

A LEAN MANAGEMENT SYSTEM (LMS) IS AN INTEGRAL PART OF AN EFFECTIVE LEAN BUSINESS SYSTEM. IT'S CRITICAL TO THE DEVELOPMENT OF A LEAN CULTURE AND THE SUSTAINABILITY OF HARD-EARNED IMPROVEMENTS. IN SIMPLE TERMS, IT IS REALLY HARD TO LIVE PDCA (PLAN-DO-CHECK-ACT) WITHOUT IT.

**Overview:** So, how can you quickly tell whether an organization's LMS (not to mention its lean effort) is the real deal or not? Well, no surprise – you audit it! A well-developed LMS is, by its very nature, easily audited. And lean leaders should make it a point to do this on a routine basis. Here are some quick and simple tips for auditing the system: Leader standard work and visual management. Gemba walk. Walk the Gemba with leader standard work in hand to determine its sufficiency and to observe, firsthand, the state of the Gemba. When a senior leader conducts a Gemba walk with his team, tag along. Observe whether they follow Gemba walk standard work relative to attendees, timing, path, audit points and criteria, rotating “deep dives,” conclusion/reflection and countermeasures. Assess the thinking, understanding, participation, sense of urgency, evidence of improvement(s), coaching, chastising, questions, and answers, etc. Holding daily accountability meetings. Attend tiered meetings to determine the sufficiency of and adherence to the standard meeting agenda, while also assessing the level of the leader and the team's engagement, understanding, lean thinking and real countermeasures, both immediate and planned. Tiered meeting boards. Review the various supporting visual boards to assess the required action items, relevancy, timeliness of the performance measures and their trends. Also, check the type and status of the assigned countermeasures and employee suggestion activity, among other things. A solid lean management system is “well-wired.” A lean leader should be able to quickly audit and discern whether the team, plant, division, office, etc. is practicing fake lean or is really and genuinely invested in lean principles, systems and tools as a means of driving customer and employee satisfaction. .

### **After taking this class attendees will be able to:**

- ✓ Using Visual Systems as a means for Managing.
- ✓ How to hold yourself and associates accountable.
- ✓ Leaders Standard Work to add structure and regularity to the LMS.

**Who should attend?** This course is designed for leaders at all levels who looking to add structure to their existing Lean Management System (LMS). Those leaders who are looking to add daily structure to help drive a culture of “Everybody Everyday.” It is also designed for any company that has processes that depends upon people to perform them. It is especially relevant for companies that wish to gain greater predictability and repeatable in the people components of their processes. It is designed to give students hands-on practice applying standardized work methods.

**Time Commitment?** 16 hours

### **Course Outline:**

- Visual Management and how it is a means to for managing daily work?
- How can Leaders Standard Work help to hold employees accountable?
- Participants will be given tools for documenting standard work and how they are used.
- Hands-on practice using standard work tools.
- How to use standardized work day-to-day and over time.



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