

Essentials for “Pulling” Lean deeply into an organization

2021 Builders Version

1. Lean champions
 - a. “Emotional connection” – Passion, but choose carefully – someone widely respected – stable role
 - i. “How to pick a Lean leader”
 - ii. Training in Change Management
 - b. Superintendents and Design Leads are key
 - c. Empowerment of employees – train the trainer – and frontline workers train UP
 - d. Champions – embedded or outsourced – can provide the Lean language to execs and others
2. Strategic Plan for deepening Lean
 - a. Business Case for Lean
 - b. Executive engagement and strategy
 - c. Hoshin Planning – goals and objectives by leadership teams (each department)
 - i. Embedded in goal setting
 - ii. Ties into Tactical
 - iii. Ties into employee evaluations
3. Tactical Plan for deepening Lean
 - a. Show the value of implementation then share it
 - b. Quality of implementation
 - c. Standard work (not robotic work) – “stable and reliable processes” – resilient efficiency
 - d. Offsite work / prefab
 - e. Gemba walk the job – are foremen operating differently as on a non-lean job?
 - f. Getting WIP more efficiently and effectively?
 - g. Is the designer posting the Weekly Work Plan in their Big Rooms?
 - h. Ask how they are getting information from Weekly Work Plan/Lookahead Plan to the workers?
 - i. Do the trades have their own pull planning boards in their work area?
 - j. Promote or Hire a Lean professional embedded to guide the implementation of the plan – part of the organization hierarchy
4. Accountability
 - a. Requires absolute clarity
 - b. Consistent in communication
 - c. Having consequences (positive and negative)
 - i. Eg. Show what is working
 - ii. Eg. Hold accountable in annual performance reviews
5. Educational tools
 - a. See “Value in non-billable education”
 - b. Participate in Go-See other Lean operations – including other industries
 - i. Powerful for executive and other leaders
 - c. Study Action Teams
 - i. Videos and books
 - d. Lean Onboarding