

Creating a Lean Culture

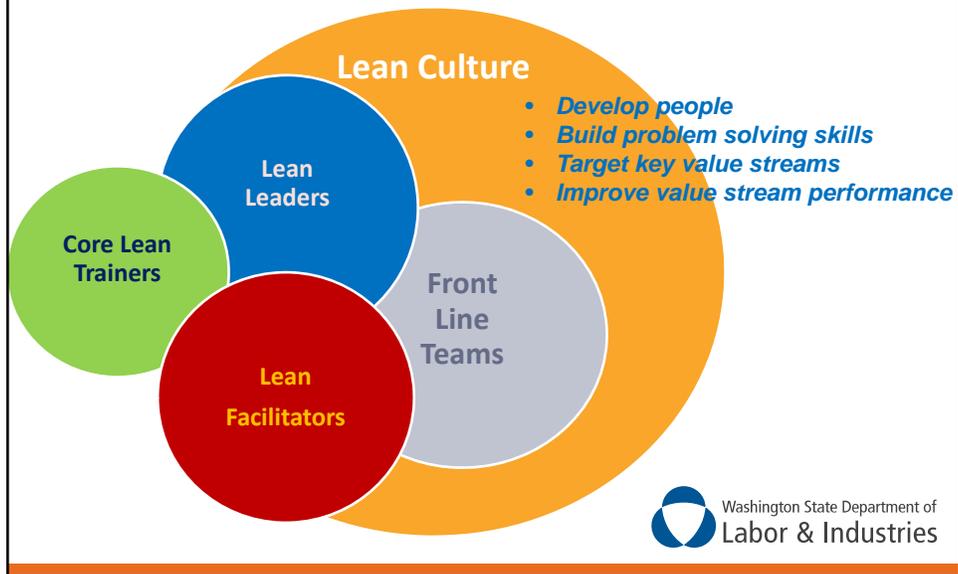


Roy Plaeger-Brockway, Assistant Director
Lean Transformation Office

Who Uses Lean?



L&I's Lean Strategy



Lean Culture

- Develop problem solving skills in everyone
- Focus on making processes better for the customer
- Find ways to simplify and improve process flow by removing faulty steps
- Involve people who do the work in visualizing and improving their processes
- Measure service quality and delivery, and costs

Virginia Mason's first experiments



BEFORE

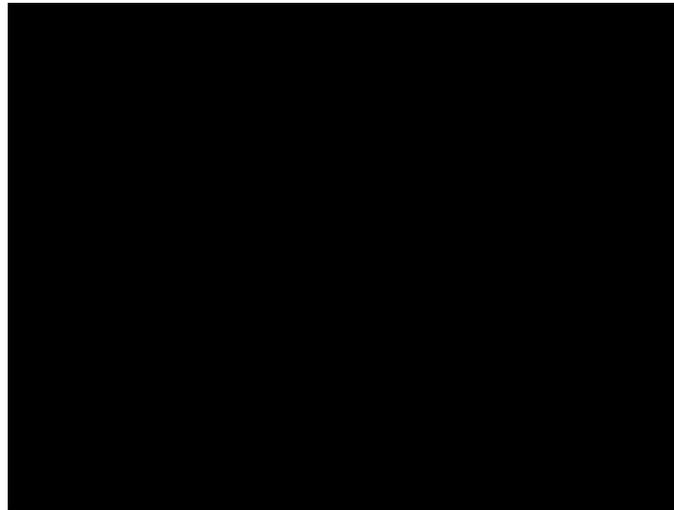


AFTER



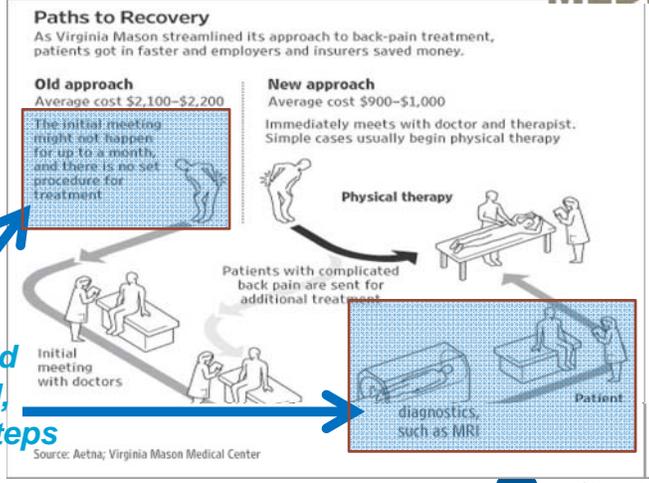
Value added work

Lean thinking at Virginia Mason

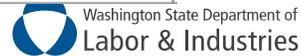


Reducing Delays

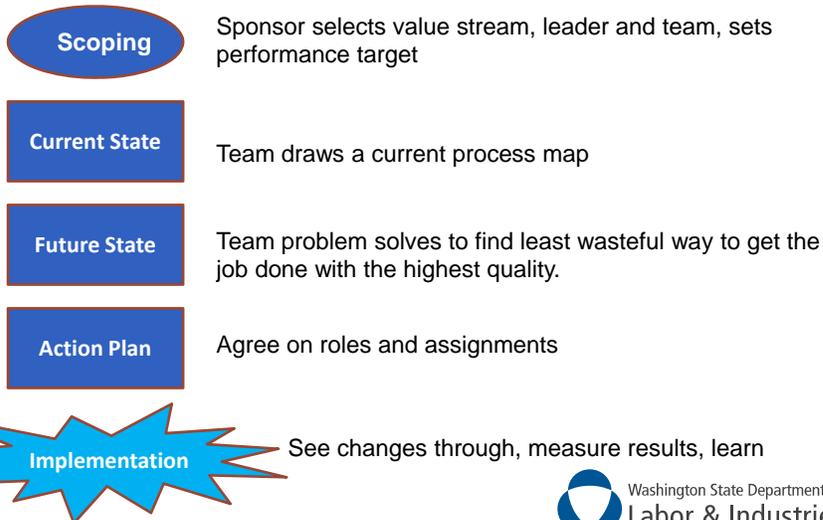
Down from 66 to 12 Days



Removed wasteful, costly steps



Value Stream Mapping



People who do the work are experts



Department of
Labor & Industries

Why care about Lean?

- Lean is an approach that helps us:
 - *Visualize our work processes*
 - *Use our ingenuity and imaginations to simplify work and improving flow*
 - *Improves service timeliness and quality*
 - *Lowers costs*
 - *Engages employees*

Boeing's 10 year history of Lean thinking

Before

(22 days per plane)



After

(11 days per plane)



Renton 737 Plant



Lean Training

- Lean Enterprise Institute
 - Free webinars by former Toyota leaders
 - Classroom instruction by former Toyota leaders
 - Recommended reading

Lean Enterprise Institute



www.lean.org

