

Lean Implementation Process

1: Plan	2: Do	3: Check	4: Adjust
Align goals, strategy, and actions	Implement Lean according to plan	Measure and analyze progress	Standardize and sustain changes
<p>Step 1: Policy deployment</p> <p>In this step, tools and methods guide leaders in aligning strategy, goals, and actions. This alignment minimizes waste and increases the impact of business activities.</p> <p>Step 2: Action plans</p> <p>Once the actions have been identified in the policy deployment step, action plans are designed, assigned, and implemented. Various Lean tools and methods are used.</p> <p>Step 3: Value Stream Mapping</p> <p>A value stream map represents the flow of materials and information through a business system. There are three tangible, detailed end products of a value stream map exercise:</p> <ol style="list-style-type: none"> 1. Current state map: the as-is process 2. Future state map: the improved process 3. Implementation plan: how to get from the current state to the future state 	<p>Kaizen workshops</p> <p>Kaizen workshops are focused process improvement workshops that take place over the course of three to five days. Process improvements in the range of 50% are typical in kaizen workshops. Most of the improvements that are developed by the kaizen workshop team are implemented immediately for immediate return.</p> <p>Projects</p> <p>Projects are improvement activities that cannot be achieved within the time scope of a kaizen workshop. An example of this might be implementing a new computing system.</p> <p>Go-do's</p> <p>Go-do's are simple improvement activities that do not warrant a kaizen workshop or project.</p>	<p>Systematically measuring and analyzing progress is one of the most important aspects of sustaining and improving on changes. Without this discipline, the changes will not be maintained.</p> <p>There are two categories of measures:</p> <ul style="list-style-type: none"> • Process metrics • Management metrics <p>Process metrics let employees and managers know the status of a particular process at any particular time. These are the measures that guide behavior at a local level, and that help everyone understand how a process is doing. An example of a process metric is the cycle time for an order to be entered into the system.</p> <p>Management metrics help managers make business decisions. These metrics include lead-time from order to delivery or resource utilization (output per employee).</p> <p>Both classes of metrics are tracked and analyzed in a Lean organization.</p> <p>Another aspect to consider is alignment of Lean measures with business strategy. It is commonly understood that measures shape behavior. It is important to ensure that the measures (and the behaviors they encourage) are aligned with the business strategy.</p>	<p>In this phase, two important things happen:</p> <ol style="list-style-type: none"> 1. Process improvements are adjusted and standardized based on the measures and analysis 2. Changes are sustained and improved <p>Very few improvements run perfectly out of the chute. Because modern business systems are so complex, there are unanticipated consequences that require a response. This is a normal occurrence, and those that plan for it are more likely to succeed in their efforts to sustain change.</p> <p>Measurements and analysis help make the inevitable adjustments to the process more effective. Whenever possible, it is advisable to make decisions that have some connection to data.</p> <p>Sustaining and improving these changes requires commitment from leadership. Leaders keep continuous improvement on the agenda, make it a priority, and help remove obstacles preventing progress.</p>