

An Action Plan for Lean Thinking

Getting Started

- Find a change agent.
- Get the knowledge.
- Find a lever by seizing the crisis, or by creating one.
- Forget grand strategy for the moment.
- Map your value streams.
- Begin as soon as possible with an important and visible activity.
- Demand immediate results.
- As soon as you have momentum, expand your scope.

Creating an Organization to Channel Your Streams

- Reorganize your firm by product family and value stream.
- Create a lean promotion function.
- Deal with excess people at the outset.
- Devise a growth strategy.
- Remove the Anchor Draggers.
- When you've fixed something, fix it again.
- "Two steps forward and one step backward is OK; no steps forward is not OK."

Install Business Systems To Encourage Lean Thinking

- Utilize policy deployment.
- Create a lean accounting system.
- Pay people in relation to the performance of your firm.
- Make everything transparent.
- Teach lean thinking and skills to everyone.
- Right-size your tools.

Completing the Transformation

- Convince your suppliers and customers to take the steps just described.
- Develop a lean global strategy.
- Convert from top-down leadership to bottom-up initiatives.

Contact Jim Grubb, manufacturing practice leader, to have a conversation about any of these ideas. Operational excellence is his passion! E-mail him at jim@performtogrow.com.