



LEAN LEADERSHIP

PROFESSIONAL CERTIFICATION



LLPC™ Version 112024

*This program has been developed with the support of generative artificial intelligence and validated through rigorous editing and internal control processes at Certiprof.

Who is Certiprof®?

Certiprof® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.

Our philosophy is based on the creation of knowledge in community and for this purpose its collaborative network is formed by:

- **Our Lifelong Learners (LLL)** identify themselves as Continuous Learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and ever-expanding digital world. Regardless of whether or not they win the exam.
- Universities, training centers, and facilitators around the world are part of our network of **ATPs (Authorized Training Partners)**.
- **Authors (co-creators)** are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to industry needs.
- **Internal Staff:** Our distributed team with operations in India, Brazil, Colombia and the United States is in charge of overcoming obstacles, finding solutions and delivering exceptional results.



Our Affiliations

Memberships



Digital badges issued by



IT Certification Council - ITCC

Certiprof® is an active member of ITCC.

One of the importance of being part of the ITCC is how industry leaders collaborate with each other in an open format to explore new or different ways of doing business that inspire and encourage innovation, establishing and sharing best practices that allow us to extend that knowledge to our community. Certiprof has contribute with white papers in the Career Path Ways Taskforce a taskforce that was implemented internally to offer students with the opportunity to know what path to take after a certification.

- IBM
- CISCO
- ADOBE
- AWS
- SAP
- GOOGLE
- ISACA



Agile Alliance

Certiprof® is a corporate member of the Agile Alliance.

By joining the Agile Alliance corporate program, we continue to empower people by helping them reach their potential through education. Every day, we provide more tools and resources that enable our partners to train professionals who seek to enhance their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



This alliance allows individuals and companies certified or accredited with Certiprof® to have a worldwide distinction through a digital badge.

Credly is the world's largest badge repository, and leading technology companies such as IBM, Microsoft, PMI, Nokia, and Stanford University, among others, issue their badges with Credly.

Companies issuing knowledge validation badges with Credly:

- **IBM**
- **Microsoft**
- **PMI**
- **Universidad de Stanford**
- **Certiprof**



Digital Badges



According to a study by the IT Certification Council (ITCC), people knew little about digital badges years ago. Today, large companies and educational institutions around the world issue badges.

Digital badges contain detailed metadata about who earned them, the competencies required, and the organization that issued them. Some badges are even linked to the activities needed to attain them.

For companies and educational institutions, badges and the information they provide are so important that many decisions, such as hiring or admission decisions, are based on the data they provide.

Digital Badges:
What Are They?



Why are they important?



- **Ease of Sharing and Verifying Achievements:**

Digital badges allow professionals to showcase and verify their achievements instantly and globally. According to a Credly report, **LinkedIn profiles with digital badges receive 40% more attention from recruiters and employers.**

- **Visibility on Digital Platforms:**

In a survey conducted by Pearson and Credly, **85%** of users who earned digital badges shared them on LinkedIn, and **75%** reported that this improved their **professional credibility in their networks.** In addition, **76%** of employers surveyed said that digital badges help them quickly identify specific skills.



Why are they important?

- **Hiring Impact:**

A study by the **International Project Management Association (PMI)** found that candidates who display project management digital badges are **60%** more likely to be hired compared to those who only mention their skills without digital verification.



Why are they important?

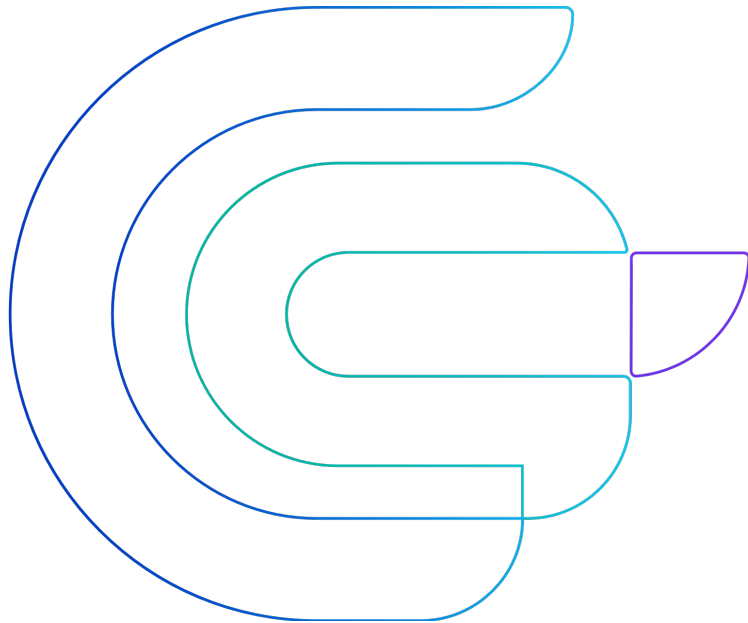


- **Personal Brand Empowerment:**

Digital badges' instant visibility and verification allow professionals to demonstrate their skills and build a solid personal brand. According to a LinkedIn study, professionals who use digital badges **are 24%** more likely to advance in their careers.

Certification and digital badges validate knowledge and are powerful tools for continuous improvement and employability. In a world where lifelong learning has become the norm, these credentials are key to professional development and competitiveness in the global job market.





Not all badges are created equal, and at **certiprof**, we are committed to offering you more than just digital recognition. By earning a badge issued by **certiprof**, you will receive validation of your knowledge backed by one of the world's leading professional certification bodies.

Take the next step and earn the badge that will open doors and position you as an expert in your field.



Why getting your certificate is essential?

- **Proof of Expertise:** Your certificate formally acknowledges the skills and knowledge you've acquired. It serves as verifiable proof of your qualifications and demonstrates your commitment to excellence in your field.
- **Credibility and Recognition:** In today's competitive job market, employers and peers value credentials that distinguish you from others. A certification certificate from a recognized institution, like Certiprof, provides instant credibility and boosts your professional reputation.
- **Career Advancement:** Having your certificate can open doors to new opportunities. Whether it's a promotion, a raise, or landing a new job, certifications are critical differentiators employers look for when evaluating candidates.



Why getting your certificate is essential?

- **Networking Opportunities:** Holding a certificate connects you with a network of certified professionals. Many organizations have alumni or networking groups where you can share experiences, exchange ideas, and grow your professional circle.
- **Personal Achievement:** Earning a certification is a significant accomplishment, and your certificate is a tangible reminder of the hard work, dedication, and progress you've made. It's something you can be proud of and showcase to others.






Lean Leadership (LLPC)

Issued by [Certiprof](#)

Develop Lean leadership to drive efficiency and collaboration within your team. Learn to optimize processes, reduce waste, and create a productive environment. This includes visual management, a culture of accountability, and goal alignment, fostering clarity and empowerment.

 Certification

 Paid

Skills

Collaborative Leadership


Decision Making

Effective Communication

Skills Development

Waste Reduction

Earning Criteria

-  The exam will consist of a total of 20 questions. To earn the certificate, you must achieve a minimum score of 60%, which means correctly answering at least 12 questions.

<https://www.credly.com/org/certiprof/badge/lean-leadership-llpc>



Lifelong Learning

- Certiprof has created a special badge to recognize consistent learners.
- By 2024, more than 1,000,000 of these badges have been issued in over 11 languages.

Purpose and Philosophy

- This badge is intended for people who firmly believe education can change lives and transform the world.
- The philosophy behind the badge is to promote commitment to lifelong learning throughout life.

Accessing and Earning the Badge

- The Lifelong Learning badge is awarded at no cost to those who identify with this approach to learning.
- Anyone who considers themselves to be a lifelong learner can claim their badge by visiting:

<https://certiprof.com/pages/certiprof-lifelong-learning>





SHARE AND VERIFY YOUR **LEARNING** **ACHIEVEMENTS** EASILY

#LLPC #certiprof



AGENDA

1. INTRODUCTION
2. BASICS
3. DEVELOPMENT
4. LEAN LEADER
5. SYSTEMS AND CONCEPTS
6. STRATEGY
IMPLEMENTATION
7. SHOP FLOOR MANAGEMENT
8. VISUAL MANAGEMENT



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Module 1

Introduction and Fundamentals of Lean Leadership



LLPC™ Version 112024



INTRODUCTION



Lean Leadership



Context and Definition of Lean Leadership

Lean Leadership is a leadership approach that originated and gained popularity through Toyota's experience in its leadership development model. This model has not only redefined management within Toyota, but has also influenced numerous organizations around the world.

Guiding Principle of Lean Leadership

The guiding principle of Lean Leadership is not solely focused on teaching methods or techniques, but on empowering leaders and employees to develop continuous improvement skills at all levels of the organization. This means that the Lean leader is not simply a supervisor who dictates tasks, but a guide who works to develop the competencies of their team.



Empowerment in Lean Leadership



1 Empower, not just teach

The concept of empowerment involves giving employees the confidence, skills, and responsibility to make decisions and solve problems. This approach fosters an environment where everyone feels like a stakeholder in the organization's goals, which is key to the success of Lean Leadership.

2 Core Objective of Lean Leadership

The objective of Lean Leadership is to achieve continuous improvement in organizational performance through the progressive enhancement of leadership skills at all levels, including both leaders and employees. This process not only seeks to achieve short-term goals, but also aims for a sustainable and long-term impact on the organizational culture.



Skill Development

The philosophy of Lean Leadership holds that leaders must focus on developing their own competencies and facilitating the development of their employees' competencies. This means that leaders must be role models, demonstrating and teaching practical improvement and problem-solving skills, while also building an environment of mutual respect and trust.



“

Grow leaders who thoroughly understand the work, live the philosophy and teach it to others.

”

The Toyota Way: Principle 9



Principle 9 of the Toyota Way

1

Leader Development

Within the Lean Leadership philosophy, one of the key principles of the Toyota Way is the development of leaders who not only have a deep understanding of the work they perform, but also live and teach the Lean philosophy to others. This approach ensures that leadership is not limited to the transmission of tasks, but also involves the transmission of values and methodologies that can sustain continuous improvement.



Elements of Principle 9



Knowing and Understanding the Work

In the context of Lean Leadership, the leader's deep knowledge of the work is fundamental. It is not just about supervising processes, but understanding the specific details and challenges of the work performed by the team. This allows the leader to anticipate problems, offer precise solutions, and be a reliable resource.



Living the Lean Philosophy

An effective Lean leader must not only understand the Lean tools and processes, but must internalize the values of the philosophy and apply them in their own conduct and decisions. This involves a commitment to continuous improvement, waste elimination, and respect for people, becoming a role model to follow.



Teaching Others

In addition to understanding and applying the Lean philosophy, a leader must convey this knowledge to their team. This involves not only teaching techniques, but also inspiring a mindset of constant learning and problem-solving, fostering an environment where everyone actively contributes to improvement.



Impact on the Organization



Culture of Continuous Improvement

When leaders model and teach the Lean philosophy, a culture of learning and continuous improvement is fostered.



Knowledge Transfer

Leaders who deeply understand the work effectively convey the philosophy and methodologies to their teams.



Organizational Adaptability

This approach allows the organization to adapt quickly to changes and continuously improve its processes.



Alignment of Values and Practices



This principle ensures that daily practices are aligned with the organization's values, creating coherence between what the company seeks and what employees experience in their daily work.

By developing leaders who convey and foster Lean thinking, the organization's performance becomes more sustainable and less dependent on external directives, as Lean values and processes are integrated into the organizational culture.



Conclusion of Principle 9

1

Learning and Teaching Cycle

Reinforces continuous improvement

2

Development of Leadership Capabilities

Across the organization

3

Masters of the Lean Philosophy

Leaders who deeply understand

Principle 9 of the Toyota Way emphasizes that the true success of Lean Leadership is based on developing leaders who are masters of the Lean philosophy and who work to build leadership capabilities across the organization. This transforms leadership into a learning and teaching cycle that continuously reinforces the organization's mission of continuous improvement.



“

**Be strict with the process but
gentle with the employees.**

”

Toyota Motors philosophy



Toyota Motors Principle



Balance between Process and Human Treatment

In Lean Leadership, one of the fundamental principles of Toyota is to be strict with processes but gentle with people. This principle establishes an important balance: while processes must be rigorous and followed with precision, the treatment of people must be based on respect, understanding, and support.



Elements of the Toyota Principle



Rigor in Processes

The processes in the Lean model are designed to maximize efficiency and minimize waste. This requires strict adherence to procedures and standards that have proven effective in achieving consistent results. Lean leaders ensure that every step of the process is followed correctly, contributing to the organization's quality and efficiency.



Humane Treatment and Employee Support

The "kindness to people" involves recognizing and valuing employees, understanding their individual needs and motivations. Lean Leadership promotes a human-centric approach, where leaders treat their teams with respect and empathy. This fosters an environment where employees feel free to contribute ideas for improvement.



Benefits of Balance

By maintaining an optimal balance between rigor in processes and kindness to people, Toyota achieves an organization that is both efficient and humane. This approach generates greater employee engagement, continuous process improvement, and an organizational culture where technical excellence and human development advance in harmony.



Benefits of Balance at Toyota

Reduction of Errors

By being strict with processes, the possibilities of errors are reduced, thus improving the quality of the product or service. This rigor helps to establish a culture of operational excellence.

Promotion of Collaboration and Trust

When employees feel valued and respected, they are more willing to collaborate and commit to the organization's goals. This creates an environment of trust where creativity and continuous improvement are fostered.

Greater Commitment and Productivity

The combination of solid processes and respectful treatment of people creates an environment in which employees are motivated and committed. Feeling respected and supported, they tend to be more productive and show a greater sense of belonging.



The Toyota Principle Conclusion

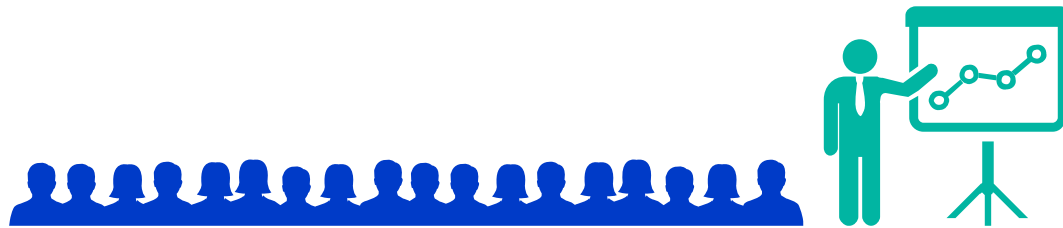
This Toyota principle highlights that while precision in processes is crucial for the success of Lean Leadership, the true drive towards continuous improvement comes from a balanced approach where people are treated with respect. This combination empowers both performance and employee satisfaction, fostering an organizational culture that supports the mission of Lean Leadership.



Introduction

Definition

Lean Leadership became known through Toyota's **Lean Leadership Development Model.**



**THE GUIDING PRINCIPLE IS TO
EMPOWER RATHER THAN TEACH.**

The goal of lean leadership is to achieve continuous performance improvement across the organization by gradually improving executives' abilities to develop their own competencies, as well as those of their employees.



Origin and Definition of Lean Leadership

1

Lean Leadership Development Model

Lean Leadership is a leadership approach that gained prominence through Toyota's Lean Leadership Development Model. Unlike other leadership models that emphasize training or direct supervision, Lean Leadership is centered on empowerment. This model aims to develop leaders who can foster a culture of continuous improvement, not only in the technical aspects of processes, but also in the evolution of their team's skills and competencies.



Key Focuses of Lean Leadership

1

Focus on Empowerment

The foundation of Lean Leadership is that the leader not only conveys instructions, but also empowers employees to make informed decisions and seek improvements in their work. Empowerment in this context means giving each employee the necessary tools and confidence to take responsibility for their performance and propose improvements in their areas of work.

2

Continuous Performance Improvement

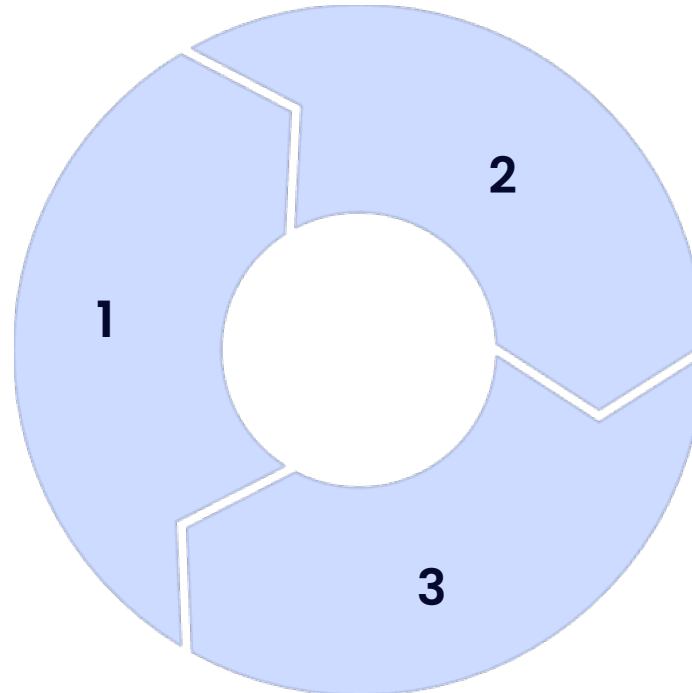
Lean Leadership pursues a constant cycle of improving organizational performance. This improvement is achieved through the progressive development of skills and competencies, both of leaders and their teams. This approach not only focuses on short-term efficiency, but also on building capabilities and a mindset of improvement that can be sustained over time.



Key Objectives of Lean Leadership

Develop Competencies

Lean Leadership fosters the creation of a workforce that not only follows orders, but also understands and is committed to the organization's goals.



Continuously Improve

This model seeks an environment where continuous improvement is not just a goal, but a culture.

Strengthen Skills

Lean leaders actively work to strengthen the skills of their teams, thus promoting a more resilient and adaptable organization.

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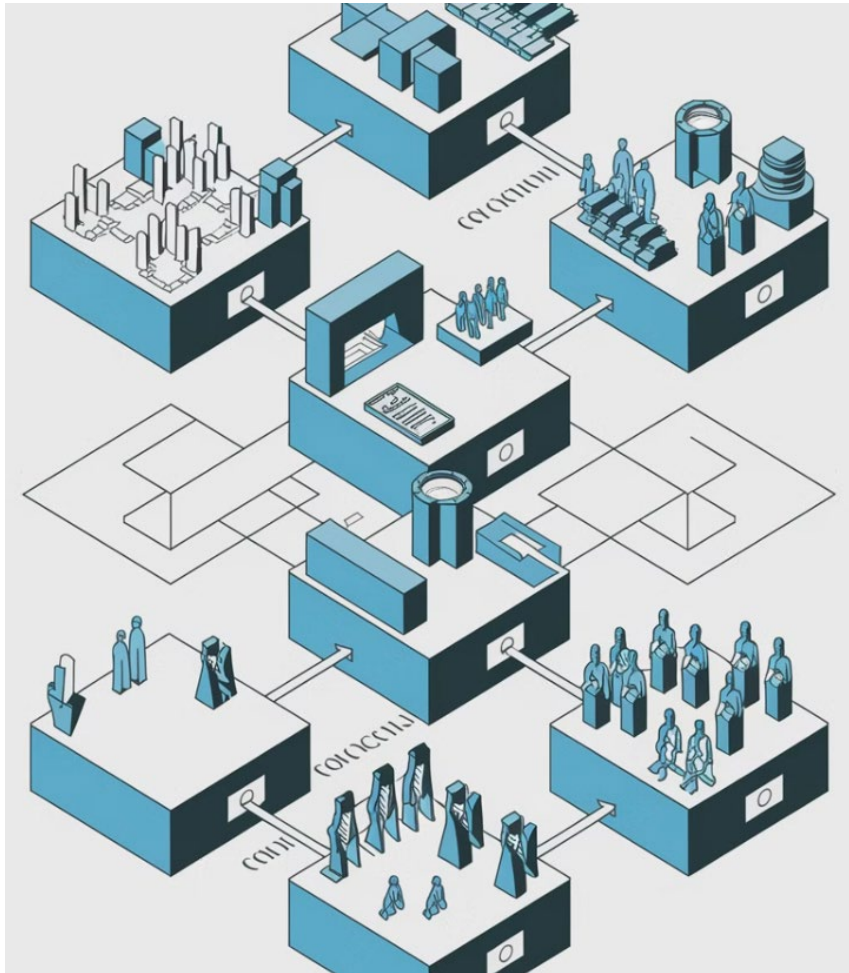
This model seeks an environment where continuous improvement is not just a goal, but a culture. This is achieved when all levels of the organization are committed to identifying and eliminating waste, optimizing processes, and constantly learning from their experiences.



BASICS



Fundamentals of Lean Leadership



Understanding Principles

After understanding the general principles and objectives of Lean Leadership, it is crucial to explore the fundamentals that support this philosophy and enable its practical application in organizations.

Exploring Concepts

Lean Leadership is based on a series of concepts and structures designed to facilitate continuous improvement, resource optimization, and the development of an organizational culture aligned with these objectives.



Roots and Structure of Lean Leadership

Based on Lean Management

Lean Leadership takes its roots in the principles of Lean Management, a system that focuses on maximizing customer value by minimizing waste and improving processes. Through Lean Management, the structures that support both efficiency and adaptability are established, which are key characteristics for implementing and sustaining Lean leadership.

Organizational Structure and Essential Processes

Lean Leadership not only involves leadership at the individual or group level, but also requires an organizational structure that respects and promotes the Lean philosophy. This includes a clear alignment of organizational roles, processes, and objectives, allowing each person to understand their contribution to the overall value stream. This organizational structure is key to the application of Lean, as it facilitates consistency in the implementation of principles and the achievement of common goals.

Interrelationship between Production and Administration

Another fundamental aspect of Lean Leadership is its holistic view, which recognizes the interdependencies between the areas of production and administration. Unlike traditional approaches that may treat these areas in isolation, Lean leadership integrates both components, allowing for cross-functional improvements and optimization of resources at all levels of the organization.



Basics

Lean Management: Structure

LEAN MANAGEMENT

MINIMIZE
WASTE



Reduce
Errors



Standardize
Processes



Synchronize
Processes



Optimize Production
Facilities



Align Customer
Requirements



Train
Employees

CONTINUOUS IMPROVEMENT PROCESS



The Central Objective of Lean Management



Minimize Waste

In Lean Management, the main objective is to minimize waste in all its forms. This involves optimizing every aspect of the production process and administrative workflows to ensure that all resources (time, materials, effort) are used as efficiently as possible, thus generating more value for the customer. This waste minimization approach is the foundation upon which the following key actions are structured.



Key Components

Key Components of the Lean Management Framework



Lean Management Components

Reduce Errors

The first step in Lean Management is to reduce errors in all processes. This is achieved through process standardization, employee training, and the use of quality control tools. Fewer errors mean less waste in the form of defective products or failed services, which increases customer satisfaction and reduces costs.

Standardize Processes

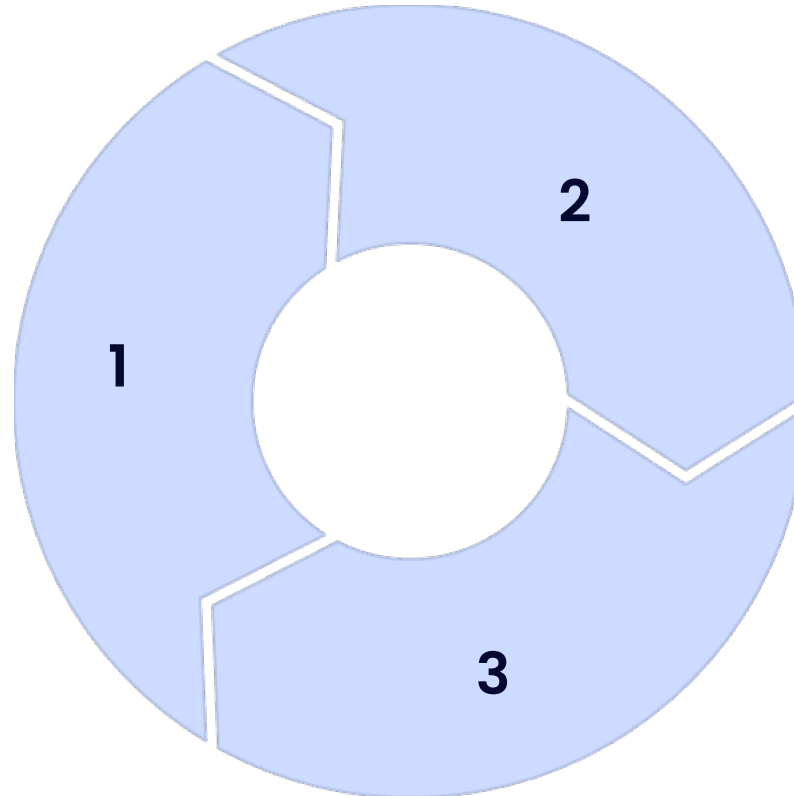
Standardization is fundamental in Lean Management, as it allows processes to be performed consistently and predictably. Standardizing involves documenting and defining each step of a process so that any employee can execute it correctly. This not only increases efficiency, but also facilitates the identification of improvement opportunities.



Synchronization and Optimization in Lean

Synchronize Processes

Synchronizing processes involves coordinating each stage of the workflow so that they function harmoniously and efficiently.



Optimize Flow

This allows tasks to be completed at the right moment, without delays or accumulations.

Minimize Time

Synchronization optimizes resource utilization and minimizes waiting times, which reduces waste.

Synchronizing processes involves coordinating each stage of the workflow so that they function harmoniously and efficiently. This allows tasks to be completed at the right moment, without delays or accumulations. Synchronization optimizes resource utilization and minimizes waiting times, which reduces waste.



Lean Optimization and Alignment



Optimize Production Facilities

Optimizing production facilities includes reorganizing the workspace, improving the flow of materials and equipment, and reducing unnecessary movements. A well-organized production plant reduces downtime and improves overall productivity, while also facilitating the application of Lean principles in each work area.



Align Customer Requirements

In Lean Management, it is essential that all processes and products are aligned with the customer's expectations and needs. Aligning customer requirements ensures that every activity performed in the organization is oriented towards meeting those expectations, eliminating activities that do not add value for the customer.



Training and Continuous Improvement

1

Train Employees

Ongoing training is a crucial component in Lean Management. Well-trained employees are better equipped to identify and solve problems, as well as contribute ideas for process improvements. Training in Lean tools and principles fosters a culture of continuous improvement and empowerment among the workforce.

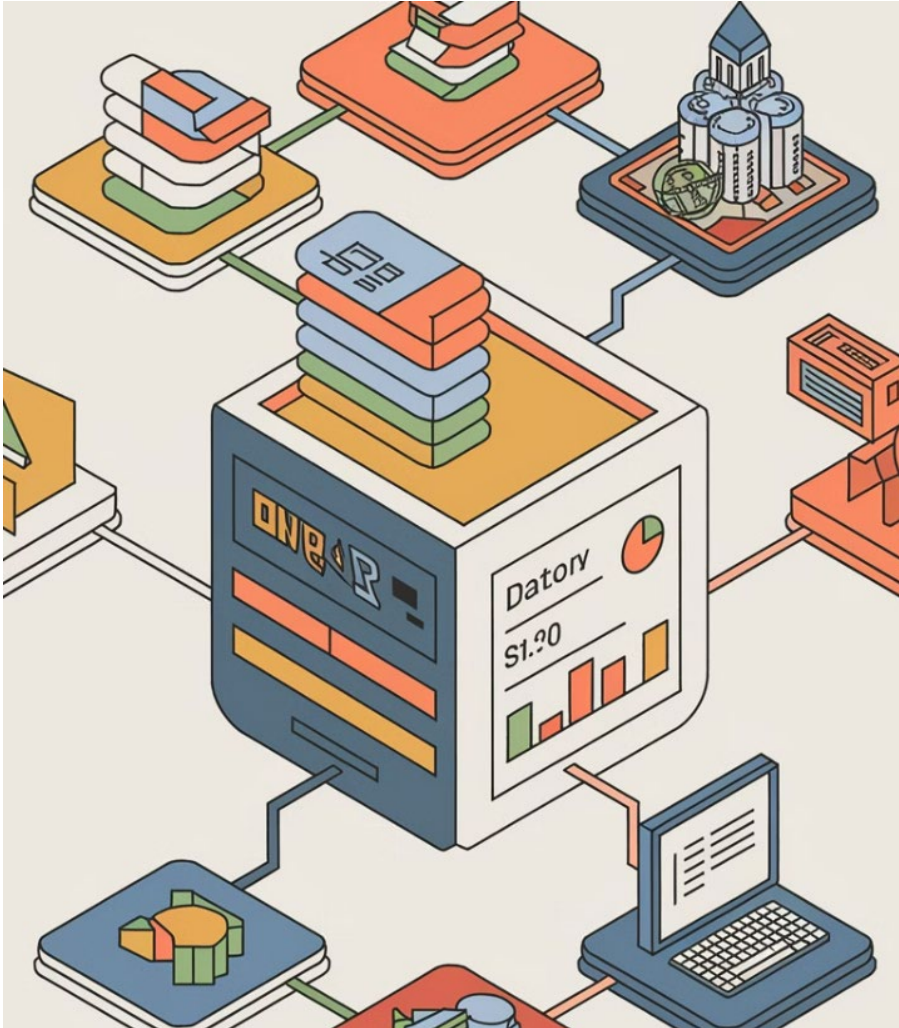
2

Continuous Improvement Process

All these key elements are part of the Continuous Improvement Process, a core principle in Lean Management. Continuous improvement involves the constant review of processes to identify areas for optimization, flexibly adjusting to changes in the environment and customer needs. This constant cycle of review and adaptation ensures that Lean Management is not a set of static practices, but a dynamic philosophy that evolves with the organization.



Conclusion on Lean Management

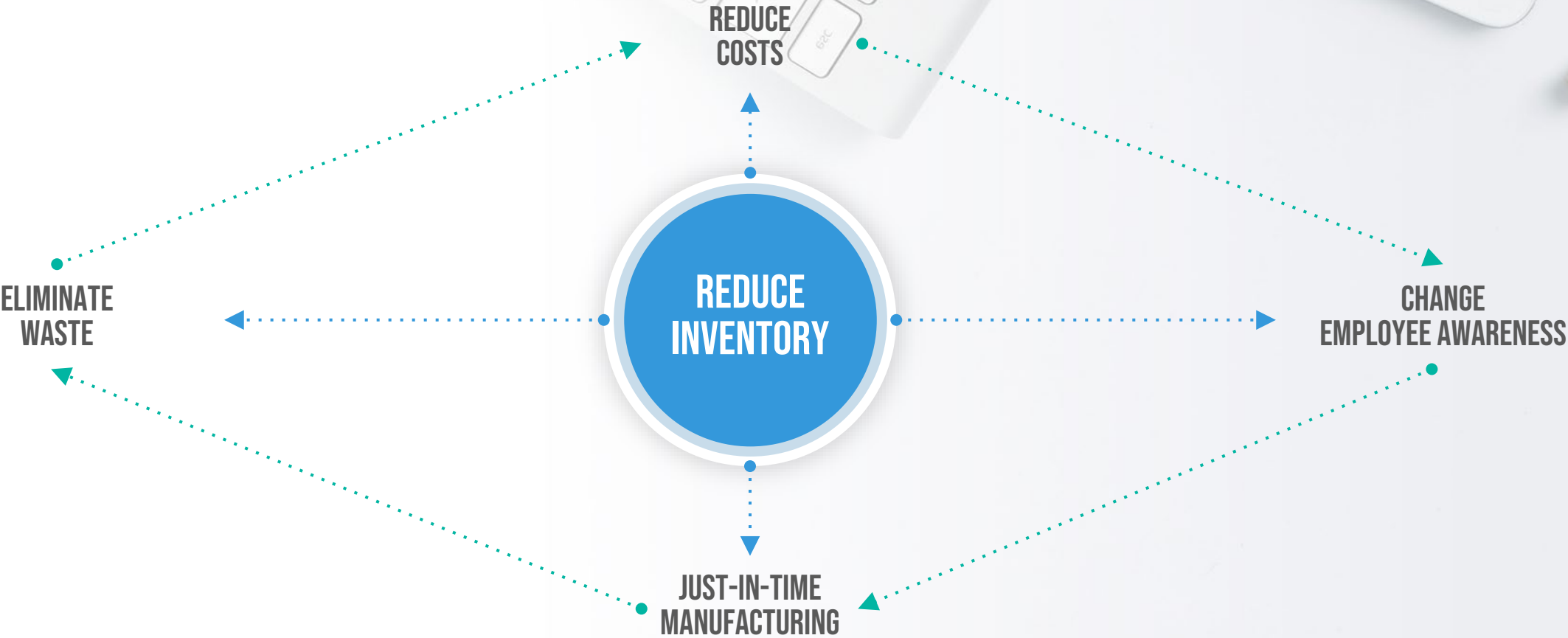


The Lean Management framework is based on a set of organized practices to optimize every aspect of the production and management process. By reducing errors, standardizing and synchronizing processes, optimizing facilities, aligning with the customer, and training personnel, Lean Management establishes a robust framework for operational efficiency and customer satisfaction.



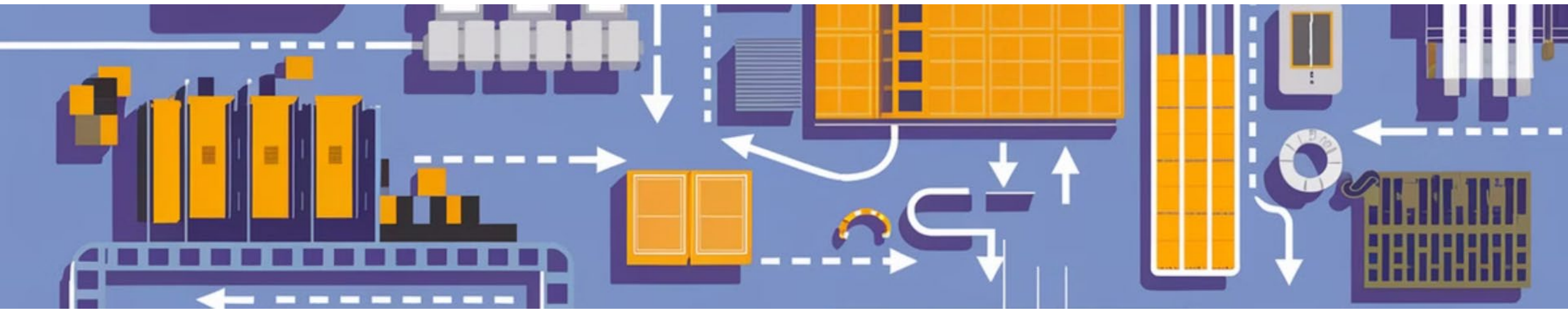
Basics

Lean Production: Dependencies and Interrelationships

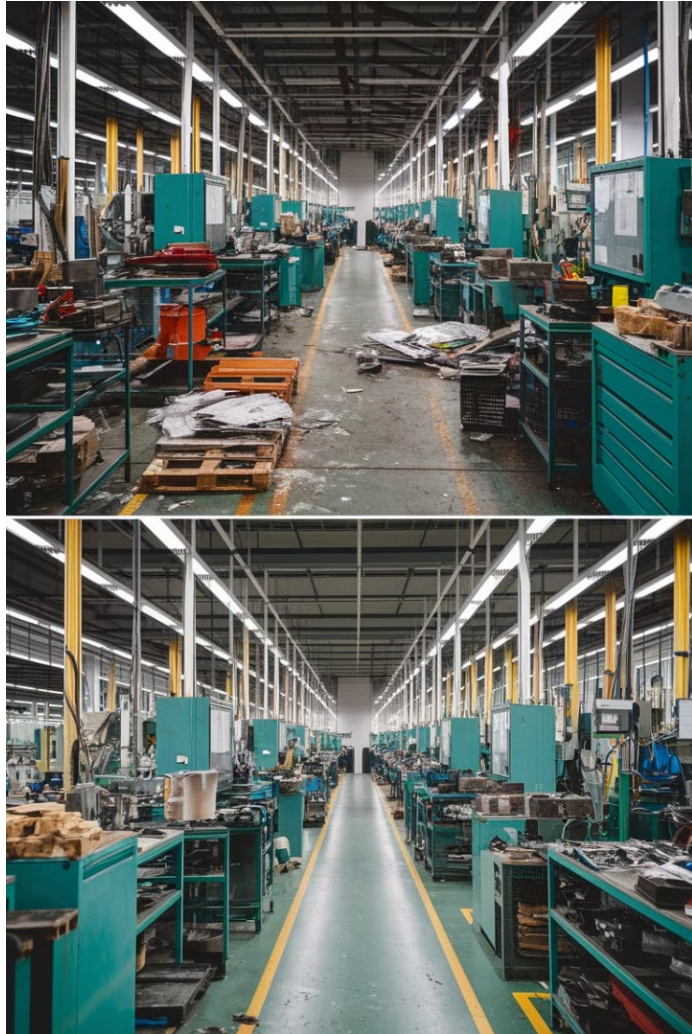


Reducing Inventory in Lean Production

In the context of Lean Production, reducing inventory is a key strategic objective. Excessive inventories often hide efficiency problems in production processes, such as bottlenecks or lack of synchronization in the supply chain. Minimizing inventories allows organizations to be more agile and responsive to customer demand, eliminating the costs associated with maintaining large inventories and improving workflow.



Key Elements to Reduce Inventory



Eliminate Waste

Eliminating waste is one of the fundamental principles of Lean Production. By reducing inventory, it is easier to identify and eliminate waste in the process. High inventory levels can hide inefficiencies such as unnecessary movement, waiting times, and overproduction. By minimizing inventory, teams are forced to optimize each step of the process, eliminating what does not add value to the final product.



Just-in-Time Production

Just-in-Time Approach

The Just-in-Time (JIT) approach is a key practice in Lean Production that seeks to produce only what is needed at the right time. By implementing JIT, companies can drastically reduce their inventories, as materials and products are only manufactured when there is immediate demand. This requires perfect coordination between production areas and suppliers, and depends on a reliable and fast supply chain. JIT production allows for faster response to changes in customer demand without having to resort to excessive inventories.

1

2

Cost Reduction

Reducing inventories has a direct impact on operating costs. Maintaining large inventory volumes involves associated expenses, such as storage, maintenance, and the risk of product obsolescence. By reducing inventories, organizations can free up working capital and decrease these indirect costs. These savings can be reinvested in other areas of the operation or in continuous improvement initiatives.



Lean Mindset Shift

1

Continuous Flow

Focus on maintaining fluid processes

2

Problem Identification

Real-time detection and resolution

3

Changing Mindset

Employee mindset is essential for effective Lean production

Employee mindset is essential for effective Lean production. Reducing inventory involves a shift in how employees think about resources and workflow. Instead of relying on large inventories, employees must be aware of the importance of continuous flow and real-time problem identification. This mindset shift fosters a culture of accountability and continuous improvement, where employees are motivated to find solutions that eliminate waste and improve efficiency.



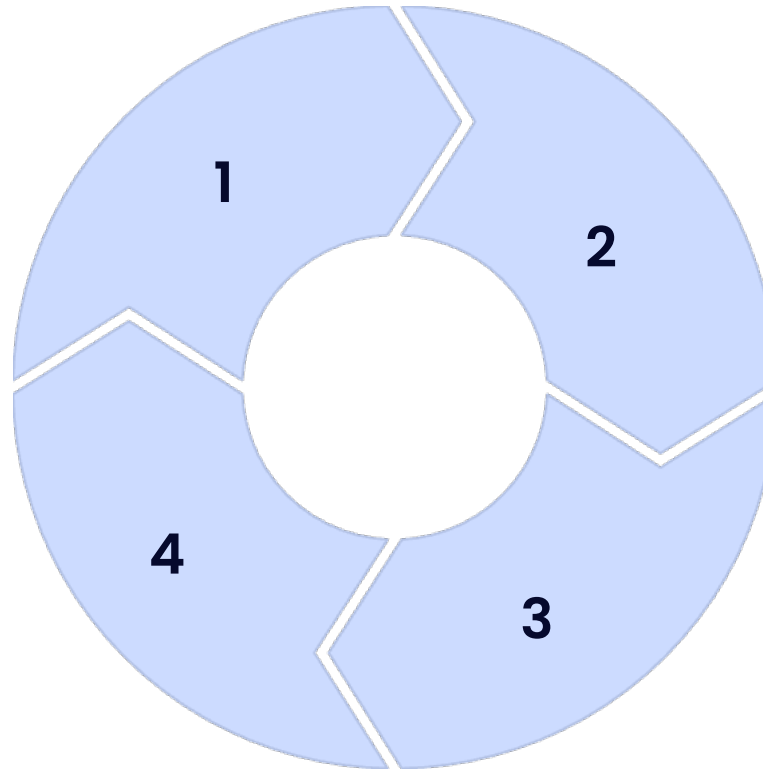
Lean Production Interrelationships

Eliminate Waste

Identify and eliminate inefficiencies in the process

Change Mindset

Develop a new mindset among employees



Just-in-Time Production

Manufacture only what is needed at the right time

Reduce Inventories

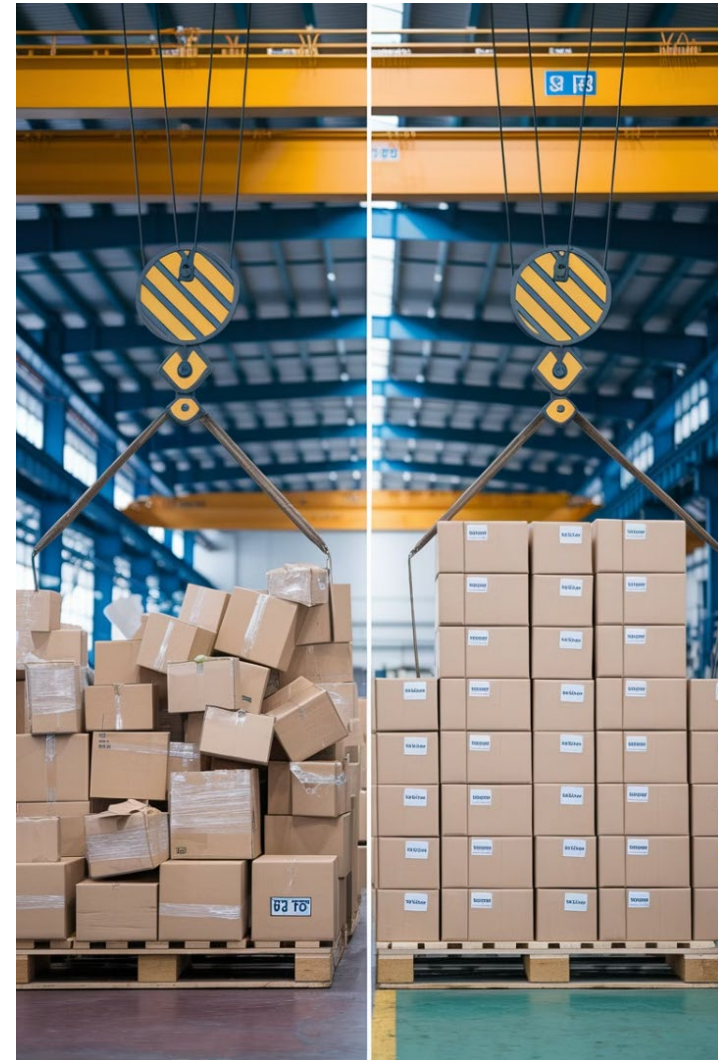
Minimize storage of materials and products

Each of these elements is interrelated and depends on proper inventory management to function correctly in a Lean system. By reducing inventories, the organization not only improves in terms of costs, but also facilitates more agile, customer-oriented production focused on continuous improvement. This comprehensive approach is what allows Lean Production to achieve high levels of efficiency and adaptability in a constantly changing environment.



Conclusion on Inventory Reduction

Inventory reduction in Lean Production is much more than an operational practice; it is a strategic approach that allows identifying and eliminating inefficiencies, reducing costs, and fostering a culture of continuous improvement. The interdependencies between waste elimination, Just-in-Time production, cost reduction, and employee awareness create a network of mutual support that strengthens the Lean philosophy and optimizes the operation as a whole.



Basics

The Seven Wastes

PRODUCTION (DIRECT)



waiting

unnecessary motion

unnecessary inventory

transport

overproduction

defects

over processing

ADMINISTRATION (INDIRECT)



employee idle time

searching for materials/disorganized work places

errors and rework (producing inaccurate or incorrect information)

multiple transfers of electronic information, excessive email attachments

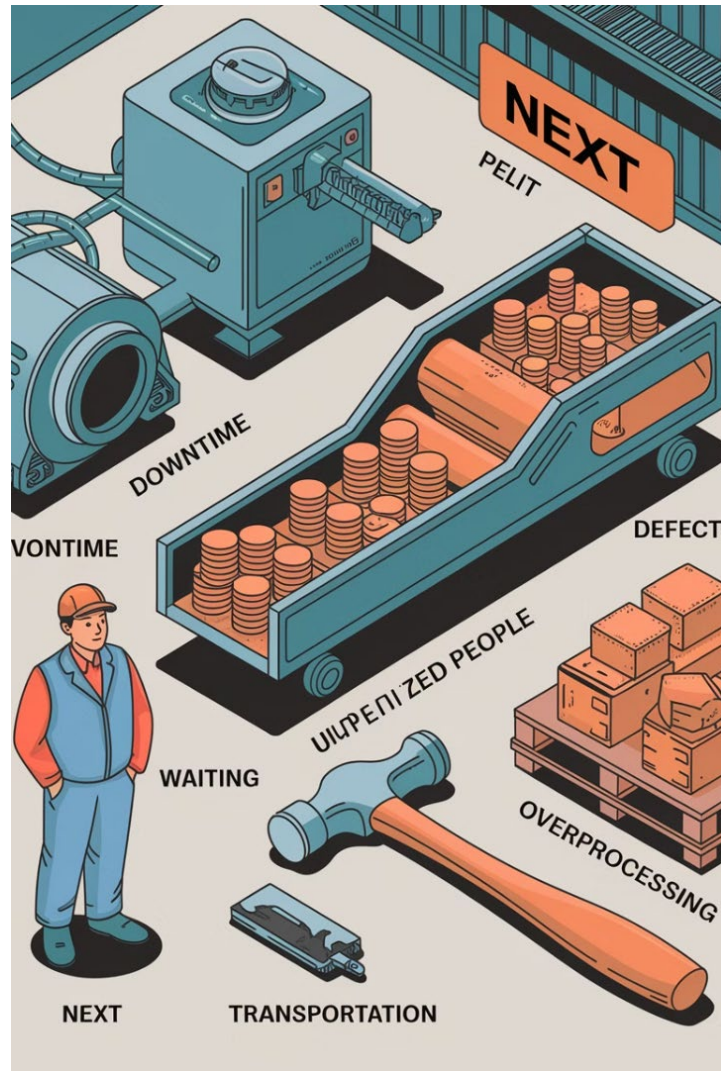
producing unnecessary reports, repetitive information

too many or incorrect process steps

missing information, lost files



The Seven Wastes in Lean



The identification and elimination of waste is one of the fundamental principles of Lean Production. Waste represents any resource or effort that does not add value to the customer and therefore must be minimized or eliminated. These wastes manifest themselves in both direct production and administrative (indirect) processes. The seven types of waste and how they are expressed in both environments are presented below.



Waste 1: Waiting



Direct Production

Time lost when workers or machines are idle due to bottlenecks, lack of materials, or equipment failures.

Administration

Downtime of administrative staff, for example, when they are waiting for approvals or information from other departments, which delays the workflow.



Waste 2: Unnecessary Motion



Direct Production

Unnecessary physical movements of employees, such as searching for tools or materials, due to poor organization of the work space.



Administration

Time lost in searching for materials, documents or information in disorganized offices. This additional movement does not directly contribute to value creation.



Waste 3: Unnecessary Inventory



Direct Production

Maintaining more materials, parts or products in inventory than necessary. This takes up space and resources that could be used more efficiently.



Administration

Unnecessarily accumulated documents and data, which increases the risk of errors and rework due to incorrect or outdated information.

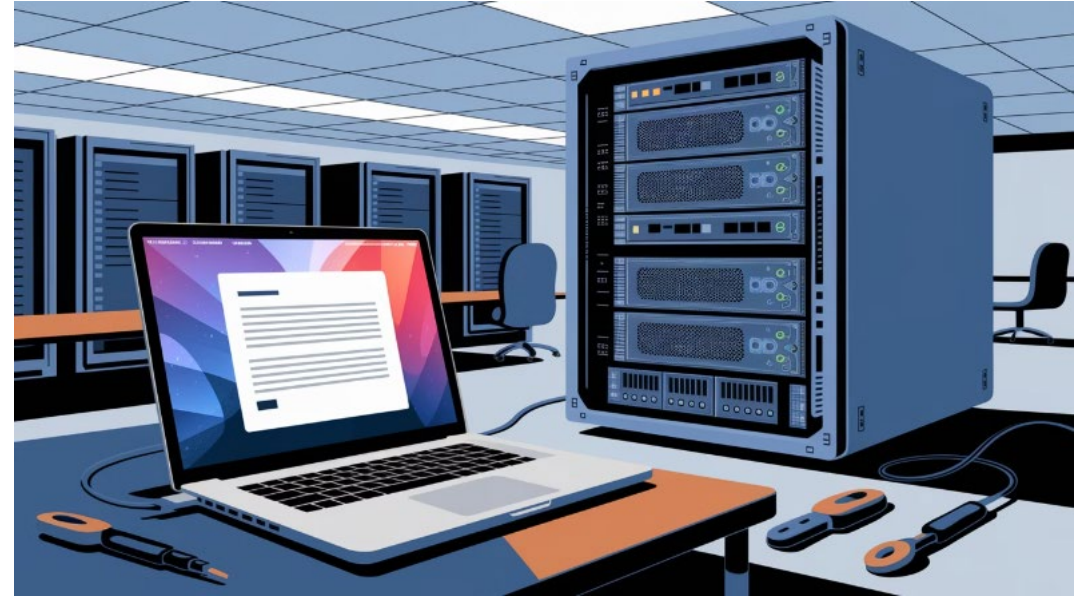


Waste 4: Transportation



Direct Production

Unnecessary movement of materials between workstations or warehouses, which increases costs without adding value to the final product.



Administration

Multiple transfers of electronic information, such as excessive attachment of documents in emails or forwarding the same information multiple times, generating redundancy and possible confusion.



Waste 5 and 6: Overproduction and Defects

1

Overproduction – Direct Production

Producing more than necessary or before it is required. This generates excess inventory and increases the risk of products becoming obsolete.

2

Overproduction – Administration

Creating unnecessary reports or documentation, such as repetitive reports that are not required by processes or do not add additional value.

3

Defects – Direct Production

Production of defective items that require rework or, in the worst case, disposal. This consumes time, materials, and other resources.

4

Defects – Administration

Errors in administrative processes, such as incorrect data entry or inadequate process steps. These errors can lead to a chain of rework and corrections that delay the workflow.



Waste 7: Overprocessing



Direct Production

Investing more time or resources than necessary in the processing of a product, such as adding additional steps that do not add value.



Administration

Unnecessary or poorly designed administrative processes that require redundant information, such as the loss of files or missing information that delays work and consumes resources unnecessarily.



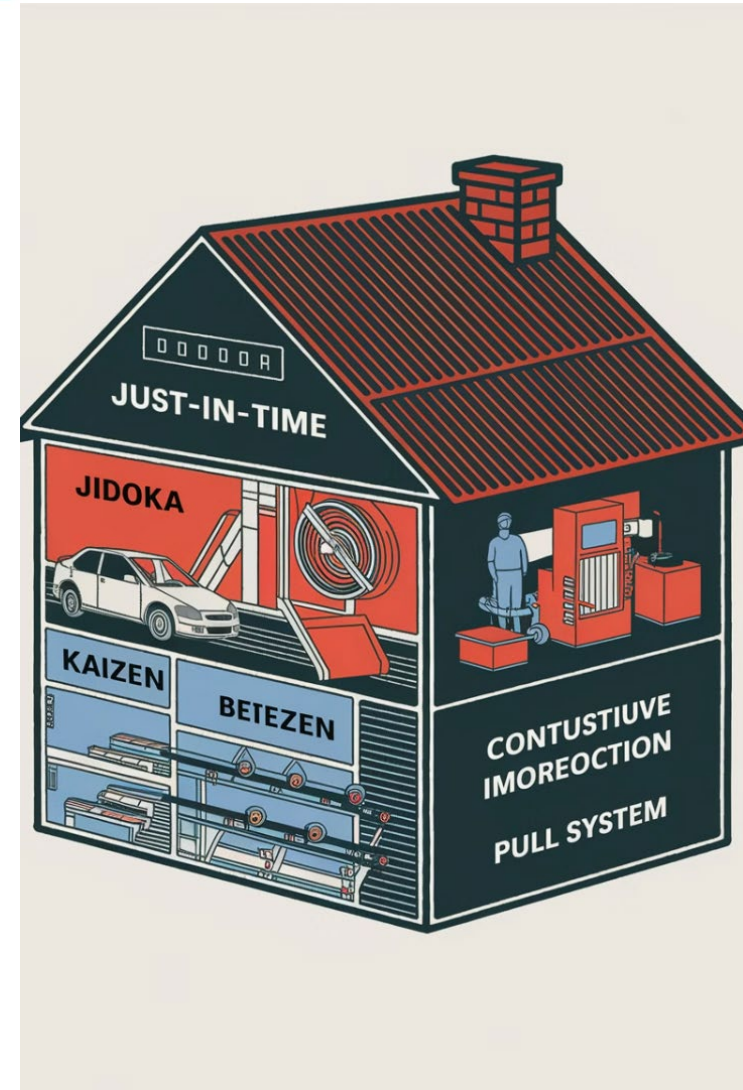
Basics

Toyota Production System

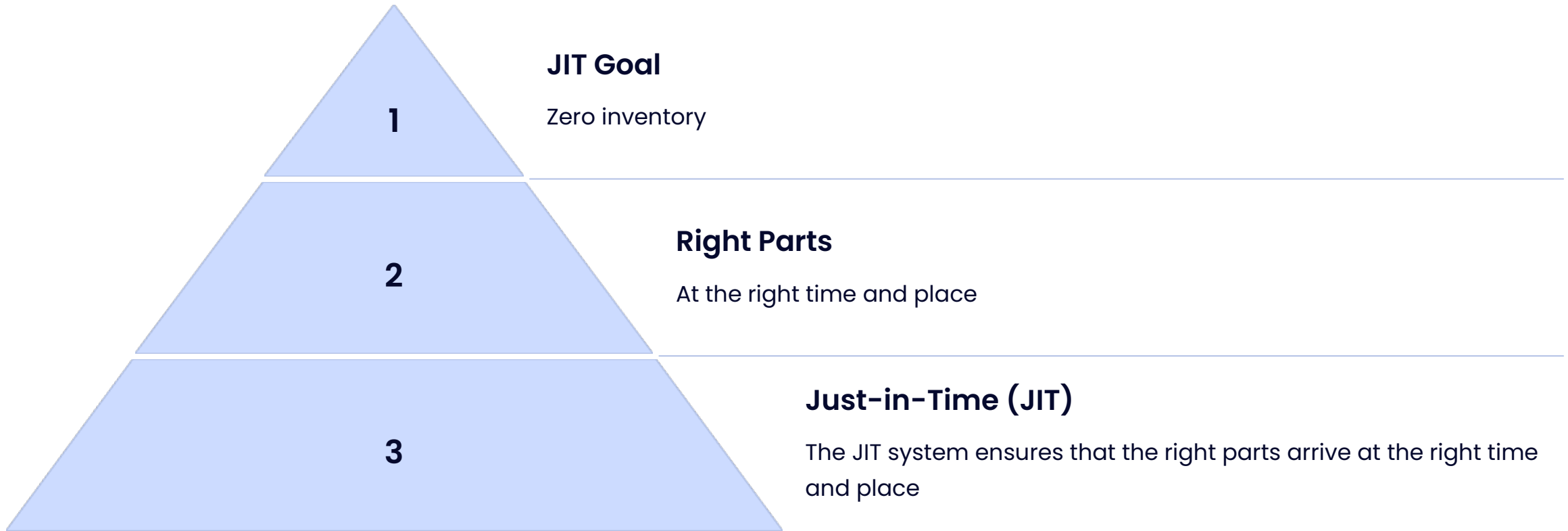


Objectives of the Toyota Production System

The Toyota Production System (TPS) is a management model focused on achieving the best quality at the lowest cost, with the highest level of safety, the shortest cycle time, and high employee morale. These objectives are achieved through a combination of teamwork, continuous improvement, and waste elimination, establishing a system that balances efficiency with respect for people.



Key Component: Just-in-Time (JIT)



The JIT system ensures that the right parts arrive at the right time and place in the required quantity, with the goal of maintaining zero inventory. This approach minimizes waste of space and materials and allows production to be flexibly adjusted to actual demand.

Goal: Avoid unnecessary storage and reduce capital tied up in inventory, which increases the agility of the organization.



Key Component: Autonomy (Jidoka)



1

Jidoka Concept

Autonomy refers to the process by which machines and systems are equipped to automatically stop if they detect a defect. This mechanism ensures that quality issues are identified and addressed in real-time, preventing errors from propagating through the production process.

2

Autonomy Goal

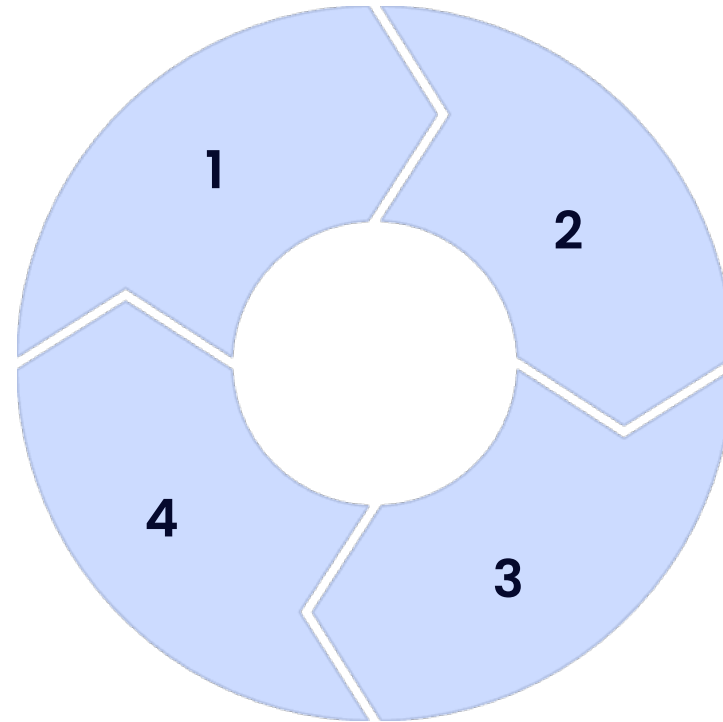
Improve quality by allowing employees to focus on problem-solving and higher-value tasks instead of continuously monitoring machines.



Key Component: Continuous Improvement (Kaizen)

Evaluation
Continuous analysis of processes

Participation
Involvement of all employees



Adjustment
Implementation of improvements

Culture
Fostering constant refinement

Continuous improvement is a central pillar of the TPS. It involves a constant cycle of evaluation and adjustment in every aspect of the production process. This fosters a culture of refinement in which all employees are motivated to identify and eliminate waste.

Goal: Achieve superior efficiency and quality through small, constant changes that cumulatively produce major long-term improvements.



Waste Reduction in TPS



Systematic Elimination

TPS focuses on the systematic elimination of all types of waste identified in the Lean system (waiting, unnecessary movement, defects, etc.). This is achieved through stable and standardized production processes, the use of visual management to monitor workflow, and an organizational philosophy aligned with the Toyota Way.



Reduction Goal

Maximize the value delivered to the customer by reducing all resources that do not contribute to value creation.



Employee Support

Employee Support and Teamwork



The Role of Employees in TPS



1

Active Participation

TPS places a strong emphasis on the role of employees and teamwork. Rather than being mere machine operators, employees are considered an integral part of the continuous improvement process.

2

Essential Collaboration

Teamwork and collaboration are essential to implementing and sustaining the Just-in-Time system and autonomy, as all members must be aligned and committed to the principles of TPS.



Conclusion on the Toyota Production System

The Toyota Production System is a combination of practices and principles that create a highly efficient, adaptable, and quality-focused production system. Through the implementation of JIT, automation, and continuous improvement, TPS optimizes production processes while fostering a culture of respect and empowerment for employees. This system has become a global benchmark and the foundation of the Lean methodology applied in multiple industries.





Module 2

Development of Lean Leadership



LLPC™ Version 112024



DEVELOPMENT



Introduction to Module 2: Lean Leadership Development

1

Focus on Development

In the context of Lean Leadership, development focuses on the evolution of leaders and their teams towards a culture of continuous improvement and efficiency. This module addresses how leaders can grow in their Lean skills and mindset, as well as the differences between traditional management approaches and Lean leadership.



Transition to Lean Leadership

1

Evolution of Leadership

The development in Lean Leadership involves the transition from traditional management practices to a leadership approach that promotes empowerment, accountability, and adaptation. Leadership not only focuses on operational efficiency, but on the continuous growth and learning of both leaders and employees. Through specific practices and models, Lean Leadership facilitates a development process in which leaders become change agents that drive an organizational culture aligned with Lean principles.

2

Key Topics

This module will explore key topics such as:

The evolution of Lean leadership versus traditional leadership.



Lean Leadership Models and Competencies

Development Models

The specific models and principles that guide the development of Lean leaders.

Essential Competencies

The competencies and skills that leaders must cultivate to foster a continuous improvement environment.

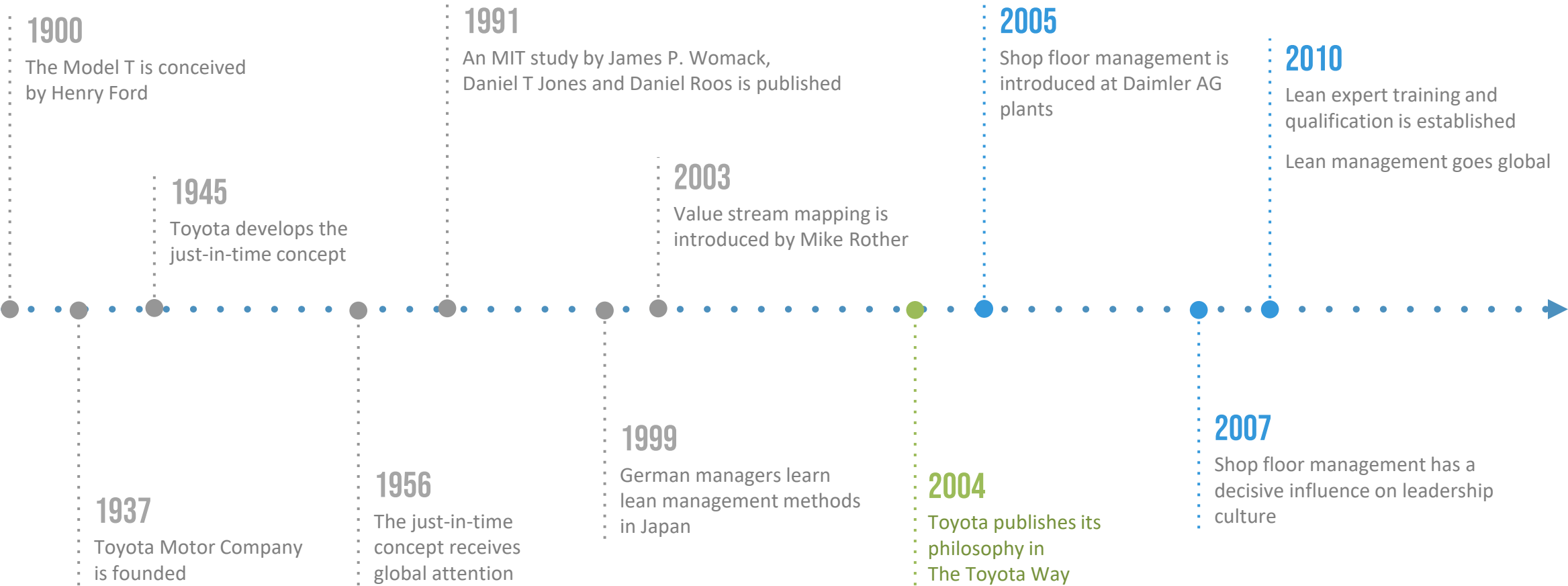
Basis for Understanding

This introduction to Lean Leadership development establishes a foundation for understanding how leaders are formed and refined within this approach, enabling them to guide their teams and the organization towards superior and sustainable performance.



Development

Timeline



The Evolution of Lean Leadership: 1900–1937

1900 – Henry Ford Conceives the Model T

Henry Ford introduced the concept of mass production with the Model T, a revolutionary approach for its time. While Ford's mass production system is not Lean, it lays the groundwork for thinking about efficiency and cost reduction through standardization and assembly line production.

1

2

1937 – Founding of Toyota Motor Company

Toyota Motor Company is established in Japan. In the following years, Toyota will develop unique production methods inspired by the need for efficiency and optimization of resources due to economic and material limitations, which will eventually give rise to the Lean production system.



The Evolution of Lean Leadership: 1945–1956



1945 – Toyota develops the Just-in-Time concept

Toyota introduces the Just-in-Time (JIT) concept, a system in which only the necessary parts are produced at the right time, avoiding excess inventory. This concept is fundamental to the development of Lean Production, as it allows for the reduction of waste and the improvement of efficiency.



1956 – The Just-in-Time concept receives global attention

As Toyota refines and perfects its JIT system, the concept begins to gain worldwide recognition as a revolutionary approach to production management, attracting the attention of other manufacturers interested in improving efficiency.



The Evolution of Lean Leadership: 1991–1999



1991 – Publication of the MIT study

A study led by James P. Womack, Daniel T. Jones and Daniel Roos at the Massachusetts Institute of Technology (MIT) analyzes Toyota's methodology and popularizes the term "Lean Production" in the West. This study highlights the advantages of Toyota's methods and marks the beginning of the adoption of Lean outside of Japan.



1999 – German executives learn Lean methods in Japan

Executives and managers from Germany visit Japan to learn about Lean Management directly from Toyota, marking the beginning of the expansion of this philosophy in Europe and its adaptation in different industrial contexts.



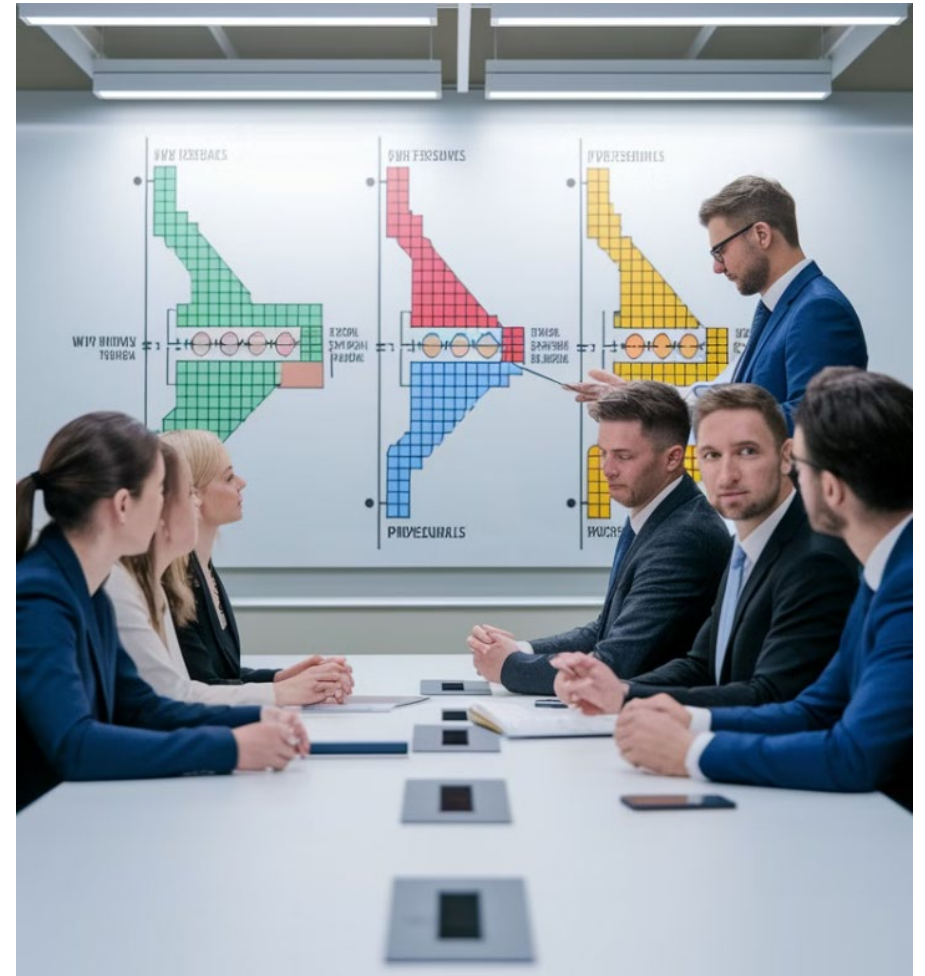
Evolution of Lean Leadership: 2003–2004

2003 – Introduction of Value Stream Mapping

Mike Rother introduces the concept of Value Stream Mapping, a fundamental Lean tool that helps visualize and analyze the flow of materials and information in the production process, facilitating the identification and elimination of waste.

2004 – Toyota publishes its philosophy in "The Toyota Way"

Toyota codifies its management philosophy in "The Toyota Way", a document that explains its fundamental principles and values, including respect for people and continuous improvement. This book becomes a reference text for Lean leadership worldwide.



The Evolution of Lean Leadership: 2005–2007

2005 – Introduction of shop floor management in Daimler AG plants

Daimler AG adopts shop floor management based on Lean principles, applying the Toyota approach to the reality of its industry. This reinforces the idea that Lean principles are applicable in a variety of contexts and are not limited to Toyota.

2007 – Shop floor management influences the leadership culture

As shop floor management becomes integrated into leadership practices, its impact on the organizational culture becomes evident. This approach fosters greater communication and cooperation in the workplace, influencing the leadership style at a global level.

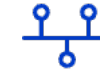


The Evolution of Lean Leadership: 2010 and Conclusion



2010 - Training and Certification

Formal training and certification for Lean experts is established, facilitating the standardization and expansion of Lean Management knowledge globally. Lean becomes a recognized and globally adopted management practice.



Continuous Evolution

This timeline shows how Lean Leadership has evolved through internal and external influences, and how Toyota's principles have been adopted and adapted in different cultures and industries. From Ford's early mass production concepts to the globalization of Lean in 2010, each milestone has contributed to the consolidation of Lean Leadership as a comprehensive and adaptable management approach.



Development

Traditional Management vs. Lean Leadership

TRADITIONAL MANAGEMENT

- Lead with power and authority
- Makes decisions alone
- Gives instructions
- Sets rigid rules



LEAN LEADERSHIP

- is at workplace
- asks questions
- removes obstacles
- mentors and creates opportunities for further development



Traditional Management vs. Lean Leadership



Traditional Management

In traditional management, leadership is primarily based on the power and authority of the manager. This leadership approach is focused on control and strict direction of employees, with an emphasis on executing tasks in a structured and hierarchical manner.



Lean Leadership

In Lean Leadership, collaboration and people development are prioritized. This approach focuses on empowering employees, fostering continuous improvement, and building a culture of mutual respect where everyone contributes to organizational success.



Characteristics of Traditional Management

Lead with power and authority

Managers in a traditional system are seen as figures of authority who direct and control the team. Power is concentrated in the hierarchical position and the manager's ability to impose rules and decisions.

Give instructions and establish rigid rules

In this approach, managers dictate clear instructions and expect employees to follow specific rules and procedures without questioning them. This can generate a culture of compliance rather than one of innovation.

Solitary decision-making

Instead of involving the team, executives make decisions unilaterally. This can limit creativity and employee participation, as they are not given the opportunity to influence the decision-making process.

Short-term orientation

Traditional management often focuses on achieving immediate goals and short-term results, without necessarily considering the impact on the long-term development of employees or the improvement of processes.



Lean Leadership Approach



Lean Leadership

Lean Leadership, on the other hand, is an approach focused on supporting and continuously developing the team. Lean leaders seek to remove barriers, facilitate learning, and promote a mindset of continuous improvement.



Lean Leadership Characteristics (I)

Presence in the Workplace

Leaders are present in the work environment, directly engaging with the team and observing processes in action. This proximity allows for a better understanding of real problems and facilitates the identification of improvement opportunities.

Asking Questions

Instead of simply giving orders, Lean leaders ask questions that encourage reflection and analysis among employees. This approach helps develop critical thinking and involves the team in problem-solving.

Removing Obstacles

Lean leaders focus on identifying and removing obstacles that prevent the team from reaching its full potential. This can include issues in the workflow, administrative barriers, or inadequate resources.





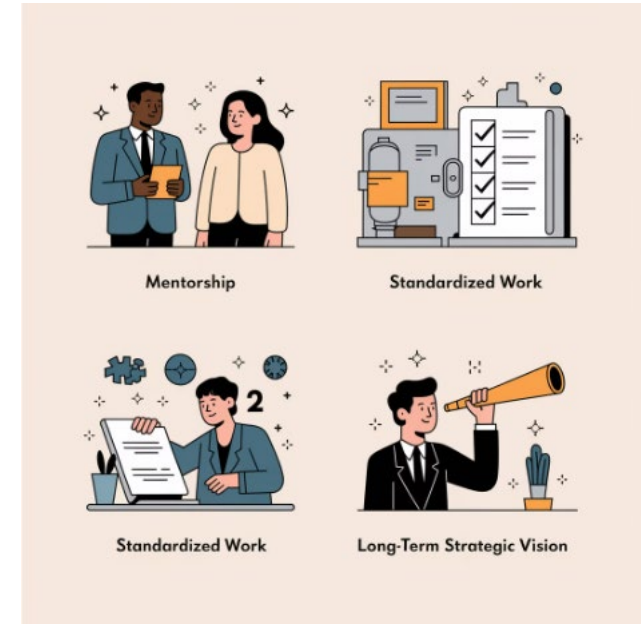
Mentorship and Creating Development Opportunities

Lean leaders act as mentors, providing guidance and opportunities for employees to grow and develop. The emphasis is on building an autonomous and competent team that can adapt to changes and actively contribute to the organization's goals.



Use of Standardized Work, Process Improvement, and Task Rotation

Lean Leadership promotes the use of standardized work practices to ensure consistency and efficiency, while also fostering task rotation to develop skills and flexibility among employees.



Long-Term Strategic Orientation

Unlike the short-term focus of traditional management, Lean Leadership has a long-term strategic vision. It seeks not only immediate results, but also to establish a culture of continuous improvement that strengthens the organization over time.



Development

Traditional Management vs. Lean Leadership

Traditional Management



authoritative leadership style

holds sole decision-making power

gives employees objectives

creates measurable metrics and reviews employee performance

rigid enforcement of rules and regulations

controls all information

sole problem solver

technical expert

puts pressure on employees

focuses on the negative

Lean Leadership



leads through inspiration

employees have freedom to make decisions

connects team objectives with company vision

has confidence in employees and gives them recognition

gives guidance

enables flow of information throughout company

facilitates root cause analysis

creates a pleasant work environment

focuses on the positive



Traditional Management



In the traditional management model, leadership focuses on control and rigid structure, where the leader takes an authoritarian role and centralizes decision-making. This approach, although effective in situations requiring strict compliance with rules, can limit employee participation and development.

Authoritarian leadership style: The leader exercises direct control over their team, basing their authority on their hierarchical position.

Exclusive decision-making power: The manager is the only one who makes important decisions, which limits employee autonomy and can hinder innovation.



Characteristics of Traditional Management



1 Defining employee objectives

Employees receive objectives set by the manager, without being involved in the creation of these or in the strategic alignment.

2 Focus on performance metrics

Management is based on quantifiable performance metrics to evaluate employees, which can emphasize numerical results rather than development and learning.

3 Rigid application of rules and regulations

Rules are applied strictly, with little flexibility to adapt to specific situations.



More Characteristics of Traditional Management

Traditional management is defined by these sequential characteristics:



Lean Leadership

Inspiring Leadership

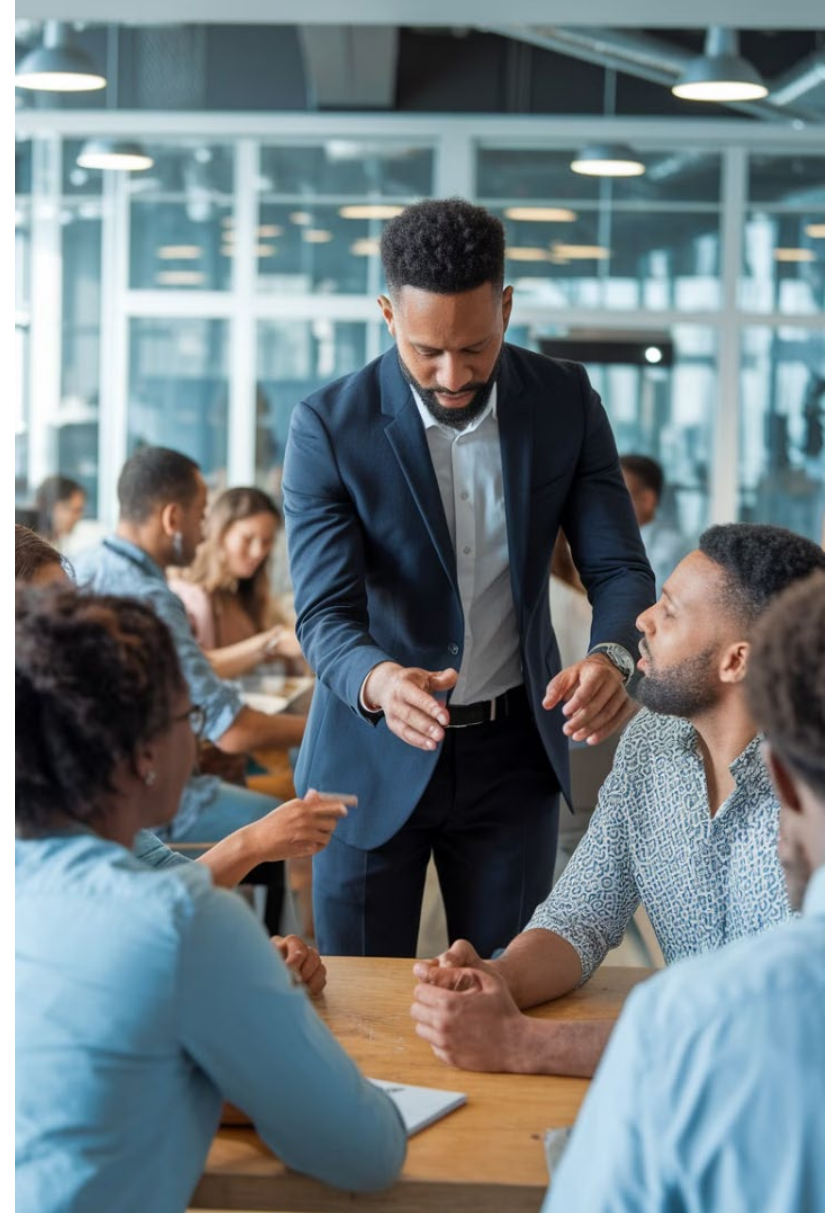
Lean Leadership, on the other hand, adopts a leadership approach based on support, inspiration, and collaboration. Instead of exercising authoritative control, the Lean leader focuses on facilitating the growth and success of the team through trust, transparency, and continuous improvement.

Lead Through Inspiration

The Lean leader inspires their team through their example and motivation, promoting a culture of participation and commitment.

Autonomous Decision-Making

Employees have the freedom to make decisions: The necessary autonomy is granted to employees to make decisions in their areas of responsibility, fostering accountability and proactivity.



Lean Leadership Principles



Connect team goals to the company vision

Individual and team goals are aligned with the organization's mission and vision, creating a sense of shared purpose.

Trust and recognition

The Lean leader trusts in their team's capabilities and provides recognition for their achievements, which strengthens morale and commitment.

Provide guidance

Instead of imposing rigid rules, the Lean leader provides guidance and support, allowing employees to learn and grow in their roles.



More Lean Leadership Principles



1

Facilitates information flow across the organization

Transparency is key in Lean Leadership, ensuring information flows freely and all members have access to the information they need.

2

Facilitates root cause analysis

Lean leaders promote root cause analysis to solve problems, involving the team in identifying and eliminating the root causes of issues.

3

Creates a pleasant work environment

A positive and collaborative work environment is fostered, where employees feel valued and motivated.

4

Focus on the positive

The Lean leader highlights the team's achievements and progress, contributing to an optimistic and constructive environment.



Development

Comparison of Lean Leader, Professional Coach, and Toyota Lean Leader

		CONVENTIONAL PROFESSIONAL COACH	TOYOTA TPS LEAN LEADER (HOSHIN MANAGEMENT)
MENTORING	Gives direction	Asks questions, builds trust and connections	Continuous improvement process
(SELF-) COACHING	In general, no coaching abilities	Professional coaching concept	Based on Toyota's fundamental values
CULTURE	In general, not aware of culture	Emotions, values, beliefs, behaviors	Based on Toyota's fundamental values
OPERATIONAL PERFORMANCE	Lean tools and organization	In general, no experience/knowledge	Lean tools in a fully developed TPS



Tutorial on Different Leadership Approaches

Lean Leader (Not from Toyota)

This type of leader tends to provide direction to their team. Their focus is on guiding the team's activities towards the established objectives, but not necessarily involving a deep mentoring process that fosters autonomy or learning.

Toyota TPS Lean Leader (Hoshin Management)

In Toyota's Lean leadership, mentoring is linked to the continuous improvement process. Toyota's Lean leaders guide their teams in developing problem-solving skills and applying Lean principles, fostering a culture of constant learning.

1

2

3

Conventional Professional Coach

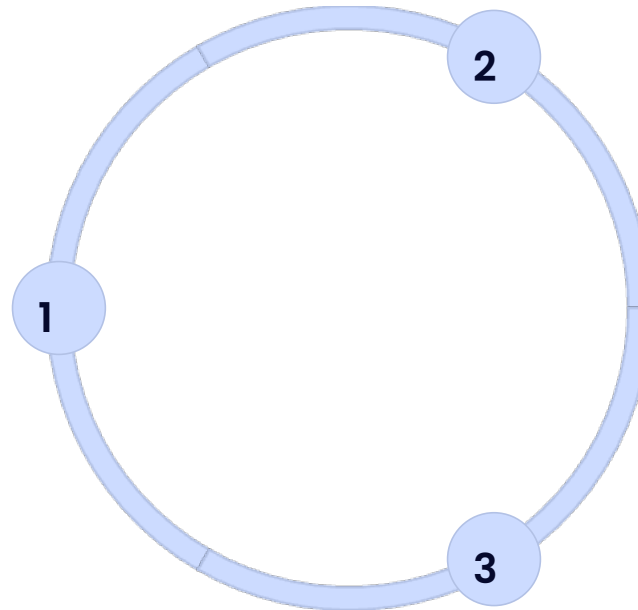
In professional coaching, the focus is on helping the individual develop their own solutions through strategic questioning. The coach seeks to build trust and connections, stimulating the individual to reflect and find answers for themselves.



(Self) Training in Different Approaches

Lean Leader (Not from Toyota)

Generally, this type of leader does not have formal coaching skills and may focus more on giving instructions rather than fostering self-analysis and personal growth of employees.



Conventional Professional Coach

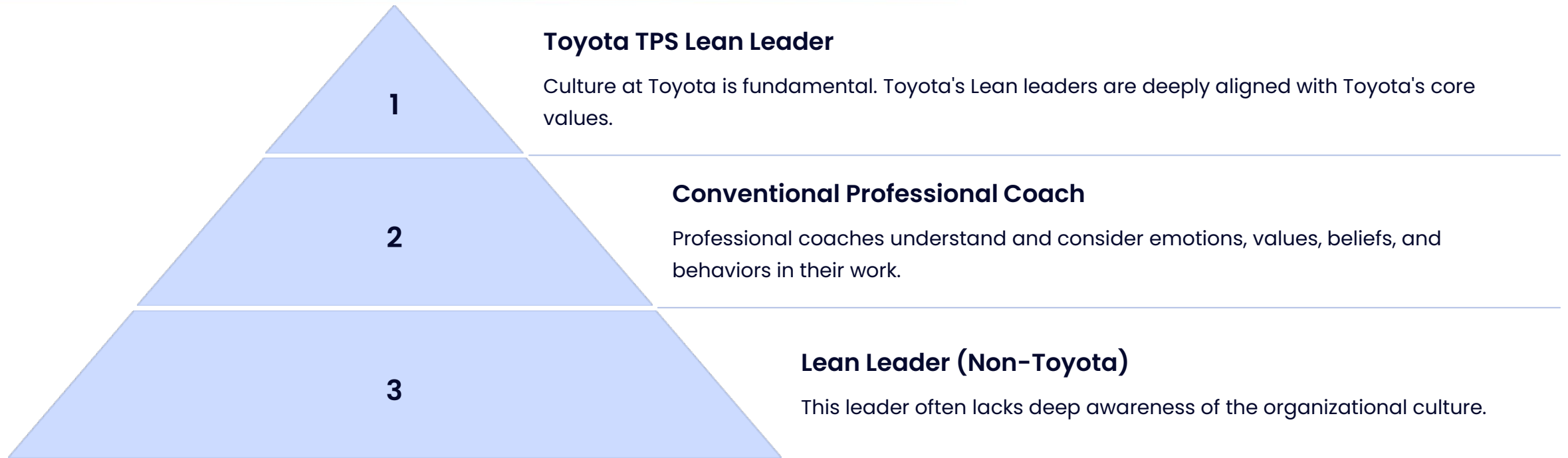
The professional coach follows a professional coaching concept, based on recognized coaching techniques and principles that focus on the personal and professional growth of the coachee.

Toyota TPS Lean Leader (Hoshin Management)

At Toyota, coaching is based on the company's core values. Toyota's Lean leaders are responsible for promoting self-analysis and development, and use Toyota's values and principles as a guide for the growth of their teams.



Culture in Different Leadership Approaches



Lean Leader (Non-Toyota): This leader often lacks deep awareness of the organizational culture. Their focus may be more technical and less oriented towards values and behaviors, limiting their influence in creating a cohesive culture.

Conventional Professional Coach: Professional coaches understand and consider emotions, values, beliefs, and behaviors in their work. This allows them to help people grow in a context that respects and aligns with their own culture and beliefs.

Toyota TPS Lean Leader (Hoshin Management): Culture at Toyota is fundamental. Toyota's Lean leaders are deeply aligned with Toyota's core values, and their leadership is designed to promote these values through their daily actions and decisions. This ensures a strong and consistent organizational culture.



Operational Performance in Different Approaches



Lean Leader (Non-Toyota)

Uses Lean tools and can implement Lean-based organizational structures, but their experience in these aspects is usually limited compared to a leader trained within the Toyota system.



Conventional Professional Coach

Generally, a professional coach does not have specific knowledge or experience in Lean or the operational performance of the organization. Their focus is more on personal and professional development, and not necessarily on improving operational processes.



Toyota TPS Lean Leader (Hoshin Management)

Lean leaders at Toyota have a deep understanding of Lean tools and the TPS as a whole. These leaders not only apply the tools, but also understand how to integrate the system into all operations to maximize efficiency and quality.



Conclusion on Leadership Approaches



This comparison highlights how the Toyota TPS Lean Leader, in the context of Hoshin Management, combines mentoring, coaching, culture, and operational performance in an integrated and aligned way with Toyota's core values. While the Lean Leader outside of Toyota and the Professional Coach have important roles, their focus and level of integration with the culture and core values are different. Toyota sets a unique Lean leadership standard, where people and process development are deeply intertwined.



LEAN LEADER



Role of the Lean Leader

1

Implement the Lean philosophy

Apply Lean principles in day-to-day operations, ensuring that all activities are aligned with value creation and waste elimination.

2

Develop employees

The Lean Leader focuses on developing the skills and capabilities of their team, facilitating their growth and promoting autonomy.

3

Solve root problems

Instead of treating the symptoms of problems, a Lean Leader gets involved in finding root causes and implementing sustainable solutions.

4

Lead by example

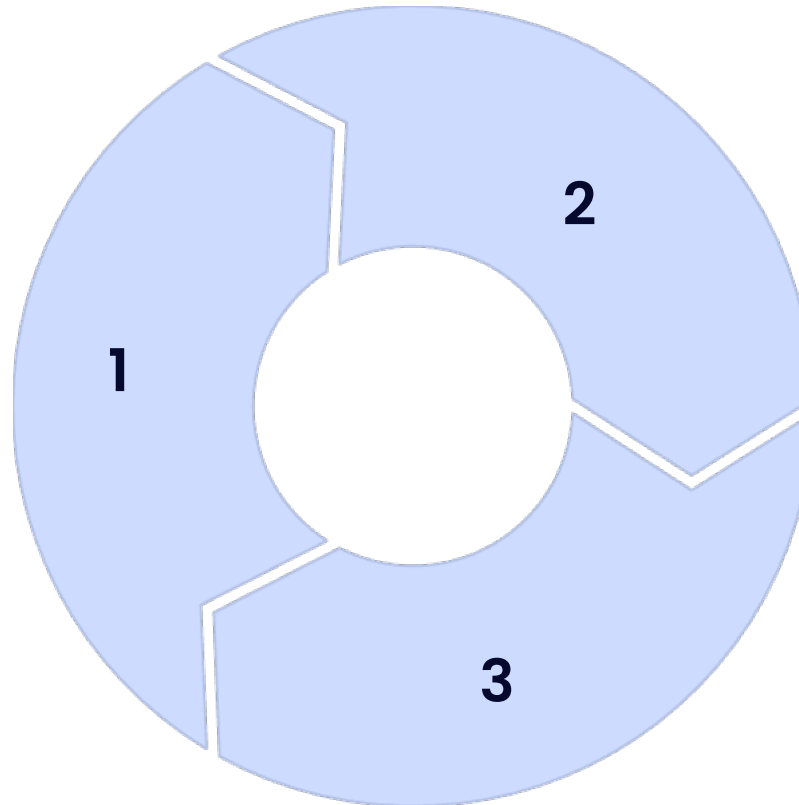
Lean Leaders lead by example, demonstrating commitment to Lean values and ethics and serving as a role model for the team.



Responsibilities of the Lean Leader

Develop employees

The Lean Leader focuses on developing the skills and capabilities of their team, facilitating their growth and promoting autonomy.



Solve root problems

Instead of treating the symptoms of problems, a Lean Leader gets involved in finding root causes and implementing sustainable solutions.

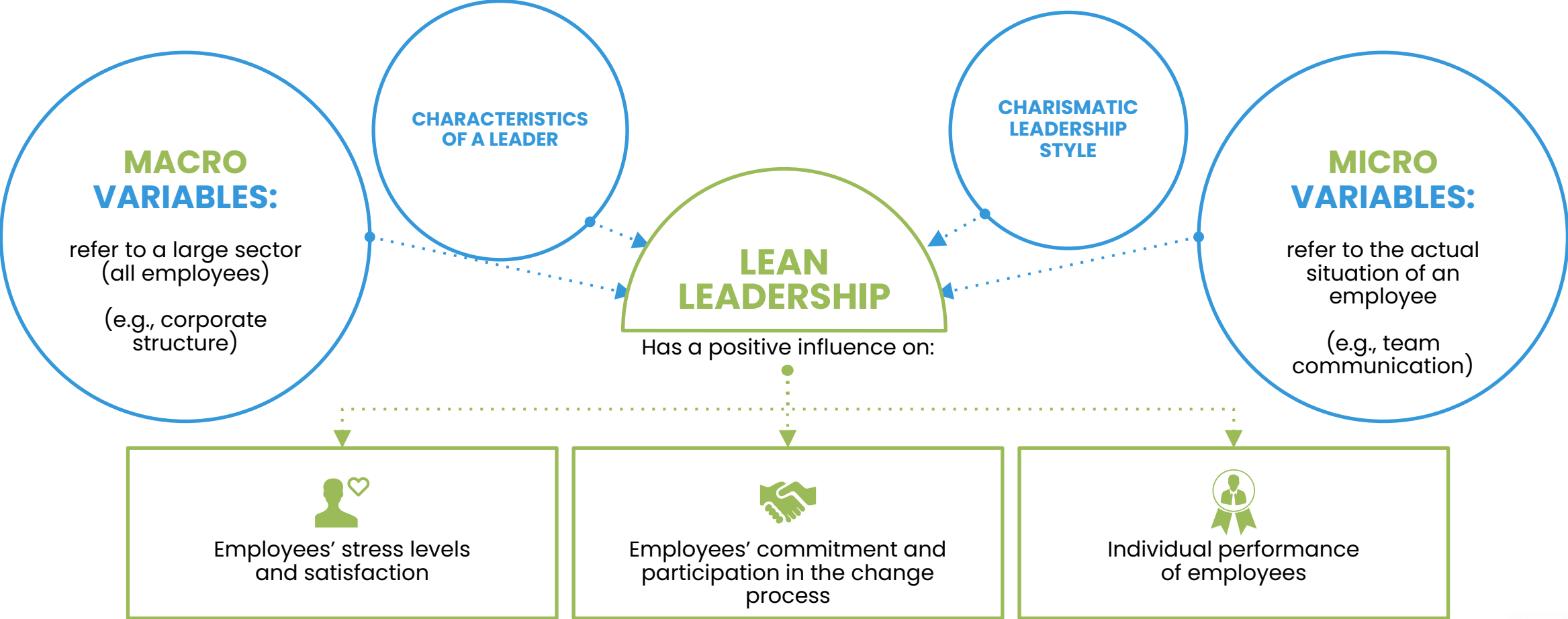
Lead by example

Lean Leaders lead by example, demonstrating commitment to Lean values and ethics and serving as a role model for the team.



Lean Leader

Influence and Effects of the Lean Leader



Key Influences of the Lean Leader

A Lean Leader has a significant impact on the work environment and organizational culture, affecting both macro-level variables (encompassing the entire organization) and micro-level variables (related to the individual situation of each employee). This dual approach allows the Lean Leader to improve the overall performance of the organization while fostering a positive and growth-oriented work environment.



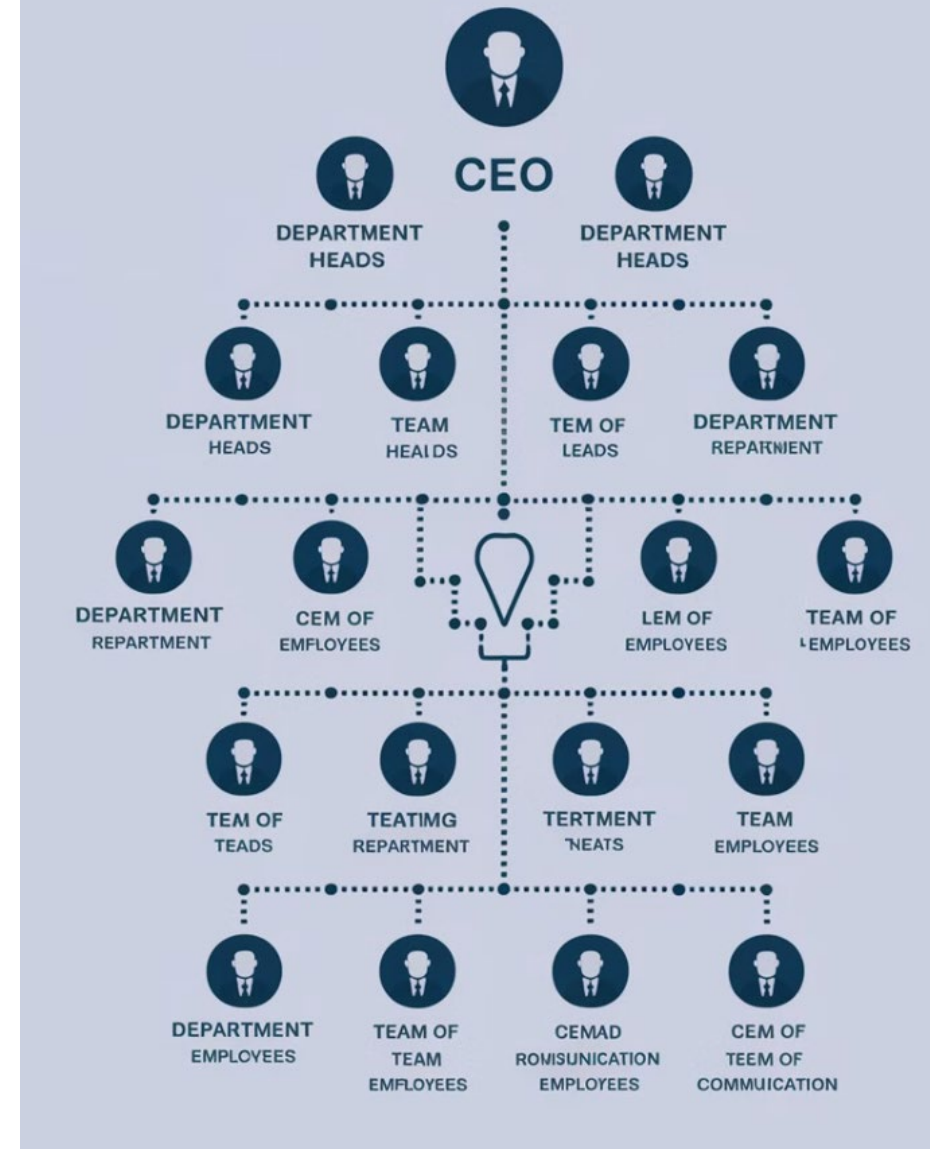
Macro Variables in Lean Leadership

Definition

Macro variables refer to factors that affect large sectors of the organization and encompass structural or cultural issues.

Examples

Examples of Macro Variables: Corporate structure, organizational policies, and formal communication processes. These variables can affect how changes are implemented and how employees perceive the company's mission and vision.



Influence of the Lean Leader on Variables

The Lean Leader influences different levels of the organization through their effective leadership:



Influence on Macro Variables

Through their leadership and example, a Lean Leader shapes the organizational culture and improves structural cohesion, promoting a structure that facilitates continuous improvement, waste elimination, and cross-departmental collaboration.



Influence on Micro Variables

Micro variables are factors that influence the direct and personal experience of each employee in their work environment. The Lean Leader positively impacts these variables through personalized attention and direct support.



Microvariables in Lean Leadership

Examples of Micro Variables

Team communication, interpersonal relationships, and the support each employee receives in their day-to-day work.

Influence of the Lean Leader

The Lean Leader's influence on Micro Variables: A Lean Leader focuses on improving communication and fostering a supportive environment in teams, which facilitates individual development and job satisfaction. This focus on micro variables ensures that employees feel heard and valued, and have the necessary tools for their individual success.



Positive Impacts of the Lean Leader



Stress and Satisfaction Levels

A Lean Leader reduces stress levels by eliminating obstacles and improving communication, creating a healthier work environment. By fostering an atmosphere of respect and support, employee satisfaction also increases, as they feel more engaged and valued in their roles.



Commitment and Participation

Lean Leaders promote active participation in change processes. By involving employees in identifying problems and implementing solutions, a sense of ownership and commitment to the organization and its goals is fostered.



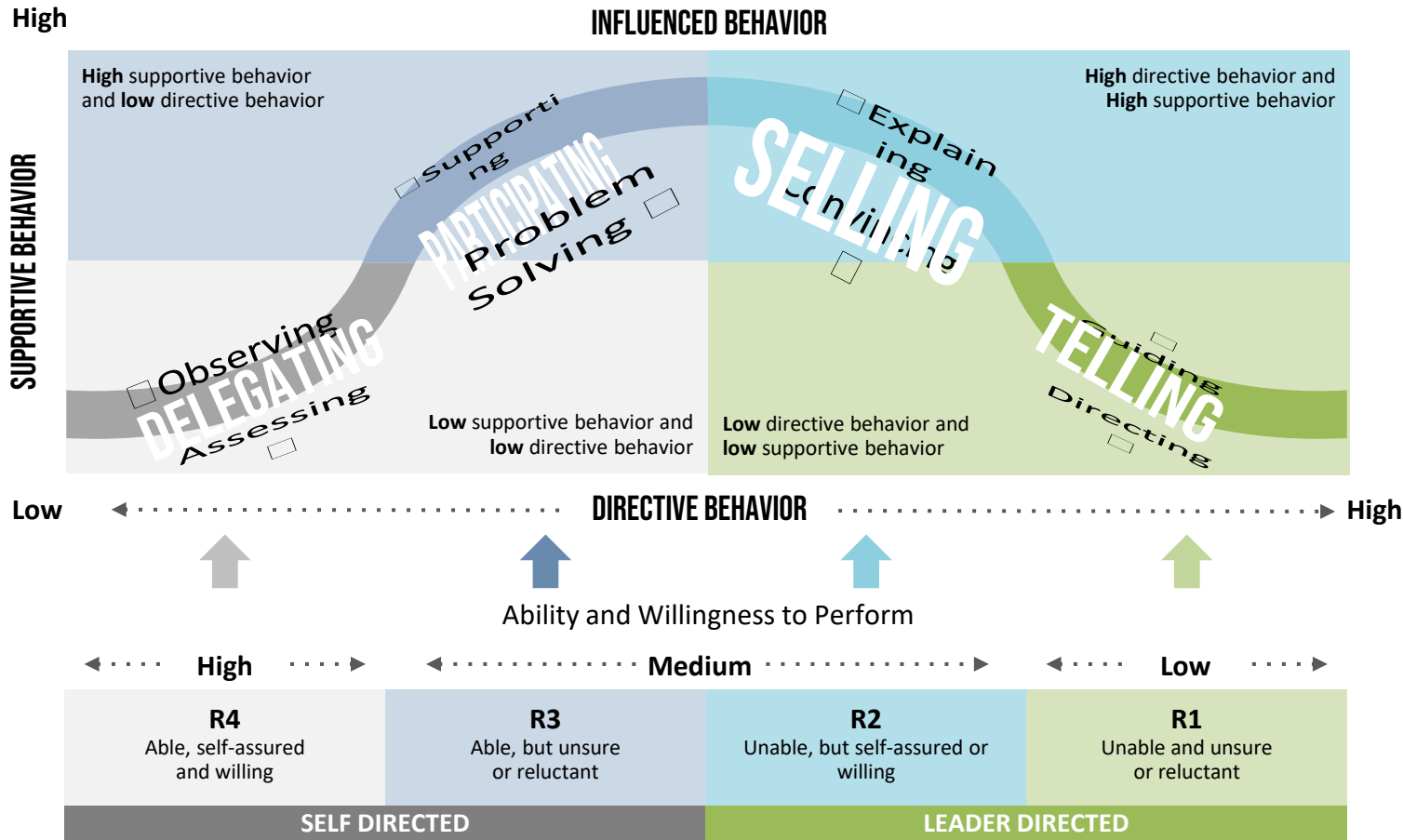
Individual Performance

By providing guidance and support, the Lean Leader helps each employee improve their personal performance. This improvement is the result of a culture of continuous learning and leadership that focuses on developing individual skills and competencies.



Lean Leader

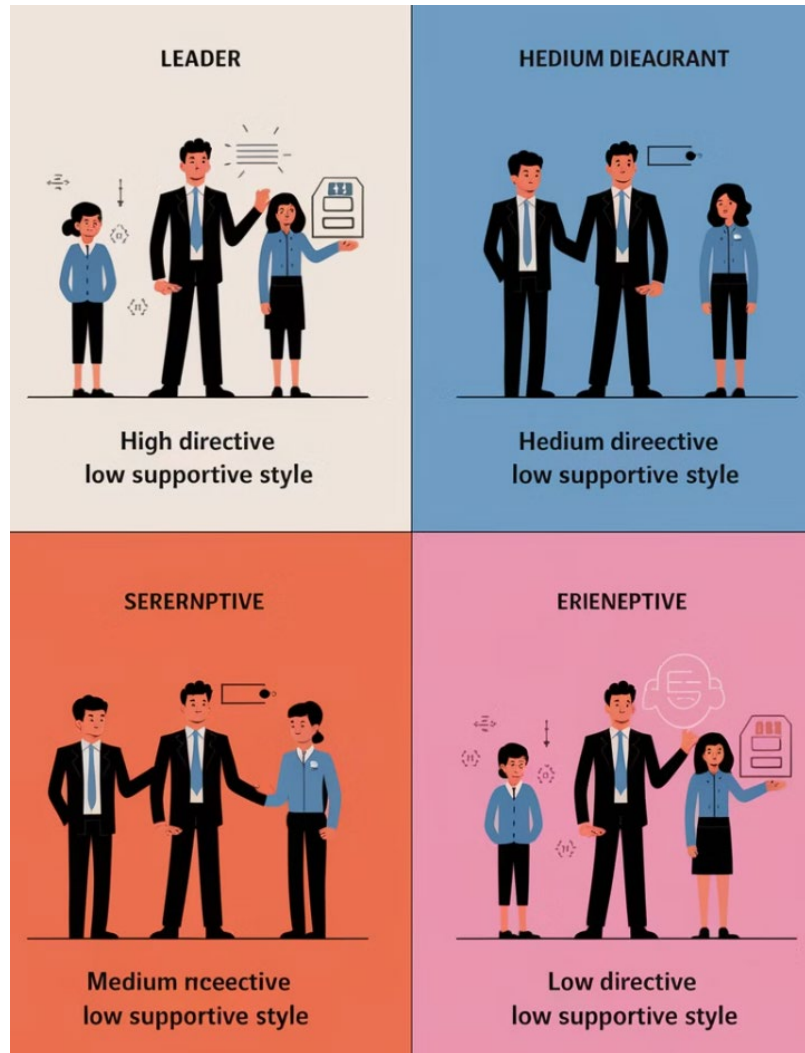
Hersey and Blanchard Model



The Hersey and Blanchard model shows that effective leadership is task-relevant and leadership style must be adapted to the employees' ability and willingness to perform.



Hersey and Blanchard Situational Leadership Model



The Hersey and Blanchard Situational Leadership Model holds that effective leadership depends on the leader's ability to adapt their style according to the skill and willingness of employees to perform a specific task. This model classifies employees into different levels of skill and willingness (R1 to R4), and suggests four leadership styles (directing, coaching, supporting, and delegating) that can be applied according to each situation.



Dimensions of the Model: Supportive Behavior

Supportive Behavior

This behavior refers to the emotional and social support that the leader provides to their employees. It includes listening, empathizing, and motivating the team. Supportive behavior is high when the leader acts as a facilitator and provides guidance for personal development, and low when the leader offers little emotional guidance.



Dimensions of the Model: Directive Behavior

Directive Behavior

This behavior refers to the amount of guidance and direction the leader provides in relation to the work to be done. It includes setting objectives, defining roles, and monitoring progress. Directive behavior is high when the leader indicates exactly what to do and how to do it, and low when the team is given more freedom.



Leadership Styles According to the Model



Directing (Telling):

High Directive, Low Supportive:
This style is appropriate for employees at the R1 level (unable and insecure). The leader provides specific instructions and closely supervises, ensuring the task is performed correctly. It is ideal for employees who need clear guidance due to their lack of experience or confidence.



Selling (Selling):

High Directive, High Supportive:
Used for employees at the R2 level (unable but willing). The leader not only gives instructions, but also explains the importance of the task and motivates the team, helping to increase their willingness. This style fosters commitment and helps employees acquire skills.



Participating:

Low Directive, High Supportive:
This style is suitable for employees at the R3 level (capable but insecure or unwilling). Here, the leader encourages participation and facilitates shared decision-making, providing support to help employees gain confidence and feel comfortable in their role.



Delegating:

Low Directive, Low Supportive:
Used for employees at the R4 level (capable and willing). The leader assigns tasks and trusts the team to perform the work autonomously, providing only the necessary support. This style is ideal for competent and confident employees, ready to take full responsibility.



Situational Leadership Styles

Selling (Telling)

High Directive, High Supportive:
Used for employees at the R2 level (unable but willing). The leader not only gives instructions, but also explains the importance of the task and motivates the team, helping to increase their willingness. This style fosters commitment and helps employees acquire skills.

Participating

Low Directive, High Supportive:
This style is suitable for employees at the R3 level (able but insecure or unwilling). Here, the leader encourages participation and facilitates shared decision-making, providing support to help employees gain confidence and feel comfortable in their role.

Delegating

Low Directive, Low Supportive:
Used for employees at the R4 level (able and willing). The leader assigns tasks and trusts the team to perform the work autonomously, providing only the necessary support. This style is ideal for competent and confident employees, ready to take full responsibility.



Applying the Model in Lean Leadership

1

Continuous Observation and Evaluation

A Lean Leader must continuously evaluate the readiness and competence of their team to apply the appropriate leadership style.

2

Flexibility in Approach

Lean leaders must be flexible and able to move between directing, coaching, supporting, and delegating styles, as their employees evolve.

3

Strategic Adaptation

In the context of Lean Leadership, the Hersey and Blanchard model is a useful tool for adapting the leadership style based on the team's maturity and competence. An effective Lean Leader constantly assesses the skill and motivation level of their employees and adjusts their approach to maximize team productivity and satisfaction.



Conclusion on the Hersey and Blanchard Model



The Hersey and Blanchard Model provides a framework for Lean Leaders to adapt their leadership style and foster a work environment that encourages individual growth. By understanding the readiness and ability of each team member, the leader can create an environment that maximizes both operational efficiency and the development of their employees.



Lean Leader

Conduct of a Lean Leader: Overview



Lean Leader Behavior – The 6 P's



The 6 P's represent the pillars on which the behavior of a Lean Leader is based. Each of these elements is essential to creating an effective work environment aligned with Lean principles. The integration of these six aspects allows Lean leaders to optimize both team performance and the overall process of the organization.



Association (Collaboration)



Building Trusting Relationships

A Lean Leader establishes strong bonds with all team members and different levels of the organization. Mutual trust is the foundation for effective and sustainable collaboration.



Eliminating Barriers Between Departments

Partnering involves breaking down organizational silos that hinder open communication. The Lean Leader actively promotes integration across different functional areas.



Open and Transparent Communication

Effective collaboration requires fostering an environment where all voices are heard. The honest exchange of ideas and feedback is essential for the success of the Lean approach.

Objective: Facilitate collaboration that drives problem-solving and the achievement of common goals.



Process



Focus on Processes

A Lean Leader pays special attention to work processes. Their focus is not solely on results, but on ensuring that processes are efficient and aligned with Lean principles, eliminating waste and continuously improving.



Process Objective

Optimize processes to ensure an efficient workflow that minimizes waste and maximizes value.



Purpose

1

Clear Direction

Purpose provides direction and meaning to the team's activities.

100%

Commitment

A Lean Leader ensures that each team member understands how their work contributes to the organization's overall goals.



Motivation

This fosters greater commitment and motivation, as employees understand the value of their contributions.

Objective: Align all team members with the organization's vision and mission, generating a sense of shared purpose.



Problem Solving



1

Identification

Problem solving is a core skill in Lean Leadership.

2

Analysis

A Lean Leader not only identifies and quickly solves problems, but also fosters a culture where the team actively participates in root cause analysis.

3

Implementation

The team participates in implementing effective solutions that address the root causes.

Goal: Create an environment where problem solving is continuous and the team participates in process improvement.



People

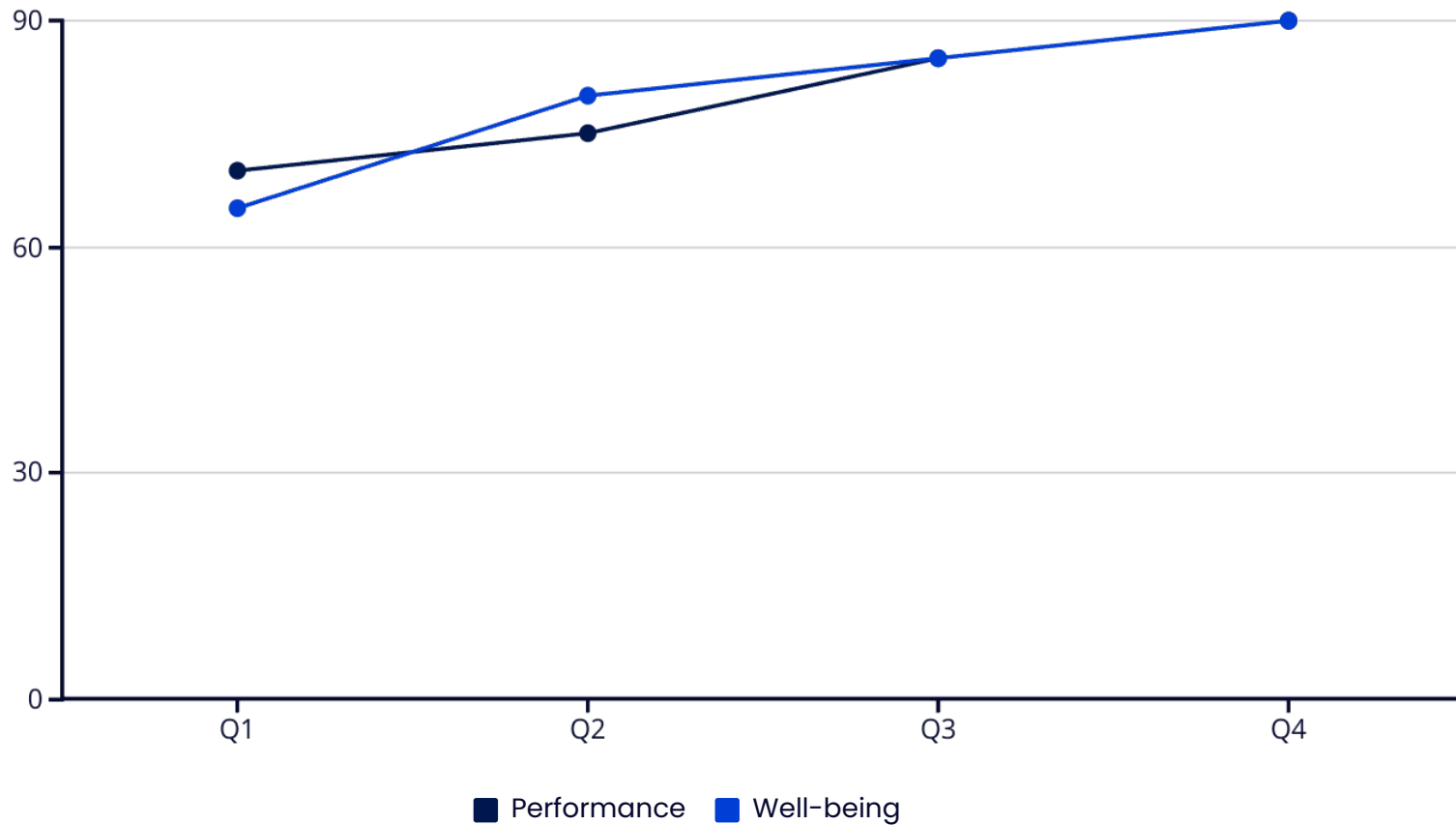


People are the most valuable asset of a Lean organization. A Lean Leader focuses on the development and well-being of their team members, promoting a culture of respect, support, and continuous growth.

Objective: Develop employees and foster a work environment where they feel valued and empowered.



Performance



Team performance is fundamental in Lean Leadership. A Lean Leader monitors and evaluates performance not only in terms of results, but also in how those results are achieved, ensuring that the methods used are aligned with Lean values.

Objective: Continuously improve team performance, maintaining a balance between operational efficiency and employee well-being.



Lean Leader

Conduct of a Lean Leader

PROCESS



Management must follow lean thinking every day by:

Using tools daily.

Practicing new behavior every day.

Monitoring expectations.

PURPOSE



Management must give meaning to the process so that employees can make changes.

Communication must address employees at all levels.

PROBLEM SOLVING



Management can find solutions to problems through:

Regular reporting.

In-depth discussions with employees.



Lean Leader Behavior – Process



1 Daily Use of Lean Tools

Implementing and regularly using Lean tools allows the team to become familiar with continuous improvement and efficiency practices.

2 Practice New Behaviors Daily

Leaders must model the behaviors they want to see in their team, promoting work habits that are aligned with Lean values.

3 Monitor Expectations

Management must actively monitor progress towards goals, ensuring the team is meeting the established Lean standards.

Goal: Establish a routine where Lean principles become an integral part of daily work, not just an occasional activity.

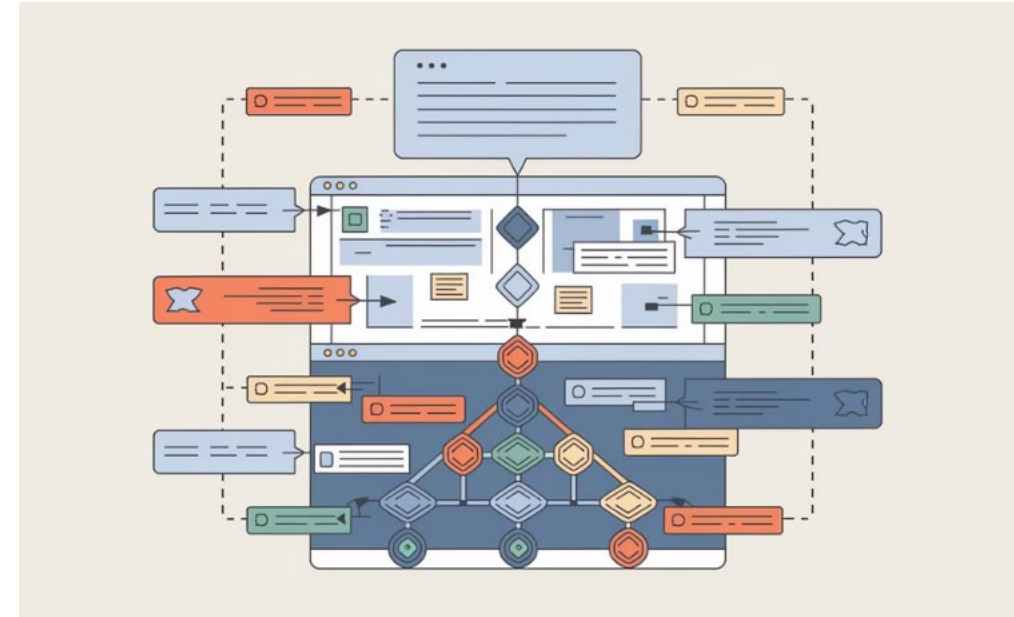


Lean Leader Behavior – Purpose



Giving meaning to the process

It is the responsibility of management to give a clear meaning to the process, so that employees understand the importance of their work and how it contributes to the overall goals of the organization. Employees must understand not only what they do, but why they do it. This sense of purpose facilitates the acceptance of changes and adaptation to new practices.



Communication at all levels

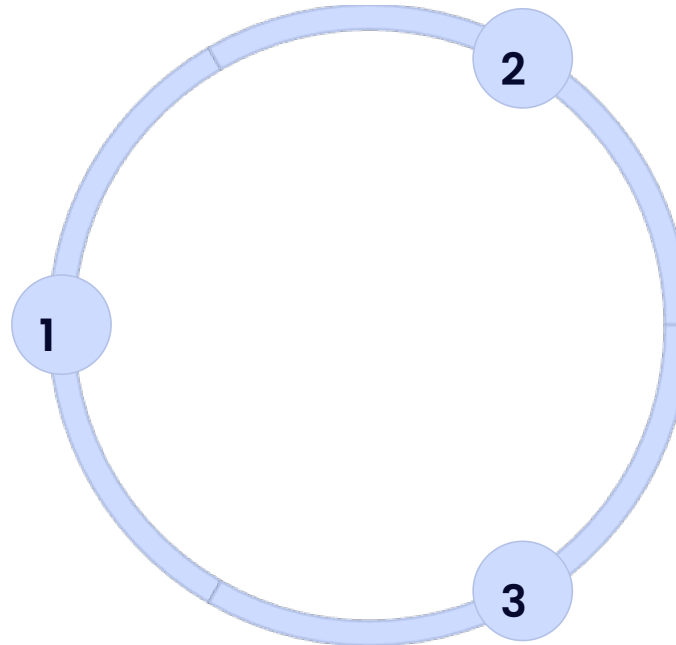
Information must flow clearly and accessibly, ensuring that all levels of the organization are aligned and understand the purpose of each process.



Purpose of the Lean Leader

Motivation

Foster an environment where every employee is motivated by a clear purpose.



Understanding

Ensure that everyone understands their role in the organization's success.

Alignment

Keep everyone focused on the company's strategic objectives.

Problem Solving

Problem solving is a key element in Lean Leadership. For a Lean Leader, it is essential not only to identify problems, but also to implement effective solutions that are sustainable in the long term. This is facilitated through:



Problem Solving in Lean Leadership

Periodic Reports

Frequent updates help monitor progress and detect any deviations in the process. Constant documentation allows for a clear record of issues and implemented solutions.

In-Depth Discussion with Employees

By engaging employees in detailed discussions, the Lean Leader leverages their practical knowledge to identify root causes and formulate lasting solutions.

Objective: Create a problem-solving culture where all team members are involved and committed to continuous improvement.

Conclusion: These three key areas – Process, Purpose, and Problem Solving – are fundamental to the conduct of a Lean Leader and ensure that leadership is effective and aligned with Lean principles. Through these practices, Lean leaders promote an environment where employees are not only productive, but also feel valued and motivated by the positive impact of their work.



Lean Leader

Conduct of a Lean Leader

PEOPLE



Develop skills and coaching abilities, and conduct regular feedback sessions with employees.

Encourage employees to find ideas for improvement and challenge their own abilities.

Transfer responsibility (especially to employees with customer contact).

PRACTICE



Establish new goals and criteria.

Encourage employees to set goals in specific tasks.

Provide objective and constructive feedback on a regular basis.

PARTNERING



Remove internal organizational boundaries by:

collaborating with employees to ensure best practices between different production areas.

continually entrusting the organization's strategic alignment to other internal units and third parties.



Lean Leader Behavior – People

Skill Development

In Lean leadership, developing people is essential. A Lean Leader dedicates time and resources to improving the skills and capabilities of their team.

Coaching Capabilities

Lean Leaders work to empower their employees' skills, focusing on coaching and mentoring. This allows employees to improve their competencies and take on more responsibilities with confidence.

Regular Feedback

Continuous feedback is crucial for personal and professional growth. Lean Leaders provide constructive feedback that allows employees to recognize their strengths and areas for improvement.



Lean Leadership People Development

Fostering Improvement Ideas

A Lean leader encourages employees to propose ideas for process improvements and challenge their own skills, promoting a culture of innovation and self-development.

Goal: Create a work environment where employees feel valued and have clear opportunities to develop and contribute to the organization's success.

Transferring Responsibilities

Lean leaders empower employees, especially those in direct contact with customers, to take responsibility for their decisions and actions.



Lean Leader Behavior – Practice

Practice is the component that connects objectives with action. A Lean Leader establishes clear criteria and goals for the team, fostering a culture of accountability and continuous improvement.

Setting new objectives and criteria: Lean Leaders create specific and achievable goals, ensuring that each team member understands their role in the continuous improvement process.



Goal Setting in Lean Leadership



Specific Goals

Encouraging employees to set their own goals: In addition to overall objectives, the Lean leader encourages employees to set personal goals on specific tasks, fostering self-accountability and commitment.

Objective: To promote a disciplined and consistent practice that reinforces Lean principles and allows employees to continuously evaluate and improve their performance.



Constructive Feedback

Objective and constructive feedback: The Lean leader provides regular assessments, helping employees stay on track and adjust as needed.



Lean Leadership Through Partnering

1

Eliminating Barriers

Collaboration is essential to break down organizational barriers and foster an integrated and cohesive work environment.

2

Cross-Functional Collaboration

A Lean Leader promotes collaboration across different production areas, ensuring that best practices are shared and implemented throughout the organization.

3

Strategic Alignment

Lean Leaders rely on other internal units and third parties to ensure that all efforts are strategically aligned, promoting a culture of cooperation and alignment with the company's overall objectives.

Goal: Create a collaborative network that allows the organization to adapt quickly to changes and remain competitive through integration and effective communication at all levels.





Module 3

Role and Behavior of the Lean Leader



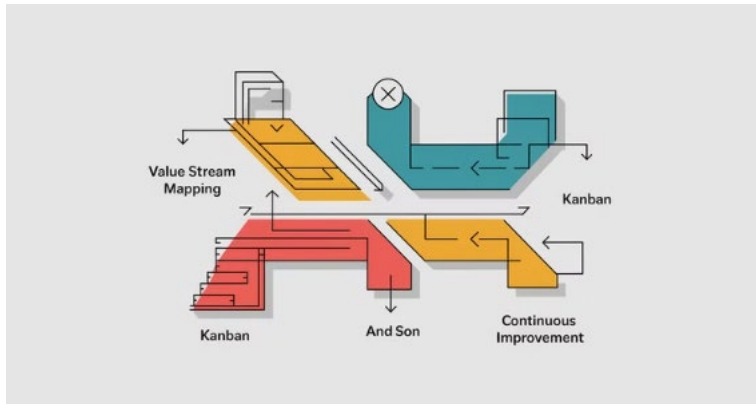
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SYSTEMS AND CONCEPTS



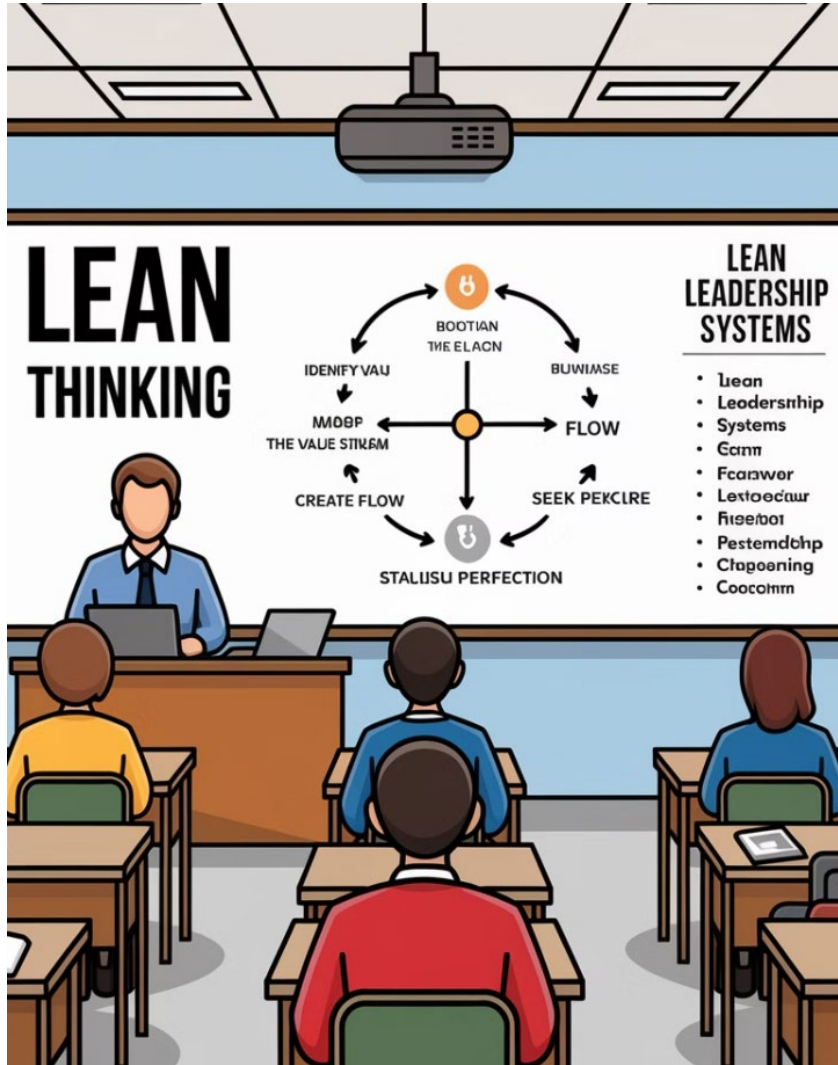
Introduction to Module 3: Systems and Concepts in Lean Leadership



This module addresses the key systems and concepts that underpin Lean Leadership. The systems and concepts in Lean Leadership are not just tools and methods; they represent a structured way of thinking and acting that guides leaders in their efforts to optimize efficiency, reduce waste, and foster a continuous improvement environment in their teams.



Module 3 Content



1 Effective Implementation Systems

The systems that enable the effective implementation of Lean Leadership: From structured methods to specific practices, the systems provide a solid foundation for consistently applying Lean principles.

2 Fundamental Concepts

Fundamental concepts of Lean: These concepts help establish a common understanding of how to approach problem-solving, process management, and decision-making within an organization.



Integración de Sistemas y Conceptos



The integration of these systems and concepts in the work environment to facilitate a cultural transformation towards Lean thinking.

This introduction serves as a foundation to understand how Lean Leadership systems and concepts not only improve individual processes, but also create an organizational environment that enables sustainable success and long-term adaptability.

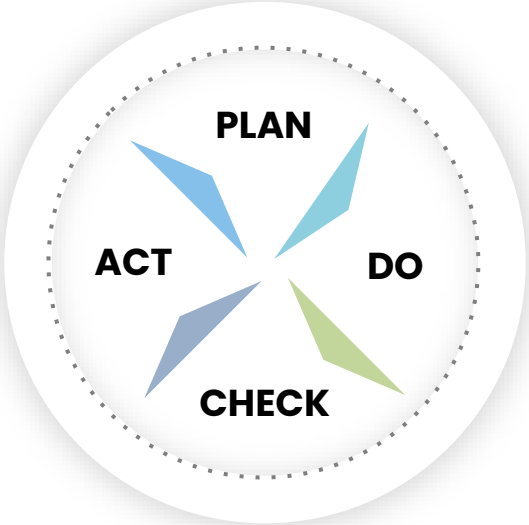


Systems and Concepts

Leadership Development Model

4. Create a vision and align goals
All activities and individual objectives must be coordinated in such a way as to achieve the highest corporate objectives

3. Support daily kaizen
Align teams in one direction and ensure a lasting improvement process

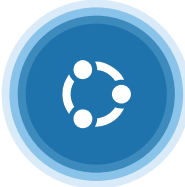


1. Promote personal development
Reflect on own behavior and actions and improve personal performance

2. Coach others
Continuously promote and develop talent to encourage personal development



Challenge



Understanding of Kaizen



Go & See



Teamwork



Respect



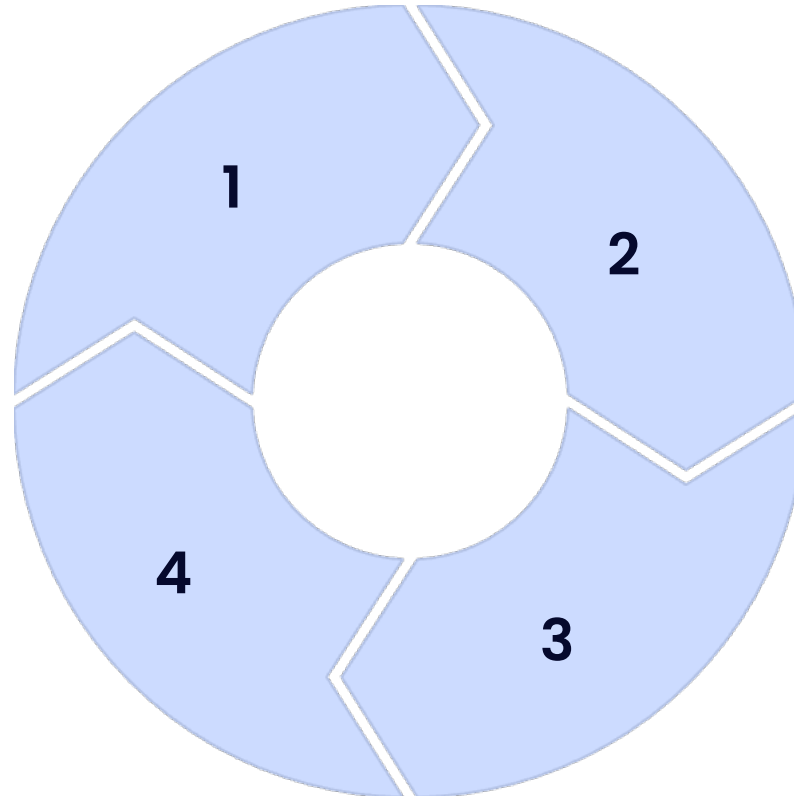
Lean Leadership Development Model

Personal Development

Promote the personal development of the leader

Vision and Objectives

Create vision and align objectives



Coaching

Train others in Lean principles

Daily Kaizen

Support continuous improvement

This leadership development model is structured around four fundamental steps, each of which is essential for building effective and sustainable Lean leadership. These steps not only help leaders improve their own performance, but also prepare them to guide their teams in a process of continuous improvement.



1. Promote Personal Development

Description

In this first step, the leader must reflect on their own behavior and actions to improve their personal performance. Introspection and self-awareness are essential for leading effectively.

Objective

Foster a growth mindset in which the leader is committed to their personal and professional development, which will serve as an example for others.

Related Principles:



Challenge

Leaders must challenge themselves to continuously improve.



Respect

Reflecting on one's own behavior helps develop genuine respect for the process and for others.



2. Training Others (Coaching)



Description

Leaders must dedicate themselves to the training and development of their teams, promoting talent and fostering individual growth. This coaching not only improves the skills of employees, but also strengthens the team as a whole.

Related Principles:



Teamwork

Personal and professional development within a team strengthens cohesion and collaboration.



Objective

Create an environment of continuous learning, where each team member feels supported and motivated to reach their full potential.



Respect

Training others demonstrates respect for the potential and capabilities of each team member.



3. Support Daily Kaizen

Description

Kaizen means "continuous improvement", and it is a fundamental pillar in Lean. Leaders must align their teams towards a common direction and foster the continuous improvement process in daily activities.

Objective

Ensure that the organization constantly advances towards greater efficiency and effectiveness through incremental and sustainable improvement.

Related Principles:

Understanding Kaizen

This understanding ensures that all team members are committed to continuous improvement.

Go and See

This principle involves directly observing processes to identify improvement opportunities, enabling a practical and reality-based approach.



4. Create a Vision and Align Objectives

1

Description

Leaders must define a clear vision and align individual and team objectives with corporate goals. This ensures that every activity is directed towards the achievement of broader organizational goals.

2

Objective

Create a structure where all employees understand and work towards a common purpose, ensuring cohesion and commitment at all levels of the organization.

Related Principles:



Challenge

Having a clear vision challenges the organization to constantly improve itself.

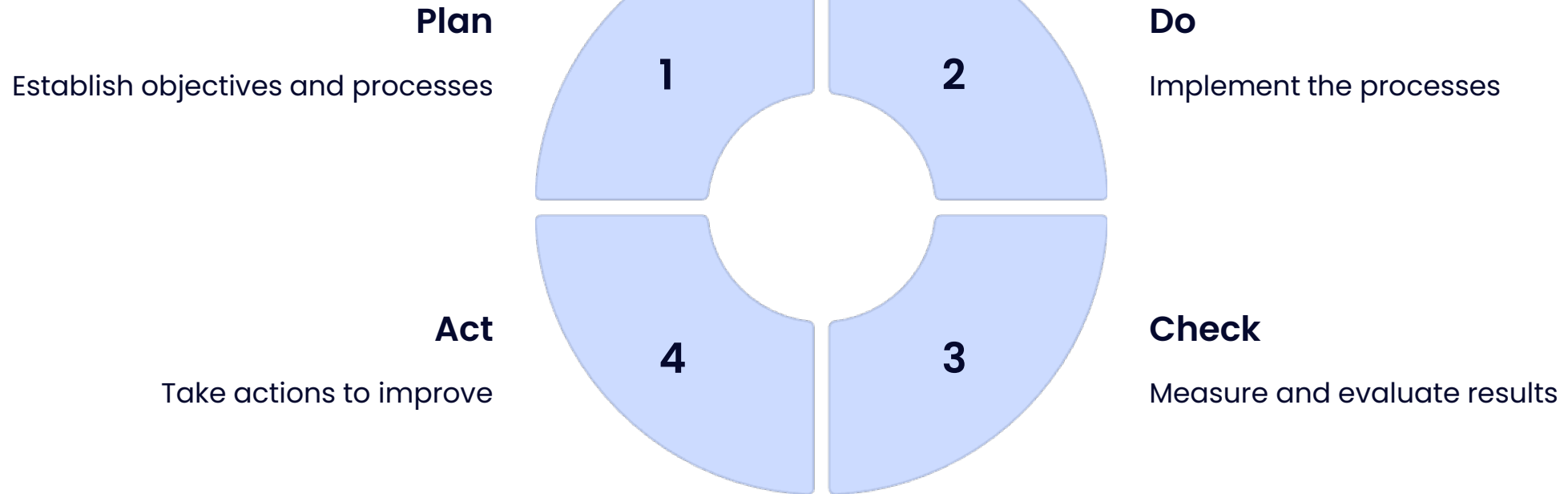


Kaizen Understanding

The vision must include a commitment to continuous improvement, reflecting Kaizen values at all levels.



Plan-Do-Check-Act (PDCA) Cycle

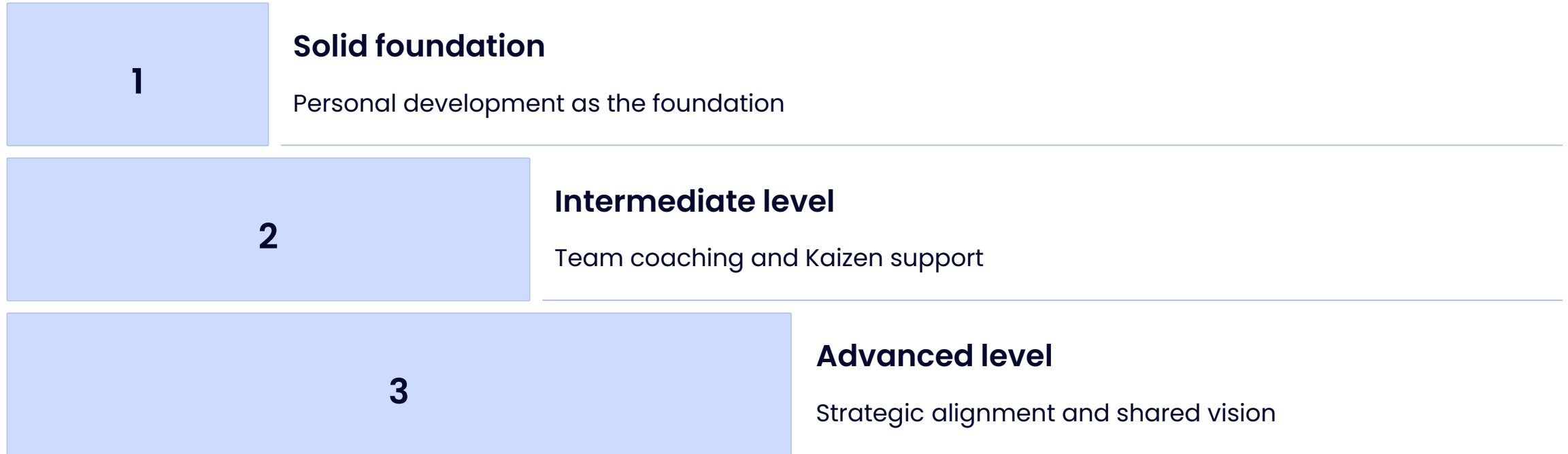


At the center of the model is the PDCA (Plan-Do-Check-Act) cycle, which is a fundamental tool in Lean for the continuous implementation and review of improvements. This cycle allows each step of the leadership development model to be executed and adjusted according to the results obtained.

Objective: Implement a continuous improvement process that allows leaders and teams to adapt, grow, and refine their practices over time.



Conclusion of the Leadership Development Model



The Leadership Development Model in Lean Leadership provides a comprehensive structure to guide leaders in their personal growth and in developing their teams. Through continuous improvement and a commitment to learning, leaders can create a work environment aligned with Lean values, benefiting both employees and the organization as a whole.



Systems and Concepts

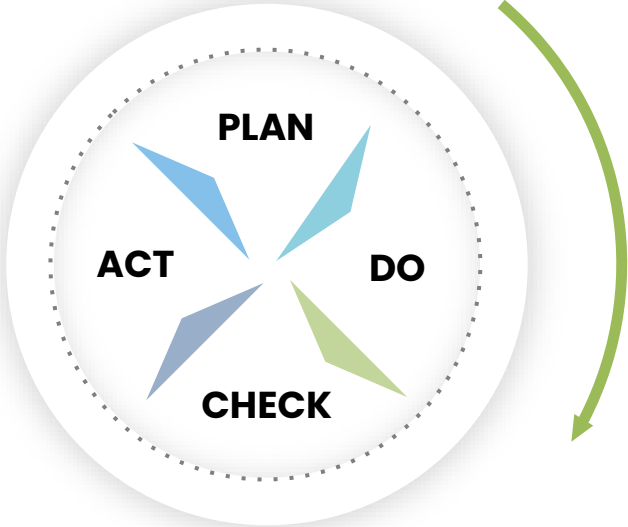
Continuous Improvement Process: PDCA Cycle – Representation Over Time

First improve, then standardize generally binding

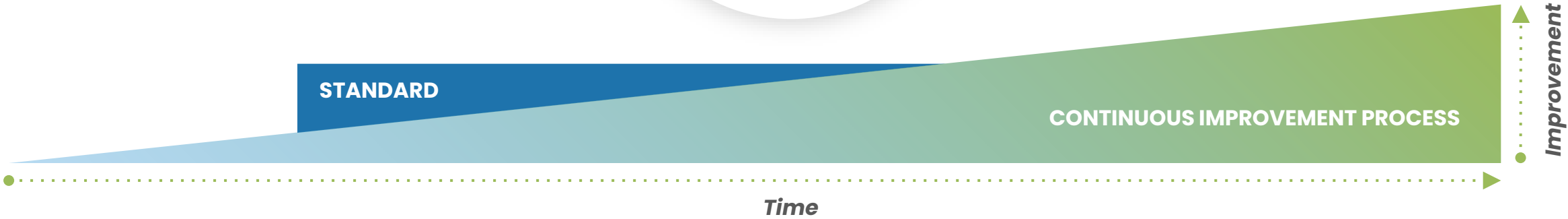
Set obligatory standards
Prevention of decline
Training of participants

Measure results
Variance analysis
First aid

Search for problems
Identify causes
Develop measurements
Prepare measurements



IMPLEMENTATION



Continuous Improvement Process – PDCA Cycle Over Time

The PDCA Cycle is a fundamental tool in Lean for the continuous improvement of processes. This cycle, composed of the stages of Plan, Do, Check, and Act, allows organizations to implement gradual and sustainable improvements over time. Through this cyclical process, each iteration provides an opportunity to learn, adjust, and establish new standards.



PDCA Cycle Stages – Plan and Do

Plan:

In this stage, the team identifies problems or areas for improvement, analyzes the root causes, and designs specific solutions or improvements.

Key Activities:

- Problem finding.
- Root cause identification.
- Development of measurements and evaluation parameters.
- Preparation for the implementation of solutions.

Do:

This phase focuses on the implementation of the solutions or improvements designed in the planning stage. It is an experimental phase, where the effectiveness of the proposed solutions is tested.

Objective: Test and collect data on the changes made to evaluate their impact.



PDCA Cycle Stages – Verify and Act

Verify

In the verification stage, the results obtained from the implementation are evaluated through the analysis of the collected data.

Key Activities:

- Measurement of results to see if the objectives were achieved.
- Analysis of variations from the expected standards.
- Provision of "first aid" in case of significant deviations, adjusting or correcting immediately to minimize the negative impact.

Act

In the action phase, decisions are made based on the results of the verification.

Key Activities:

- Standardization of successful improvements.
- Documentation of lessons learned.
- Planning of new improvement cycles.



Applying the PDCA Cycle Over Time

First Improve, Then Standardize

The Lean Leadership approach is based on continuous improvement. This means that teams must first seek to improve processes and then, when the results are optimal, standardize these improvements to ensure they are maintained over time.

Representation of Progress

In the graph, it is observed that the Continuous Improvement Process is represented as an upward curve over time. Each PDCA cycle allows the processes to advance to a higher level of performance.



Standard and Benefits of the PDCA Cycle

1 Standard Level

The standard line in the graph represents the minimum acceptable level that rises with each improvement implemented and standardized.

3 Training and Capacity Building

The PDCA process involves the continuous training of participants in the new standards, allowing for effective adaptation to changes.

2 Prevention of Decline

By standardizing the improvements, the process ensures that the gains achieved are not lost, preventing the organization from reverting to less effective practices.

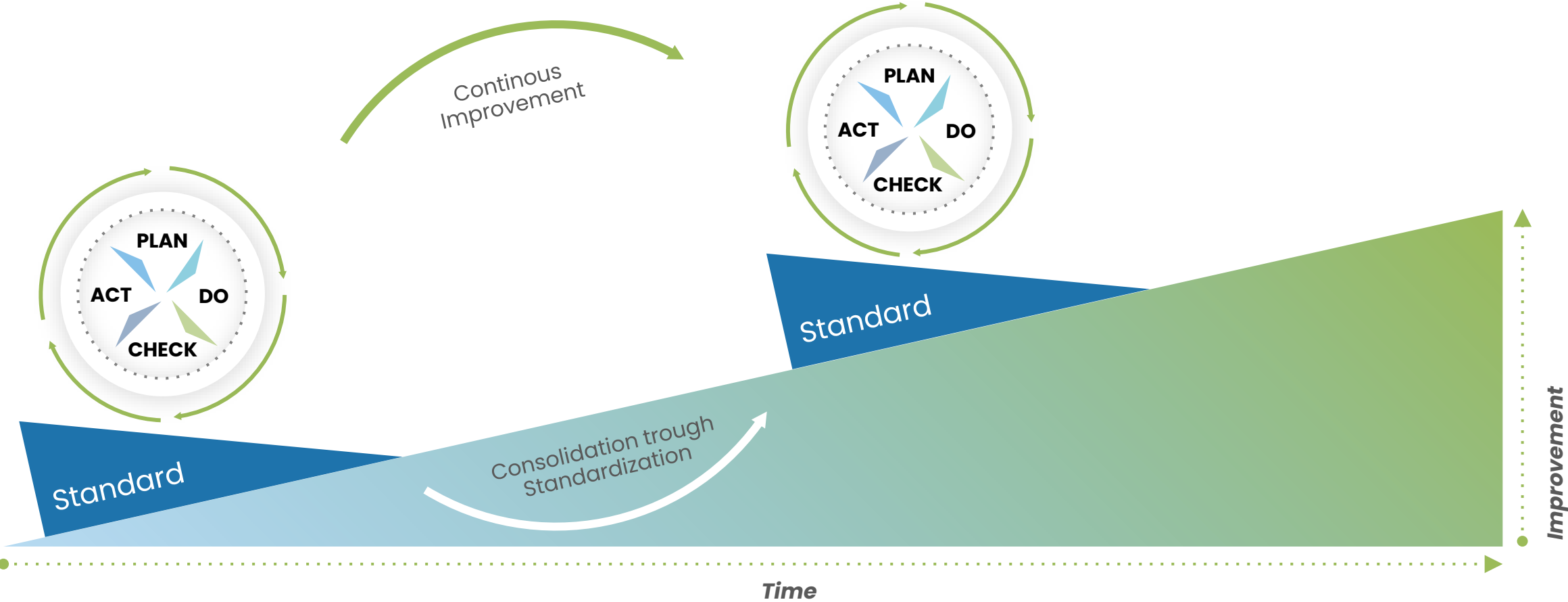
4 Adjustment and Flexibility

As it is a continuous cycle, it allows organizations to quickly adjust to new conditions and challenges.



Systems and Concepts

Continuous Improvement Process: PDCA Cycle – Representation Over Time



Consolidating Process Improvement Efforts



Effective Integration

In the context of Lean Leadership, the continuous improvement cycle not only focuses on implementing changes, but on ensuring that these are effectively and sustainably integrated into the organization's culture and processes. Consolidation through standardization is key to achieving a stepwise progression in operational efficiency and effectiveness.



Key Aspects of Consolidation and Standardization

Stability Before the Next Improvement

Each PDCA cycle establishes a new standard that must be consolidated before moving on to the next improvement. This means the team must achieve operational stability with the new processes before attempting additional changes. Without consolidation, gains can quickly fade, and processes could revert to their previous state.



Best Practices and Learning Culture

Best Practice

Evaluate the results and continuously monitor to confirm that the implemented improvement is well-established.

Learning and Adaptation Culture

Continuous improvement is not just about making adjustments, but about learning and adapting so that each improvement becomes a lesson for future iterations. Standardizing what is learned provides a solid foundation to build upon in each cycle, reducing errors and increasing the team's confidence in their problem-solving abilities.



Momentum for Cultural Change and Standardization



1

Momentum for Cultural Change

Each standardization contributes to a mindset of continuous improvement, where employees not only execute but also understand and actively participate in the improvement processes.

2

Standardization as a Growth Step

In Lean Leadership, standardization is a step that the next level of improvement is based on. Each time better levels of efficiency are reached, these become the new baseline from which future PDCA cycles can be planned. This creates a cumulative progression that optimizes processes in the long term.



Implementation and Monitoring Strategy



Implementation Strategy

Document each new standard and train teams to ensure the practice is maintained throughout the organization.

Metrics and Monitoring for Consolidation

Consolidation requires establishing clear metrics and monitoring mechanisms to verify if the improvement is maintained over time. Without proper control, it is easy for the team to revert to old work patterns, which could compromise the results achieved.



Continuous Evaluation and Lean Principles



Continuous Evaluation

Ensure that all key performance indicators reflect the improvements obtained before moving on to the next PDCA cycle.



Systems and Concepts

Lean Principles/Characteristics of Lean Production



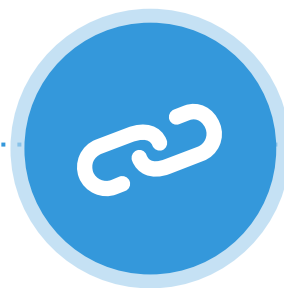
CUSTOMER SATISFACTION

Include and consider customer requirements



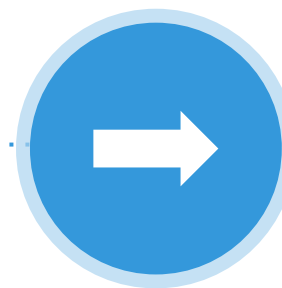
VALUE STREAM

Increase value and minimize waste



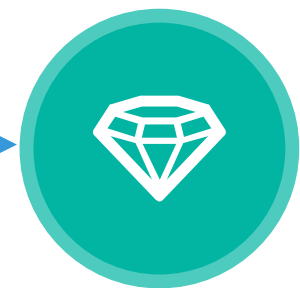
FLOW

Activities and processes must be dealt with in a coherent manner and should not be interrupted



PULL

Adjust material supply to consumption in order to eliminate intermediate storage and associated waste



EXCELLENCE

Strive for perfection and avoid errors and deviations in business processes



Practical Application: Customer Satisfaction



Customer Satisfaction

This principle places the customer at the center of all activities. Customer satisfaction is achieved when the organization not only meets, but also anticipates and adapts processes to align with customer requirements.



Practical Application

Lean leaders promote a customer-centric mindset throughout the team, ensuring that every decision and action is oriented towards meeting and exceeding customer expectations.



Value Stream Mapping and Flow Principles



Value Stream

In Lean production, the value stream involves identifying and optimizing all value-adding activities, eliminating those that generate waste. This approach helps improve process efficiency, reducing costs and production times.



Practical Application

Lean leaders facilitate the creation of value stream maps to visualize the process steps, allowing the identification of waste areas and improvement opportunities.

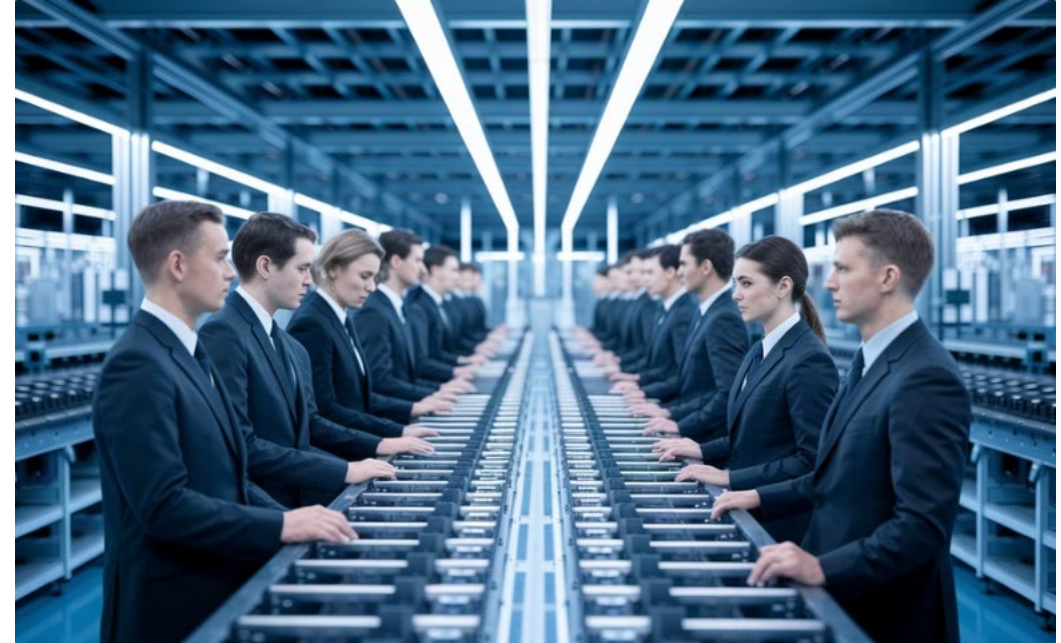


Value Stream Mapping and the Principle of Flow



Value Flow

This principle focuses on maintaining a continuous flow in processes, avoiding interruptions and bottlenecks that slow down production. Flow enables rapid and seamless delivery of products or services.



Practical Application

Lean leaders work to balance the workload and optimize resources, ensuring that processes flow continuously and without interruptions that compromise efficiency.



Application of the Flow Principle and Pull System



Practical Application of Flow

Practical Application: Lean leaders work to balance the workload and optimize resources, ensuring that processes flow continuously and without interruptions that compromise efficiency.



Pull System

The "Pull" system means producing only based on the actual customer demand, instead of accumulating unnecessary inventory. This reduces waste of resources and allows greater flexibility to adapt to fluctuations in demand.



Just-in-Time and Excellence

Practical Application of the Pull System

Practical Application: Lean leaders implement "Just-in-Time" production strategies, where material supply is adjusted to meet immediate demand, avoiding excess inventory and improving responsiveness.

Excellence

The pursuit of excellence involves a constant dedication to improving quality and reducing errors. The goal is to create a work environment where each process is optimized to achieve the highest performance standards.



Culture of Continuous Improvement and Summary



1 Practical Application of Excellence

Practical Application: Lean leaders foster a culture of continuous improvement, encouraging the team to identify areas for improvement and work on innovative solutions that drive the organization towards excellence.

2 Summary of Lean Principles

These Lean production principles are the foundation of an efficient and adaptable system that prioritizes both customer satisfaction and continuous improvement. Lean leaders play a crucial role in integrating these principles, ensuring that each one is aligned with the organization's strategic objectives and consistently applied across all production areas.

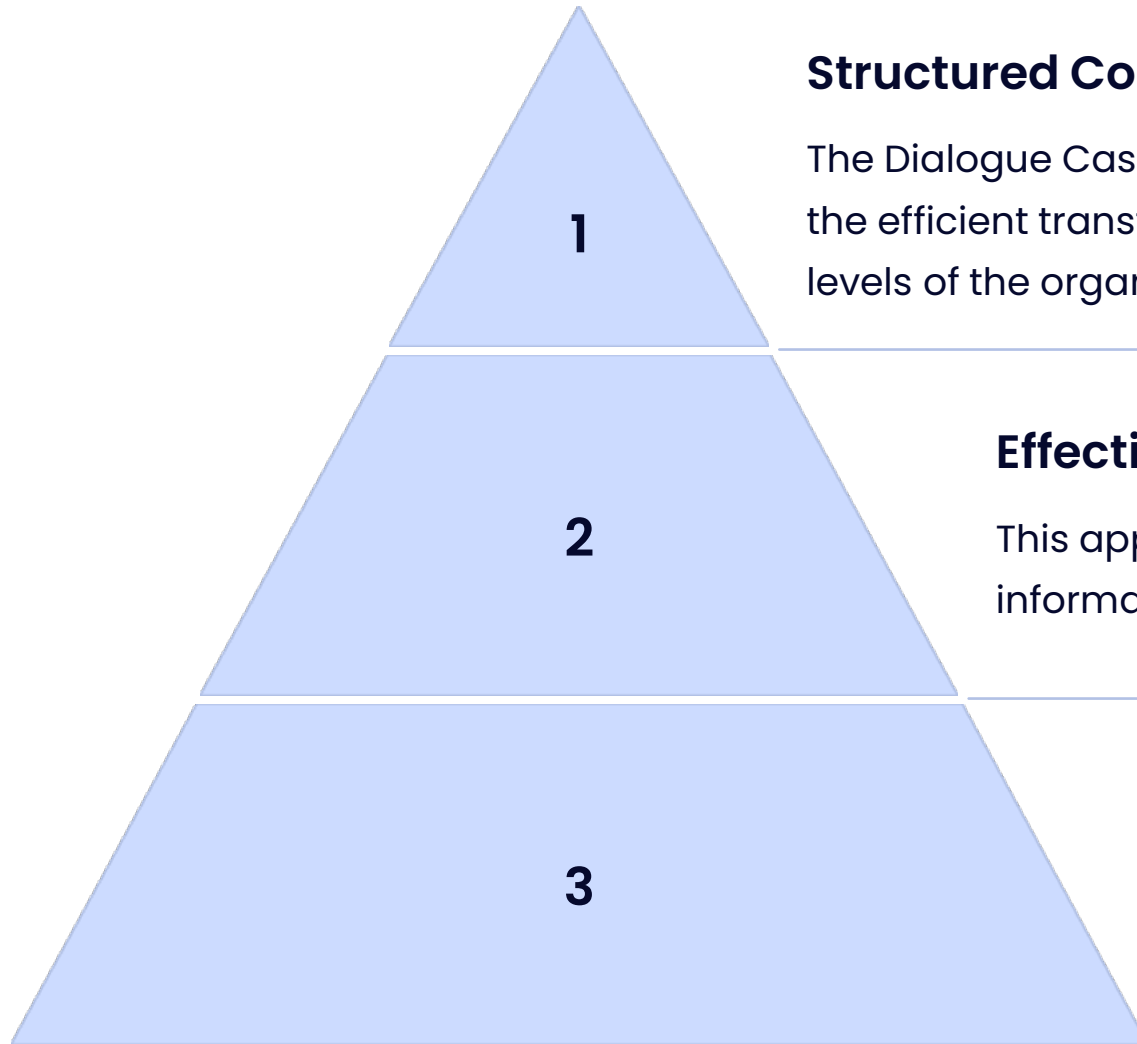


Systems and Concepts

Dialogue Cascade



Lean Leadership Dialogue Cascade



Structured Communication

The Dialogue Cascade is a structured communication system that enables the efficient transfer of information, issues, and decisions across different levels of the organization.

Effective Decision Making

This approach ensures that each level has access to the necessary information for effective decision-making.

Constructive Feedback

It enables constructive feedback that fosters continuous improvement.



Key Aspects of the Dialogue Cascade



1

Upward Flow

Upward: Teams at the production level (such as Teams A, B, and C) transmit key data, issues, and deviations to higher levels. This flow ensures that challenges and performance indicators are shared with business and production managers, who can make informed decisions.

2

Downward Flow

Downward: Decisions and constructive feedback flow down, from higher levels to production teams. This ensures that all team members understand the decisions made and the actions needed to implement improvements.



Structured Daily Meetings

8:30 AM – Production Level

In Lean Leadership, daily meetings at different levels facilitate effective communication and problem-solving. The meetings are organized in a cascading manner (e.g., 8:30 am for the production level, 10:00 am for business unit managers, and 11:30 am for plant or production levels) to ensure that each level is synchronized.

11:30 AM – Plant Level

Each level receives updated information and can make decisions based on recent data.

1

2

10:00 AM – Business Unit Managers

Benefit: This system of staggered meetings allows information to flow quickly throughout the organization, addressing issues in real-time and enabling a rapid and coordinated response.

3



Responsibility and Commitment at All Levels

1

Shared Responsibility

The Dialogue Cascade fosters a culture of shared responsibility.

2

Reporting Issues

Each team is responsible for reporting issues and suggesting improvements.

3

Direction and Resources

Higher levels provide the direction and resources needed to implement solutions.

Impact on Organizational Culture: By establishing a clear communication structure, each member feels part of the improvement process and actively commits to the organization's goals.



Continuous Improvement and Constructive Feedback



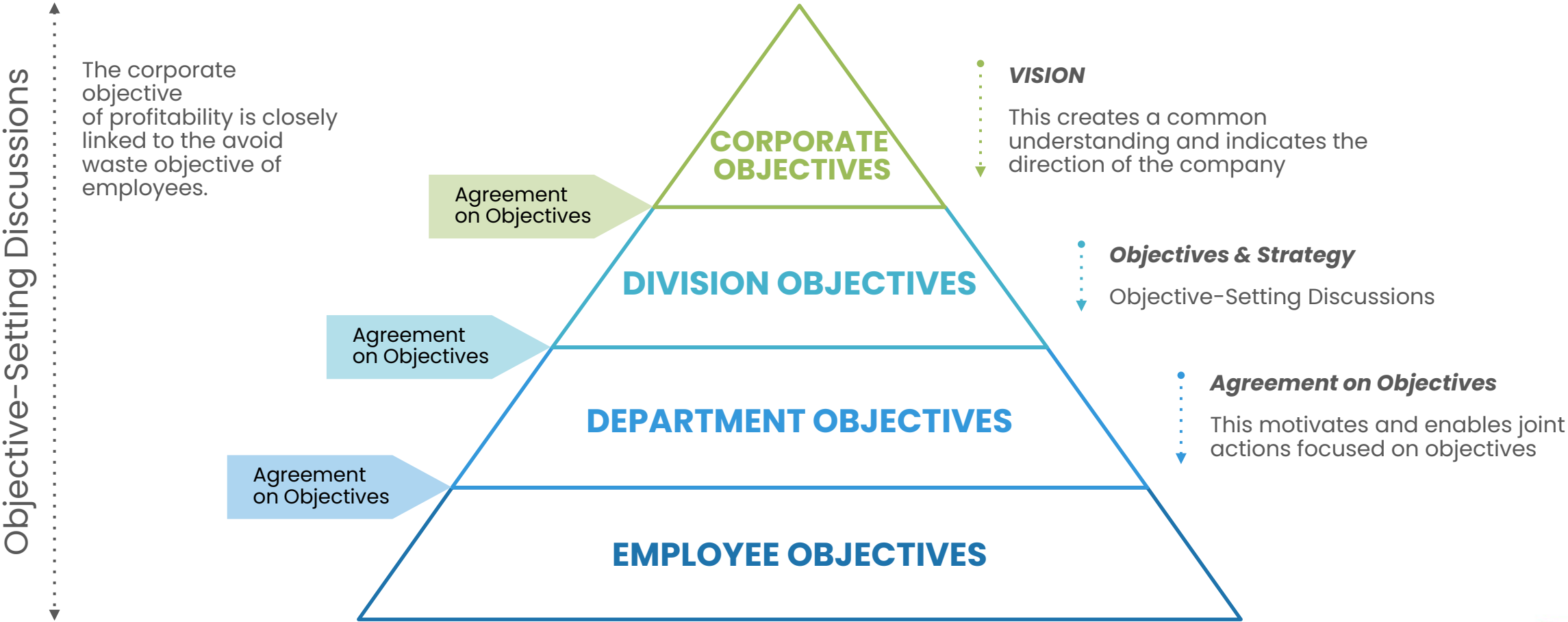
The dialogue cascade is not just a reporting system, but also a tool for continuous development. Constructive feedback allows teams to learn from mistakes and apply constant improvements, aligning their activities with the organization's strategic objectives.

Organizational Growth: Through this constant cycle of communication and adjustment, the organization remains agile, proactively addressing issues and improving its processes at all levels.



Systems and Concepts

Employee-Corporate Objectives Relationship



Relationship between Corporate Objectives and Individual Objectives



Alignment of Objectives

The Lean Leadership model emphasizes the importance of clear alignment between the objectives at all levels of the organization, from the corporate level to the individual employee objectives.



Cohesion and Efficiency

This alignment ensures that each member of the organization contributes to the achievement of the company's overall strategic objectives, fostering cohesion and efficiency.



Key Components of Objective Alignment

1

Corporate Objectives

Corporate objectives set the overall direction of the organization, aligning with the long-term vision and strategy. These objectives are typically related to profitability, sustainability, and customer satisfaction.

2

Development Framework

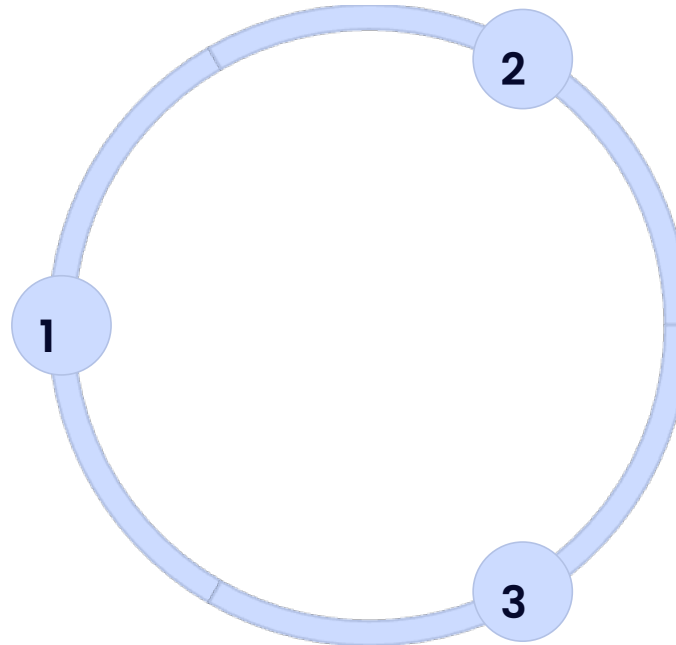
Importance: These objectives define the framework in which the objectives of each division, department, and employee will be developed, ensuring that everyone is working towards the same direction.



Breakdown of Objectives by Division and Department

Specific Objectives

To achieve the corporate objectives, they are divided into specific objectives for each division and department. This allows for more focused planning and more effective progress monitoring in different functional areas.



Adaptation by Level

Benefit: Each level can adapt the objectives according to their capabilities and responsibilities, contributing efficiently to the common goal without losing sight of their own priorities.

Effective Monitoring

This approach allows for more precise performance monitoring in all areas.



Individual Objectives and Team Alignment

Complementarity

Employees' individual objectives are designed to complement the goals of their department and, by extension, the corporation.

Clear Contribution

Each employee knows how their specific work contributes to the overall results, which increases motivation and engagement.

Impact

By understanding how their individual actions affect the organization, employees are more proactive in seeking improvements and reducing waste, aligning with the Lean principle of efficiency.



Agreements on Objectives and Open Dialogue



Open Discussions

The alignment of objectives is supported by open discussions between employees and managers, where clear agreements are reached on individual and team objectives.



Clear Expectations

This process ensures that each team member is aware of the expectations and commits to them.



Culture of Commitment

This type of dialogue not only ensures clarity in objectives, but also motivates employees by making them participants in the planning and achievement of organizational goals.



Shared Vision and Strategic Alignment

1 Organizational Compass

The corporate vision acts as a compass, indicating the overall direction and helping to create a shared understanding across all levels of the organization.

2 Cohesion and Focus

As each employee aligns with this vision, cohesion is strengthened and a common focus on excellence and continuous improvement is fostered.

3 Result

Result: An organization where all levels, from corporate to individual, are aligned and committed to the same vision is able to operate in an agile, efficient, and customer-focused manner.



Systems and Concepts

Shingo Shigeo's Principles of Operational Excellence

Guiding principles

Create Value for the Customer

Constancy of Purpose

Systematic Thinking

Focus on the Process

Think Scientifically

Ensure Quality at Every Level

Strive for Perfection

Lead with Humility

Respect Everyone

↑
RESULTS

↑
COMPANY ORIENTATION

↑
**CONTINUOUS IMPROVEMENT
PROCESS**

↑
CULTURAL ADAPTATION

Fundamental principles

Cause-Effect Relationships
Behavior Based on Performance

Long-Term Thinking
Align Systems and Strategies

Stabilize Processes
Standardize Processes

Rely on Data/Information
Focus on Value Stream

Identify and Eliminate Waste
Foster Long-Term Relationships

Involve and Empower Everyone
Encourage Employees

Ensure a Safe Environment



Shigeo Shingo's Principles of Operational Excellence



Shigeo Shingo, one of the pioneers of the Lean philosophy, established fundamental principles that would guide organizations towards operational excellence. These principles not only optimize processes, but also create a strong culture focused on continuous improvement and respect.



Fundamental Principles and their Application

Creating Value for the Customer

All activities must focus on generating real value for the customer. Instead of performing tasks that only add costs, the goal is to improve efficiency and meet the customer's needs, enhancing their experience.

Application: Evaluate each process and eliminate those steps that do not add direct value to the customer, ensuring an optimized and relevant experience.

Consistency of Purpose and Systems Thinking

Consistency of purpose allows the organization to remain focused on its long-term goals, while systems thinking ensures that each part of the process is aligned with the overall strategy.

Application: Develop clear goals and communicate them effectively, ensuring that each action is connected to the organization's objectives.



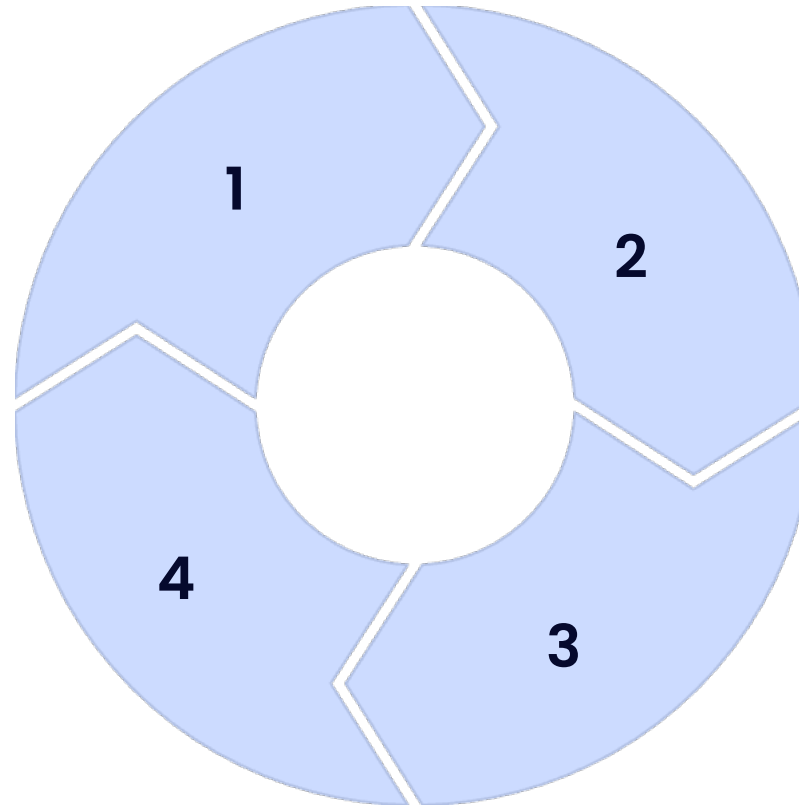
Continuous Improvement Orientation

Constant Improvement

Continuous improvement is a cornerstone of Lean. This involves constantly reviewing and refining processes, leveraging data and metrics to drive efficiency.

Inclusive Environment

Application: Foster an environment where all employees feel valued, heard, and empowered to contribute to improvements, creating a sense of belonging and commitment.



Implementation of the PDCA Cycle

Application: Implement the PDCA (Plan-Do-Check-Act) cycle in each area of the organization to optimize results and reduce waste.

Cultural Adaptation

Operational excellence is not limited to processes; it also depends on a strong culture that values respect, humility, and the active participation of all employees.



Scientific Thinking and Focus on Quality

Data-Driven Analysis

The scientific approach in Lean involves analyzing and addressing problems based on data and evidence, rather than assuming solutions. This promotes objective decision-making and continuous quality improvement at all levels.

Analysis Tools

Application: Use tools like root cause analysis and key metrics to ground decisions and ensure improvement in product or service quality.



Conclusion on Shingo Shigeo Principles



Solid Foundation

The Shingo Shigeo principles establish a solid foundation for Lean leadership, where value creation, continuous improvement, and cultural adaptation come together to achieve operational excellence.



Organizational Culture

These principles not only optimize results, but also promote a resilient, collaborative, and customer-focused organizational culture.



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Module 4

Systems and Concepts of Continuous Improvement



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STRATEGY IMPLEMENTATION



Strategy Implementation in Lean Leadership



1

Principles and Practices

In this module, we will explore the essential principles and practices for implementing strategies in the context of Lean Leadership. Strategy implementation is a crucial phase where the organization's ideas, plans, and objectives are transformed into concrete actions.

2

Differentiation

Unlike strategic planning, which focuses on designing objectives and the overall direction, implementation is oriented towards the efficient execution of these objectives, ensuring they are achieved effectively and aligned with Lean principles.



Coordination in Lean Leadership Implementation



1

Precise Coordination

Implementing Lean Leadership requires precisely coordinating teams, optimizing resources, and establishing an organizational culture that supports continuous improvement.

2

Facilitating Adoption

This module will discuss how Lean leaders can facilitate the adoption of strategies, overcoming typical obstacles and fostering commitment and participation at all levels of the organization.

3

Tools and Methods

Additionally, we will examine the tools and methods that enable measuring and adjusting strategies during their implementation, ensuring they remain constantly aligned with the organization's objectives.



Strategy Implementation

Important Values



Understanding Strategic Implementation

1 Translating the Vision

This module will provide you with a deep understanding of how to translate the strategic vision into tangible and sustainable actions, maintaining the focus on efficiency and customer value, which are fundamental elements of Lean leadership.

2 Key Values

In the process of implementing strategies in a Lean environment, core values serve as a guide for the attitudes and behaviors of leaders and the team. These values not only guide daily actions, but also create a strong and resilient organizational culture, facilitating the long-term success of Lean strategies.



Key Lean Values



Trust

Trust is the foundation of any effective organization. In Lean Leadership, leaders must inspire trust through consistency and transparency in their decisions. This allows teams to feel secure in expressing ideas and taking calculated risks.



Openness to Change

Continuous improvement in Lean depends on an open attitude towards change. Leaders and employees must be willing to adapt and evolve, embracing new ideas and methods that enhance efficiency and customer value.



Values of Transparency and Appreciation



Transparency

Transparency facilitates clear and open communication at all levels of the organization. In a Lean environment, sharing relevant information with the team enables better decision-making and reinforces employee commitment to strategic objectives.



Appreciation

Respect and appreciation for each team member are fundamental in Lean Leadership. Leaders must recognize and value individual contributions, which fosters an environment of mutual respect and cooperation.



Enthusiasm

An enthusiastic Lean leader inspires their team and creates a positive environment. Enthusiasm drives motivation and commitment, which is essential for addressing the challenges that arise during the implementation of strategies.



Team Spirit and Accountability

Team Spirit

Collaboration is key in Lean. A strong team spirit ensures that members work together towards a common goal, share knowledge, and support each other to overcome obstacles.

Accountability

In Lean Leadership, each member is responsible for their work and how they contribute to the overall objective. Accountability drives employees to make conscious decisions, act with integrity, and take ownership of their actions.



Acting as a Role Model and Requirements for Implementation

Acting as a Role Model

Lean leaders must be role models, demonstrating with their own actions the values and principles they expect from their team. This not only strengthens the Lean culture, but also inspires others to follow the leader's example.



Strategy Implementation

Requirements

- ✓ Employees
- ✓ Develop competencies
- ✓ Assume responsibility
- ✓ Work in a team
- ✓ Focus on customers
- ✓ Lean Management
- ✓ Create value
- ✓ Eliminate waste
- ✓ Management
- ✓ Encourage
- ✓ Act as role model
- ✓ Motivate



Acting as a Role Model and Requirements for Implementation



Requirements for Implementation

For the implementation of strategies in a Lean context to be effective, it is necessary for the organization to meet certain key requirements that allow for proper alignment with the principles of Lean Leadership. These requirements cover both the development of individual skills and competencies, as well as the creation of a supportive organizational culture.



Customer Focus and Competency Development



Customer Focus

Customer orientation is fundamental in Lean. Any strategy must be designed to add real value to the customer, which translates into greater satisfaction and loyalty. A clear customer focus helps eliminate unnecessary activities that do not add value.



Competency Development

Implementing a Lean strategy requires trained and competent employees. Investing in the development of specific skills and knowledge strengthens the team and allows for more precise execution of strategic objectives.



Responsibility and Teamwork

1

Assuming Responsibility

In a Lean environment, each individual is accountable for their role in achieving the organizational strategy. Individual and collective responsibility promotes a culture where employees feel ownership of the results.

2

Teamwork

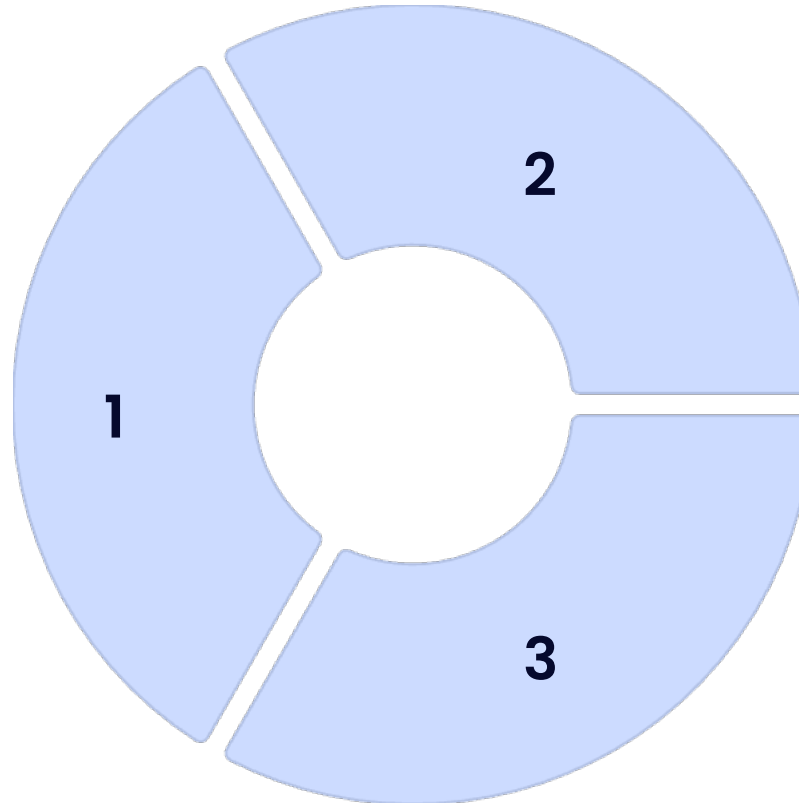
Collaboration among team members is essential for achieving a smooth implementation of the strategy. A focus on teamwork enables the alignment of efforts and joint problem-solving.



Lean Management and Value Creation

Lean Management

Leaders must apply Lean management practices, such as waste elimination and continuous improvement, to facilitate strategic implementation. This ensures that decisions are aligned with Lean objectives and promotes a culture of efficiency.



Value Creation

The goal of any Lean strategy is to create value by eliminating activities that do not add anything. This approach allows for the optimization of resources and the improvement of efficiency at every step of the process.

Waste Elimination

Systematically identifying and eliminating activities that do not add value is essential for process optimization.



Role Models and Motivation

1 Acting as Role Models

Leaders must demonstrate the Lean principles they wish to implement through their own behavior. Being a role model inspires the team and sets a standard of commitment and ethics.

2 Motivation and Encouragement

Motivating employees is key to a successful implementation. A Lean leader must foster the participation and commitment of their team, creating an environment where employees feel valued and supported.

3 Focus on Employee Development

In addition to training employees, it is important to offer continuous opportunities for their development. This approach not only improves individual competencies, but also strengthens the organization as a whole.



Strategy Implementation

Implementation



Lean Strategy Implementation Structure

Communicate current improvements

Continuously sharing the progress and improvements achieved creates an environment of transparency and constant learning. By doing so, the Lean culture is reinforced and the active participation of all employees is promoted.

Implement Lean change activities

This step involves putting into practice specific activities aimed at continuous improvement and waste elimination. These activities must be clearly aligned with Lean principles, ensuring that the focus of each action is directed at optimizing processes and maximizing value.

Obtain support from top management

The support of management is essential to legitimize and give continuity to Lean initiatives. Having the support of leaders ensures the necessary resources and commitment to sustain the change in the long term.

Involve employees in the Lean philosophy

Fostering understanding and commitment to Lean principles among employees is crucial. Explaining how the Lean methodology benefits both the organization and their individual roles facilitates the adoption of improvement practices and creates a collaborative and efficient work environment.



Strategy Implementation

Employee and Management Development



Employees

Must recognize what their own learning and development needs are.

Must learn to do this independently or ask for support.

Must make learning part of the workplace.



Management

Should act more as coaches than supervisors.

Must support and promote the learning and development processes of their employees.

Should make a positive contribution to building employee competencies.

Profits from continuous growth within their department.



Importance of Communication and Alignment



Effective Communication

This process highlights the importance of communication, strategic alignment, and commitment at all organizational levels to achieve an effective and sustainable Lean implementation.

Specific Roles

To effectively implement the Lean strategy in the development of both employees and management, it is essential that both groups adopt specific roles.



Employee Roles

1

Identifying Learning Needs

Employees must be aware of their own learning and development needs, identifying areas where they can improve or acquire new skills.

2

Independent Learning

They must be able to learn autonomously or know when to seek support, thus strengthening their self-management capabilities.

3

Integrating Learning into Work

Continuous learning must be an integral part of their work environment, promoting a culture of constant improvement.



Management Roles



Coaching Role

Management should act more as mentors than supervisors, guiding employees in their development rather than just giving orders.



Supporting and Promoting Development

It is essential that leaders support and foster the learning and development processes of their employees, creating a favorable environment for growth.



Building Competencies

Management must actively contribute to developing competencies in their teams, which strengthens the capabilities of the staff and ultimately benefits the team and the organization.



Benefits of Continuous Growth



1

Team Preparedness

Benefit of continuous growth: By promoting constant development within their area, leaders ensure that their team is better prepared and motivated, contributing to operational excellence.

2

Individual Learning

This approach fosters an environment where both individual learning and management support are essential for the success of the Lean strategy, creating a solid foundation for continuous improvement and organizational development.



Strategy Implementation

Employee and Management Development

Only a fundamental change in the attitudes and behavior of employees and management leads to lasting lean management success.

It is important to emphasize that **the way is the goal.**

The Team



Team members can support each other in building habits.

Results are substantiated and more sustainable.

Irregularities are recognized more quickly because they draw attention to deviations.

Rotating jobs allows for a fresh look on processes.

The Individual



It is difficult to change habits on one's own.

Implementing solutions and improvements is difficult and time-consuming.



The Role of the Team and the Individual in the Transition to Lean Management

1

Deep Change

To achieve success in the implementation of Lean Management, it is crucial to understand that the change must be deep in the attitudes and behaviors of all levels of the organization.

2

Continuous Improvement

This means that both teams and individuals must adopt a continuous improvement approach, where "the journey is the goal" – that is, the process of change is as important as the result.

3

Advantages of the Team

In the context of teams, they offer multiple advantages in the change process.



Advantages of Teamwork



1 Mutual Support

Team members can motivate and support each other in creating new habits, which reinforces commitment and facilitates the adoption of Lean practices.

2 Sustainability of Results

Improvements achieved as a team tend to be more solid and lasting, as they are based on collective efforts and continuous feedback.

3 Rapid Problem Identification

Teamwork allows for the detection of irregularities or deviations in processes in a more agile manner, which accelerates the implementation of corrective measures.

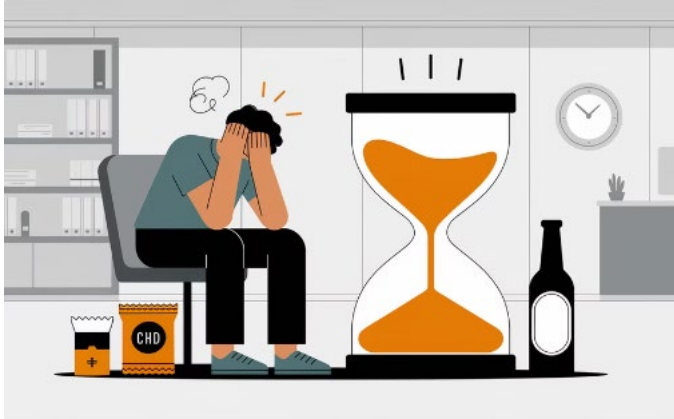
4 Task Rotation

By rotating functions within the team, a renewed perspective on processes is fostered, helping to discover improvement areas that could otherwise go unnoticed.



Challenges of Individual Change

The process of individual change in the implementation of Lean Management presents unique challenges that must be addressed to achieve a successful transformation:



Difficulty in Changing Habits

Adopting new practices on an individual basis can be a significant challenge, as it lacks the direct support and motivation provided by a group, making it more difficult to break old habits.



Implementation of Solutions

Carrying out improvements at the individual level tends to be more difficult and time-consuming, due to the lack of synergy and different perspectives that a team can bring to the problem-solving process.



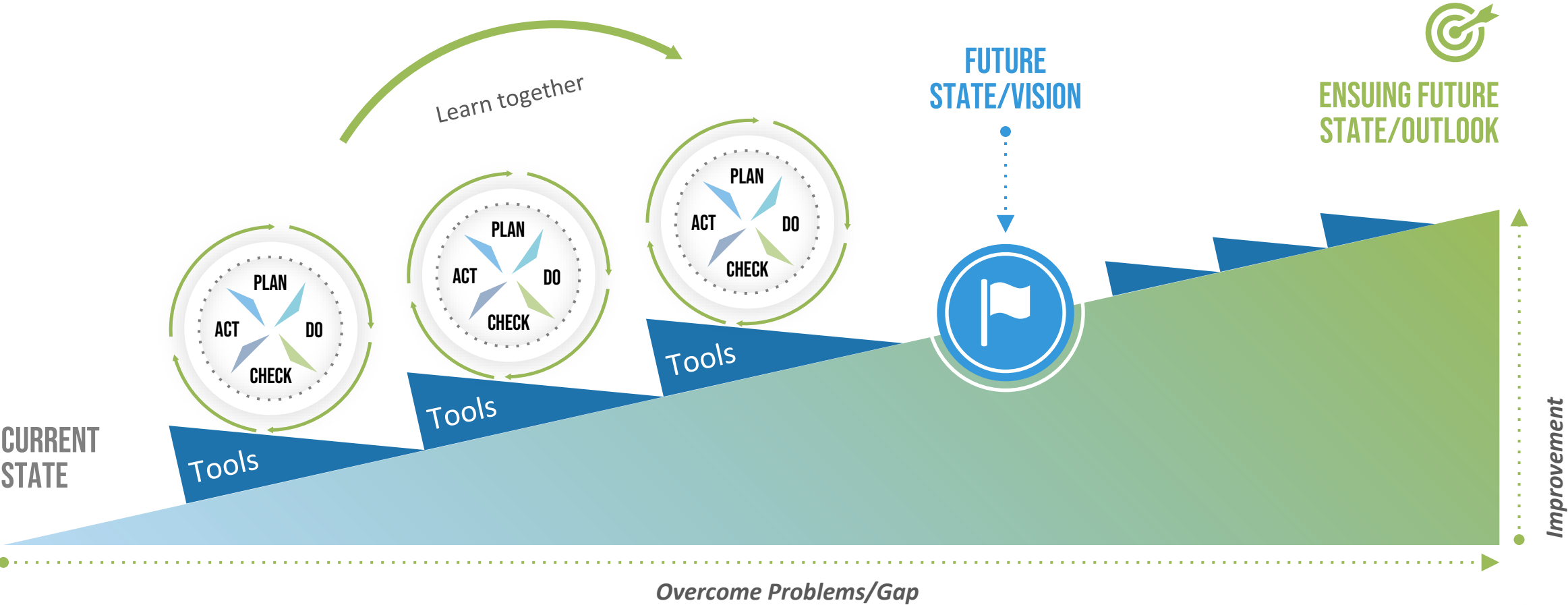
Necessary Balance

This balance between teamwork and individual effort is crucial for Lean Management to have a lasting impact, consolidating a culture of continuous improvement at all levels of the organization.



Strategy Implementation

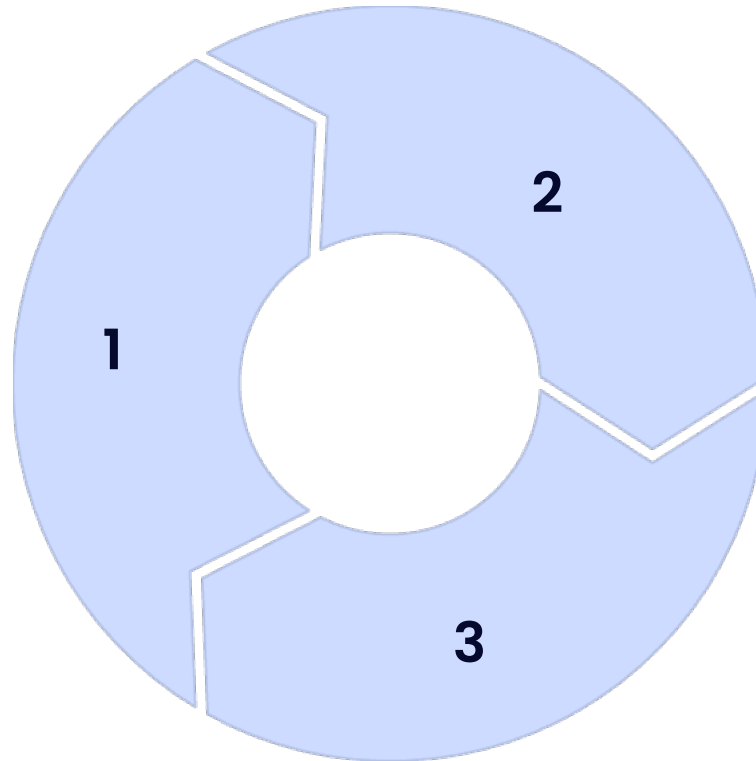
Learn Together



Learning Together to Overcome Challenges on the Path to Continuous Improvement

Addressing Gaps

The process of implementing Lean requires that both the team and the organization as a whole address the gaps between the current state and the desired future state.



Improvement Tools

This journey requires the constant use of continuous improvement tools, such as the PDCA (Plan, Do, Check, Act) cycle, to address problems in a structured and progressive manner.

PDCA Cycles

Through successive PDCA cycles, teams can identify areas of opportunity, implement solutions, review the results, and standardize effective improvements.



Shared and Collaborative Learning



Collective Contribution

It is crucial that learning is shared and collaborative, fostering an environment where each team member not only contributes to the solutions, but also learns from the processes and results achieved.



Knowledge Flow

This collaborative approach allows knowledge to flow and improvements to be made more quickly and sustainably, ensuring that all levels of the organization are aligned towards a common vision of progress and excellence.



Foundation for the Future

This shared learning not only helps to close current gaps, but also establishes a solid foundation to address future challenges, building a culture of continuous improvement where the Lean vision becomes an achievable and sustained goal.



Strategy Implementation

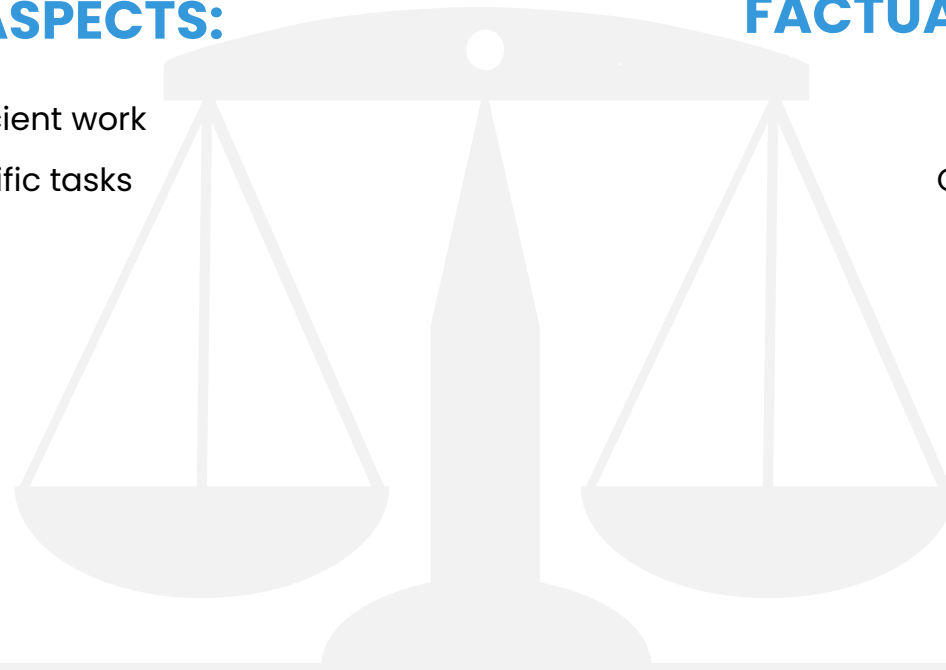
Create Corporate Culture/Sustainable Cultural Change

♥ SOCIAL/EMOTIONAL ASPECTS:

- Set priorities to promote targeted and efficient work
- Assign responsibility and authority to specific tasks
- Clearly communicate expectations and ensure consistency

FACTUAL/RATIONAL ASPECTS:

- Embody and encourage cultural change
- Create a culture of effective problem solving and long-term improvement
- Praise and empower employees



A balance between objective and emotional aspects is important to ensure sustainable cultural change and a company's continuous development into a learning organization.



Balancing for Sustainable Cultural Change

To achieve sustainable cultural change within a Lean organization, it is essential to balance both the emotional/social and the rational/factual aspects, creating an environment where change is not only implemented, but also sustained in the long term.



Necessary Balance

This balance promotes a constant evolution towards a learning organization, where continuous improvement becomes part of the corporate culture and not just a temporary initiative.



Social/Emotional Aspects

These elements focus on human connection and organizational clarity. They involve clear priorities that guide teams in focused work, delegating specific responsibilities so that each member has clarity in their role, thus fostering trust and commitment.



Clear Expectations and Organizational Culture



1 Consistent Communication

Additionally, communicating expectations clearly and consistently helps reduce ambiguity and ensures all employees are aligned with the objectives.

2 Rational Aspects

This aspect of change focuses on building a culture where the problem is addressed in a structured manner and continuous improvement is encouraged. Encouraging and modeling cultural change from senior leadership creates an example for the entire organization to follow. Additionally, recognizing and empowering employees is key, as it reinforces the value of their participation and motivates active contribution towards organizational goals.



Comprehensive Transformation

Process Change

The combination of these approaches allows not only the implementation of a change in processes, but also in the mindset of employees, transforming the company into a resilient, adaptable and continuously growth-oriented environment.



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Module 5

Implementation Strategy and Shop Floor Management



LLPC™ Version 112024



SHOP FLOOR MANAGEMENT



Introduction to Module 5: Management in the Production Area



Direct Supervision

This module explores the concept of Shop Floor Management, a fundamental practice in Lean leadership. Management in the production area focuses on direct and real-time supervision of operations where they occur, promoting a closer connection between management and frontline employees.



Process Observation

This approach allows leaders to directly observe processes, identify problems, implement immediate solutions, and strengthen communication with the team.



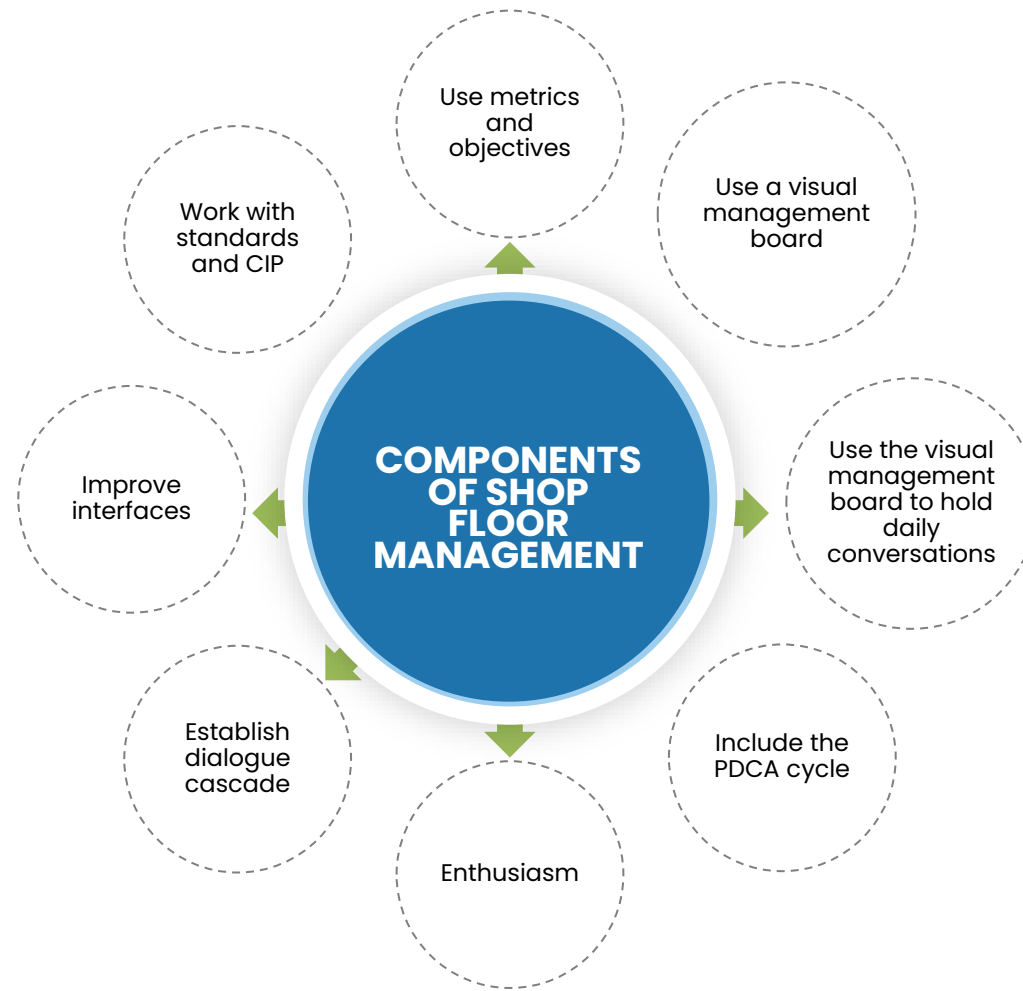
Operational Efficiency

The goal of Shop Floor Management is to improve operational efficiency and foster a culture of continuous improvement based on observation and immediate action in the work area.



Shop Floor Management

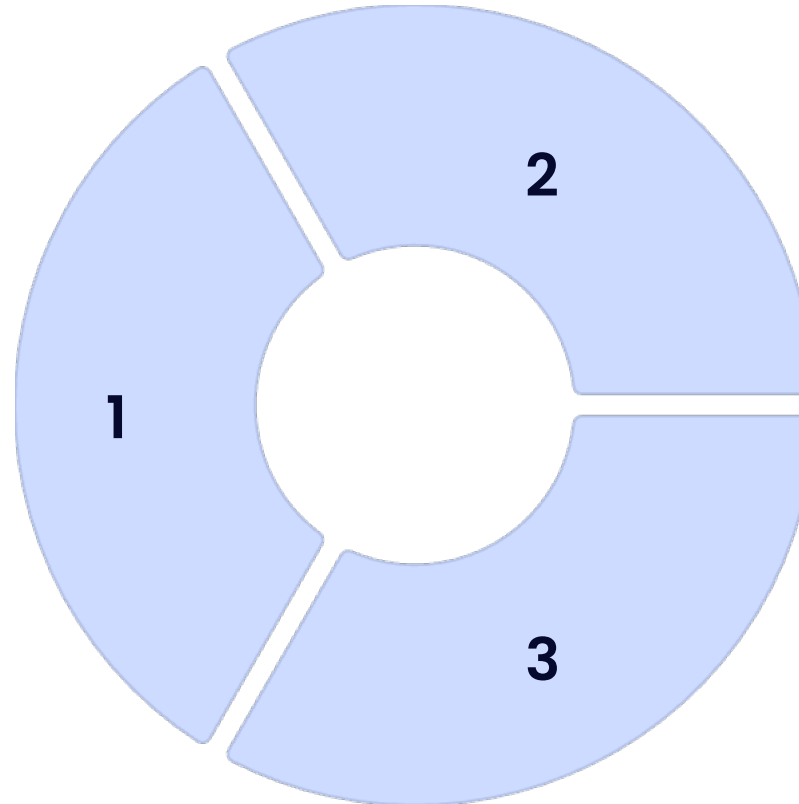
Overview



Production Management Components

Metrics and Objectives

Defining and using clear metrics allows measuring performance and aligning activities with organizational goals. It facilitates data-driven decision making.



Visual Management Board

A tool that facilitates the visual communication of relevant information for the team. It helps ensure everyone is aware of the status of projects and any changes in processes.

Daily Conversations

Holding daily meetings using the visual management board allows for continuous review of progress and issues, promoting a culture of transparency and rapid adaptation.



Additional Elements of Shop Floor Management

PDCA Cycle

Including this cycle ensures that any changes to processes follow a sequence of planning, implementation, review, and adjustment, promoting continuous improvement.

Cascade of Dialogue

Establishing fluid and hierarchical communication facilitates the flow of relevant information across all levels, ensuring everyone is aligned and can make informed decisions.

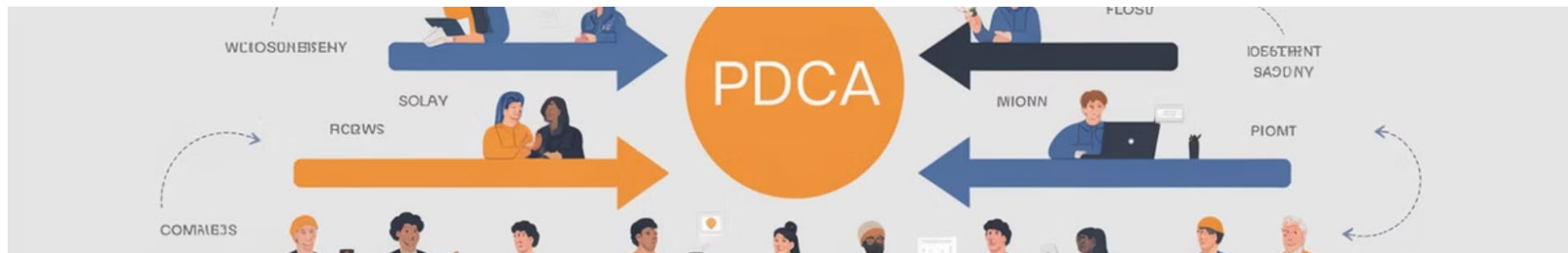
1

2

3

Enthusiasm and Commitment

Team motivation is essential for changes and improvements to be maintained. A committed team is more proactive and receptive to challenges.



Optimizing Processes in Shop Floor Management

1

Improving Interfaces

Optimizing how teams interact and communicate reduces friction and increases efficiency.

2

Standards

Working with well-defined standards and fostering a continuous improvement process ensures that successful practices are maintained and optimization is always sought.

3

CIP

The Continuous Improvement Process integrates the Shop Floor Management framework, aimed at promoting efficiency, clarity, and continuous improvement in production operations.



Shop Floor Management

Key Components

The combined effect of all components results in a sustainable daily improvement process.



KEY FIGURES ENSURE PROCESS KNOWLEDGE AND TRANSPARENCY

LEADER WORKS TOGETHER WITH EMPLOYEES

ORIENT AND STRUCTURE IMPROVEMENT PROCESS TO OBJECTIVES



Key Components of Management in the Production Area

Key Indicators

These ensure a deep understanding of the process and promote transparency at every stage. Through these indicators, it is possible to identify areas of opportunity, monitor progress, and facilitate well-informed decision-making. This component is crucial for maintaining a clear vision of achievements and areas requiring adjustments.

Collaboration between Leader and Employees

Management in the production area is not effective if the leader works in isolation. Active collaboration between the leader and employees is essential to promote a culture of teamwork and commitment to organizational goals. This close relationship allows for a constant flow of feedback and the creation of a participative and motivating work environment.

Orientation and Structuring

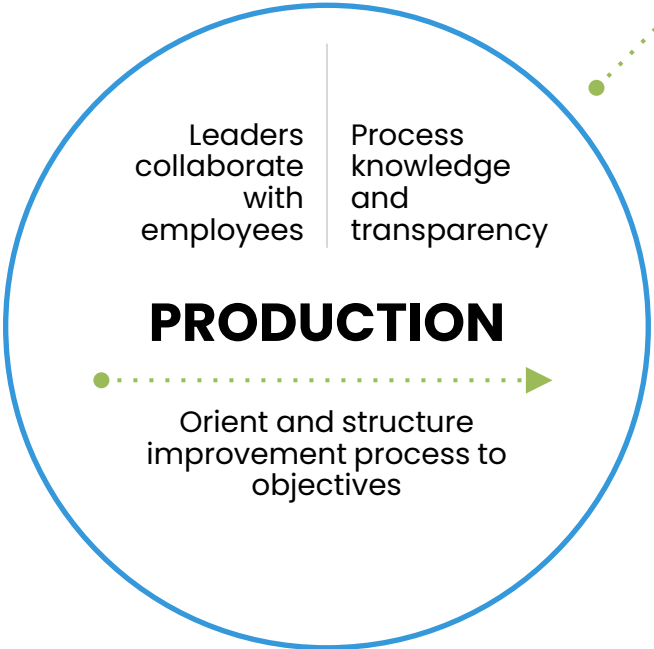
Problem-solving should not be reactive; it is essential to orient it towards the established objectives. This component involves structuring the continuous improvement process in a way that aligns with the organization's strategic goals, ensuring that optimization efforts contribute to overall progress and the achievement of organizational targets.



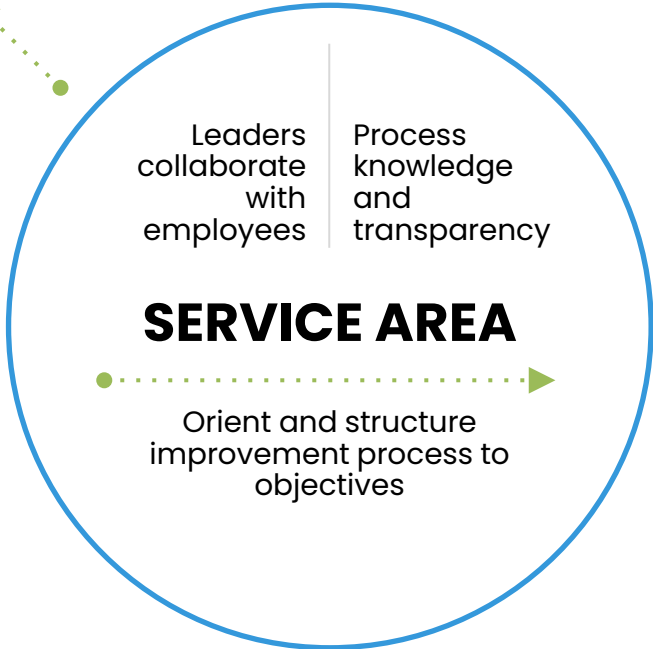
Shop Floor Management

Production and Service Processes

Processes are always aligned to customer requirements.



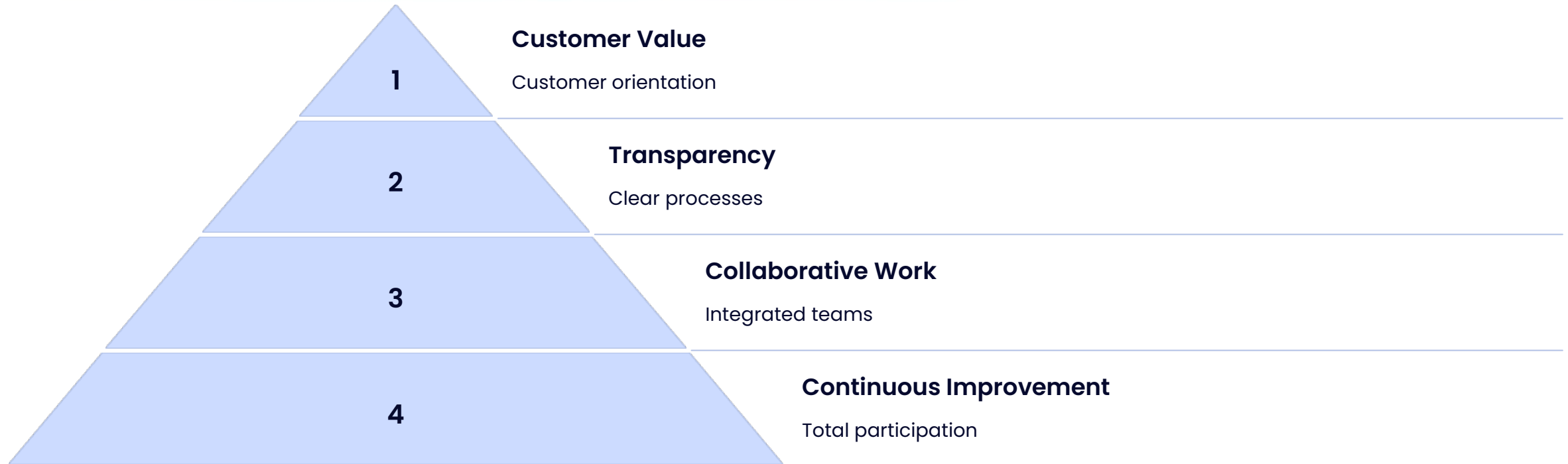
Align shop floor management to production process



Align shop floor management to service process



Aligning Processes with the Lean Approach

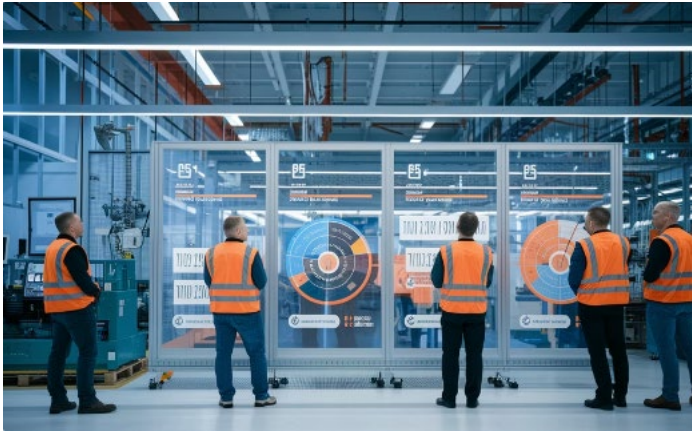


The integration of Lean management in production and service processes aims to create a work environment where waste is minimized and efficiency and customer satisfaction are maximized. The Lean principles applied in both environments seek a harmonized operation, with a continuous focus on improvement and transparency. To achieve this, the alignment of these components is essential and it must be understood how they are interrelated to generate an optimized system.

Importance of Customer Alignment: The orientation of all processes towards the customer's needs ensures that both production and service provide constant and direct value. This implies that each activity, from production to service delivery, must be reviewed and adjusted based on the impact it has on customer satisfaction. Thus, the customer not only benefits from the final product but from a process adjusted to their expectations.



The Role of Transparency in Lean Processes



Visualization of Metrics

Transparency in processes is essential to ensure that all involved parties have a clear understanding of the goals, standards, and metrics.



Problem Identification

This allows for the agile identification of any deviation or problem, whether in the production line or in service delivery, and facilitates the implementation of real-time solutions, always maintaining consistency in the results.



Effective Collaboration

The Lean approach promotes active collaboration between production and service teams. This collaboration not only facilitates the flow of information, but also allows both teams to share best practices and find joint solutions to challenges.



Continuous Improvement with Total Participation

Culture of Improvement

Continuous improvement is the core of the Lean methodology and must be adopted at all levels of the organization.

Shared Responsibility

By involving each member in the improvement process, both in production and in services, a culture of shared responsibility is generated.

Organic Expansion

This allows optimization initiatives to not only be sustainable, but also to expand organically within the organization, always aligning with strategic objectives.

These notes reinforce the idea that by aligning production and services under Lean principles, greater efficiency, transparency and collaboration are achieved, which is essential to meet customer expectations and achieve a high-performance, low-waste operation.



Shop Floor Management

Factors for Success

Shop floor management is a holistic management tool related to production (value added). The goal is the continuous improvement of the processes. **Some of the most critical success factors include:**



Leadership Principle

Go & See: Leadership is familiar with on-site processes and problems.



Leadership Style

Empower employees and introduce a broad culture of experimentation and error management.



Leadership Tools

Use an interactive visual management board with up-to-date data.



Manager-to-Staff Ratio

Employees are reduced to 8-10 and directly report to management.



Key Factors for Successful Shop Floor Management



"Go & See" Principle

This leadership approach emphasizes the importance of leaders having first-hand knowledge of the processes and problems in the workplace. Instead of managing from a distance, leaders are encouraged to be present on-site, directly observing operations and understanding the difficulties faced by the team. This allows for informed decision-making and demonstrates a genuine commitment to operational needs.



Effective Leadership

To achieve success in Shop Floor management, it is essential to focus on a series of critical factors that contribute to efficient supervision and continuous process improvement. These factors not only establish a solid foundation for value-added production, but also promote a work environment where constant improvement is the norm.



Empowering Culture in Lean Leadership

1

Empowerment

Effective leadership involves empowering employees

2

Experimentation

Foster a culture where experimentation is accepted

3

Innovation

Allows employees to innovate and continuously learn

Leadership Style - Empowering and Experimental Culture: Effective leadership in the Lean environment involves empowering employees to make decisions and take calculated risks in their work. Fostering a culture where experimentation and error handling are accepted allows employees to innovate and continuously learn, contributing to the growth and improvement of processes.

Leadership Tools - Interactive Visual Management Boards: Using visual management tools, such as interactive boards with up-to-date data, allows teams to monitor progress in real-time. These boards not only provide transparency, but also facilitate the quick identification of problems and the tracking of improvements, promoting an agile and effective response to any deviation from objectives.



Optimal Supervision Ratio

8-10

Employees per supervisor

Ideal ratio for effective supervision

1:1

Direct communication

Facilitates personalized monitoring

Supervisor-to-Employee Ratio: Maintaining a low ratio of employees per supervisor (8 to 10 employees per supervisor) is crucial to ensure effective communication and close monitoring of individual performance. This approach allows for more personalized supervision and ensures that each employee receives the support and guidance necessary to achieve the established goals.

These factors are fundamental to establishing a solid foundation in shop floor management and ensuring that the organization can respond efficiently and effectively to daily challenges, promoting continuous improvement and team engagement.



VISUAL MANAGEMENT

A blurred background image showing several business professionals in a meeting. One person in the foreground is wearing a black blazer with a white scarf and a watch, holding a document. Another person is visible in the background, also in professional attire.

Visual Management in Lean Leadership

Accessible Information

The concept of Visual Management within Lean Leadership is a fundamental tool for effective management and continuous improvement in the production area. Through visual management, the goal is to make relevant information available in a clear and accessible manner, thus promoting transparency and facilitating rapid and accurate decision-making.

Visual Communication

Visual Management not only involves the use of boards and charts, but also extends to any form of visual communication that helps understand the current state of processes, identify problems, and make real-time adjustments. This type of management focuses on making the workplace "speak" for itself, so that anyone, even without being familiar with the details of the process, can understand what is happening and where the problems may be.



Visual Management Strategy

1 Operational Clarity

By visually representing critical information, teams can see at a glance the performance, issues, or goals to be achieved.

2 Teamwork

By keeping everyone informed and aligned through the use of visual tools, a teamwork culture is fostered in which all members participate in continuous improvement.



Visual Accountability and Empowerment



1 Display Performance

By visually displaying performance and results

2 Generate Accountability

Each team member feels more accountable

3 Motivate Improvement

Motivation is created to improve individual and collective results

Promote accountability and empowerment: by displaying performance and results, each team member feels more accountable and motivated to improve their individual and collective results.

Visual Management is, therefore, a powerful tool within Lean leadership, which supports efficiency, a culture of continuous improvement, and team empowerment by ensuring that all key information is visible and accessible to everyone.

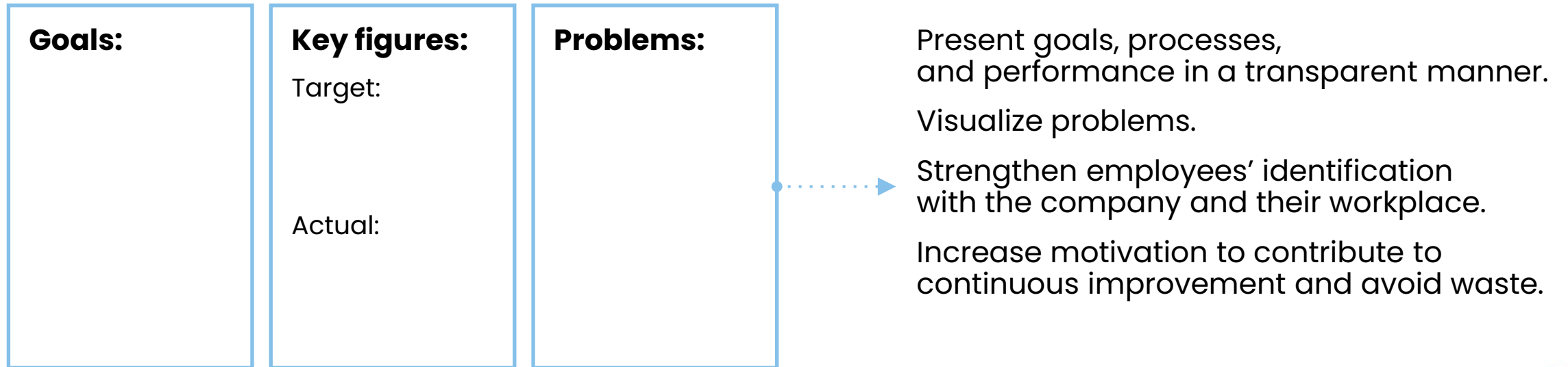


Visual Management

Visual Management Board

Current key figures as well as target goals are linked to each other on the visual management board and **are displayed in a comprehensible manner for all employees.**

VISUAL MANAGEMENT BOARD



Visual Management Board

Clear Representation

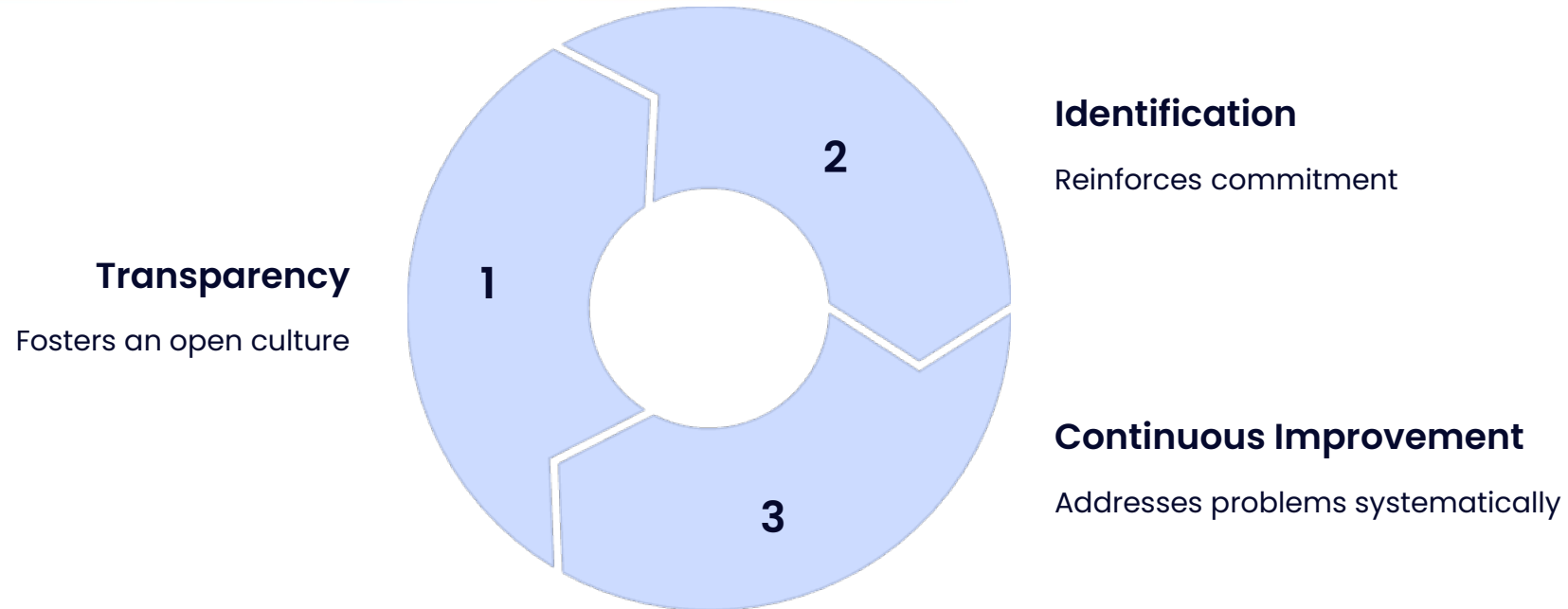
The Visual Management Board is an essential tool in Lean Leadership that allows for the clear and accessible representation of objectives, key metrics, and problems, promoting full transparency for all employees.

Visible Objectives

This board not only displays the objectives and current results against the planned objectives, but also serves to highlight problems that require attention, enabling a quick and targeted response towards improvement.



Benefits of the Visual Management Board



Some of the key benefits of using a Visual Management Board include:

Transparency: By openly displaying objectives, metrics, and issues, a culture of transparency is fostered that engages all employees in the continuous improvement process.

Identification and Motivation: Seeing the impact of their efforts reflected in the results allows employees to identify more with the company's goals, reinforcing their commitment and motivation to contribute to the team's success.

Focus on Continuous Improvement: The board enables problems to be visualized and addressed systematically, thus facilitating a work environment focused on waste reduction and process optimization.



Responsibility through Visual Management

Real-time Visualization

Employees can see how their actions affect the achievement of goals

1

2

3

Collaborative Culture

Promotes a shared vision of the current state and challenges

Generating Accountability

A sense of responsibility towards results is encouraged

Fostering Responsibility: Employees can see in real-time how their actions affect the achievement of goals, which encourages a sense of responsibility towards results.

Together, the Visual Management Board is a fundamental pillar in visual management, as it allows the team to have a shared vision of the current state, objectives, and challenges, promoting a culture of collaboration and continuous improvement in the organization.



Visual Management

Collect Key Figures

The **SMART** principle provides guidance to collect key figures for the visual management board.
The selected key figures should meet the following requirements:



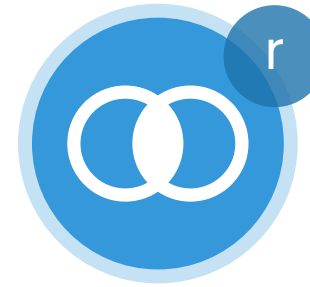
SPECIFIC



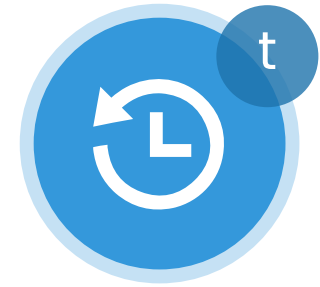
MEASURABLE



ATTAINABLE



RELEVANT



TIME BASED



SMART Principles for Indicators



Specific (Specific)

Indicators must be clear and detailed, precisely defining what is being measured. This avoids confusion and ensures that all stakeholders understand the objective.



Measurable (Measurable)

It is crucial that indicators can be quantified, which allows for progress tracking and facilitates performance evaluation against objectives.



Achievable (Achievable)

Objectives must be realistic, considering current resources and limitations. Indicators that are unattainable can demotivate the team and divert the focus from continuous improvement.

The SMART principle is essential for selecting appropriate key performance indicators (KPIs) for the visual management dashboard in the context of Lean Management. This approach ensures that the indicators not only measure relevant aspects, but also facilitate the achievement of specific and realistic objectives.



Relevance and Time in the SMART Principle

Relevant

The indicators must align with the organization's strategic objectives and reflect factors that truly affect performance and results.

Time-Based

Establishing a time frame to achieve the objectives allows evaluating progress within a specific period, promoting accountability and a sense of urgency.

By implementing the SMART principle, it is ensured that the indicators in the visual management dashboard are useful, actionable, and focused on continuously improving performance, aligning with the Lean philosophy.



Visual Management

Checklist

EACH EMPLOYEE SHOULD BE ABLE TO ANSWER THE FOLLOWING QUESTIONS USING THE **VISUAL MANAGEMENT BOARD:**

- ✓ What is the mission and what are the objectives of the team?
- ✓ Which processes are involved and what are the problems?
- ✓ What improvements have been planned?



Visual Management for Clear Understanding

1 Fundamental Tool

In the context of visual management within Lean Management, it is fundamental that each employee can answer key questions using the visual management board. This board is not only a tool to visualize performance and issues, but also fosters a clear understanding of the team's objectives and processes.



Key Visual Board Questions

Mission and Objectives

What is the team's mission and what are the objectives?

This question fosters alignment with the team's vision and short-term and long-term goals.

Processes and Issues

What processes are involved and what are the issues?

Employees should have a clear understanding of critical processes and be able to quickly identify any issues that may arise.

Planned Improvements

What improvements have been planned?

It is important to know the planned improvements to ensure everyone is aligned with future actions and continuous improvement goals.

These questions not only guide employees on the current state and future focus, but also give them a sense of belonging and accountability by keeping them constantly informed of the team's achievements and challenges.



Employee Capabilities through Visual Management

Understand the Mission

Understand the team's mission and objectives: This ensures that everyone is aligned towards a common goal, enabling alignment on long-term priorities and goals.

Identify Processes

Identify the processes involved and recognize existing problems: Knowledge of critical processes and the ability to detect problems helps maintain a proactive focus on resolving difficulties.

Clarity on Improvements

Have clarity on planned improvements: Visualizing the next steps in terms of continuous improvement allows employees and leaders to remain focused on constant evolution, promoting a culture of adaptation and growth.



Through visual management, every employee should be able to:



Understand the team's mission and objectives:

This ensures everyone is oriented toward a common goal, enabling alignment in long-term priorities and goals.



Identify the processes involved and recognize existing problems:

Familiarity with critical processes and the ability to detect issues helps maintain a proactive focus on problem-solving.



Have clarity on planned improvements:

Seeing upcoming steps in continuous improvement allows employees and leaders to stay focused on ongoing evolution, promoting a culture of adaptation and growth.



Final Reflection: The Power of Lean Leadership



Strengthened Communication

The Lean Leadership microcredential concludes by emphasizing the importance of tools like the visual management board to strengthen communication, focus on objectives, and shared accountability. This tool not only facilitates informed decision-making, but also creates an environment where all team members can feel like an integral part of the organization's success and improvement.



Culture of Collaboration

Throughout this training, we have learned that Lean leadership is not just about implementing technical improvements, but also about fostering a culture of collaboration, continuous learning, and empowerment. As a Lean leader, your role is to guide your team towards continuous improvement, promoting a culture of trust, clarity, and commitment at every level of the organization.





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