Five critical success factors for implementing lean programs

1. Commit to the lean program
   - Managerial commitment is crucial, irrespective of size, location and other factors.
   - Top management commit 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.
   - Do not waste your time and resources on unstructured activities.

3. Have a plan and follow it up
   - Shared happiness is double happiness.
   - Shared sorrow is half sorrow.
   - Tools and methods is effective and necessary, but are not sufficient on their own. The four other success factors must also be in place.

4. Allocate resources and share the gains
   - 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
   - It is not important how busy you are. It is important what you are busy with.
   - Teamwork
     - If everyone is moving forward together, then success will take care of itself.
   - Continuous improvement
     - If you stop improving, you stop being good.