

Standard Work

Training for Operational Excellence

“Lean” IS NOT “Lean Manufacturing”, it is the

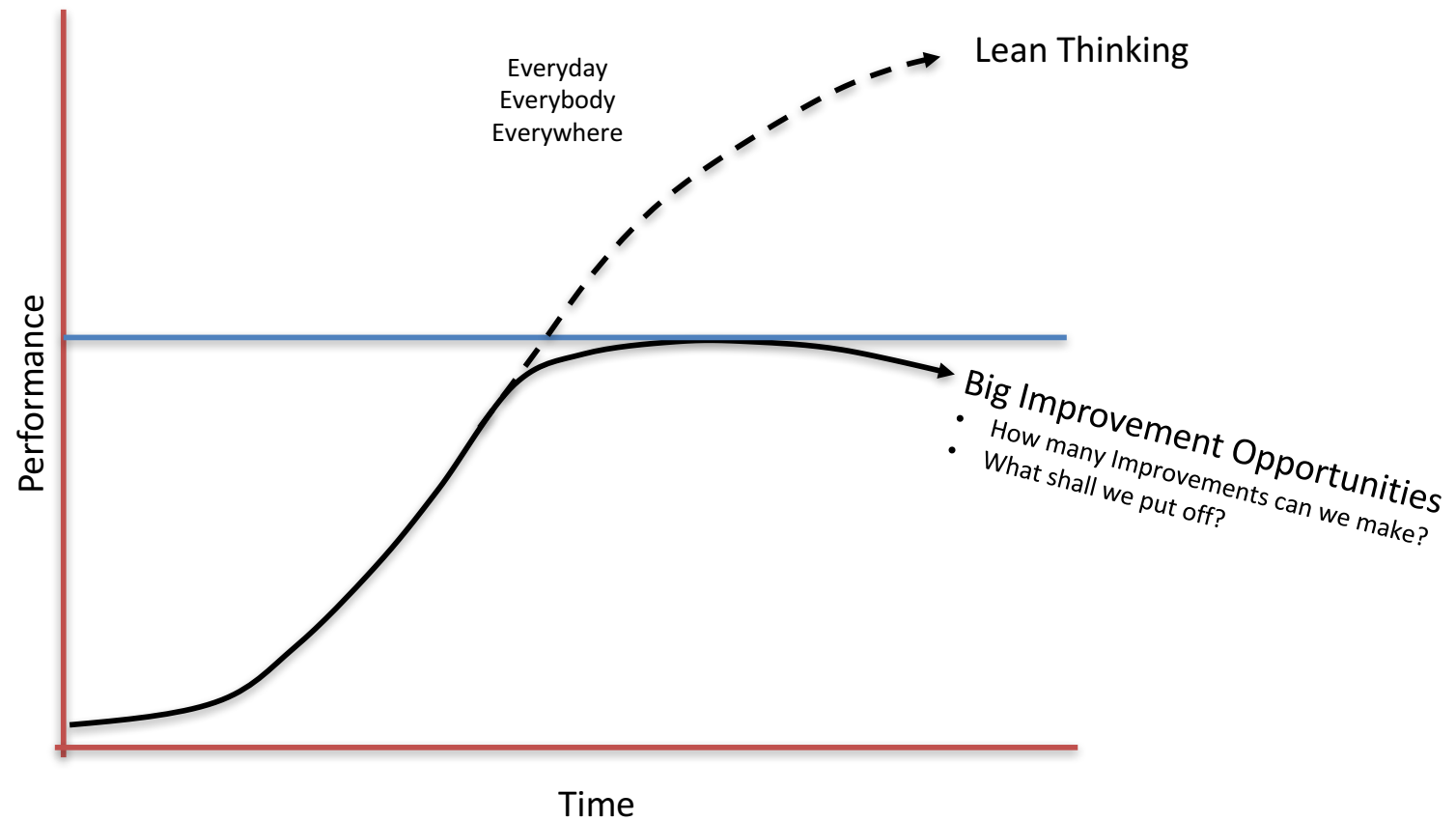
Rigorous act of ***Removing Waste***

through ***Collaborative Problem***

Solving resulting in ***Standardized***

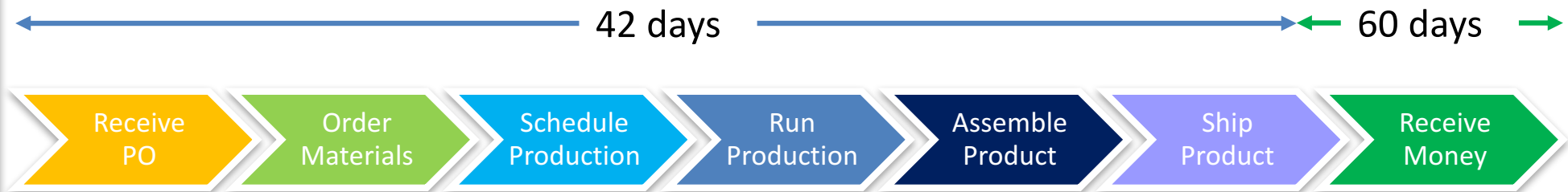
Improvements

Human Potential System



What types of waste? **ALL WASTE!**

Who is involved with waste reduction? **EVERYONE!**



When do we work on waste improvements? **EVERYDAY!**

Where do we work on waste? **EVERYWHERE!**

What is Lean?



Why Bother?

A car rolls off of a Toyota production line every sixty (60) seconds. What if you could reduce just one second off of that time?

- 1 sec. X 400,000 vehicles per year = 400,000 sec.
- Divide the 400,000 sec/60 sec (takt time) = 6,666 more vehicles per year
- Multiple 6,666 X \$18,000 (sales value) = \$119,998,000

What Does it Take?

1. Courage – the quality of mind or spirit that enables a person to face difficulty without fear.
2. Humility – the quality of being humble; modest opinion
3. Kaizen – change for better

Make a point about a person waiting on a machine, “When we allow a human being to wait for a machine and just stand there, what we are saying is that the machine and human are equal value or maybe even the machine is more valuable since the human is waiting for it”

– Darril Wilburn

Why Do We 'Go and See'?

1. The most important reason to 'Go and See' is to learn, learn deeply about the situation and what is needed from you
2. To teach by asking the questions that lead team members to correct answers
3. To be seen
4. To go and see is so you do not have to go and see anymore

Missing It!

“There must be a perfectly good reason”

- When you observe the process, look for fact; don't be concerned with whether there is a good reason for the action or not.
- It is **not** common practice to gladly raise problems to the surface. Observation shows that we are more likely to place a mallet on a string and smack a part than we are to actually recognize the problem and solve it at its root cause.