

VAGARA Conference

Lean Facilitators



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Session I



- Lean
- Value Stream
- Product
- Customer
- Customer Requirements

What is Lean?



“A strategy for achieving **Significant Continuous Improvement** in performance through the **Elimination of All Waste** of Resources and Time in the Total Business Process”

What is a Value Stream



Value Stream: Refers to all the activities the company does to design, order, produce, and deliver its products to the customer. (Activities can be value adding or non-value adding.)



Value Stream Thinking: Everyone at all levels of the organization and across programs understanding what their *products* are, knowing who their *customers* are and what their customers *value*. It is everyone working together to *remove waste* from our processes!

Why Focus on the Value Stream?



Puts focus on who uses your product

Aligns thinking with customer-defined “value add”

Encourages improving the “whole,” not optimizing the “parts”

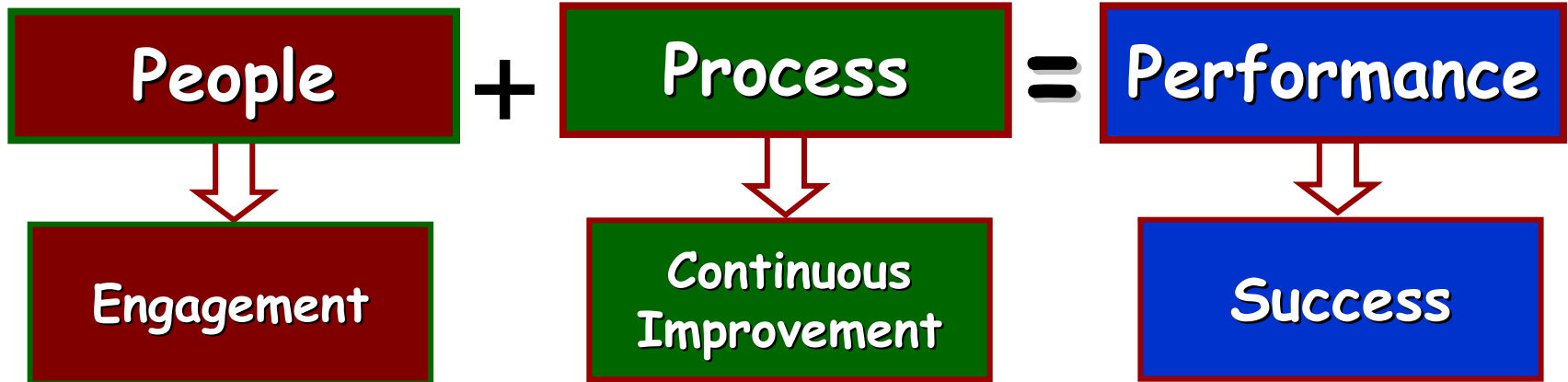
Drives the best use of limited resources

Eliminates white space (silos)

Equation for Success

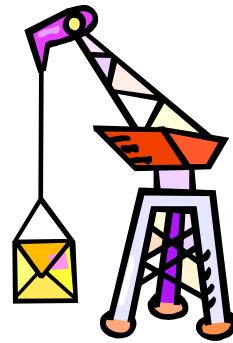


Ownership



Ownership

Types of Products



**Manufactured
Products**

**Service
Products**

**Information
Products**

Session II



- Lean
- Wastes
- Current-state Map
- Identifying Wastes / Brainstorming
- Future-state

What is Lean?



“A strategy for achieving **Significant Continuous Improvement** in performance through the **Elimination of All Waste** of Resources and Time in the Total Business Process”

What is Waste?



Waste is “anything other than the minimum amount of equipment, materials, parts, space, and worker’s time that is absolutely essential to add value to the product.”

- Shoichiro Toyoda
President, Toyota



Eight Types of Waste



Defects

Overproduction

Waiting

Non-engaged employees

Transportation

Inventory

Motion

Extra processing

Defects

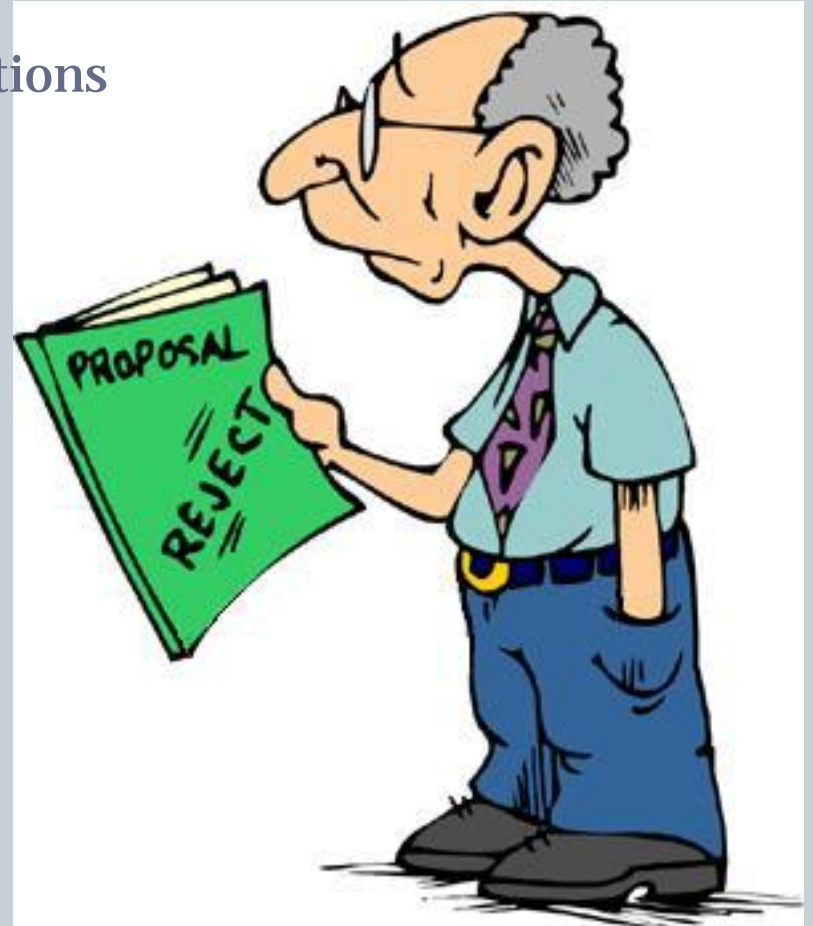


❑ Definition

- Deviations from customer expectations

❑ Causes

- Production error
- Faulty materials
- Damage during handling
- Not to specifications



Overproduction



❑ Definition

- Producing more, earlier, or faster than required by the next process

❑ Causes

- Just-in-case mentality
- Unleveled scheduling
- Unbalanced work load
- Long process step



Waiting



❑ Definition

- Idle time caused by a delay from previous processing steps

❑ Causes

- Unbalanced workload
- Unplanned maintenance
- Upstream problems
- Misuses of automation
- Poor planning/scheduling



Non-Engaged Employees



❑ Definition

- Personnel whose mental, creative, and physical abilities are not used to the fullest extent possible

❑ Causes

- Lack of cross training
- Guarded thinking and practices



Transportation



❑ Definition

- Transporting parts and materials around the facility

❑ Causes

- Poor facility layout
- Large batch sizes
- Long lead times
- Large storage/inventory areas
- Process not designed for flow



Inventory

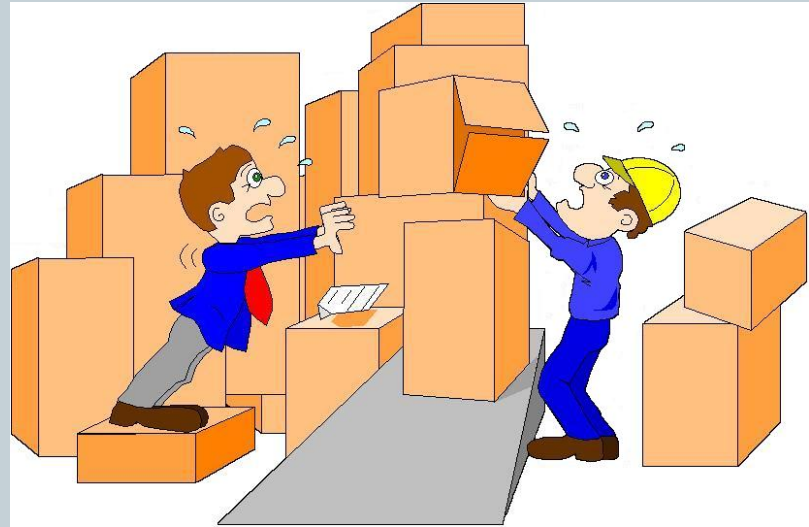


❑ Definition

- Excess production above what is required by the customer

❑ Causes

- Just-in-case planning
- Unleveled scheduling
- Unbalanced work load
- Reward systems



Motion



❑ Definition

- Unnecessary movement of people or machines during the course of their work

❑ Causes

- Unfavorable facility or cell layout
- Inconsistent work methods
- Locations of common tools & equipment
- Personnel not co-located
- Travel to meetings
- Extra “busy” movements while waiting



Extra Processing

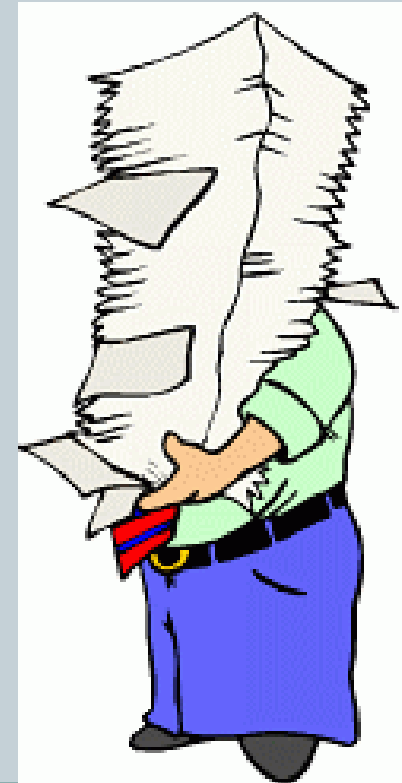


❑ Definition

- Doing more than is necessary
- Generating more information/reports than are required

❑ Causes

- Customer requirements not understood
- Product changes without process changes
- Compensating for down time
- Extra copies / excessive information



Current-state Map Activity



- How does this process look to you?
- What changes would you make?
 - Eliminate Steps
 - Add Steps
 - Combine Steps

Summary



- Lean
- Value Stream – Thinking
- Product / Customer / Requirements
- 8 Wastes (DOWNTIME)
- Current- / Future-state Map

Take Aways



- What did you learn?
- What will you take back?

Thank You!

