

Five critical success factors for implementing lean programs

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1

Commit to the lean program

Managerial commitment is crucial, irrespective of size, location and other factors.



Top management commits to the Lean program

A Lean culture is not something you can buy. All key people must commit to making real change.



Leadership gets their hands dirty

Management participates on the shop floor to listen, take suggestions, and explain.

2

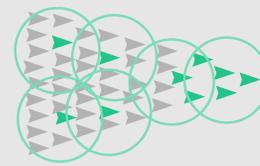
Train the workforce

Without investing in knowledge, an organization is not likely to succeed in implementing Lean.



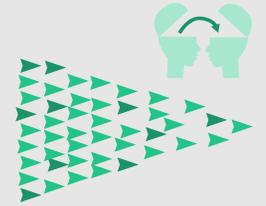
Managers are trained first.

External and internal consultants can assist. Benchmark others who have implemented Lean.



Learning by doing

Managers and team-leaders coach teams.



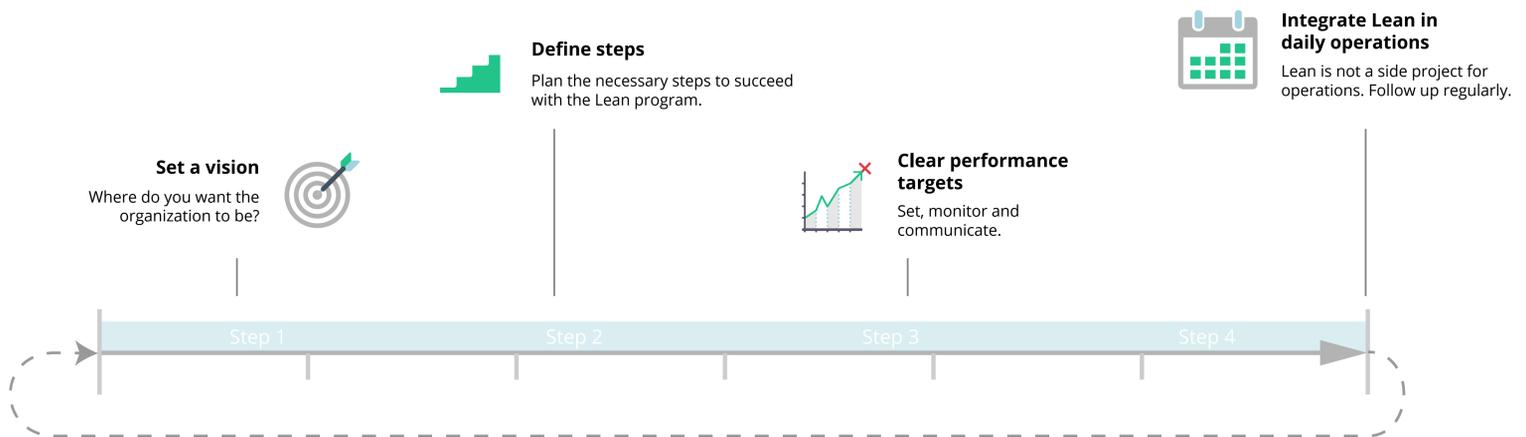
Continuous improvement of skills

Focus on accumulating local knowledge rather than the continued use of consultants

3

Have a plan and follow it up

Do not waste your time and resources on unstructured activities.



4

Allocate resources and share the gains

Shared happiness is double happiness.
Shared sorrow is half sorrow



Budget for the transformation

Give yourself time and resources to effect real change.



Empower the Lean teams

Support and give credit to the local Lean teams.



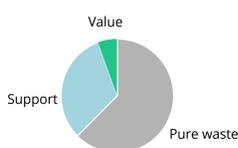
Share the gains

Take care when designing reward and recognition schemes as they are sensitive to differences in cultural traits.

5

Use lean tools and methods

Tools and methods is effective and necessary, but are not sufficient on their own. The four other success factors must also be in place.



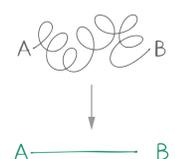
Remove waste

It is not important how busy you are. Its important what you are busy with.



Teamwork

If everyone is moving forward together, then success takes care of itself
- Henry Ford



Continuous improvement

If you stop improving, you stop being good.