

The Lean Approach 2 Days



ASSESSING PERFORMANCE // IMPROVING QUALITY // CREATING CONFIDENCE

Purpose

Examine the building blocks of Lean thinking and identify how Lean principles can be instrumental in removing waste and inefficiencies from your organisation's systems. Learn how waste can be measured and identified, and discover practical tools for treating and removing process waste.

What's changed?

Lean is all about *Changing the Culture*. Our ultimate goal should be changing the way our organisations do things. Lean is not just another process improvement tool. Lean is a way of life. Lean is about changing the way we think. Lean is about leading, not managing.

Course Outline

This course introduces the tools and concepts of a Lean organisation. Lean is focused not only on eliminating waste (non-value added) within an organisation's processes, but also focuses on improving value added elements. Using specific tools and techniques, this initiative targets and eliminates elements of a product or service that do not provide value to customers. If the customer is not willing to pay for it, then why are we doing it?

This course is designed to be interactive and experiential based, and will involve presentations, workshop and discussions covering:

- Introduction to Lean Thinking
- The principles of Lean
- Using the tools of Lean
- Building a Lean organisation
- Lean performance measures
- Implementing Change

Learning Outcomes

By the end of this workshop, participants should be able to:

- Describe the characteristics of a Lean organisation;
- Outline the principles of Lean and the categories of waste;
- Have an understanding of Lean tools
- Describe how to integrate Lean with other management systems and improvements

Benefits

Cost reduction

- Improved revenue and profits
- Strategic and tactical alignment
- Reduced cycle time
- Cross Functional training
- Improved customer satisfaction
- Improved Quality
- Improved utilisation of resources
- Waste Elimination

Production Waste

- Producing defective parts
- Overproduction
- Processing
- Cycle time vs. Lead-time
- Motion (walking)
- Transportation
- Excess inventory, WIP, work
- Backlogs

Service Waste

- Passing on work that contains errors
- Doing more than is needed
- Copies, files, processing
- Delays or waiting for processing
- Motion - walking, reaching, bending
- File distribution
- Orders or transactions not being worked on

➤ The Lean Approach (*continued*)

➤ International Scope

Lean is the international language of process improvement. Lean evolved from Deming's PDCA, (Plan, Do, Check, Act) its usage is widespread. Currently, Lean is practiced in more than 30 countries throughout the world. It's all inclusive nature makes it the Process Improvement tool of choice.

Lean is applicable and has been proven to be effective in both Service and Production Processes.

➤ Who should attend?

Designed for organisations wishing to eliminate waste from their processes and realise major cost reduction. A lean initiative is rapid, all inclusive and best applied cross-functionally. This course specifically targets all levels of a service or production organisation. This workshop will provide a strong basic overview for those considering embarking upon a Lean initiative within their organisation.

➤ Prerequisites

- An understanding of processes and systems; continual improvement tools.
- A desire to improve and reduce costs

➤ Frequently Asked Questions

Case Studies

1. A medical device plastic injection moulding company and assembly underwent a two-year total company "Lean Transformation". The company was divided into two business units with a "Guiding Coalition" team leading each. Approximately 30 week long events were run, with averages resulting in:
 - Turned around company that was struggling with delivery, quality, inventory, overhead, and losing customers
 - Reduced 2 weeks lead-time to < 2 days
 - Improved 1st pass yields 50%
 - Doubled revenue per square foot
 - Increased revenue per employee 2.5X
 - Saved over \$3.5 million the 1st year
 - Company increased sales 70% over the ensuing 5 years
2. In a Printing Process, set-up on the critical path 5 colour printing press was reduced
 - from 2 hours
 - to 38 minutes
 - in just 4 days
 - enabling immediate lot size and inventory reductions of 60+%.
3. At a top musical Cymbal maker
 - Increased productivity 71%
 - Increased first-pass yield from 96.2% to 99%, adding \$700K to the bottom line
 - Reduced total machining lead-time from 7.2 days to 2.3 hours
 - Reduced total lead-time from 4 weeks to 4 days
 - Reduced part travel distance and walking distance by over 95%
 - Reduced square footage by 40%; Reduced WIP 95%
 - Finished goods inventory reduced 65%
 - Reduced set-up time on a rolling mill from 4 hours, 55 minutes to 57 minutes giving them the capability to set-up and produce the specific type of cymbals needed in 75% smaller lot sizes, faster, with less inventory;
 - Total savings to date - over \$2.6 million.