



Leanovations, LLC Lean Newsletter March 2020



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Don't Let Your Lean Transformation Fail

Leanovations has successfully worked with many organizations (manufacturing, government and service organizations) after they have struggled or failed multiple times with their lean journey. **Leanovations is internationally recognized for implementing a culture adopting a Lean transformation with experience in over 20 countries and 30 states.** Hiring the right coach is an important part of a successful Lean journey. **We teach Lean as a "Growth Strategy" not only for the company but for their employees too.**

Companies that fail with their Lean transformation usually do not understand what Lean is and is not. **First off, Lean is NOT about eliminating people, rather it is about involving all employees and empowering them in improving processes, product quality and customer satisfaction (internally and externally) so you can grow the organization's capabilities and services. Lean IS about focusing on eliminating waste in all the enterprise processes, thereby expanding capacity to grow and reducing costs, creating new profitable growth opportunities for the company.**

So why does Lean fail? The current company culture plays the biggest part in the successes or failures with a Lean Transformation. There is no one magic "step by step" cookbook for Lean. Although many consultants may want you to think there is.



Leanovations has found 10 major reasons why many companies fail at Lean.

1. **There is No Strategic Deployment Plan** with Breakthrough Objectives for the company to focus on (It is like taking a trip with no map or plan)
2. **There is no formal Plan - Do - Check - Act (PDCA) process** in place
3. **Expectations, Accountability and Results (EAR) are rarely shared/known**
4. **People are not motivated** because they do not understand the urgency for change (no vision of what "great looks like")
5. **Managers do not enforce a structured process to Lean**, nor do they see their role as roadblock removers. Managers must start each day of a Lean journey by living "If it is meant to be, it is up to me"
6. **Companies truly do not involve and empower their employees**
7. **A standard process (standard work) for "how to complete a task" is not established**, therefore you cannot improve on a process that does not exist
8. **There are no "Internal" supplier/customer measurements** to see how one department's actions/performance is affecting another department
9. **Visuals are not used.** Visuals will expose problems, or opportunities to

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improve (In the office as well as the factory) Office functions need to use visuals to indicate the health of a process rather than use computer systems

- 10. **At the first sign of trouble (and there will be some)** the tendency is to revert to the old way, and then the blaming process begins. (re-read #5)



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At Leanovations we understand each company has a specific culture, organizational structure and performance needs and we tailor our approach to establish a transformation process that will work for each client. Leanovations teaches the Toyota philosophy of using Kaizen Team events to ensure continuous improvement. The Toyota way of utilizing the Kaizen team approach is also about respect for people. The word Kaizen is often referred to as Toyota's basic approach of doing business. The notion of 'respect for people' shows that Toyota truly does care about the individuals that work for them and their contributions they can give to the company.



Along with continuous improvement, employees know that they are not only empowered to be involved, they are expected to continue learning and growing as individuals, which is part of the growth strategy discussed above. This in turn not only helps employees have more satisfying careers, but also will help the company use each employee's potential of contributing and making the company

more successful and profitable through these continuous efforts. By providing an atmosphere such as this, it helps people embrace change, whereas traditionally people are resistant to change.

If you are interested in learning more contact Leanovations at (860) 479-0293, or e-mail us at info@leanovations.com or visit our website at www.leanovations.com



Make Mentoring a Strategic Business Objective

Make mentoring a strategic business objective. Studies show that there is a positive correlation between a positive mentoring experience and an increase in productivity, employee retention and job satisfaction. Effective mentoring, however, is a tremendous time commitment on the part of the employee and the mentor. It will not work unless the company strategically acknowledges the value of mentoring and are modeling it at the Leadership team level.



It was recently reported that there are approximately one million more job openings than there are individuals seeking unemployment benefits.

Which means there are many unfilled positions and the outlook is for this trend to continue, creating many opportunities for talented individuals to market their expertise/services to other organizations. So how do you retain your "High Potential" employees, those you do not want to lose.

Focusing on the needs of your high potential employees as a strategic objective should be no different than focusing on your top tier customers.



Studies have shown that companies who invest in their high potential employees have a positive result in retaining those employees. **One of the best ways to invest in those employees is to**

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develop a mentoring program, where your high potential employees get the necessary coaching, mentoring and feedback to help them grow as individuals and leaders within the organization. Those same studies show employees who receive mentoring or individual coaching experience an increase in productivity, job satisfaction and employee retention. Effective mentoring/coaching, however, is a tremendous time commitment on the part of the employee, the mentor and the organization, therefore investing in an outside mentor is usually reserved for high potential employees.

Mentoring of high potential employees sends a powerful message to all employees about the value placed on identifying those who want to be considered for mentoring and also the focus on people as the most important part of your business.

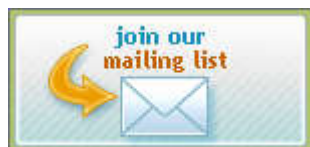


Leanovations role as an outside mentor for an organization is to help establish stretch goals for the mentees and then provides them with business strategies and tools to meet those goals. We often encourage them to utilize the Kaizen Team approach to develop their leadership skills and to present in front of senior management using their new skills.

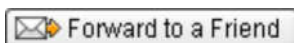
Business mentoring through Kaizen Team events targets the personal development for individuals who are well versed in their fundamental technical skills, but may need extra assistance in developing leadership skills or other skills areas, experiences or knowledge. This is where the Leanovations Kaizen Team approach helps develop a vision for internal career opportunities for the mentees, so that the employees understand what they can learn through Kaizen Team events and on the job experience.

Through mentoring, employees have a chance to learn more about and practice listening skills which require maturity, confidence and experience to fully employ. Employees in a mentoring program with Leanovations will learn team building, leadership and recognizing the efforts of all workers.

Leanovations approach to mentoring is to help develop individual skills with a high potential employee so they can manage, explain and ensure knowledge transfer is obtained. The objective of Leanovations mentoring is to help high potential employees develop a business-related understanding and strategic leadership skills.



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Walk the Talk Production Meetings

Pick up any article about what makes the Toyota Production System (TPS) so successful and it will immediately discuss "going to the gemba - where the action is", and walking the talk on the shop floor. This is probably the most powerful hidden attribute of TPS. When applied correctly, it forms the basis of standardized work for manufacturing leaders and quickly allows them to identify the "opportunities to improve" to create true flow of material and information.

Many manufacturing organizations hold their production meetings in conference rooms. Where "assumptions and words are just spoken" and there is limited focus, if any, on the real wastes that are affecting true material flow, quality issues or labor impacts. Many times the managers and leaders seemed to play the victim and seek forgiveness for not meeting goals established at the previous production meeting, rather than visiting the factory floor to identify the real problems (what we call "opportunities to improve") and develop solutions. A production meeting in a conference room is one of the biggest wastes of a manufacturing staff day, especially since it removes leaders from the "gemba" - factory floor, where the leaders need to be.



Leanovations teaches our "partners for success" (what we call our clients/customers) to establish Visual KPI (Key Performance Indicators) Cell boards in strategic locations throughout the factory. Follow your value stream, beginning with the final customer and working back to the receipt of raw materials. Your reporting should cover the four areas that create "disturbances to flow" -- health and safety, quality, production, and continuous improvement. With this standardized "walk the talk" route to view the KPI report-outs and with the goal to remove any barriers that creates a disturbance to flow (material or information) for the next 24 hours to create success. **The "Walk the Talk" production meeting team should also review the results of the previous day to provide any support to make certain that plans and targets are being met. If a member of management is not able to attend, an alternate who is empowered to make decisions should be there.**



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With practice and staying focused, completing a "walk the talk", production meeting is practical. The power of having the entire management team in attendance allows decisions to be made immediately on the shop floor. There is no need to schedule another meeting, page the person or hope that someone else will solve the problem.

The most successful Lean companies are the ones who have adopted this "Walk the Talk - Production Meeting". Most companies have the Operations Manager, Factory Manager, Quality Manager, Productions Control, Customer Service, Purchasing, Engineering, Lean Leader, Maintenance Manager, and Human Resources participate in the "Walk the Talk" meetings. In a traditional conference room production meeting, representatives rarely attend from engineering, maintenance or human resource, which are critical to the success of any company.



Trying this new format and sticking with it will pay huge dividends for the whole organization. It is important to get the visual boards up and to make this "Walk the Talk" production meeting standard work for the management team. The next evolution is to get the leadership team away from "aisle or cell board management," therefore Leanovations suggests, weekly mini-report-outs on improvements implemented, presented by the employees of the department. This is an opportunity to give them recognition for their contributions. The increased visibility of management on the shop floor "walking the talk" demonstrates their commitment to the well-being of employees, and the vision to remain competitive. Try it ... you will like it!

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If you are interested in learning more about how Leanovations may assist your organization with developing a "Walk the Talk" production meeting, please

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Thought For Today:

Kaizen, teaches us to go to the GEMBA and "Just Do It" or "Trystorming" to find solutions

Here is a fun story that was shared with me over 20 years ago that seems to happen every day when working with organizations. Unfortunately, I do not know the original author. I hope you enjoy it.

"JUST DO IT"

This is a story about four people named; Everybody, Somebody, Anybody and Nobody. There was an important job to be done and **Everybody** was sure that **Somebody** would do it. **Anybody** could have done it, but **Nobody** did. **Somebody** got angry about this, because it was **Everybody's** job. **Everybody** thought **Anybody** could do it, but **Nobody** realized that **Everybody** wouldn't do it. It ended up that **Everybody** blamed **Somebody** when **Nobody** did what **Anybody** could have done!!!!!!!!!!!!

Author: UNKNOWN



**Learning Lean from a Bunch of Nerf Balls
Leanovations Announces 2020 Schedule for Lean Leadership Certification (LLC) Class**

How would you like to learn Lean from a bunch of Nerf Balls? Well here is your opportunity to do so. Leanovations conducts a 4 Day Lean Leadership Certification (LLC) program three times per year, to support the individual growth of Lean Leaders and allow them the opportunity to become a student of Lean, network and benchmark with other Lean leaders and companies.



Since 2008 we have had over 1,000 individuals graduate from manufacturing, government, healthcare and service industries from our LLC workshops. We have enjoyed a diverse group of attendees from all levels to include; Business Owners/CEOs, CFOs and COOs to Machinists, Assemblers, Material Handlers and Office Support such as Sales, Human Resource and Procurement. **Graduates have come from close to 100 organizations, 24 states and 3 European countries.**

The workshop includes visiting Lean manufacturing companies to hear from top management and the employees about the Lean journey they are on and touring the factories to see first-hand what it takes to become Lean.

The two remaining classes for 2020 are:

- May 18-21, 2020
- October 5-8, 2020

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And our 2021 Lean Leadership Certification (LLC) classes are scheduled for:

- **May 17-20, 2021**
- **October 4-7, 2021**

So, mark your calendars now as the classes sell out early.

In today's fast paced world everything changes all the time. Addressing change and improving the current state to a future state, Good to Great, is an ongoing process, and having a Lean Leader focused on a structured engagement of the organization's employees at all levels is key to any successful Lean transformation. A Lean Leader is responsible for teaching and leading the organization in developing a Lean culture, knowing it is not just about the tools - it is about the people, and having all employees, at all levels, becoming engaged in Lean. We believe a key part of Leanovations mission is teaching and coaching organizations how to effectively address issues they currently are facing and will face in the future, we call this "Transforming Tomorrow Today"!!!



A Lean Leader understands to become a good teacher/leader, you first must be a great student. You must become a sponge looking to soak up and absorb new "Golden Nuggets" of wisdom, techniques and experiences from others that you will be able to draw upon as you lead, teach and mentor others. Lean Leaders must appreciate there is always something you can learn, through networking and benchmarking.

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