

Post-it notes from day 1 of Lean Symposium - Main thoughts from day

Explain the benefits of the change prior to the implementation to the staff	Motivation from top down & bottom up	Standardise Process to start	Problem Solving is the key to starting with standardisation before Kaizen	Lean system has a destination/end point CI never ends
Build trust & empowerment in work force	Senior Management support is critical "walk the talk"	Standardisation before Kaisen	Fail to follow all the steps and you'll fail lean implementation	It starts with me
The importance of culture	*Senior mngt must be aligned *Get out and do to promote culture *Flexible workforce	Standardisation needs to be done first	8 step problem solving - use all 8 steps Don't skip	Practical Value/Benefit of Lean
Lean Transformation make sure everyone is involved	Lean manufacturing will not work unless senior management buy in and promote actively	Back to basics/A3/ Standard work /Prevent Problems coming back	When solving problem always go back to the basic When facilitating a team, be patient	Visual Management is Critical
Morale / Standards	Lean can only work from the top down / trust	Standardisation and improvement from within the group/org ground floor	There is no one magical "one page document to problem solving"	Possible anywhere
Empowerment of employees pays dividends	To get buy in from senior management, work on a real problem	Standardisation is vital to implementing Lean	The responsibility of the lean leader is to facilitate the process of problem solving by empowerment of their teams	Can't mix Lean and traditional management
4 HR principles for buy-in - gain the trust to leverage the ideas	Lean awareness of management team	Standardisation	Problem Solving is a process Lean is a process	Role of HR within the Lean journey
We reject what we do not understand	Remove toxic management	Standardisation vs Standard Work	Problem Solving not Problem Hiding	True Lean occurs at team levels
Engagement to drive culture	Consistency on all levels when trying to implement lean	Standardise practices	Must take problem solving as part of day to day work	Go slowly and ensure implementation is embedded
Mutual trust / people engagement	Need to turn leaders into practitioners	To get from A to B , you first have to understand where A is	Find the problem, Fix the problem, Prevent from happening again	Prevent habit formation - use experts keep fresh
Need to focus on engaging operations in CI	Leadership must devote 1-2 hours per week to lean	Where we are now is our standard - our starting point for CI	Problem solving approach - prioritising the principle problem and fixing first	Principles before systems & tools
Culture - engage the whole organisation & team work	Lean implementation is not a fast process	Standardisation is foundation of lean	Groups need to problem solve themselves	No shortcuts to Lean enterprise

Empowerment	Role model & Leader Standard Work at all levels & consistent message	80/90% of Lean is standardisation not Kaizen	You have 100% lean when people can make improvements by themselves No need for outside support	Normal work /abnormal work
Promote team work & mutual trust	Lean requires management buy in and example to implement principles	Work standardisation Cornerstone of LEAN	Reoccurrence prevention = Lean	Value in the eyes of the customer
Need for active employee engagement at all levels of the organisation - top to bottom	Senior leaders need to lead by example the lean behaviours & principles	Standardisation & buy in & consistency	Don't pack a parachute without a check sheet	Logical, common sense is not as easy as it sounds
The enormous power of taking advantage of ALL the people in your org - innovation	One Voice Walk the Talk	The change manager cannot implement change only staff can	Lean is not just about using tools it's about a complete organisation culture change to improvement & remove waste -people centred - standardisation before Kaizen -applied to many types of organisations	