

# Creating a Lean Culture: A Lean Management Workshop

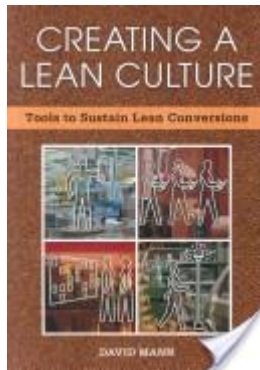
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Featuring Author & Consultant David Mann

A key change in management's emphasis when making the transformation from batch to lean production is the shift from an exclusive focus on results to emphasizing a focus on process. The typical difficulties in sustaining lean implementations traces directly to management practices that remain unchanged from the prior batch mode of operating.

The standard advice from lean sensei and how-to books offers little guidance in this area, beyond exhorting leaders to "focus on the process!" This leaves operations managers wondering: "What does process focus mean? How do we do it?" This hands-on workshop addresses these questions with a concise, Shingo Prize-winning, behavior-based model with specific steps and tools: a lean management system. The system reflects many companies' lessons in what it takes to sustain lean transformations. Lean management along with the physical changes of lean implementations leads to a dramatically different culture — a lean culture — and strengthens integration of the "hard" and "soft" sides of lean for sustained success.



Workshop participants, working in teams on value-stream-mapped, detailed scenarios, actually create the tools and elements of the lean management system: leader standard work, visual controls, accountability boards and assignments, and project A3s. The workshop moves briskly between brief presentations alternating with small group, hands-on tasks in which participants create the everyday tools of lean management based the scenarios and value stream maps (which together serve as "gemba" for the purposes of the workshop). Participants choose to work on scenarios either from manufacturing, healthcare, or enterprise business processes. The design accommodates subgroups of participant working on any combination of the scenarios in the same session.

This workshop has proven to move participants from concept to application as they practice creating the tools and routines of lean managing leaders. Participants take away a clear understanding of each element in lean management, how to create the elements tailored to their specific process and improvement issues, how the elements tie together in a closed loop system, and the practices for effectively implementing the system.

#### This one-day workshop includes these topics:

- ◆ Lean is harder than it seems ◆
- ◆ Why lean management? ◆
- ◆ Lean management for lean processes ◆
- ◆ Visual controls, with hands-on task ◆
- ◆ Routine accountability for improvement, with hands-on task ◆
- ◆ Leader standard work, with hands-on task ◆
- ◆ Engaging leadership and the leadership challenge ◆

**Location: Dominion Virginia Power, 2901 Charles City Road, Richmond, VA 23231**

**Directions: Heading East on I-64**, from Downtown Richmond take the Laburnum Avenue South exit. Take a right at the light. Continue on Laburnum Avenue to Charles City Road. Turn left on Charles City Road. The office is 1/2 mile on the right.

**Heading West on I-64**, from Williamsburg, take the Laburnum Avenue South exit. Take a left on Laburnum. Continue on Laburnum Avenue to Charles City Road. Turn left on Charles City Road. The office is 1/2 mile on the right.

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#### Registration Cost

- VBEC Members—\$250
- Non-Members—\$350

#### Registration includes:

Workshop materials  
Lunch and refreshments

#### Registration Form

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Phone Number \_\_\_\_\_  
Email \_\_\_\_\_

Registration is limited to 30 participants so REGISTER TODAY to reserve your spot!

