

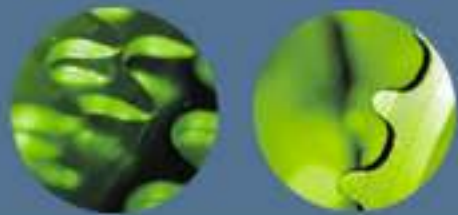


Lean

- Fasthold forbedringer & løbende forbedringer

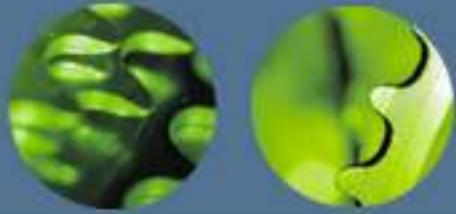
**Forsvar af speciale:
27. februar 2007**

Af Janni Nielsen &
Rasmus Bukkehave



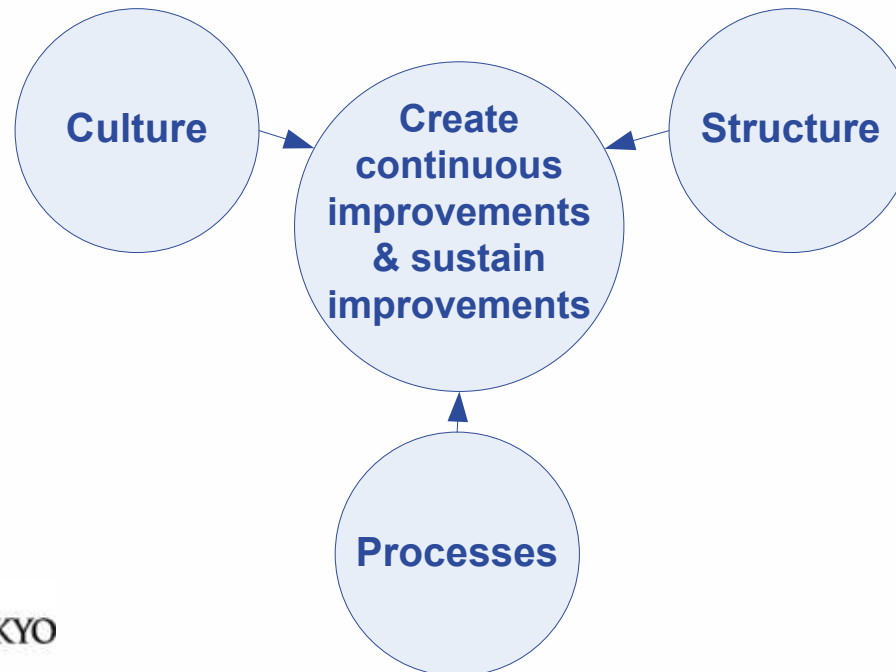
Agenda

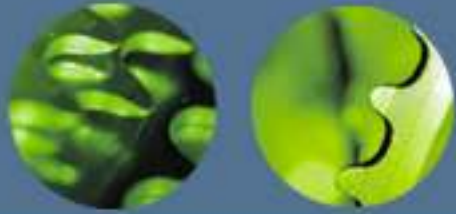
- Introduktion
 - Rapports anbefalinger
 - Input fra Toyota i Bruxelles
 - Kulturelle aspekter
-
- Surprise – efter eksaminationen



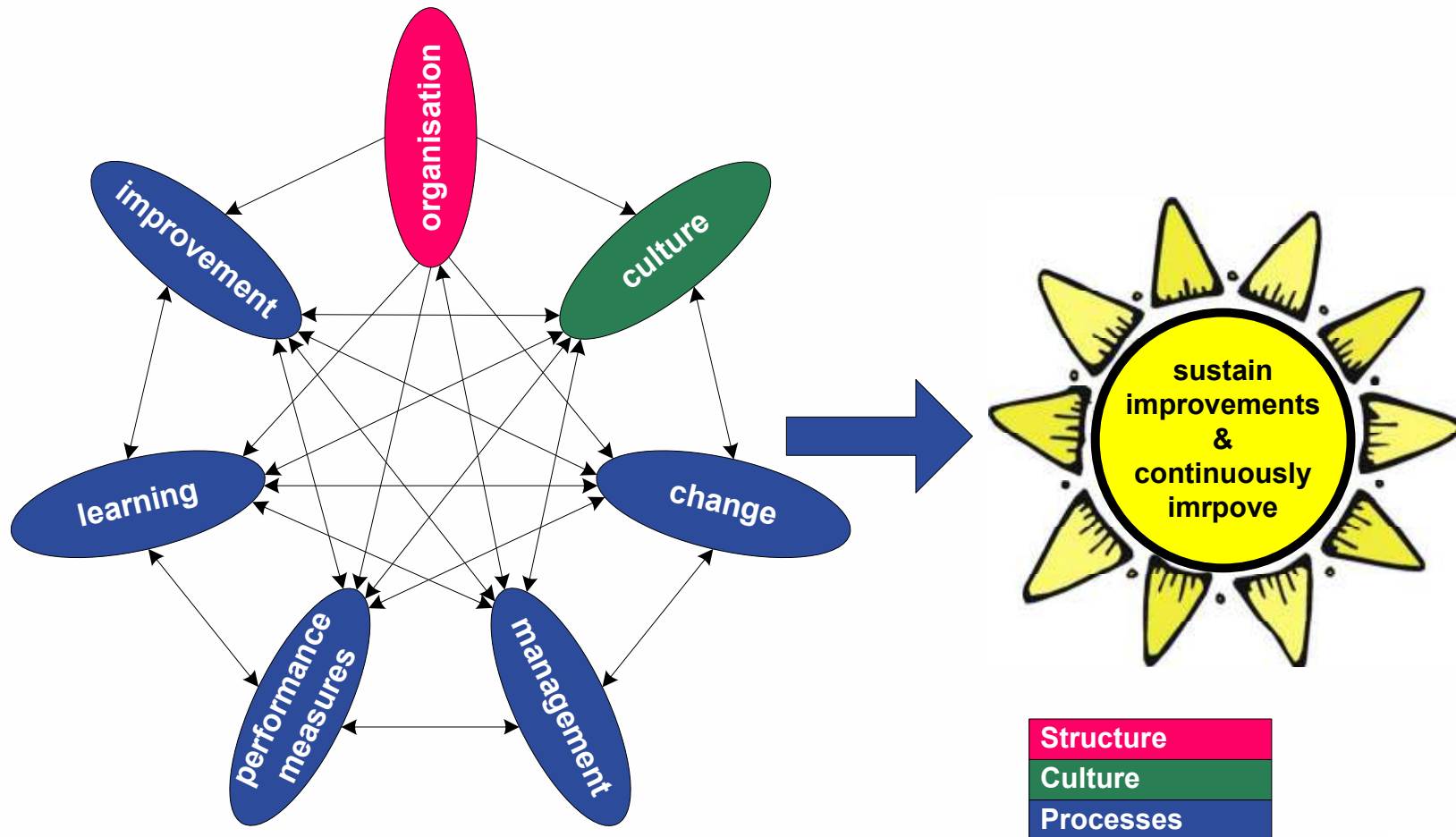
Problemformulering

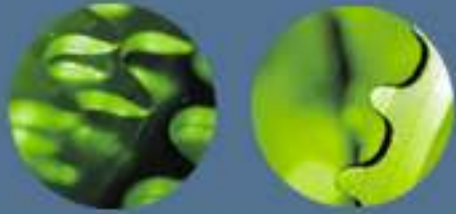
How can companies, working with lean, align their structure, culture, and processes in order to create continuous improvements and sustain improvements?



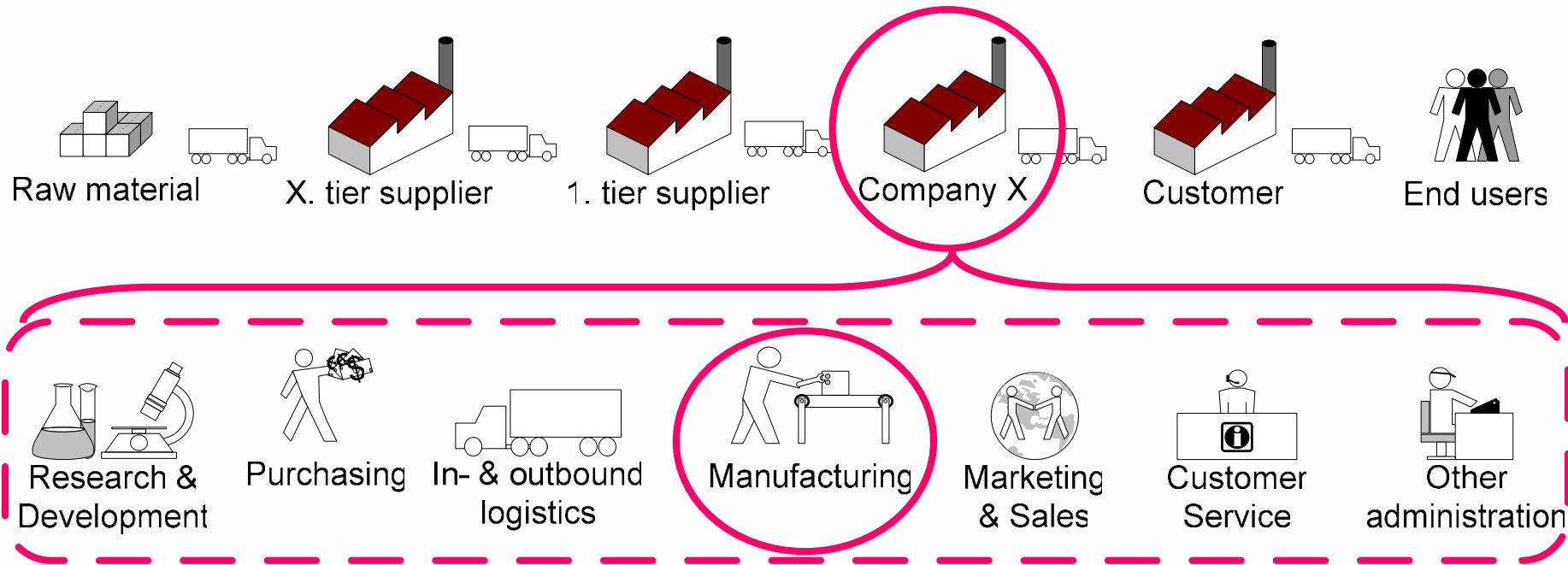


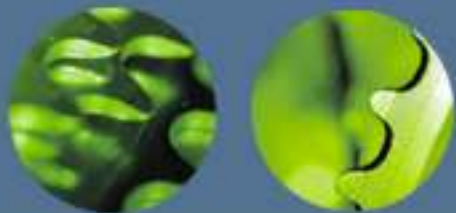
Analyseparametre



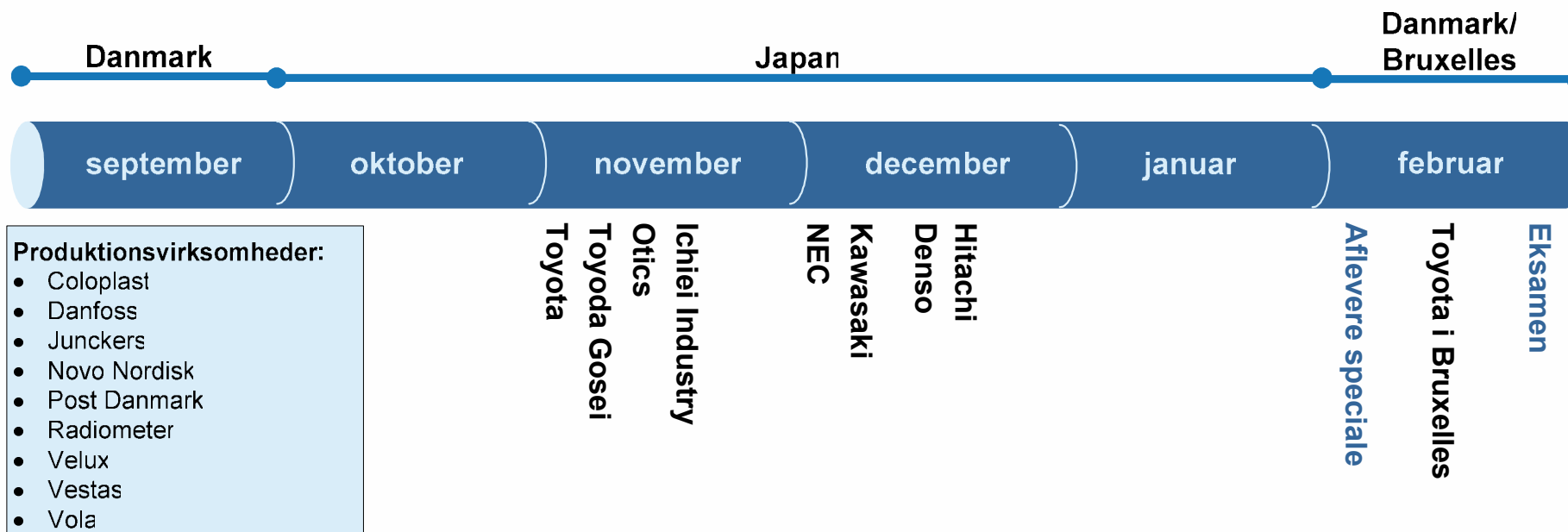


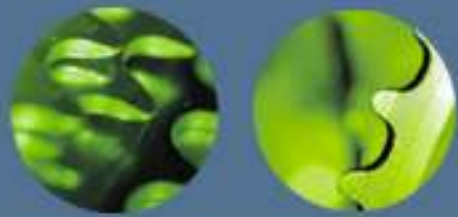
Afgrænsning





Projektforløb

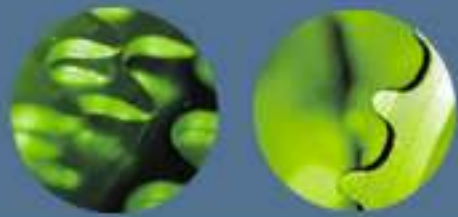




Anbefalinger

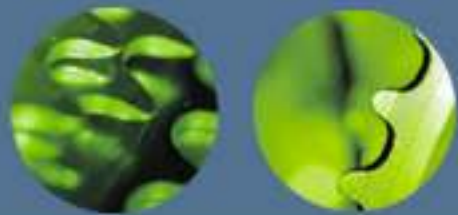
Inddelt i 3 områder:

1. Grundlæggende forudsætninger
2. Model
3. Forskelle mellem danske og japanske virksomheder

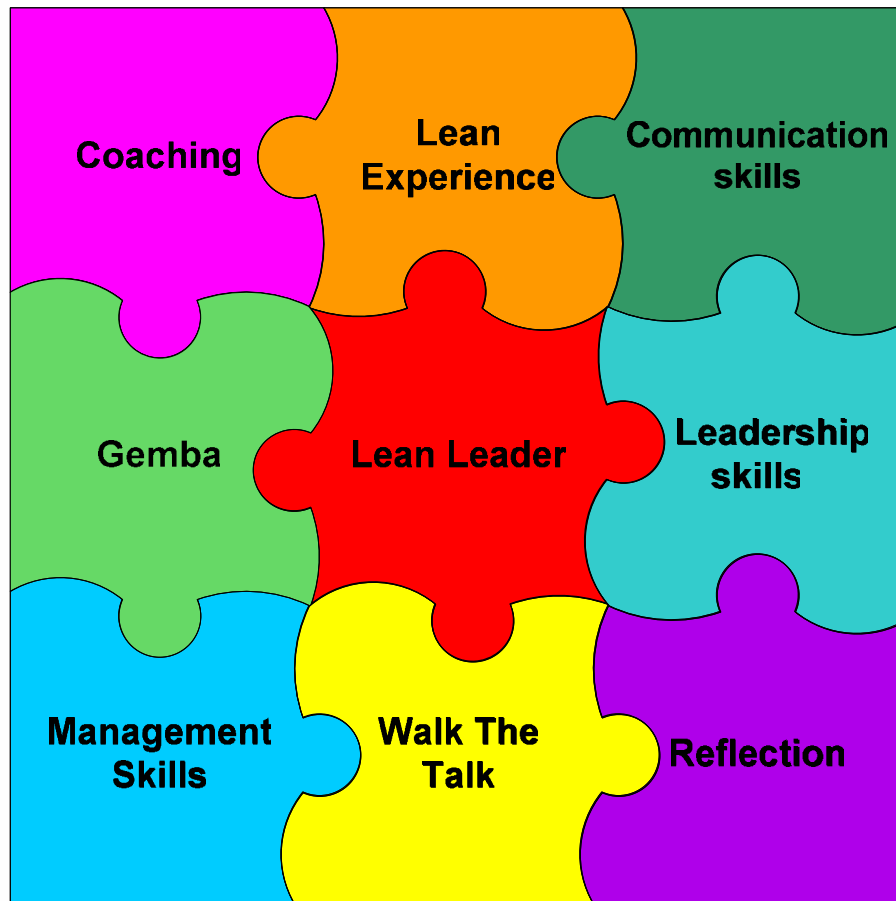


Grundlæggende forudsætninger

- A. Topledelse - commitment og aktiv deltagelse
- B. Ml. ledere – leadership og gemba**
- C. Sensei
- D. Meget involvering
- E. Meget information
- F. Visuel management



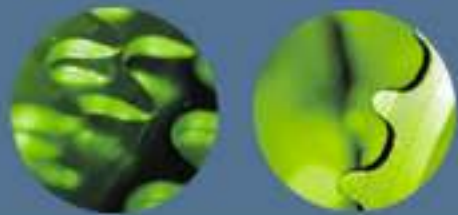
Leanleader's karakteristika



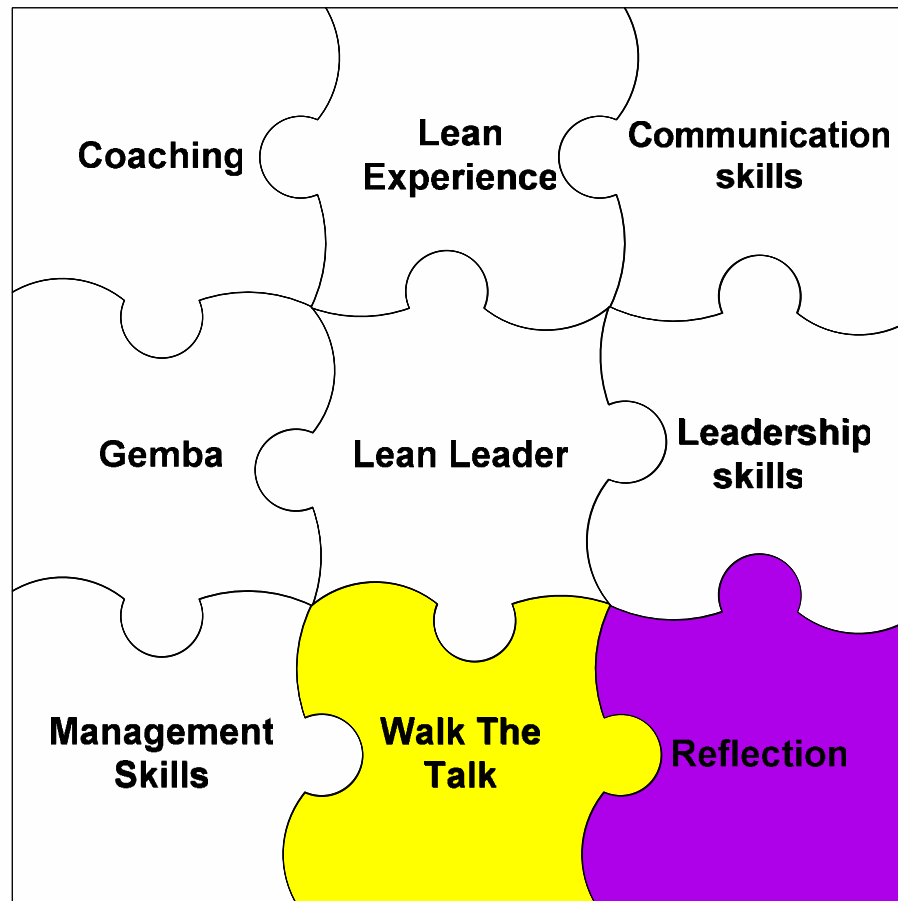
Gemba - Japan

"Normally in Europe the top management does not like to see the production. They like to see the computer" Mr. Miura (Toyota)

- "Go see facts"
- Studere processer
- Alle niveauer



Leanleader's karakteristika

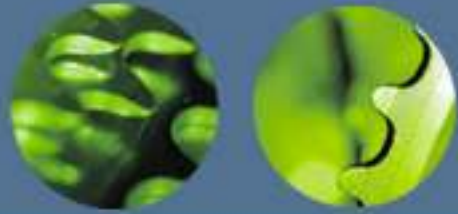


Walk-the-talk - Japan

- Alle niveauer
- Understøtter gemba/leadership
- no-tolerance

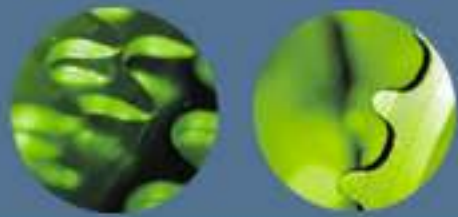
Reflection - Japan

"Without Hansei it is impossible to have kaizen. In Japanese Hansei, when you do something wrong, at first you must feel really, really sad. Then you must create a future plan to solve that problem and you must sincerely believe you will never make this type of mistake again."



Påvirke lederes karakteristika





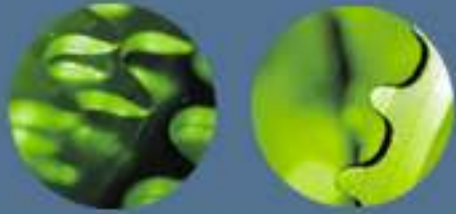
Anbefalinger

Inddelt i 3 områder:

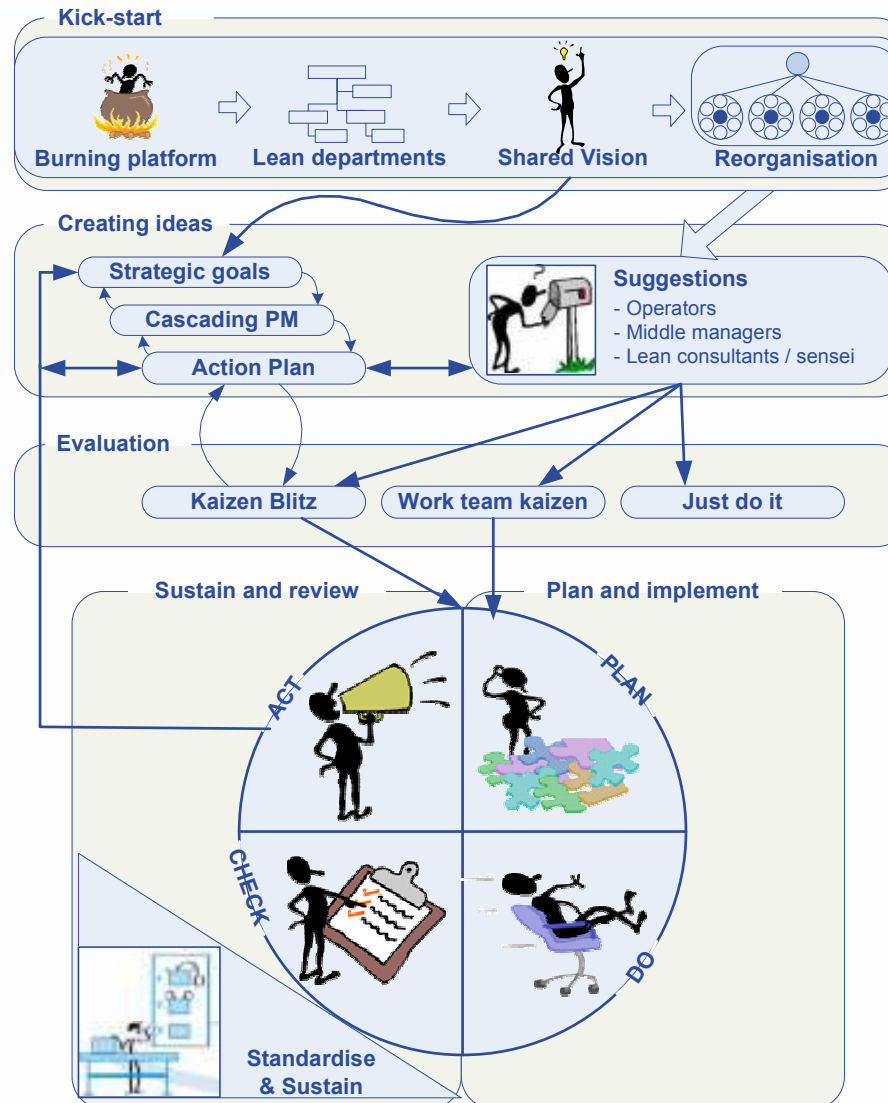
1. Grundlæggende forudsætninger

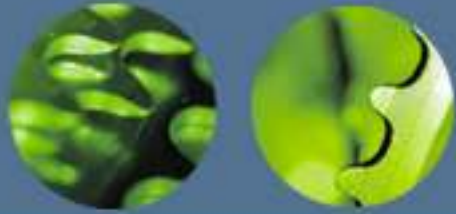
2. Model

3. Forskelle mellem danske og japanske virksomheder



Model





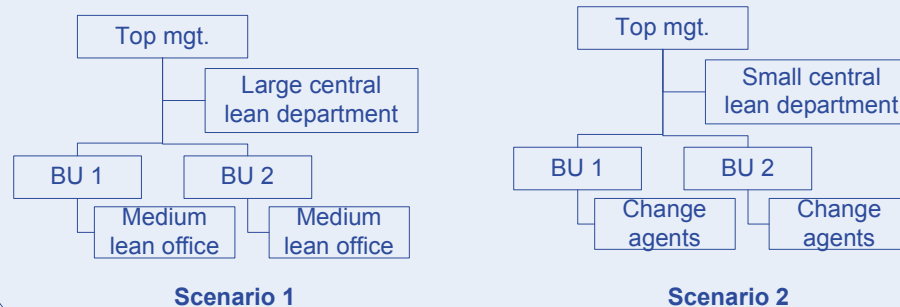
Kick start



Burning Platform

- Communicated by top management
- Reliable

Centralised/decentralised departments



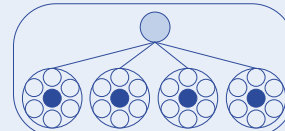
Shared Vision

- Involve at least fabric managers, lean department managers, and other general managers
- Communicate shared vision

Reorganisation



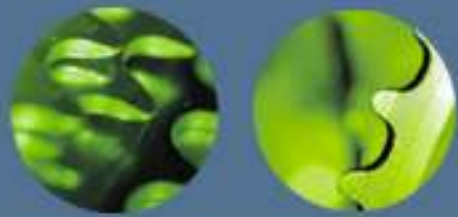
Teams



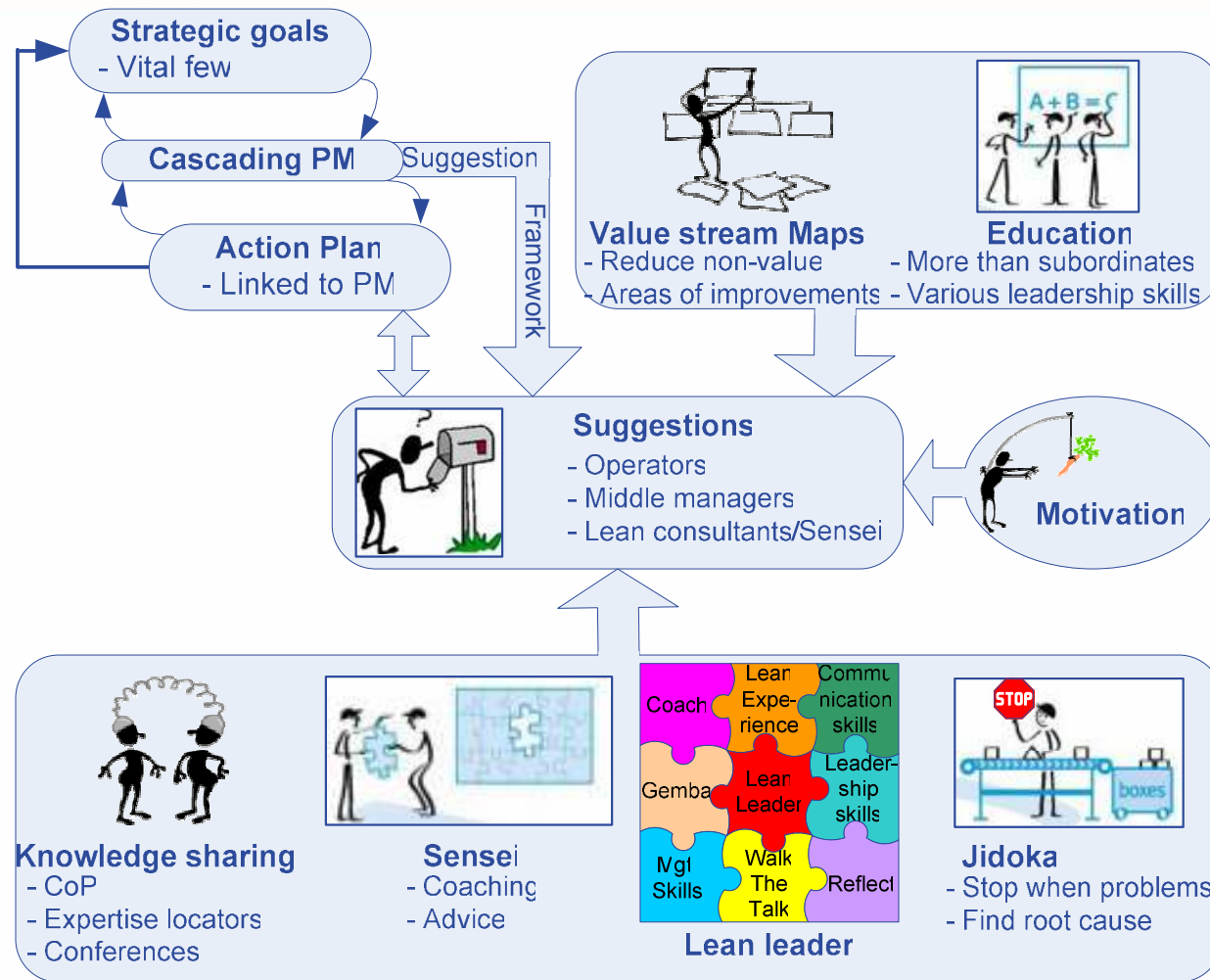
Resize departments

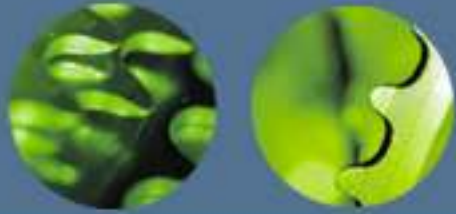


Redefine mgt. roles



Generereng af ideer





Evaluering



Suggestions

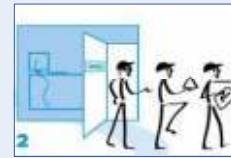
- Operators
- Middle managers
- Lean consultants/sensei

Evaluation



Quick feedback

- At the board meetings
- Go, no go, further analysis



Management

- Scheduled kaizen board meetings
- Gemba



Quick wins

- Motivation
- Recognition

Prioritise

- Learning
- Benefit

Kaizen Blitz

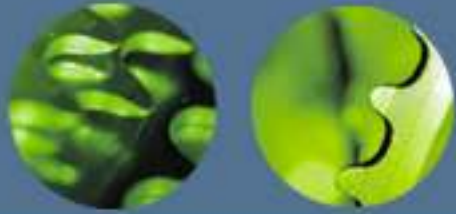
- 1 week event
- Kaizen leader: local
- Coach: internal consult, sensei

Work team kaizen

- 1-2 days event
- Kaizen leader: team leader
- Coach: group leader, sensei

Just do it

- Carried out by team members
- Coach: Team leader
- Follow up



Plan – Do

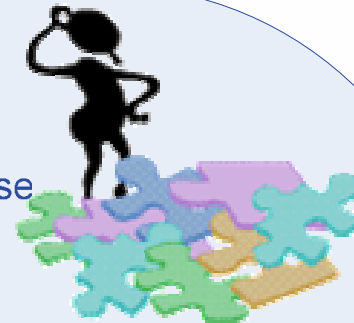
Kaizen Blitz

Work team kaizen

Just do it

Plan

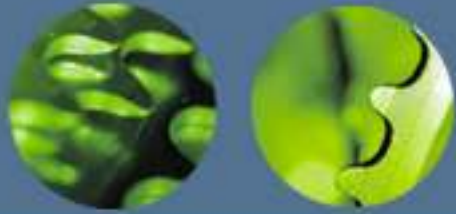
- Objective
- Performance measures
- Targets
- Initiatives
- Upgrade skills
- Information
- Procedure database
- Responsible



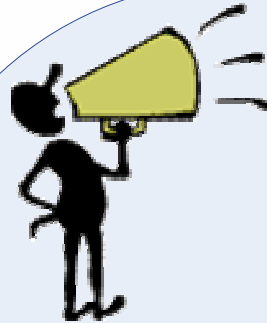
Do

- 70% solution by event members is better than a 100% solution by consultants
- Information to the rest of the team
- Trail and error
- Do-phase differs from scenario 1 and 2



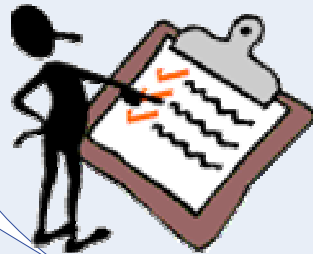


Check – Act og Standardiser



Act

- Follow-up activities (When, how, and who?)
- New ideas to action plan/suggestions
- Adapt new standards
- Knowledge sharing
- Promote success stories
- Make and distribute DVD's



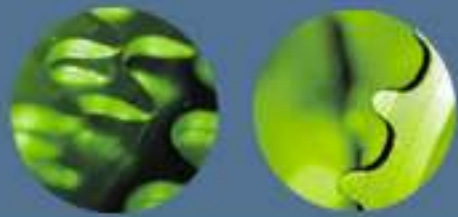
Check

- Were targets met?
- After Action Review – what is learned?
- Find root causes for non-compliance
- Questionnaires- what did employees think?

Standardise & sustain improvements



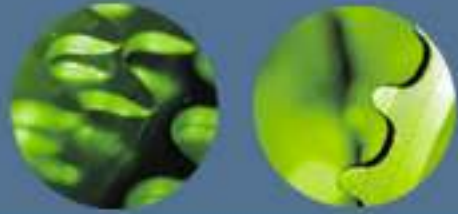
- Walk-the-talk
- No-tolerance rule
- Ensure standards are followed
- Train team in new improvements



Anbefalinger

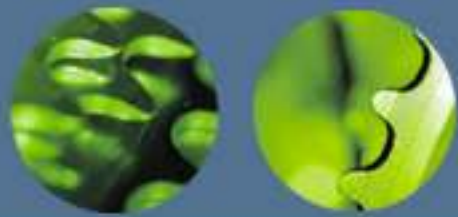
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Forskelle mellem Danmark og Japan

- Jidoka
- Standardisering
- Leadership vs. management
- Gemba
- Vidensdeling
- Sensei
- Refleksion og After Action Review



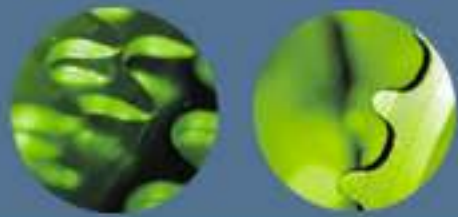
Erfaringer fra Toyota Europa

“Lean is not TPS”

- Toyota Way



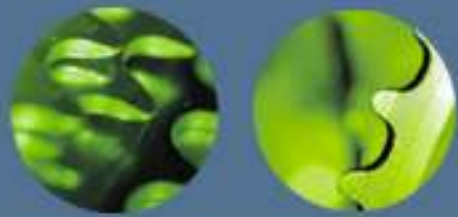
Source: Toyota's Exhibition Hall, Japan



Nationalkultur – vores indtryk

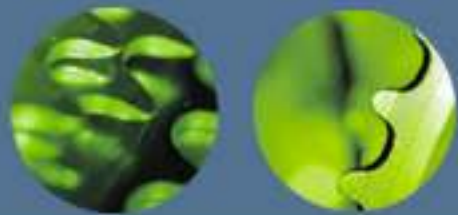
1. "Live to work" vs. "work to live"
2. Loyalitet
3. Standardisering
4. Kaizen
5. Perfektion





Nationalkultur – Toyota Bruxelles

- Kultur har ingen indflydelse
 - Primær indflydelse på Lean
 - Tid
 - Argumentation
 - Få medarbejdere til at respektere forbedringer
- Dog, nogle udfordringer...
 - Velkvalificerede unge
 - Loyalitet / hard working
 - Cherry picking – ingen organisatorisk læring



Konklusion

Problematikker

- Håndplukker Lean værktøjer
- Mangler langsigtet tilgang til Lean

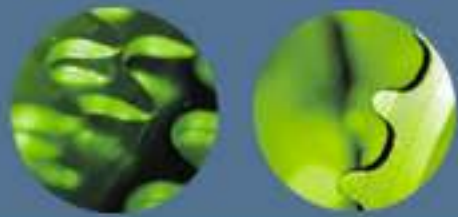
Muligheder

- Bruge værktøjer mere systematisk
- Stort uudnyttet potentiale



Q&A

Spørgsmål???



Surprise

Nyhedsudsendelse - live fra Japan
"Inside Japanese companies"