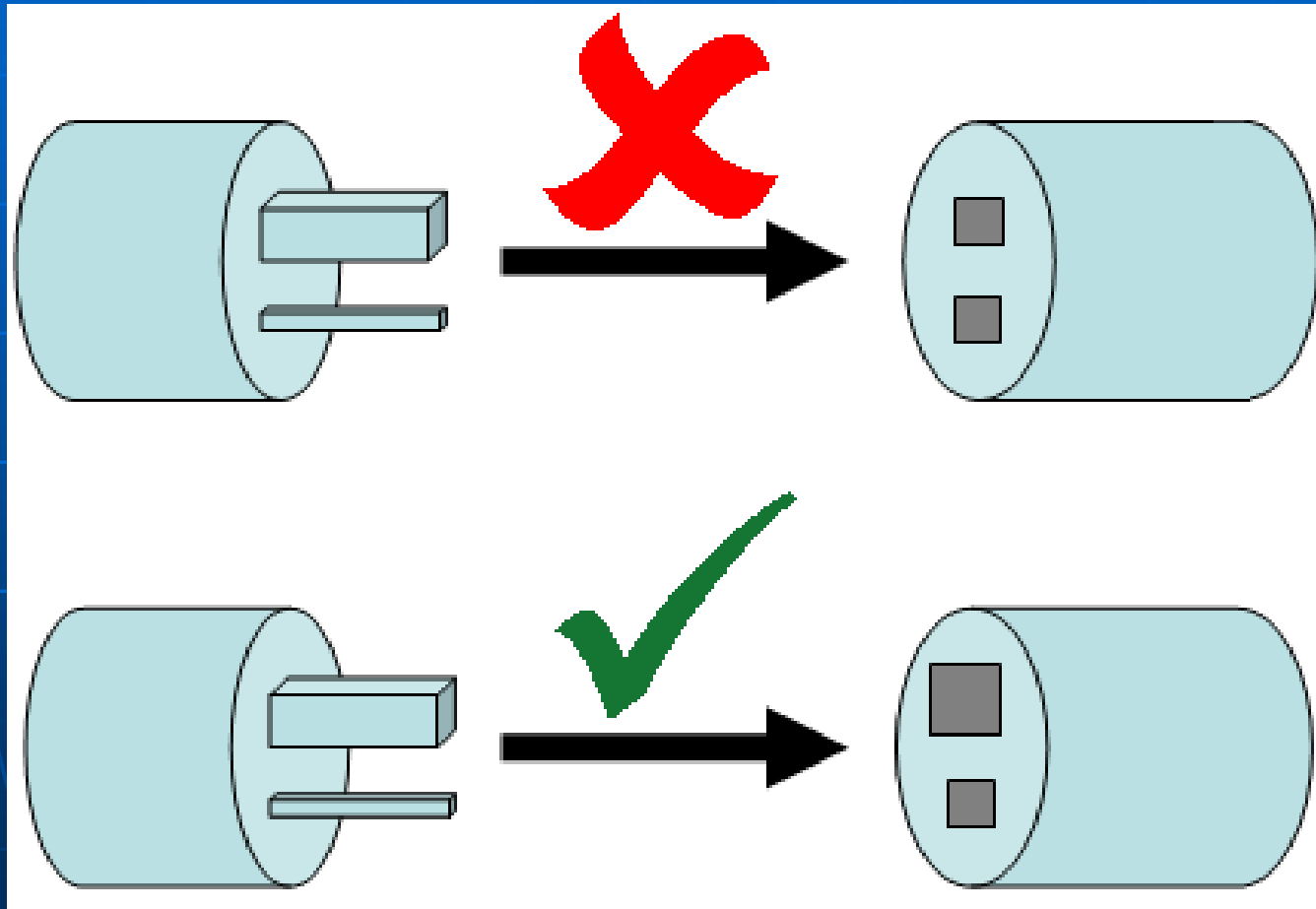
Massive Throughput - One at a Time



Precisely Defined Activities for Greater Agility



Stopping to Keep Going



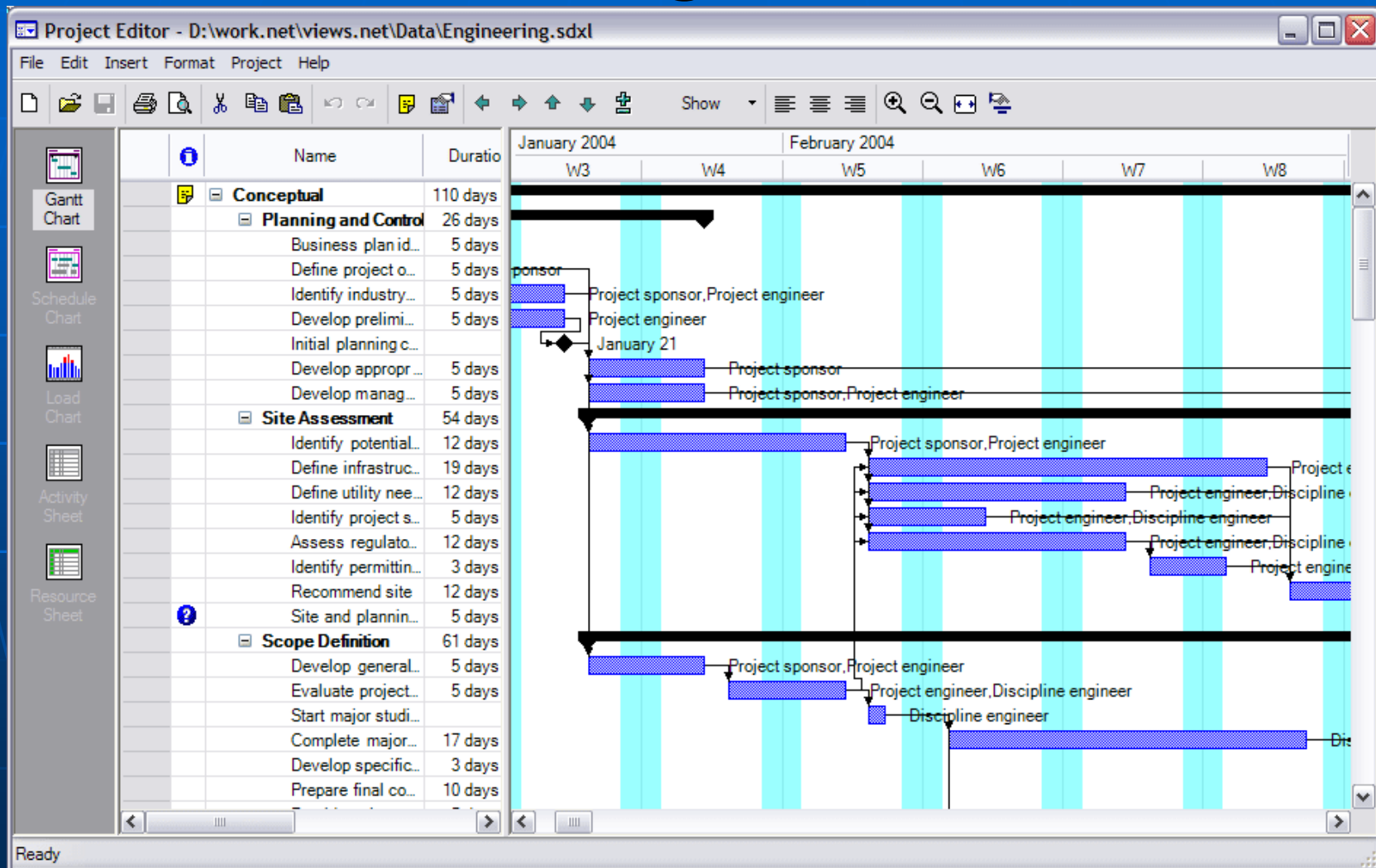
Whack a Mole



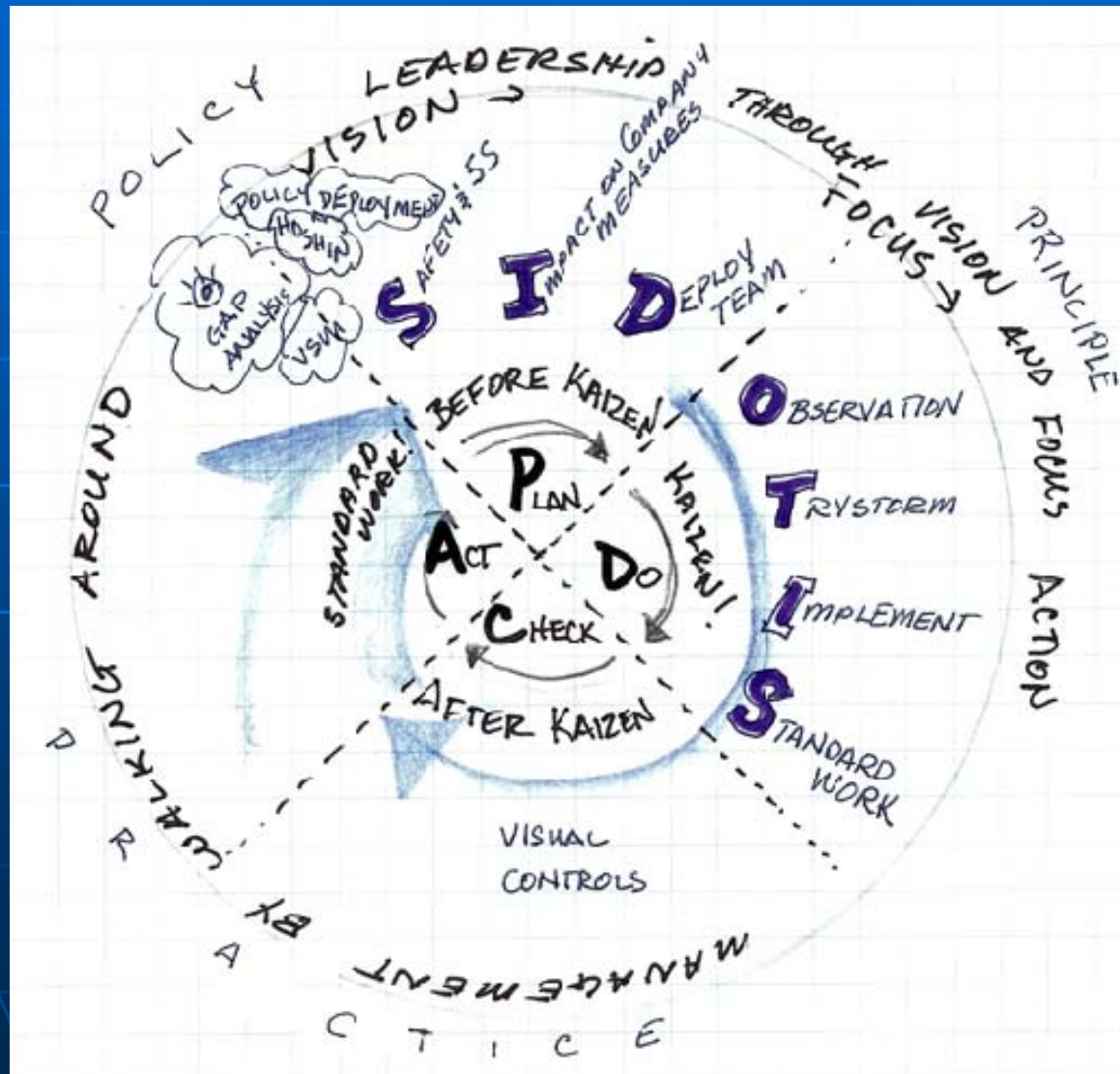
The Attraction of Heroes

- To the Rescue!
- Much more interesting
- To Make a Difference
- Blind to Processes and Systems

Planning To Fail



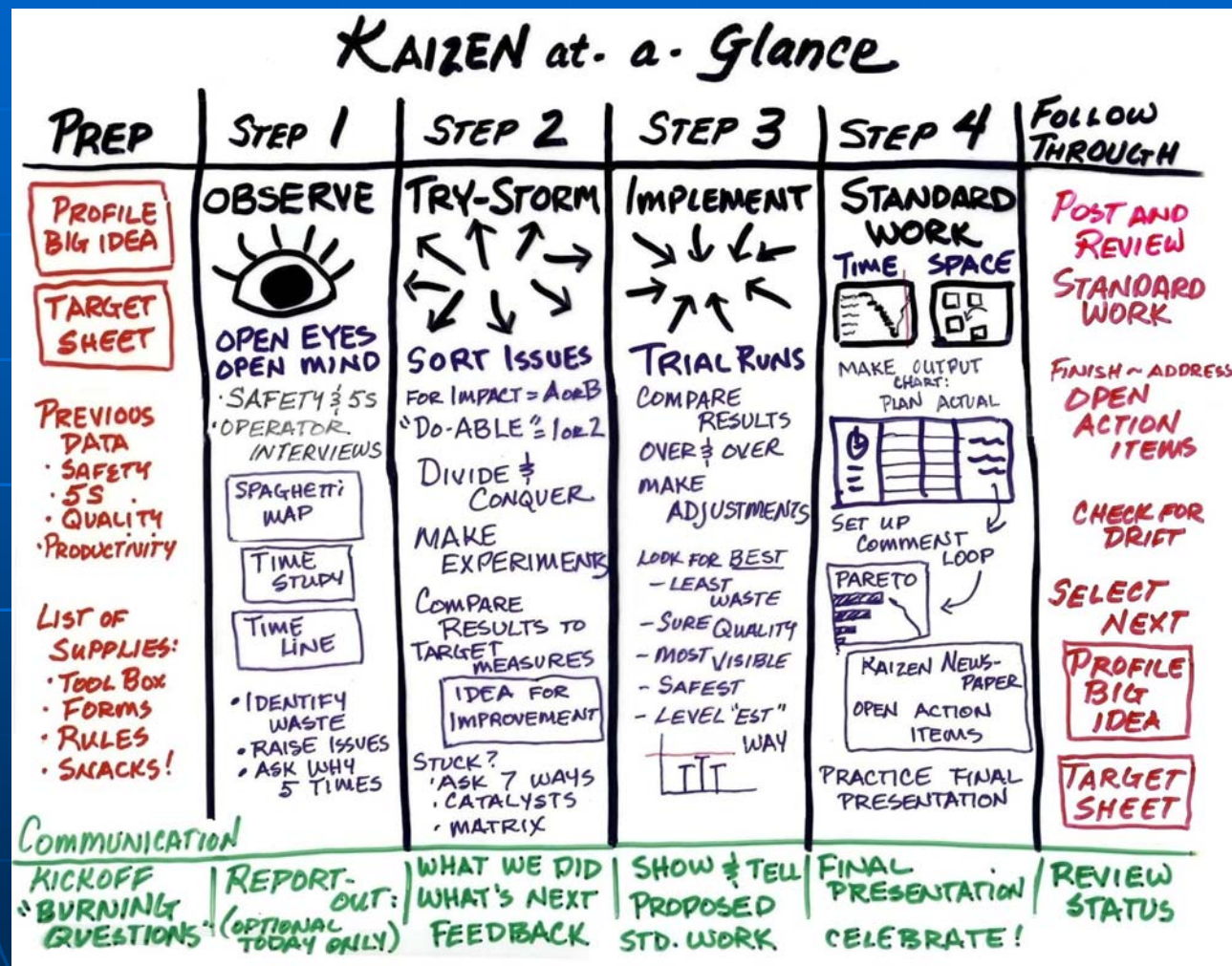
Planning To Fail



READY... FIRE... AIM



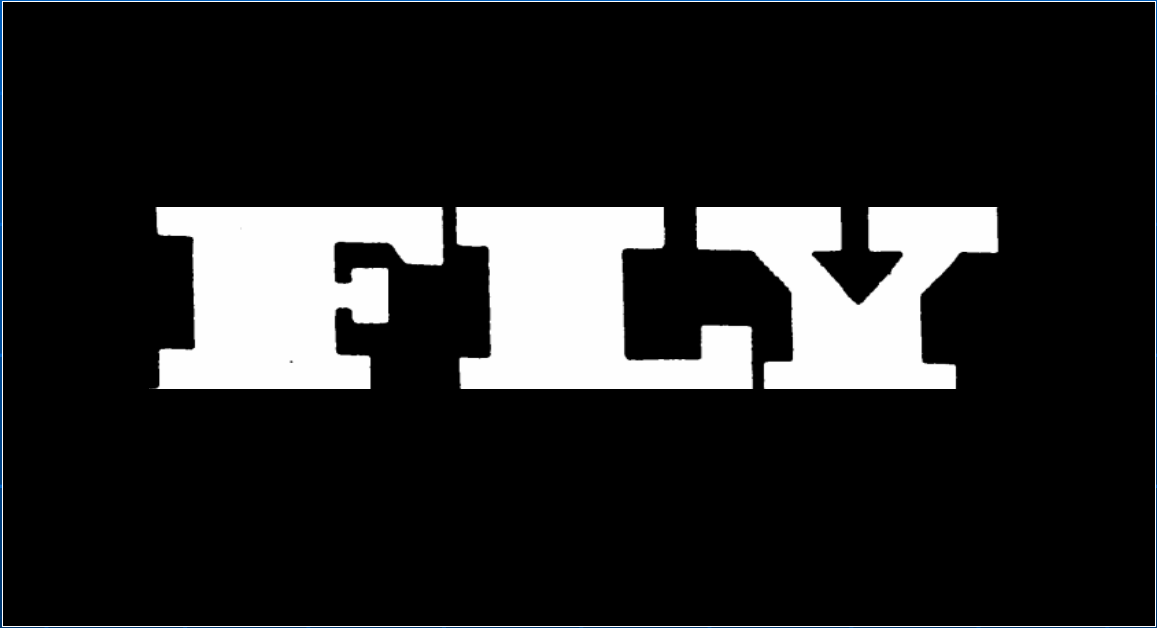
Kaizen



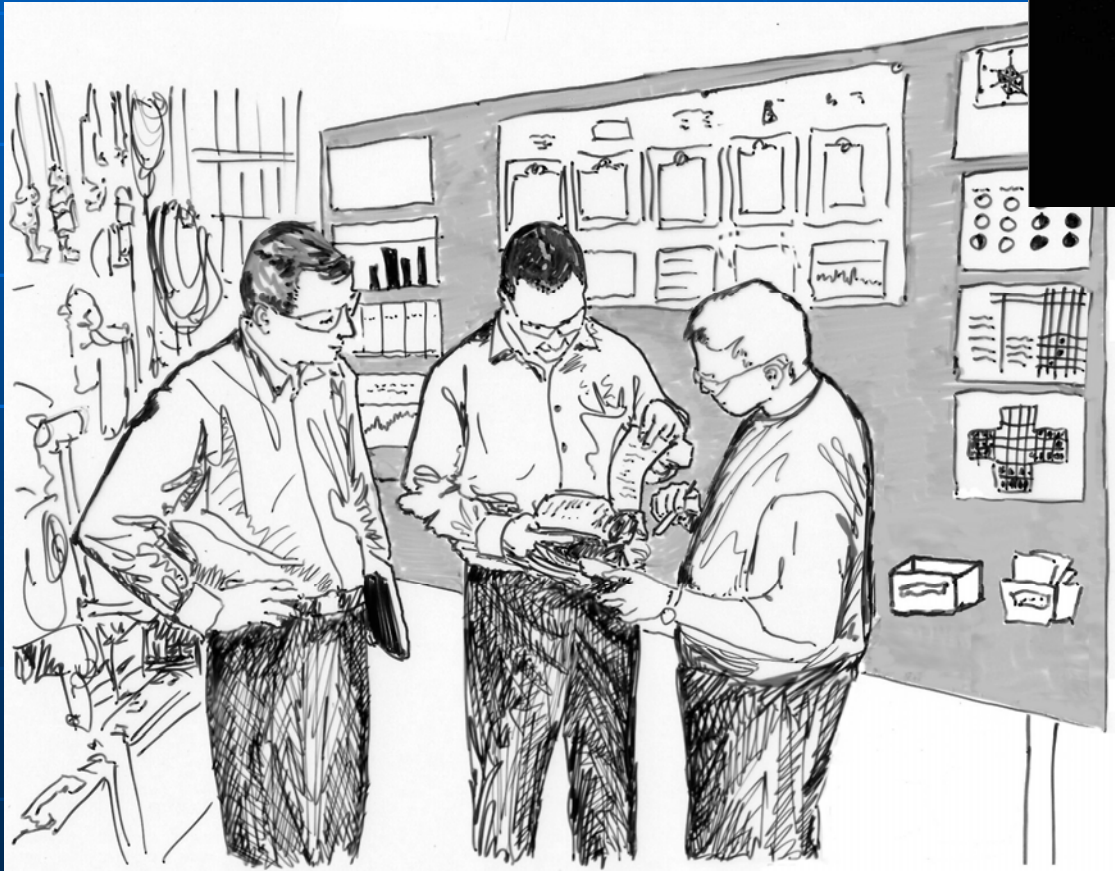
Paradigm



Paradigm

The image features a black rectangular box centered on the slide. Inside this box, the word "IFLY" is written in a bold, white, stylized sans-serif font. The letters are thick and blocky, with a modern, geometric feel. The 'I' and 'F' are connected, as are the 'L' and 'Y'. The overall design is minimalist and high-contrast.

Driving Out Fear



Work and Waste



Work and Waste

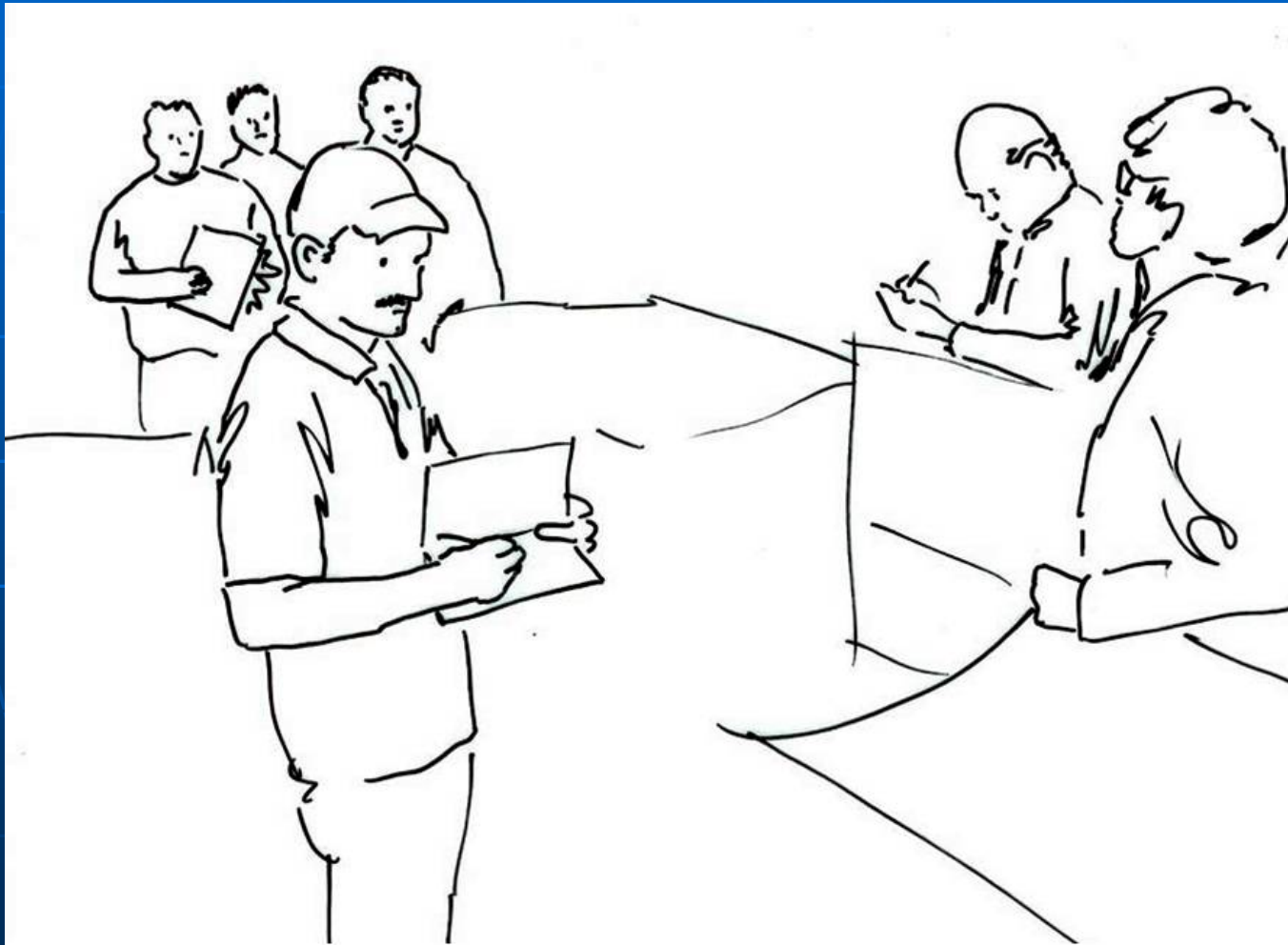


7 Wastes

- W waiting
- O overproduction
- R rework
- M motion
- P process itself
- I inventory
- T transportation



Direct Data vs. Record-Keeping



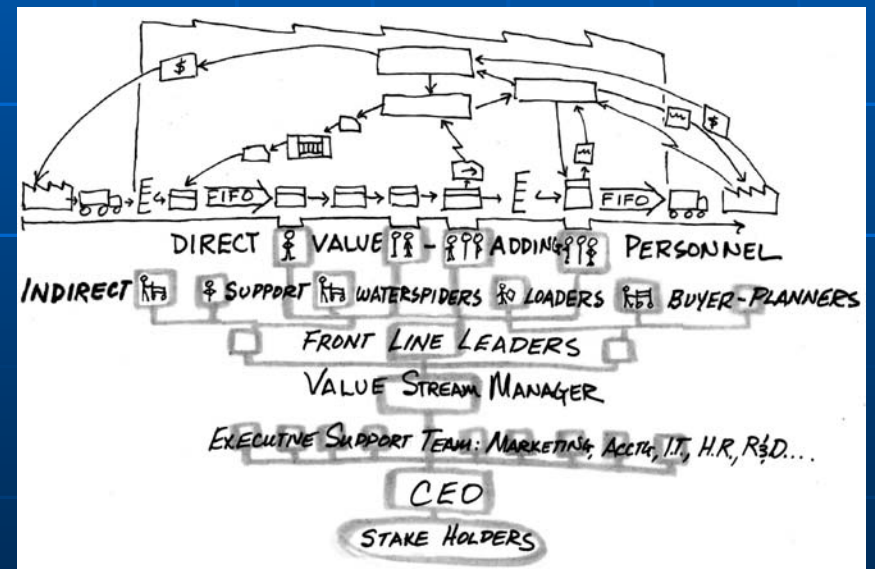
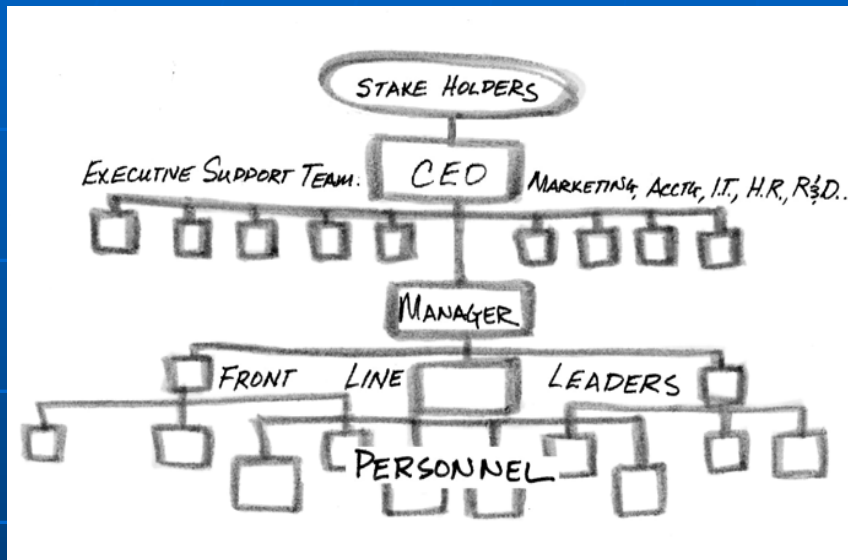
Regular and Productive Attention to STANDARD WORK



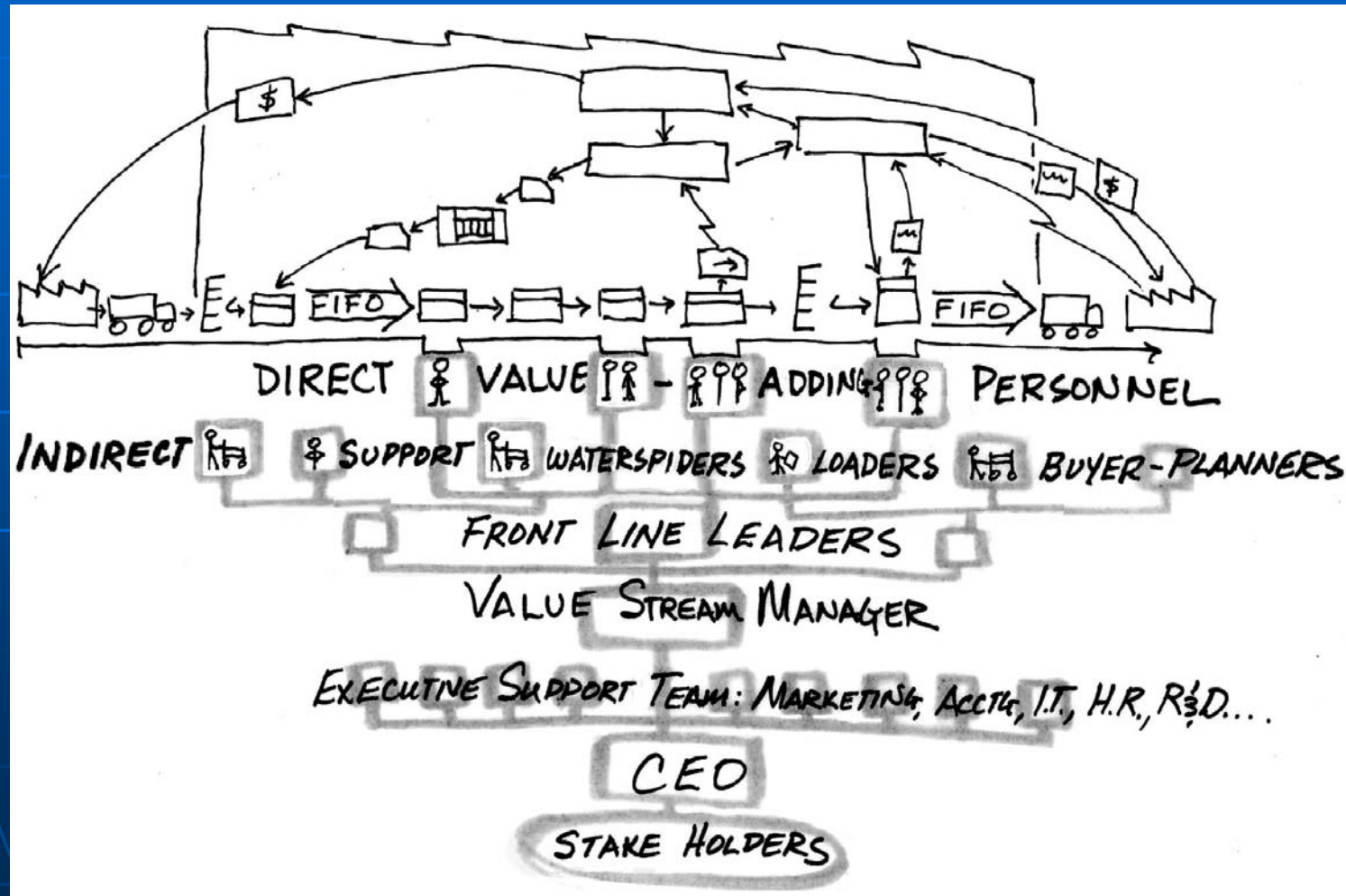
Leadership / Management

- Micromanagement or Management by Walking Around?
- Who is Responsible for Standard Work?

Regular and Productive Attention to STANDARD WORK



Breaking Down Barriers to Build Up Organization



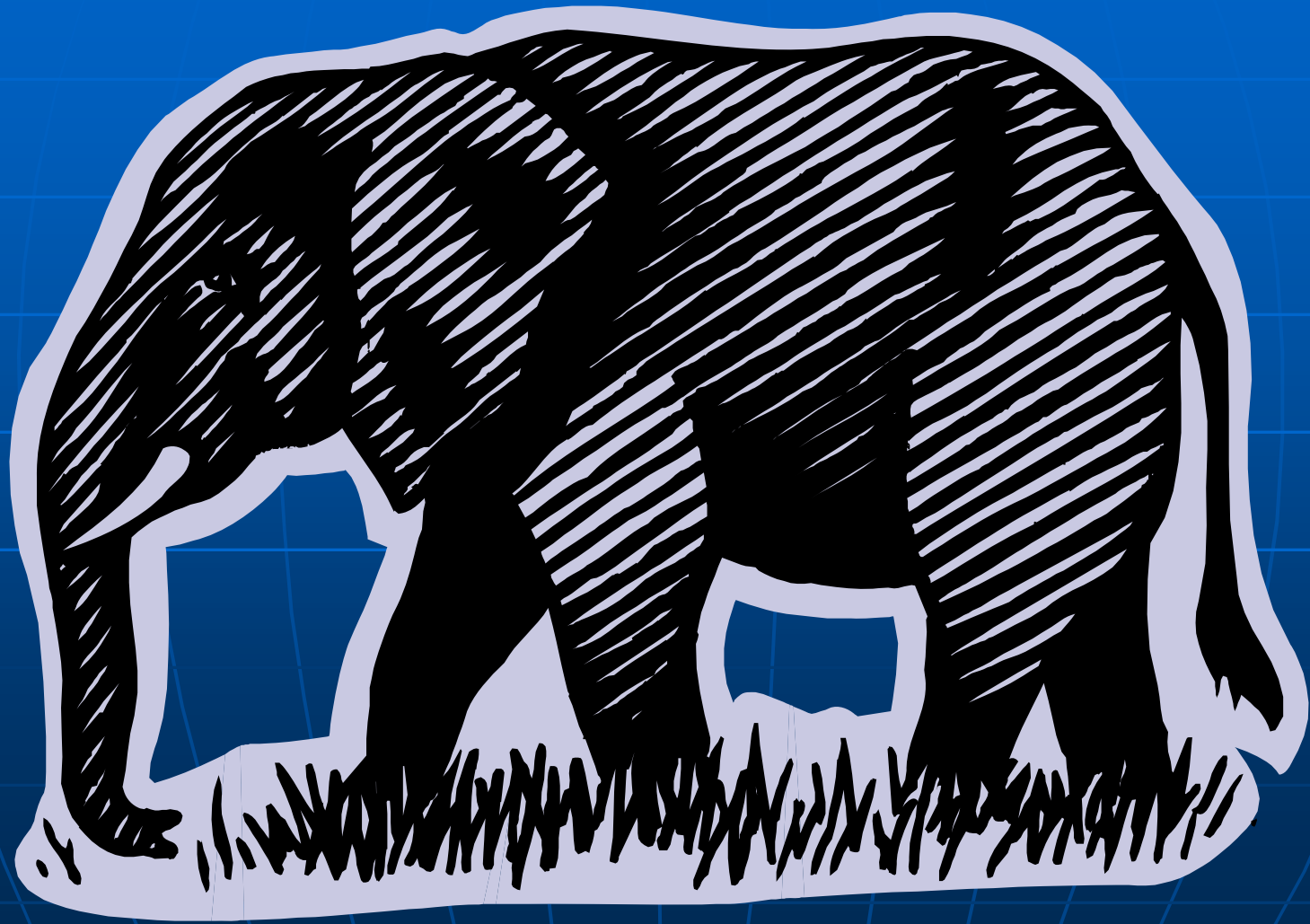
Regular and Productive Attention to STANDARD WORK



...It makes a better story...

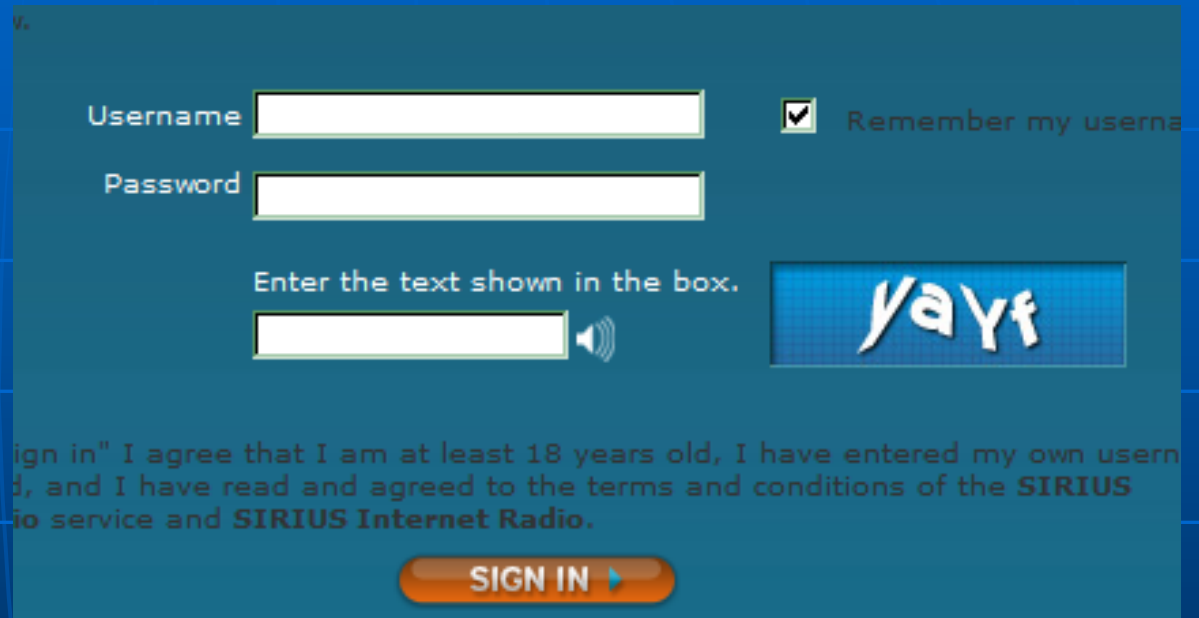
- EC Bentley's Observation
- Project Management
- Our Educational Paradigm

Seven Blind Men and the Elephant



Automated is Faster

- Is it?
- Robotics
- Information Systems

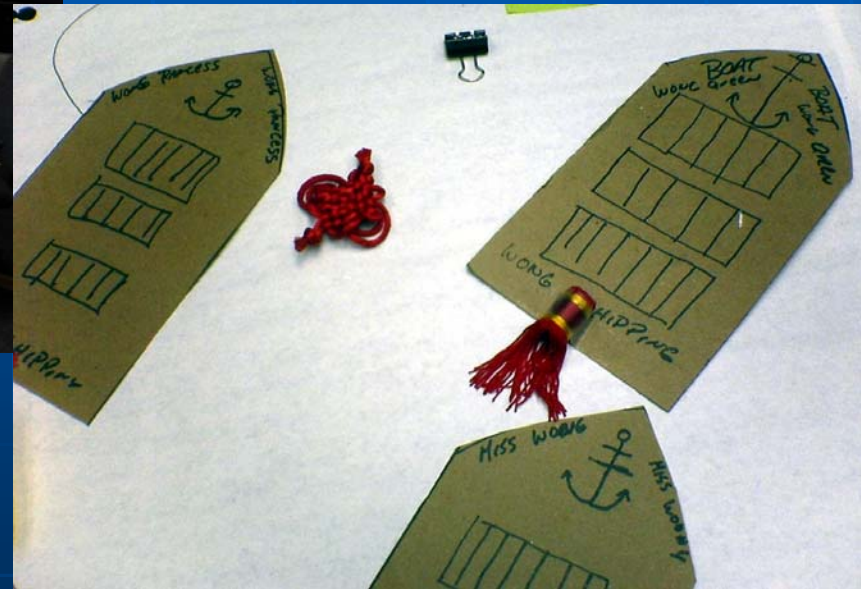


A screenshot of a login interface for SIRIUS Internet Radio. The form is set against a dark teal background. It includes a 'Username' field, a 'Password' field, and a checkbox labeled 'Remember my username' which is checked. Below the password field is a CAPTCHA prompt: 'Enter the text shown in the box.' followed by a text input field and a speaker icon. To the right of the input field is a blue box containing the text 'yayf'. At the bottom, there is a line of small text: 'By signing in I agree that I am at least 18 years old, I have entered my own username and password, and I have read and agreed to the terms and conditions of the SIRIUS Internet Radio service and SIRIUS Internet Radio.' Below this is an orange 'SIGN IN' button with a right-pointing arrow.

Auto NO Mation



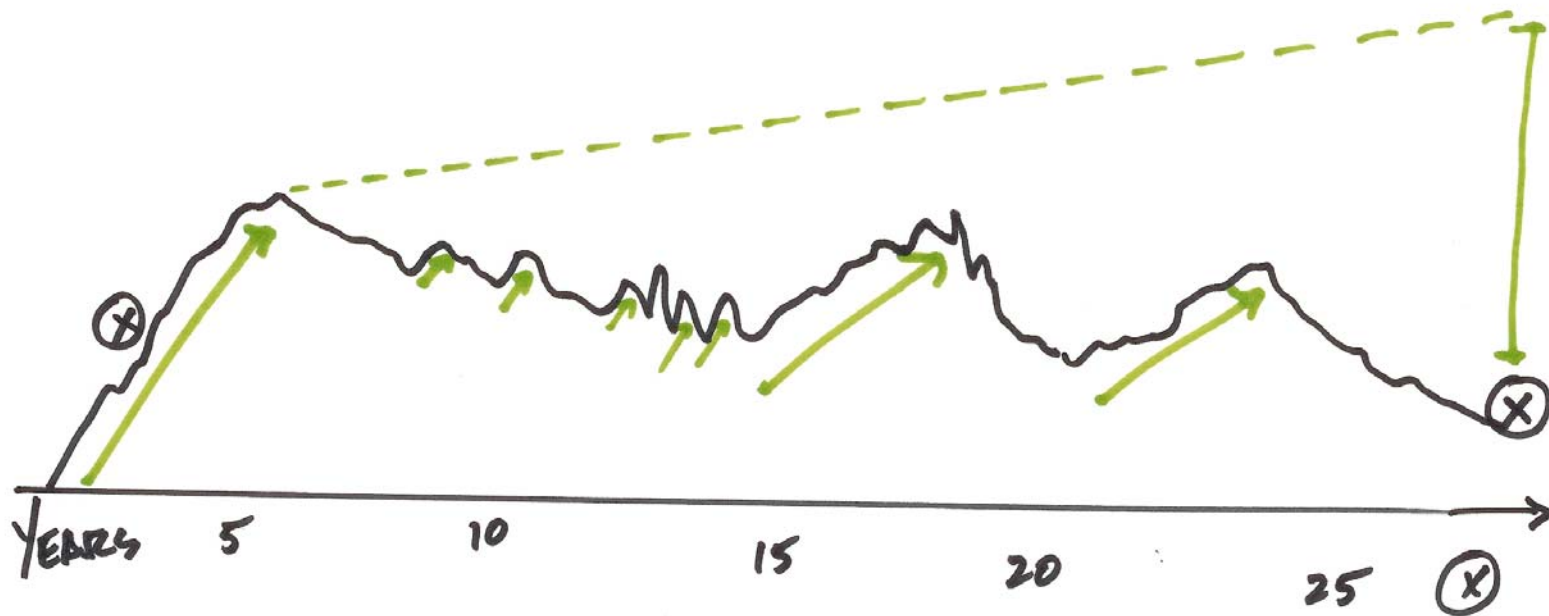
Direct and Simple on a Global Scale



The Best We've Ever Been is The Worst We'll Ever Be

- Insult or “Egg-On” Company Culture
- Internal or External Motivation
- Internal or External Competition
- Who is “They”

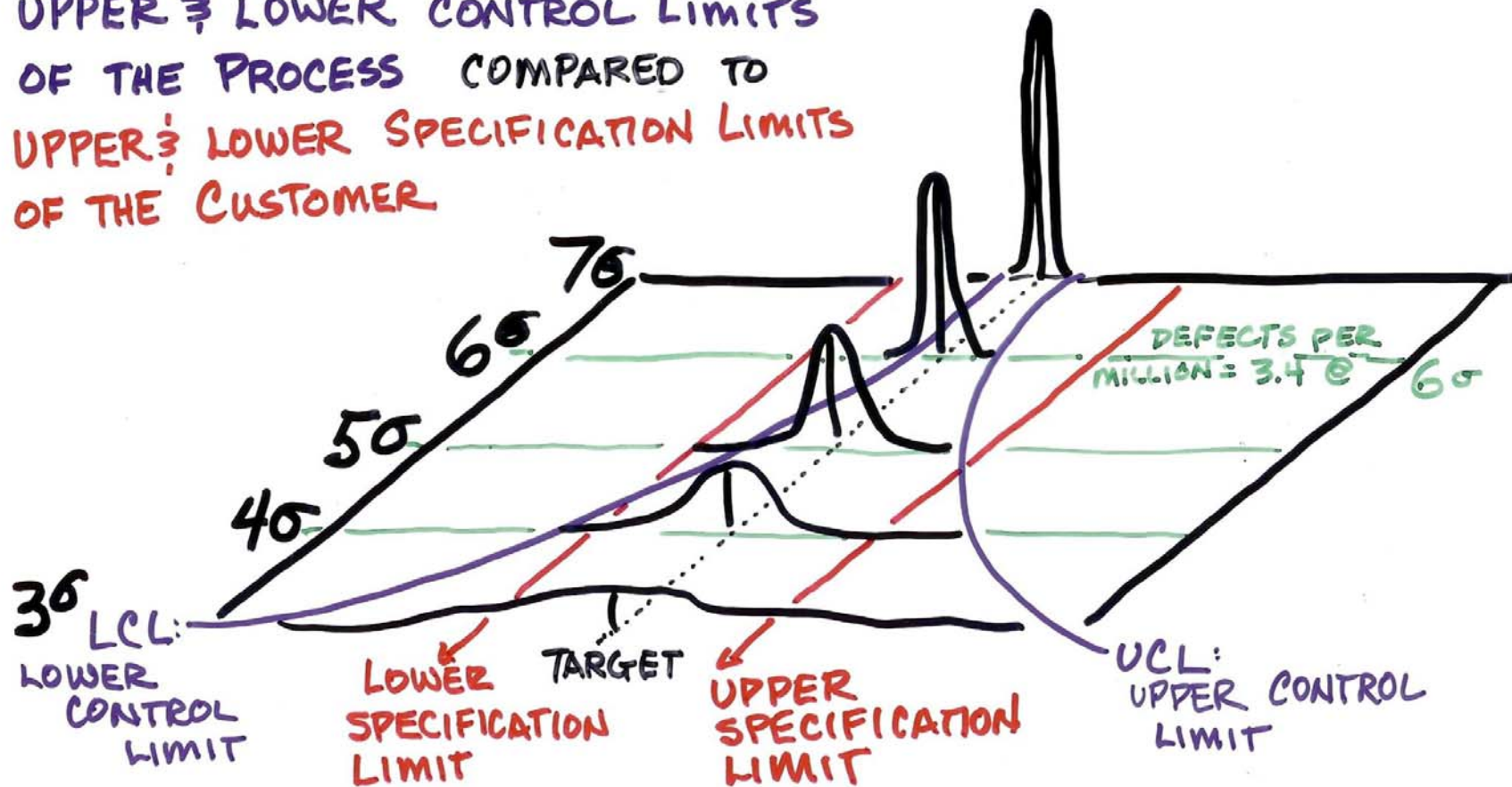
The Illusion of Progress



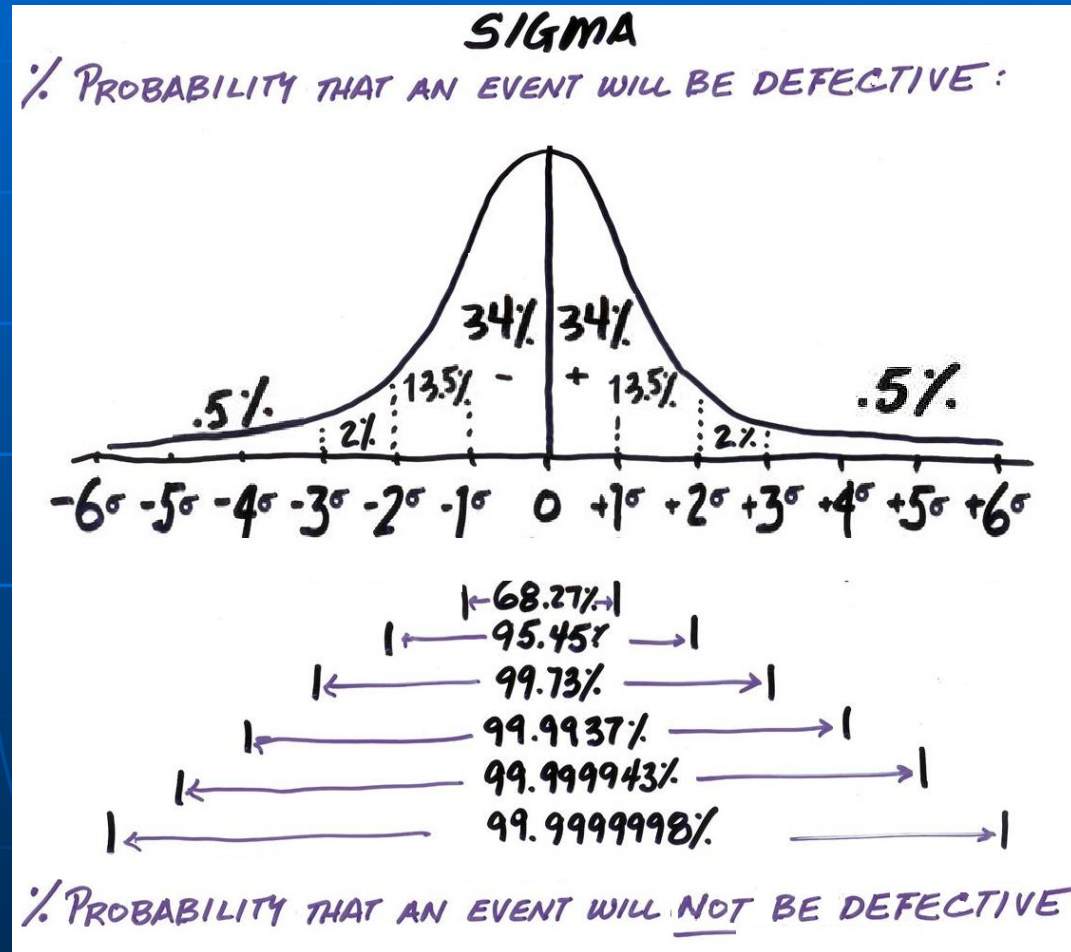
The Illusion of Progress

Useful Data

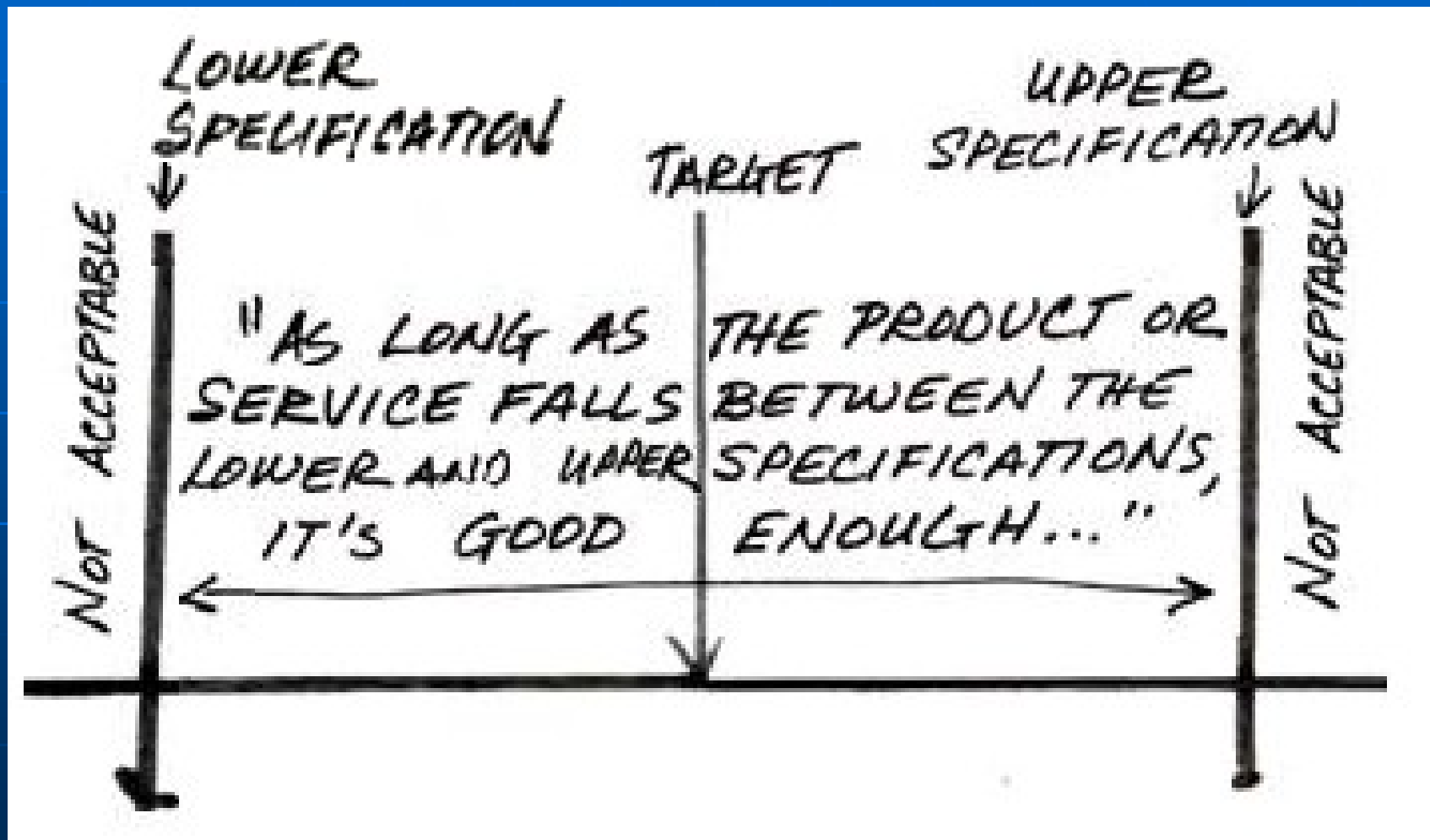
UPPER & LOWER CONTROL LIMITS
OF THE PROCESS COMPARED TO
UPPER & LOWER SPECIFICATION LIMITS
OF THE CUSTOMER



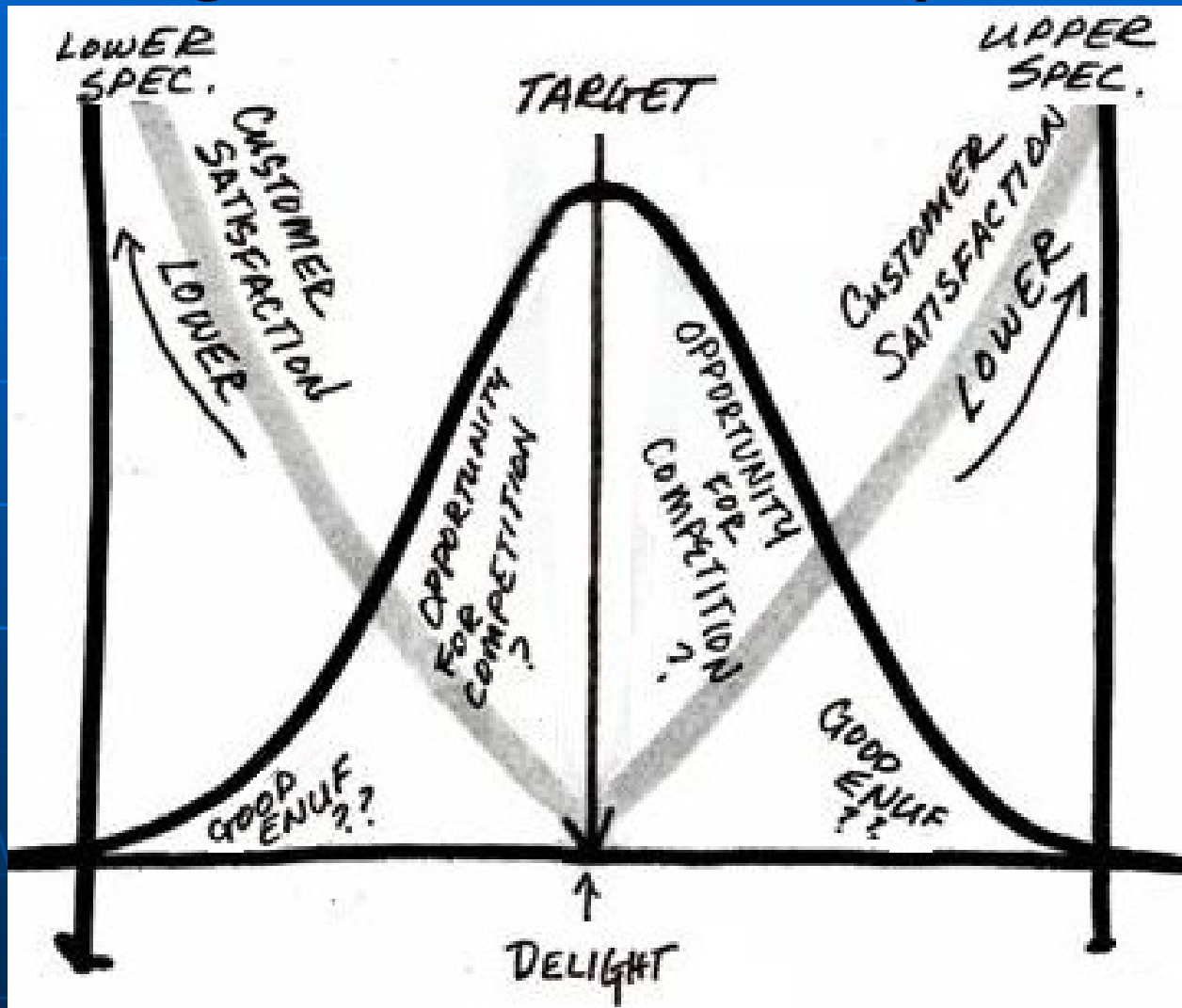
Sigma



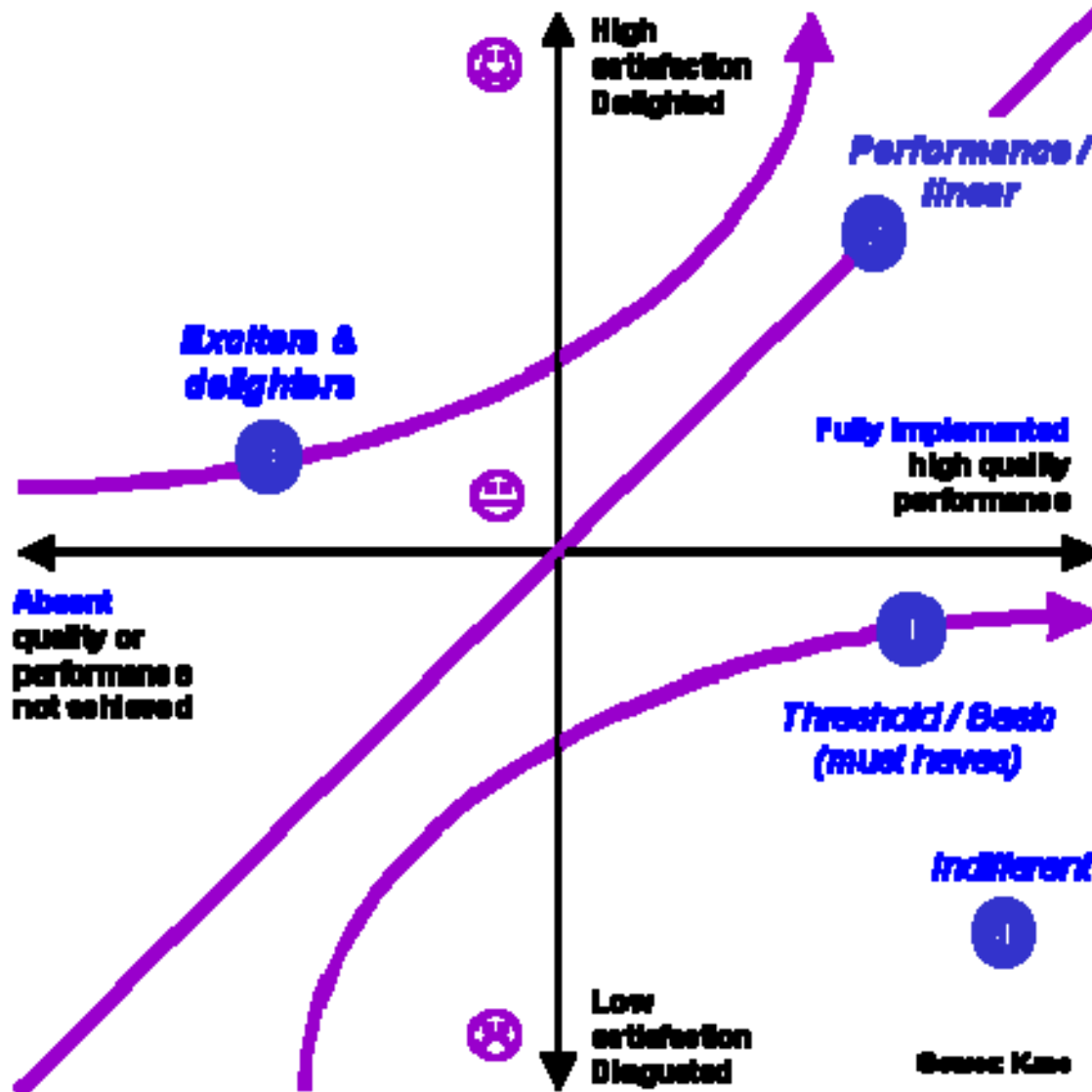
Meeting Customer Expectations



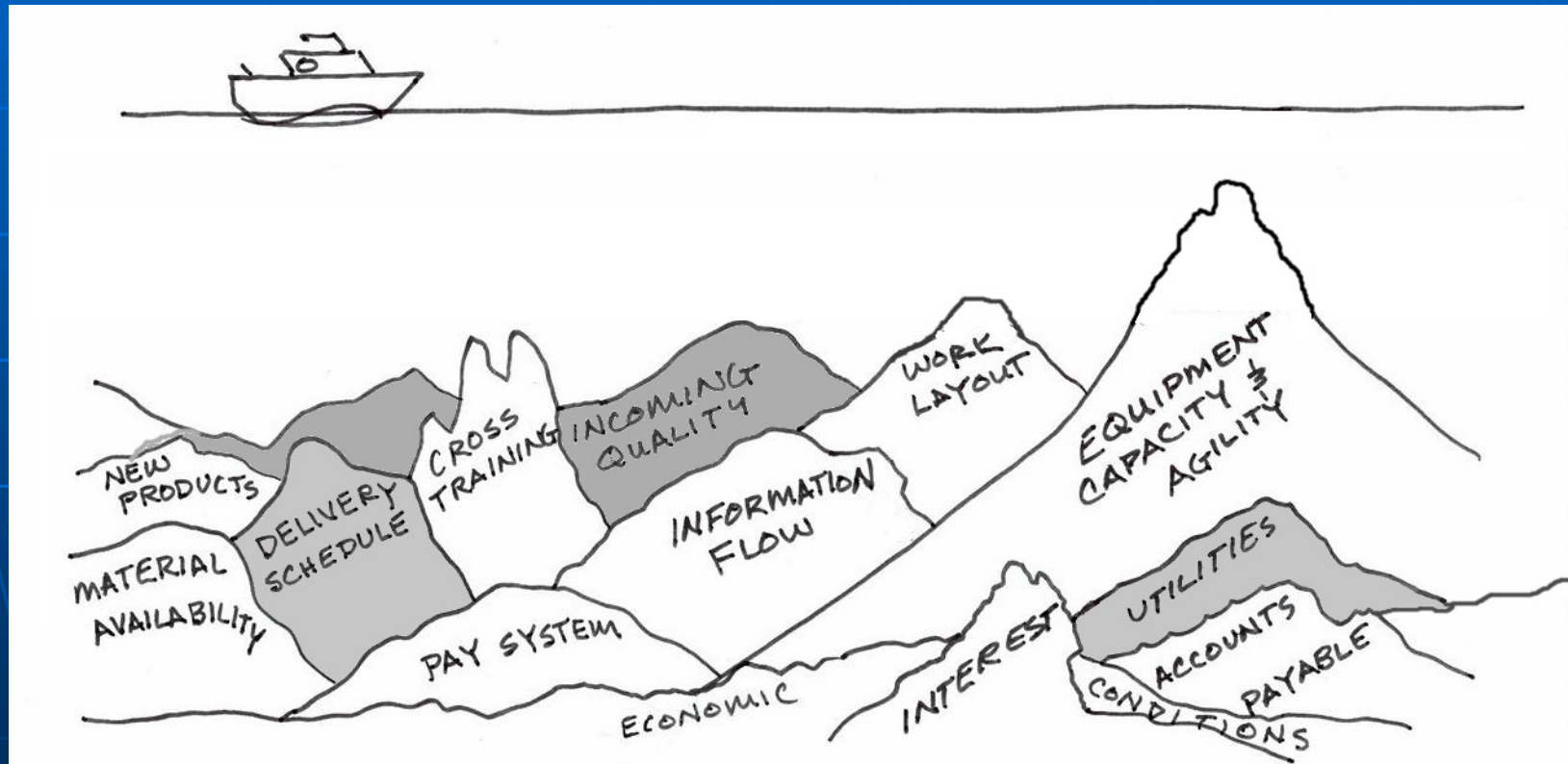
Meeting Customer Expectations



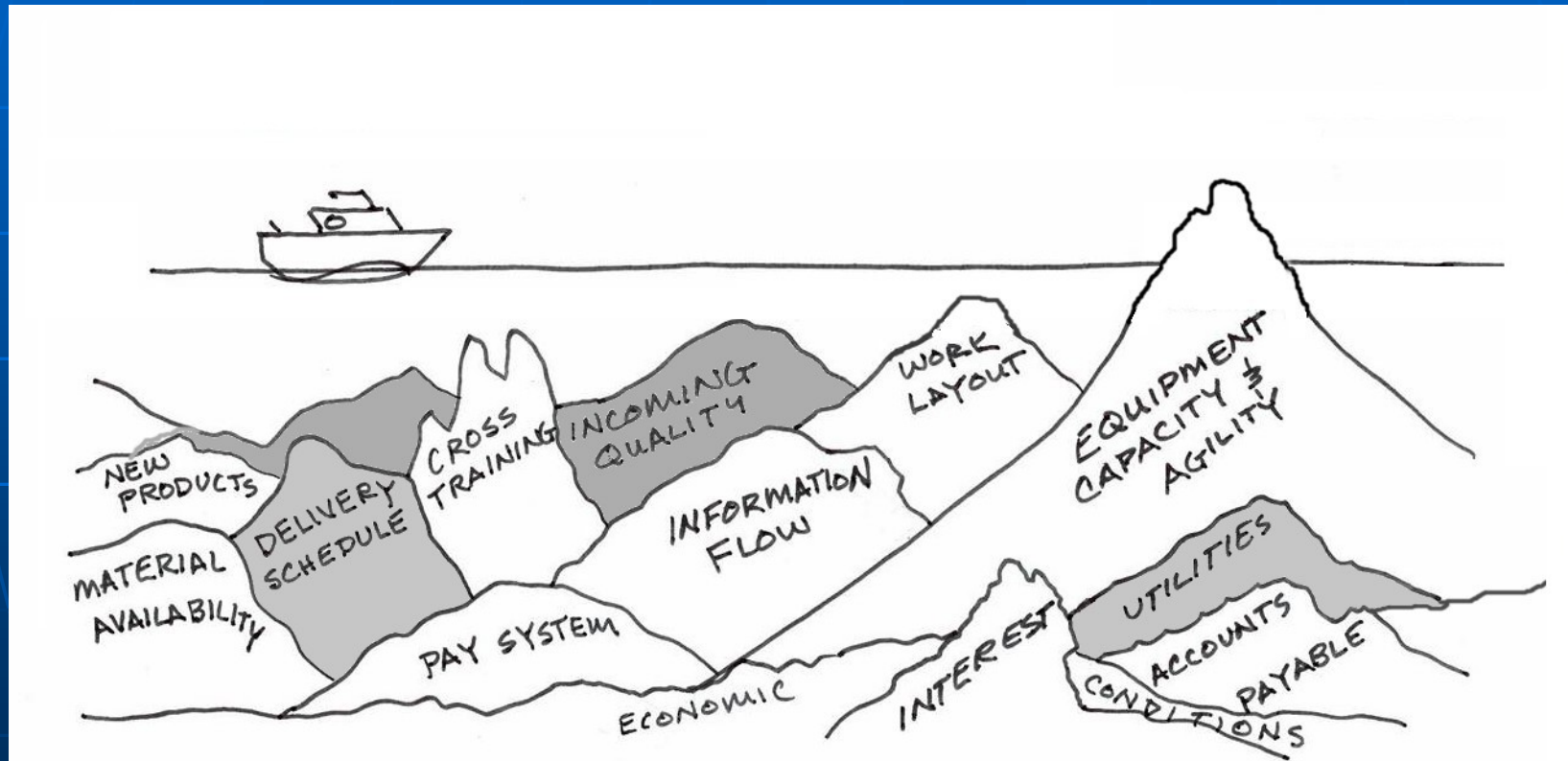
Kano



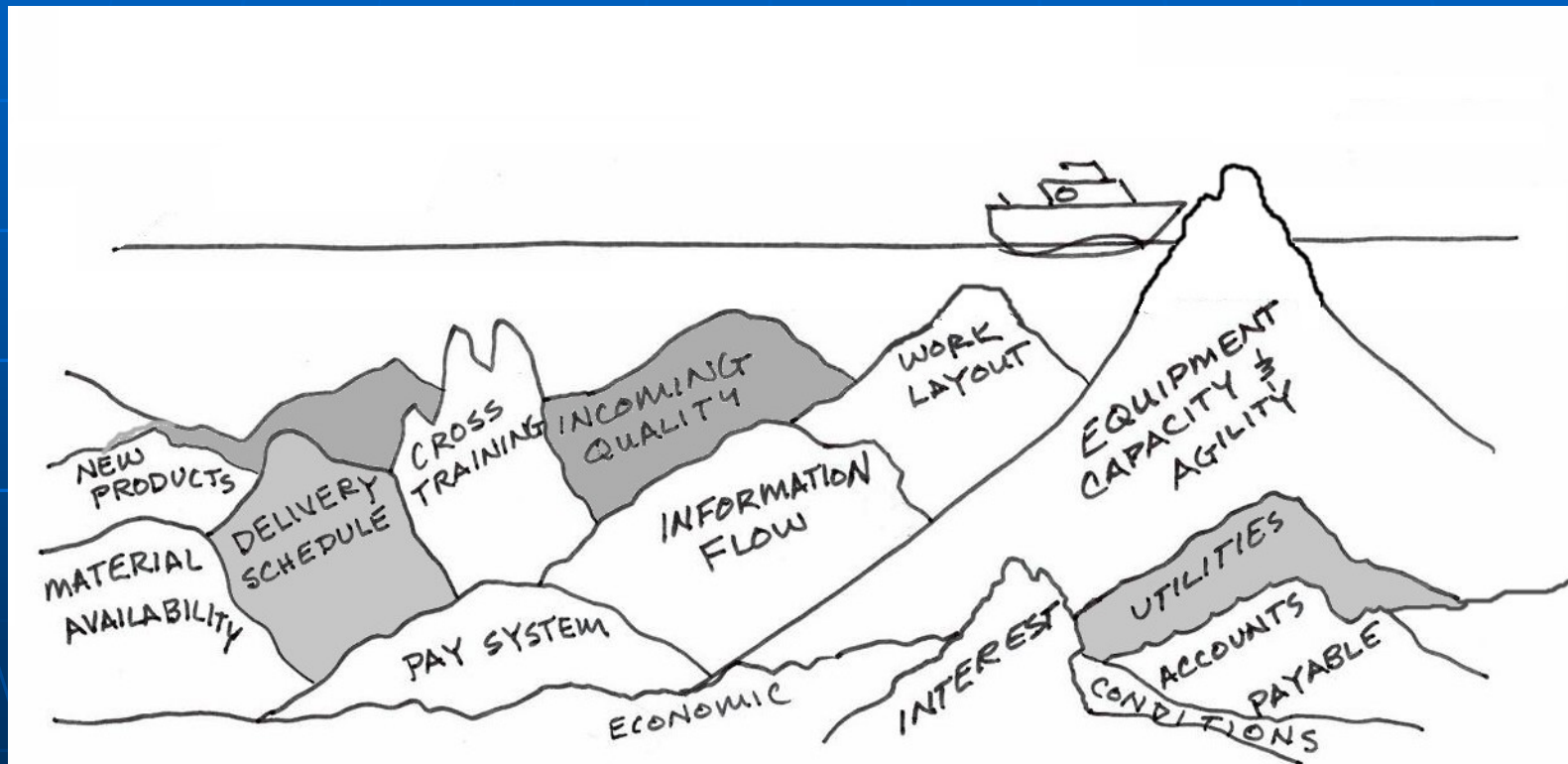
If It Ain't Broke, Fix It Till It Is!



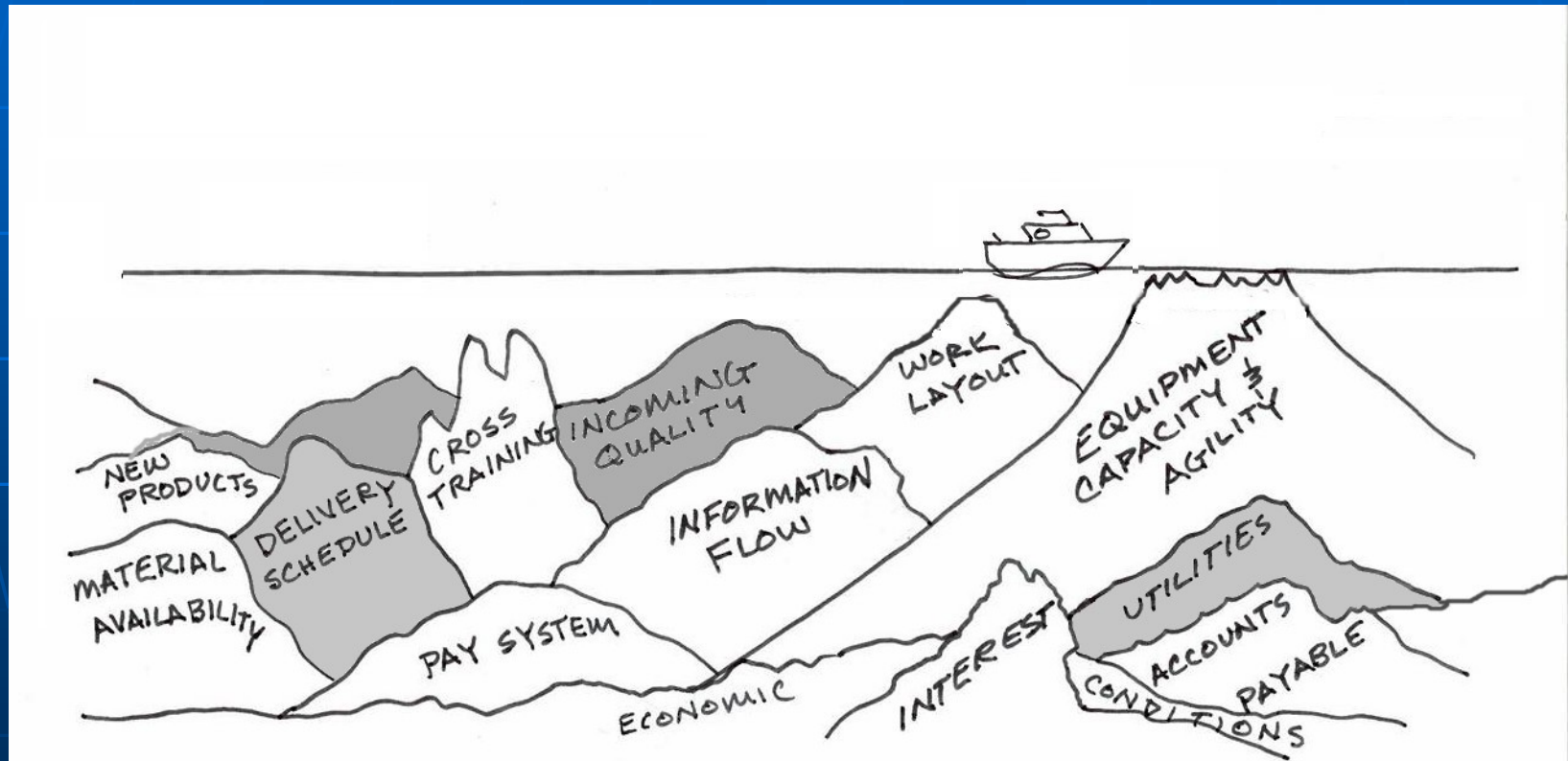
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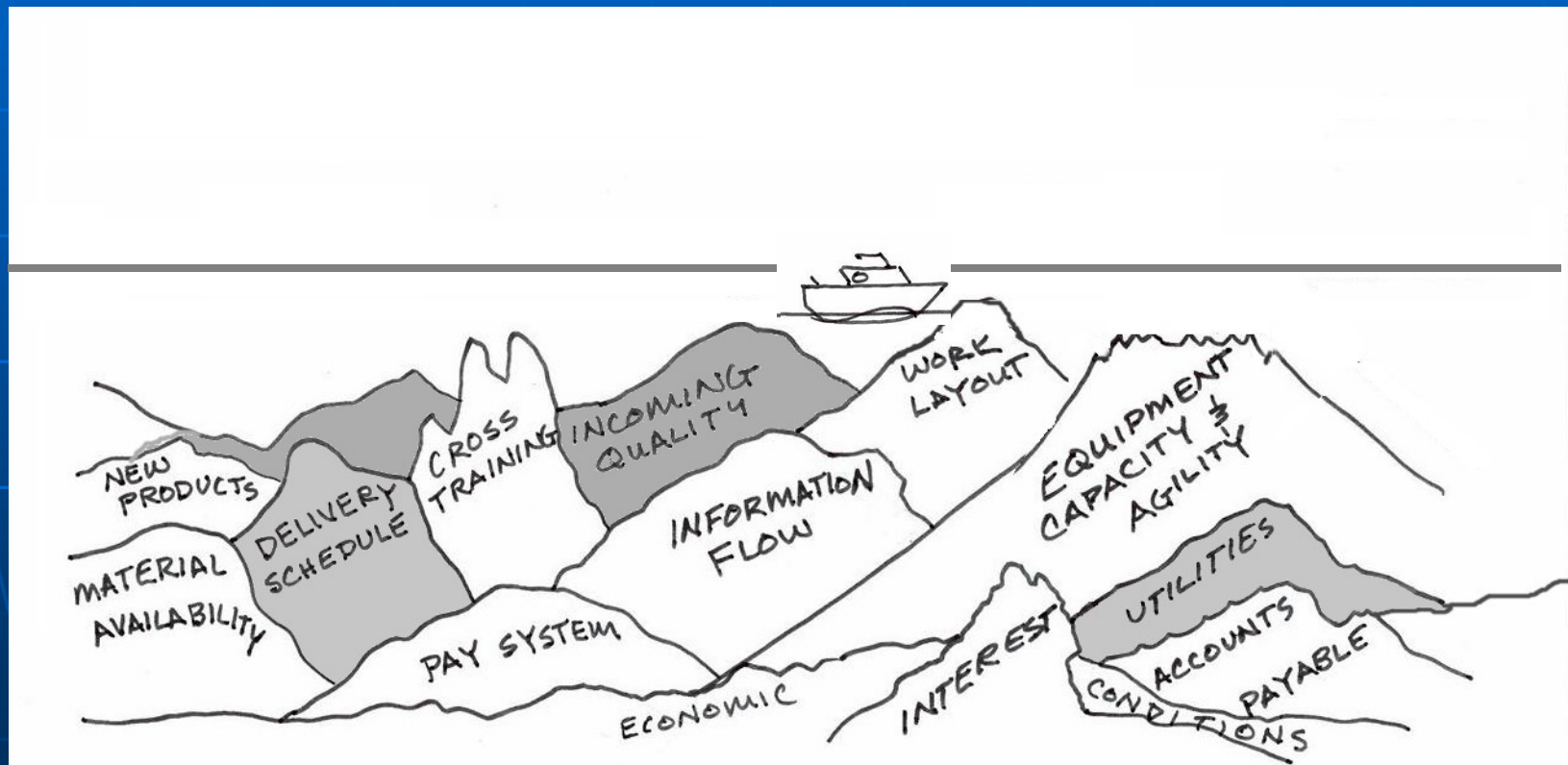
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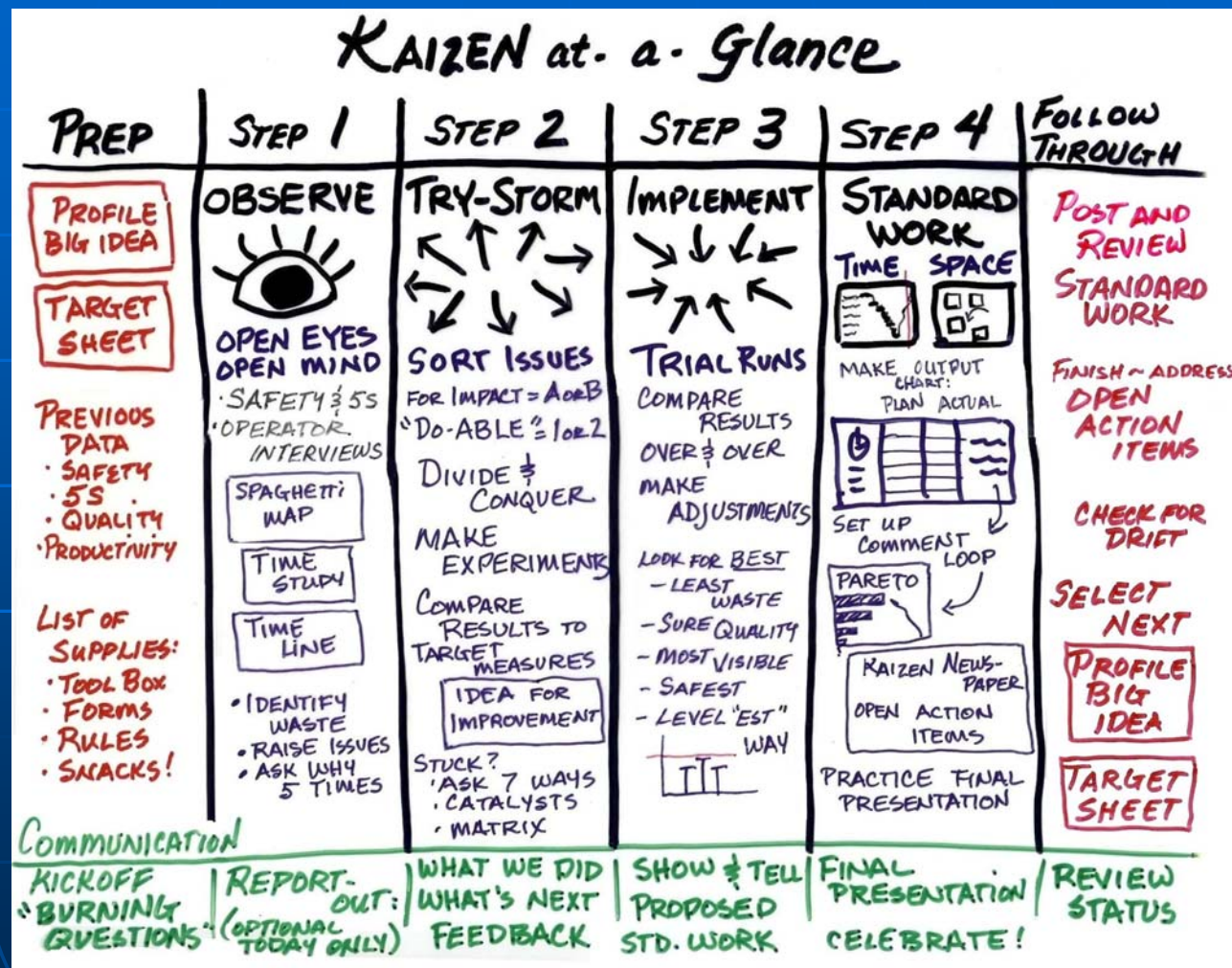
If It Ain't Broke, Fix It Till It Is!



If It Ain't Broke, Fix It Till It Is!



Kaizen



Summary

- Change as Routine
- Diverse and Unified
- Less is More
- Slowdown to Go Faster
- Intricate is not More Valuable
- Optimize Human and Mechanical
- KAIZEN!

Commitment

- What part of this presentation was significant to you?
- What will you implement to make things better?

Questions?

Kaizen Sketchbook

You can get much more from the presenter about Lean Transformation by using THE KAIZEN SKETCHBOOK, written by Marypat Cooper. This portable guide for facilitators has over 250 pages, hundreds of color illustrations along with a glossary, timeline and index.

You can contact the author and/or order your copy easily through the internet at kaicomm.com