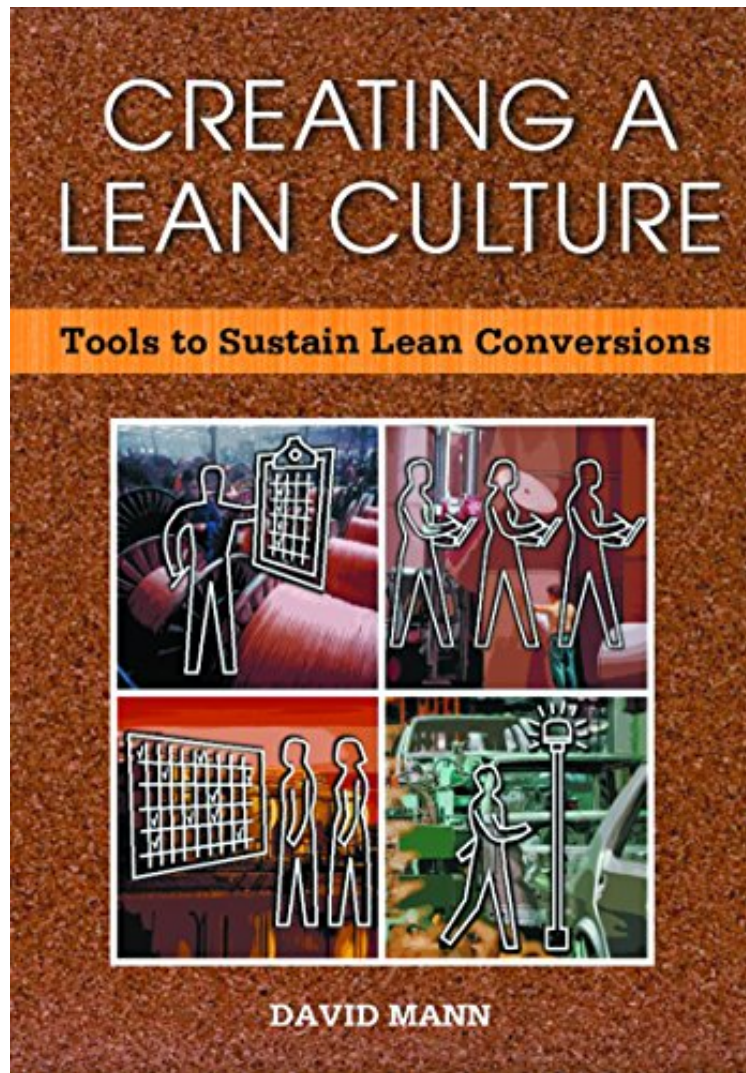


(Free read ebook) Creating a Lean Culture: Tools to Sustain Lean Conversions

## Creating a Lean Culture: Tools to Sustain Lean Conversions

David Mann

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**David Mann : Creating a Lean Culture: Tools to Sustain Lean Conversions** before purchasing it in order to gage whether or not it would be worth my time, and all praised Creating a Lean Culture: Tools to Sustain Lean Conversions:

40 of 40 people found the following review helpful. An Executive's Management Guide that's long overdue. By dtmOne of the chronic problems to successfully implement and sustain a lean initiative is the confusion of management's role--how to be engaged and support beyond funding and verbal endorsement of a lean initiative. Surveys show a 56% success rate with lean. There is a crying need for a guideline for management to be aligned with the floor changes at ALL levels of management. This is key to developing a lean culture. The reason I like Mann's book is that he touches on things that aren't found elsewhere to developing a LEAN MANAGEMENT SYSTEM.

Companies typically will hire consultants in hopes of taking them to lean nirvana. But, for most orgs, there are two components that could hurt you: the recalcitrant manager (typically 15-20%) and the rest of the organization that want to be engaged but don't know their role. Both could doom your efforts. Mann's provides an excellent prescription to help you get management realigned with standard roles and specific daily tasks at all levels. Without this, you're dead. I only wish his book was better written to facilitate application. The content is practical but the format isn't--more visuals are needed and a too wordy--but, the goods are definitely there. You won't be disappointed; I still highly recommend this book. If you are looking for some guidelines for conducting a Gemba walk or developing an assessment (don't miss his Appendix) he goes into great detail. The book is divided into two major sections: What is the Lean Management System? Ch 1: The Missing Link in Lean Ch 2: The Lean Management System's Principle Elements Ch 3: Standard Work for Leaders Ch 4: Visual Controls Ch 5: Daily Accountability Process Learning Lean Management Production: Supporting Elements Ch 6: Learning Lean Mgmt: Sensei and Gemba Walks Ch 7: Leading a Lean Operation Ch 8: Solving Problems Improving Processes--Rapidly Ch 9: People--Predictable Interruption; Source of Ideas Ch 10: Sustain What you Implement Appendix, Glossary, References, Index.

0 of 0 people found the following review helpful. Great overview, and great drive for the experienced

By Jason Stokes

As an experienced lean practitioner, I recently stumbled across this at the recommendation of a new colleague. It's one of the best, most practical, most executable lean books I've ever read. While other books spend most of their time talking about how Toyota, or Wiremold, or some other company have executed lean, this book focuses entirely on the practical side of creating a lean culture at YOUR organization, from a very basic level.

Pros:- Practical approaches outlined that won't cost huge investments in money or IT - but getting people to change the way things are done- Relies heavily on several keys: visual management, daily accountability, standard work, and leader standard work. These are easy to say, but very difficult to drive- Prefers the low-tech way of driving the lean culture - which seems to improve sustainability- Focuses on both the leader of the plant AND the kaizen office/engagement office. Seems most books are written toward one or the other

Cons:- It's a bit short. I would have loved more, but I'm not sure if there would have been much value in adding more. It's a lean book - but I liked it that much that I wanted to see more.- Not for the beginner - if you need 6S or flow explained to you, find another book. This is about taking those discrete tools and forming them into a culture of lean improvement - not a con, so much, as a heads up for people just getting started.

Overall, I can't say enough good things about this book. It has been eye-opening in some ways, and heavily reinforced some of my previous thoughts in others. I look forward to implementing its recommendations going forward.

0 of 0 people found the following review helpful. The Outer Layer that Makes It All Work

By Tom K.

David Mann's coaching guide "Creating a Lean Culture" is a highly effective complement to the many texts and courses on lean production. It squarely addresses the high failure rate in sustaining lean production (LP) implementations. Mann argues that lean production must be complemented by a lean management system (LMS) to succeed and that the ongoing operation of a lean management system will create a lean culture that is self-improving. His lean management system is deceptively simple and clever. Standard leader work models the expected behavior of setting expectations, measuring performance and adjusting publicly. Visual controls ensure that standards, measurements and adjustments are employed everywhere. The daily accountability system at 3 levels serves as the fail-safe method to ensure the visual controls work and that process improvement opportunities are identified and translated into action. Five support activities reinforce this core. Frequent learning by doing in the master-pupil format, specific leadership traits needed in ongoing operations, rapid and deep problem-solving, complementary people management steps and self-assessment of the LMS provide the tools for progress and improvements. This book is very well organized and well-written. It provides specific examples, guides, photos and illustrations (the case studies are very basic). It makes Japanese terms such as gemba, sensei and heijunka less intimidating. It is especially helpful in explaining how and why the various component parts of LP and LMS fit together. Most importantly, the author is straightforward and honest about the underlying beliefs of the lean approach and what it takes to succeed. Lean culture and batch culture are polar opposites, so change is slow and uneven. Process is fundamentally more important than results. The immediate goal is either achieving the schedule or fixing the underlying problem. Extreme discipline is the "secret sauce" required for success. Production is a higher priority than support projects. Shop floor motivation depends upon real listening, security, empowerment, consistency and power. The lean approach systematically removes safety nets and exposes the team to greater risks of failure. Improvement is the short-run goal and perfection is the ultimate goal. This book can be effectively used by anyone who has learned the basics of the lean production model.

2006 SHINGO PRIZE for EXCELLENCE in MANUFACTURING RESEARCH Lean production has been proven unbeatable in organizing production operations, yet the majority of attempts to implement lean end in disappointing results. The critical factor so often overlooked is that lean implementation requires day-to-day, hour-by-hour management practices and skills that leaders in conventional batch-and-queue environments are neither familiar nor comfortable with. Creating a Lean Culture helps lean leaders succeed in their personal batch-to-lean transformation. It provides a practical guide to implementing the missing links needed to sustain a lean implementation. Mann provides critical guidance on developing and using the key elements of a lean management system, including:

leader standard work, visual controls, daily accountability processes, maintaining a process focus, managing key HR issues, and much more. In addition, a questionnaire is included to help assess current management practices and monitor progress.