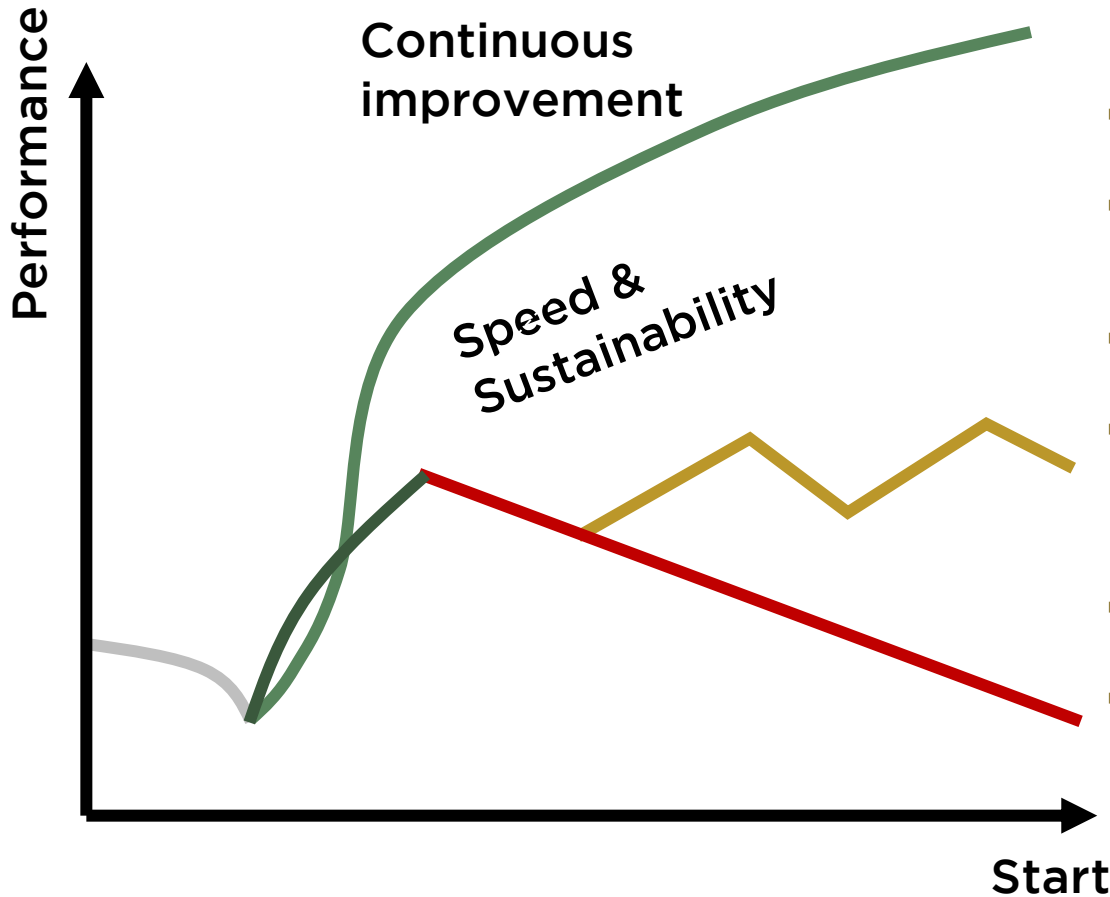


by



LEAN Management as a System

A lean transformation starts with a leap change that companies then sustain ... sometimes ...



Often we see:

- Targets do not cascade in a meaningful way down to front line employees
- Leaders are not role modelling, and following their standard work
- Continuous improvement is owned by the central team, not by the leaders & employees
- Poor root cause problem solving practices
- Focus on performance improvement or financial impact (i.e., not on creating a healthy organization)
- Performance dialogues are ineffective at identifying problems
- Poor cooperation both within the team and between teams and departments

Questions when measuring lean progress and determining next steps to create value



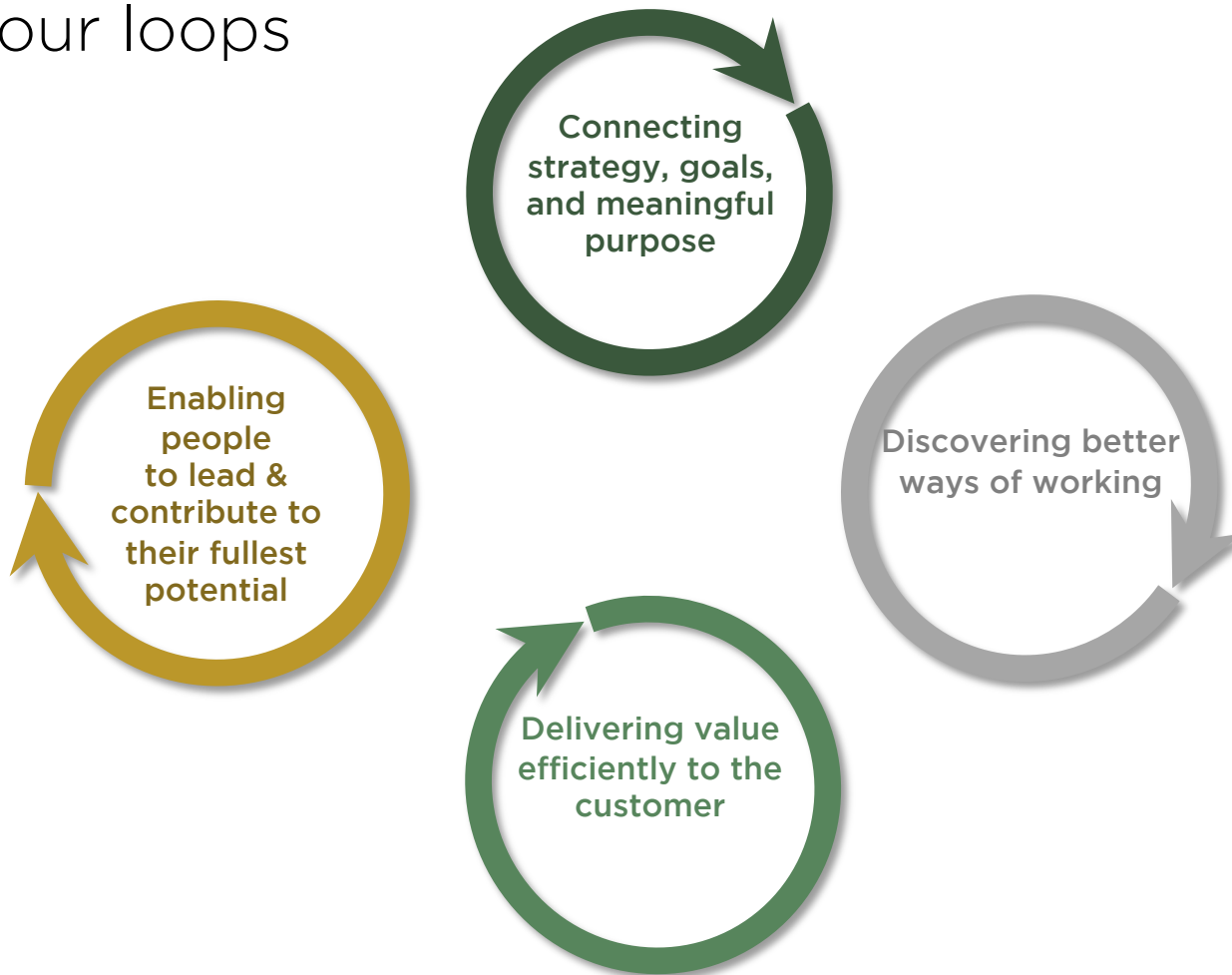
- How can I increase the pace of continuous improvement?
- What does the next level of improvement look like?
- What are more mature organizations doing that we could learn from?

- What else can we do to drastically increase our performance?
- Are we where we should be compared to others in *by* reaching operational excellence?



LEAN Management as a System helps you to grow in lean maturity

The four loops



It guides you to develop in the field of lean while achieving your business goals at the same time

12 Dimension of LMS

- Focus on customer value
- Build & communicate a relevant vision
- Develop & cascade strategy



- Capture, share best practices and develop next practices
- Raise issues & recognize opportunities
- Engage & resolve problems together



- Clarify & align leadership culture
- Create a predictable environment
- Attract, retain & develop talent

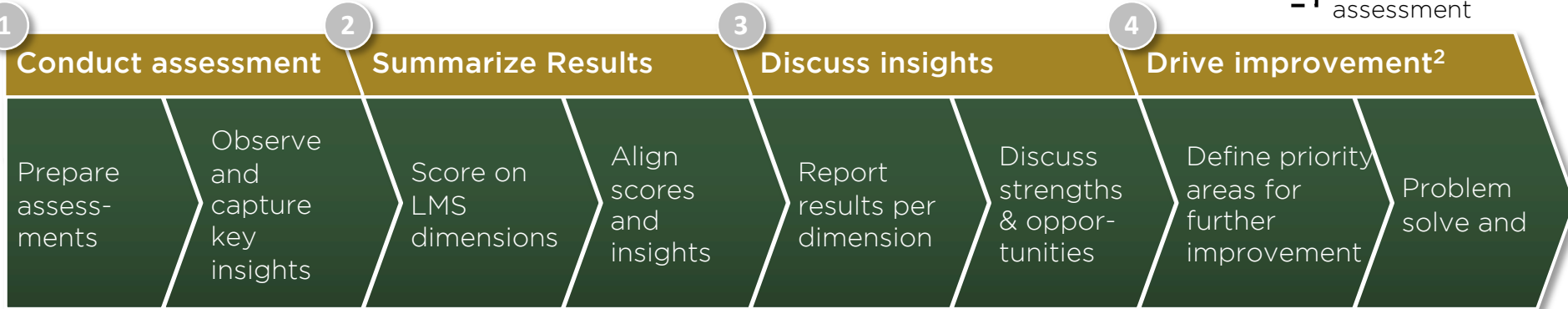


- Manage demand and capacity
- Build-in quality and create flow and pull
- Manage performance

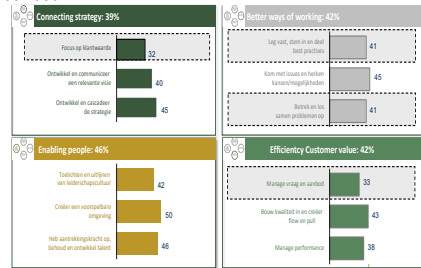


The assessment process: In one day you can assess a team/department

☐ Scope of 1 day assessment



Het grootste potentieel zit in het focussen op klantwaarde, ontwikkelen en vastleggen best practises, samen problemen oplossen en het managen van vraag en aanbod.



- Each business unit or value stream is assessed by an expert (you can combine external and internal experts)
- Strengths and weaknesses, along with a score, are presented back to the business unit
- Insights lead to a discussion on how to achieve the next step of performance improvement
- Successes achieved can be celebrated
- Progress is tracked over time and improvement ideas logged



You can do the LMS assessment led by external experts or build your own team of LMS assessors

1 One-time external led assessment



- Outside-in perspective on maturity of management practices
- Requires relatively small commitment of resources and investment
- Will energize discussion on future improvements

2 Building your LMS skills internally



- Building LMS capabilities internally
- Constantly being able to monitor the pulse of the organization
- Enabling wider scope and range
- Providing business leaders access to (parts) of the assessment enabling best practices sharing and more focus on A3 improvement plans
- Easier to revisit areas to check progress

LMS provides a framework e.g. to assess maturity of managerial practices and create focus on improvement prio's

It helps you to:



Determine where to improve maturity to help management to accelerate realizing their business goals



Shed light on parts of the business doing well, and others that need more support



Compare managerial practice maturity



Have a standard approach to consistently track progress of managerial practices over time



Identify strengths and weaknesses for a site or department and identify best practices to share and priority areas for further improvement



It help leaders improve and execute their priorities

