



Developing a Lean Thinking Workforce

Tom Southworth
August 18, 2010

Agenda

- What *is* a Lean Thinking Workforce
- The role of a leader
- Educate
- Engage
- Evolve

A Lean Thinking Workforce

A Lean enterprise provides customers/clients:

- with the *right* products or services
- at the *right* time
- and in the *right* quantities

A Lean Thinking Workforce

A Lean Thinking Workforce, then is one with:

- the *right* number of employees
- who possess the *right* skill sets
- and are working on the *right* thing at the *right* time and in the *right* quantity

The Role of a Leader

“All processes, even when they appear to be totally automated, are in fact sustained by *people*.”

People put them in place.

People maintain them.

People improve them.

The question for any organization is how to engage every employee who touches a value stream in sustaining and improving it.”

- Jim Womack (2006)

The Role of a leader...

...is to engage every employee who touches a value stream in sustaining and improving it.

Educate

- Every leader wants measurable results
- Measurable results are usually financial
- Financial results are the result of a process
- The best financial results are a measure of past results
- A Lean thinking workforce works in the present to improve the future, not the past

Educate

- A Lean thinking workforce possesses *the right skills*
- Skills are learned through *knowledge* and *application*
- Knowledge and application are the basis of proper job instruction

Educate

*“If the person hasn’t learned,
the instructor hasn’t taught.”*

Engage

*...engage **every** employee who touches a value stream in sustaining and improving it*

- Which would you rather have, 5 or 6 people making improvements

...or everyone?

Engage

*...engage every employee who touches a value stream in **sustaining** and **improving** it*

- Lean thinking workforce = engaged workforce


Evolve

- Create “a community of scientists”

- Spear/Bowen (1999)

- Plan, Do, Check, Act
- OJT vs. OJD

Evolve

-  Failures: Opportunities for improvement
- Special training is not required
- “...*the elimination of unnecessary details*”

- Training Within Industry Report (1945)

A Lean Thinking Workforce

- the *right* number of employees
- who possess the *right* skill sets
- working on the *right* thing,
at the *right* time, and
in the *right* quantity

A Lean Thinking Workforce is...

- ...a *knowledgeable* workforce
- ...an *engaged* workforce
- ...a community of *problem solvers*
- ...the core of a *learning organization*

Questions?



For more information:

Tom Southworth

tsouthworth@connstep.org

(860) 529-5120

www.connstep.org

Summer Webinar Series

- 9.8.2010 Lean Problem Solving

Save the Date

- Thursday, November 11, 2010
- \$11 from every registration donated to The Hartford Vet Center - provides counseling to veterans and their families
- Sustainability, leadership, business growth
- www.connstepconference.org

