



Lean Lead

Genchi Genbutsu

Most managers visit the gemba. Very few actually practice Genchi Genbutsu



DEVELOP PEOPLE BEFORE PRODUCTS

GEMBA





Inventory

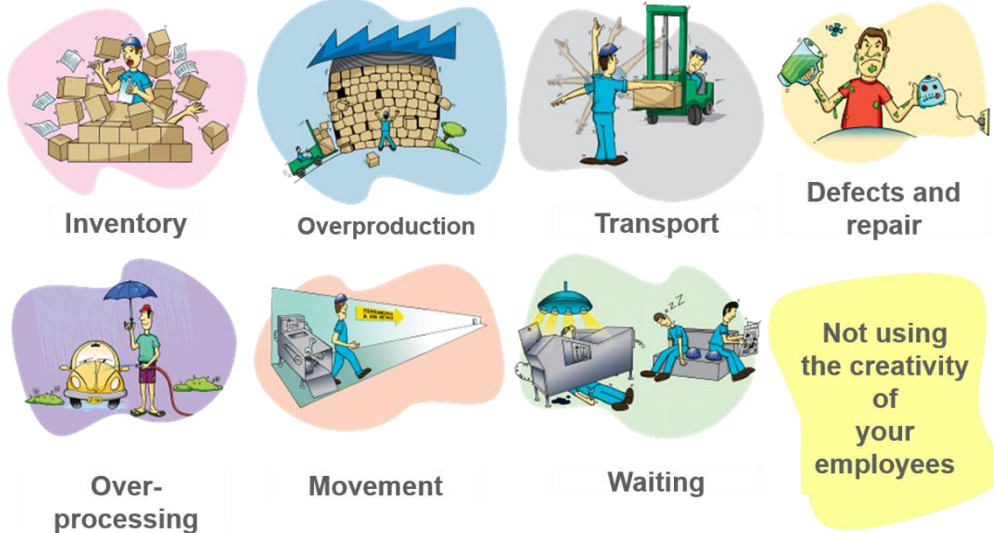
Transport

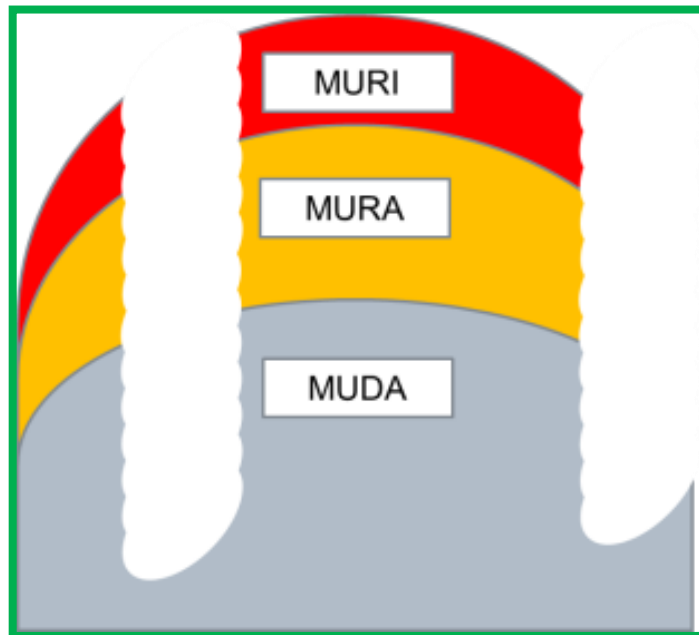
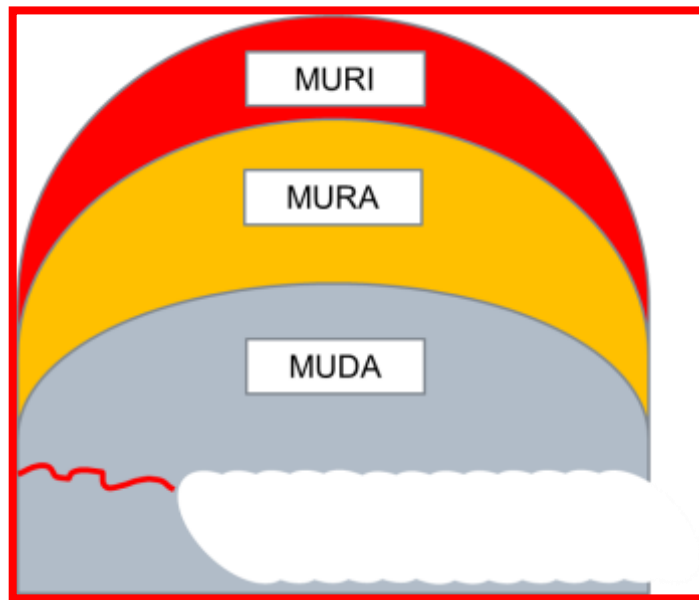
Motion

Waiting

Overprocessing

Non-Value adding activities





In the definition of Lean there are 8 major classifications of waste, these activities are not necessary to deliver value to our customer and should not exist, then we need to look for ways to eliminate or reduce as much as possible.



Home About Us The HCAHPS

Home Uncategorized Identifying Muda

March 26, 2016 | Written by mbaye



Home About Us Services Workshops

7 wastes (or 8 wastes) in Lean

Lean | 0 comments

What are the 7 wastes in Lean?

Lean implementation focuses on eliminating the 7 wastes (now expanded to 8 wastes) as identified in any process. These are the wastes of: over-production, waiting, transportation, processing itself, stocks



www.haldanconsulting.com

When people hear *lean manufacturing*, they immediately think of waste reduction through the elimination of the eight wastes often referred to as Muda.



about consulting training

The 7 Wastes in Manufacturing

August 29, 2003

By David McBride

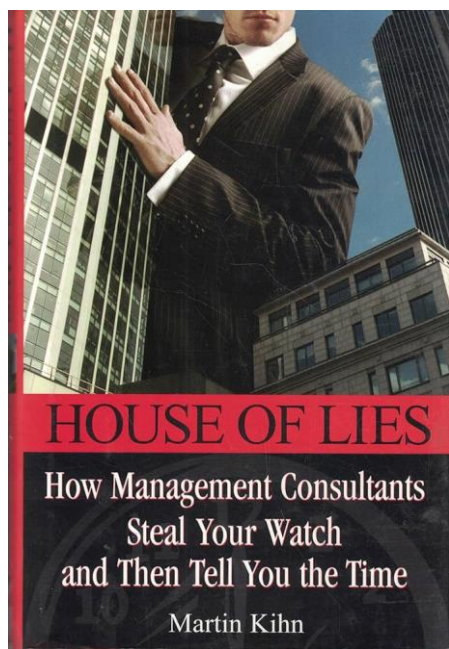
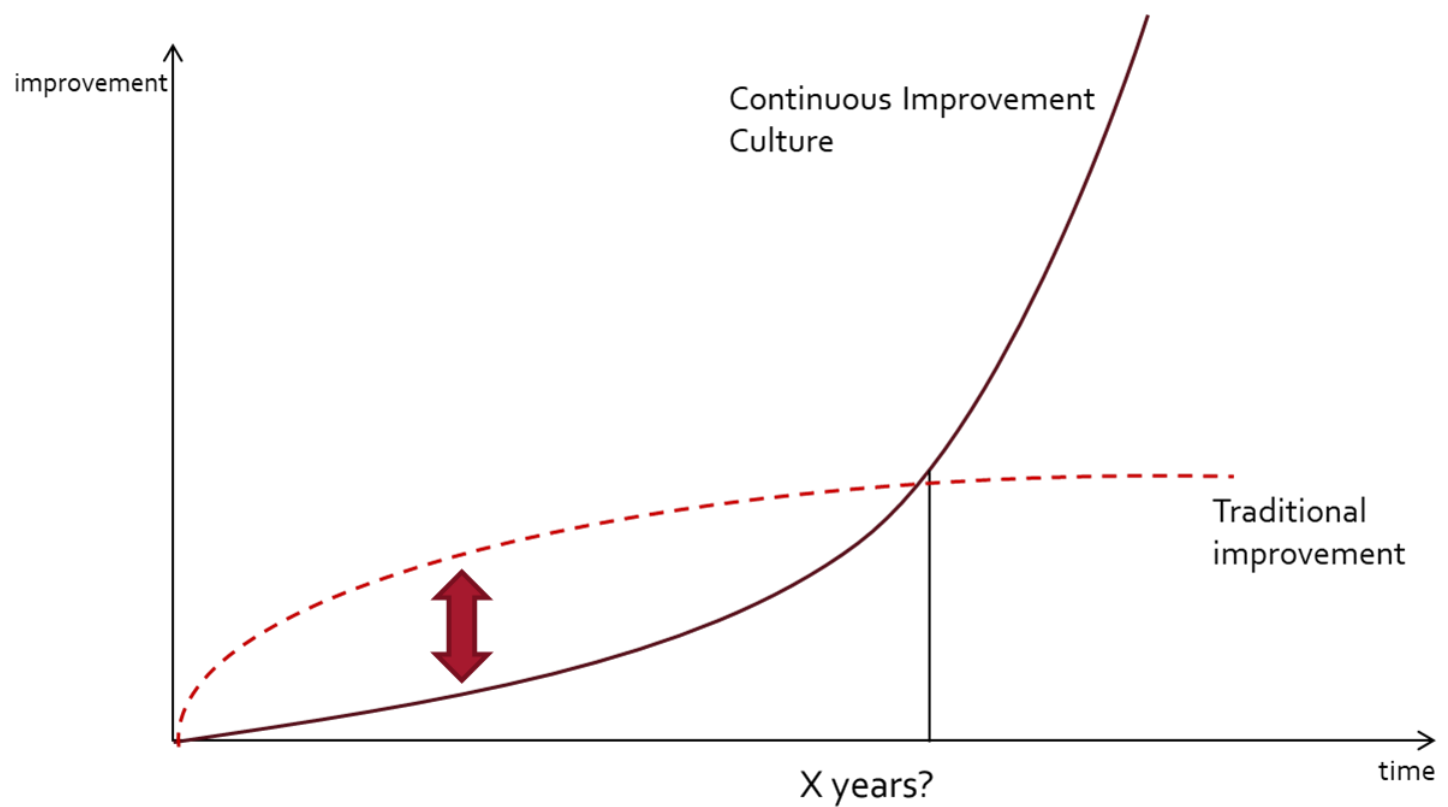
Waste elimination is one of the most effective ways to increase the profitability of any business. Pro

Symbol

HOME COURSES CONSULTANCY BEST PRACTICES ABOUT US CONTACT

In most Lean programs, Muda is the first M to be picked up, because it is easier to identify than the other two. Reducing Muda can be achieved by eliminating activities that do not add value. Each activity in a process can be classified as:

Lean glasses are not enough





leader

coach

manager

GENCHI GENBUTSU

focuses on what
you cannot yet
see, but could
become
possible

TIME IS MONEY



Key Performance Indicators														PLANT: 601
Monthly Report - Balance Score Card														PERIOD: March-16
INPUT SHEET														
KPI	Unit	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	YTD 2016
SAFETY	Number of LWC	actual	0	0	0	0	0	0	0	0	0	0	0	0
	target	0	0	0	0	0	0	0	0	0	0	0	0	0
SAFETY	Number of RTD	actual	3	4	0	2	3	2	0	2	0	0	3	2
	target	0	0	0	0	0	0	0	0	0	0	0	0	0
QUALITY	Rejected + Recycled	actual	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
	target	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
QUALITY	Non Conformities	actual	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
	target	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
QUALITY	Number of complaints	actual	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
	target	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
PRODUCTION	Volume	actual	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320
	target	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320
PRODUCTION	Material inefficiency	actual	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
	target	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
PRODUCTION	Output Mechanism	actual	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
	target	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
PRODUCTION	% OEE	actual	14	14	14	14	14	14	14	14	14	14	14	14
	target	14	14	14	14	14	14	14	14	14	14	14	14	14
SUPPLY CHAIN	Stock coverage	actual	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2
	target	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2	11.2
SUPPLY CHAIN	Service level	actual	97	97	97	97	97	97	97	97	97	97	97	97
	target	97	97	97	97	97	97	97	97	97	97	97	97	97
HR	Absenteeism	actual	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
	target	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1

Balanced Scorecard

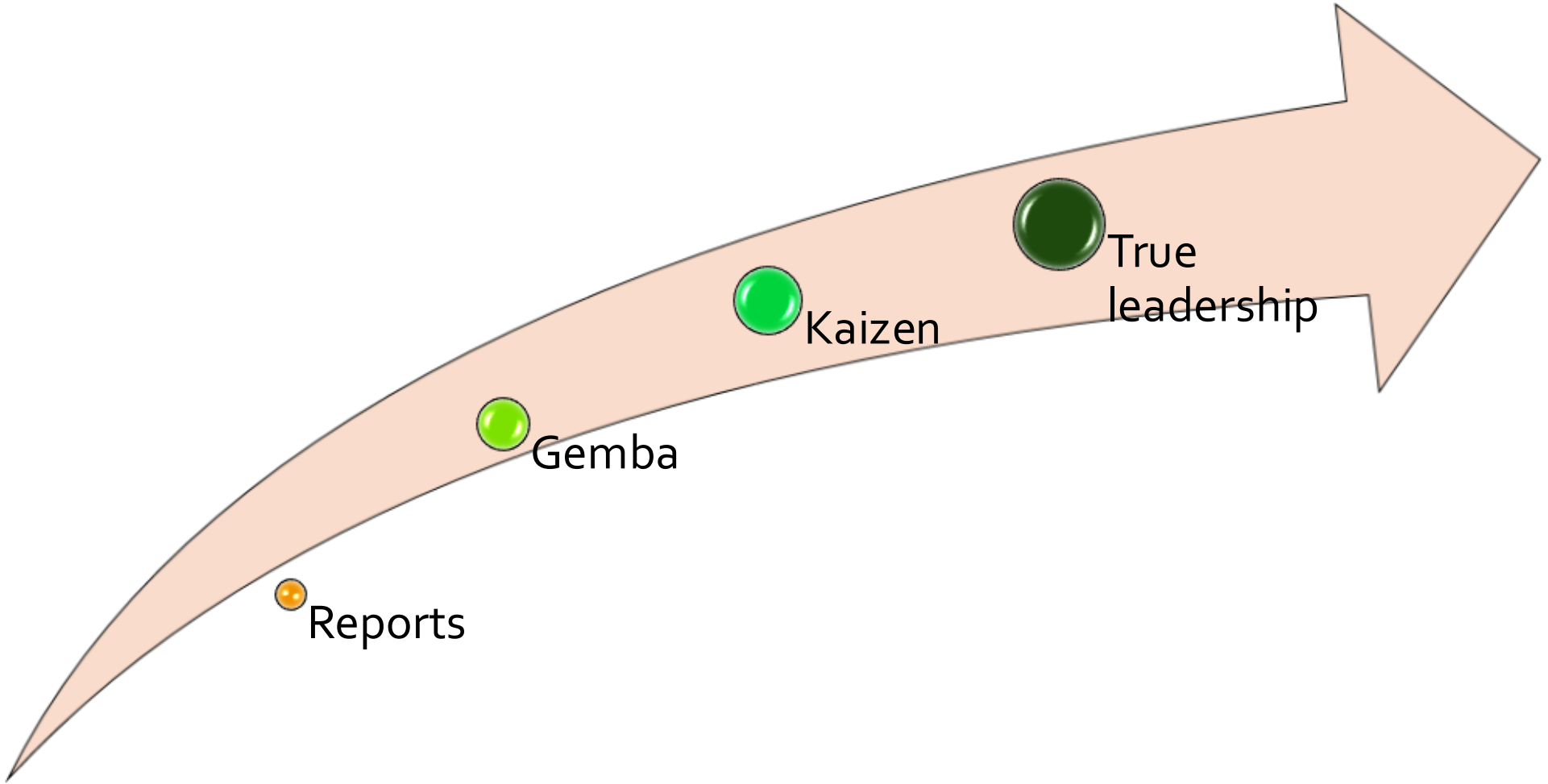


Gemba is where the physical drivers of business performance can be observed



Genchi Genbutsu

4 stages



1. Reports

"I know because I received a report"

Question Text	Total Favorable	
PERFORMANCE MANAGEMENT & TOTAL REWARDS: Recognition and rewards other than money are used to motivate me.	25	
Question Text	Total Favorable	Difference From...
LINE MANAGEMENT: My supervisor gives me regular feedback on my performance.	47	-22* 5

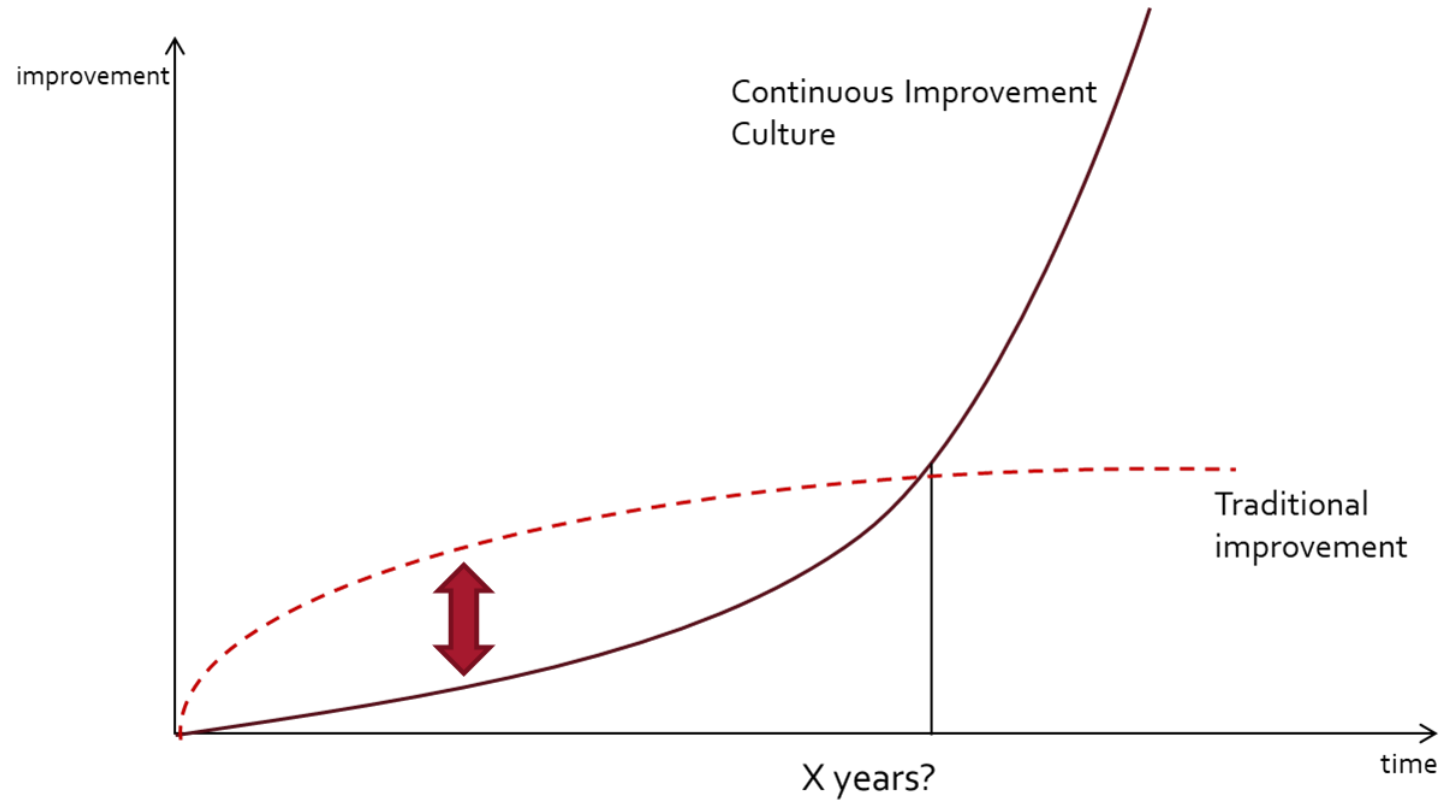
Question	% Favorable	Parent	Norm
9a. Vandemoortele has established a good reputation for the quality of its: Products	92	-2	29*
19. I am proud to be associated with Vandemoortele.	93	-1	12*

1. Reports

"The first duty of a leader is to understand reality exactly as it is"



Managers 'implementing' Lean



"Go and see to find problems."



"Go and see to develop people."

2. Gemba walk

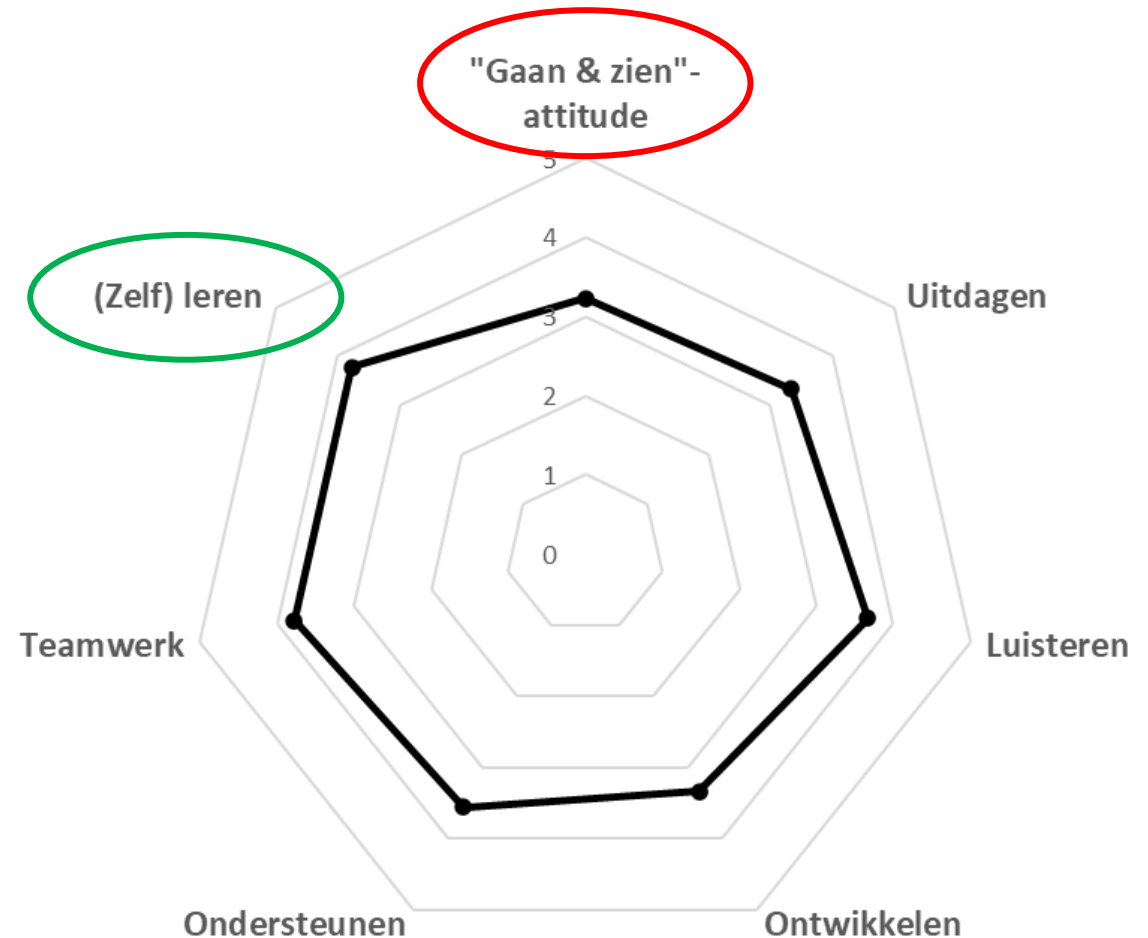
"I know because I went there"



2. Gemba walk

"I know because I went there"

Competence	Ideal behavior	Your score (1=absent behavior, 10=ideal behavior)	Give an example of behavior that made you proud Give an example of behavior where you can make improvement
1. "Go & see"- attitude	See facts instead of relying only on reports Sample your ideas and opinion Prioritize agreement on problems over finding solutions for problems		
2. Challenge	Be demanding: visual control should always more be more precise and better owned by operators, problem solving should be performed more rigorous, process improvement should deliver more results and be more customer oriented. Explaining how step-by-step improvements is linked with the company's overall business challenges and objectives.		
3. Listen	Look out for the specific obstacles that get in the way of employees doing their job well (thankless tasks, poorly performing equipment, supplier issues,...). Don't kill the message by answering immediately nor minimize the difficulty or come up with a solution.		
4. Teaching	Teach problem-solving and improvement skills to establish a professional conversation about work. Focus on problem solving and improvement, which enable to delve into technical issues even though we don't always master it.		
5. Support	Learn to say "go ahead" to people when they come up with ideas Discuss well enough to avoid having to say no Encourage instead very small risk-free steps		
6. Teamwork	Working together across functional boundaries increases the quality of problem solving and is the key to successful process improvement. Develop teamwork by teaching individuals to work with their colleagues across functional silos.		
7. Learn	By involving in problem solving and employee initiatives, leaders discover that their mental maps are not always framed in the right, fit-to-fact manner. As employees learn, you learn.		

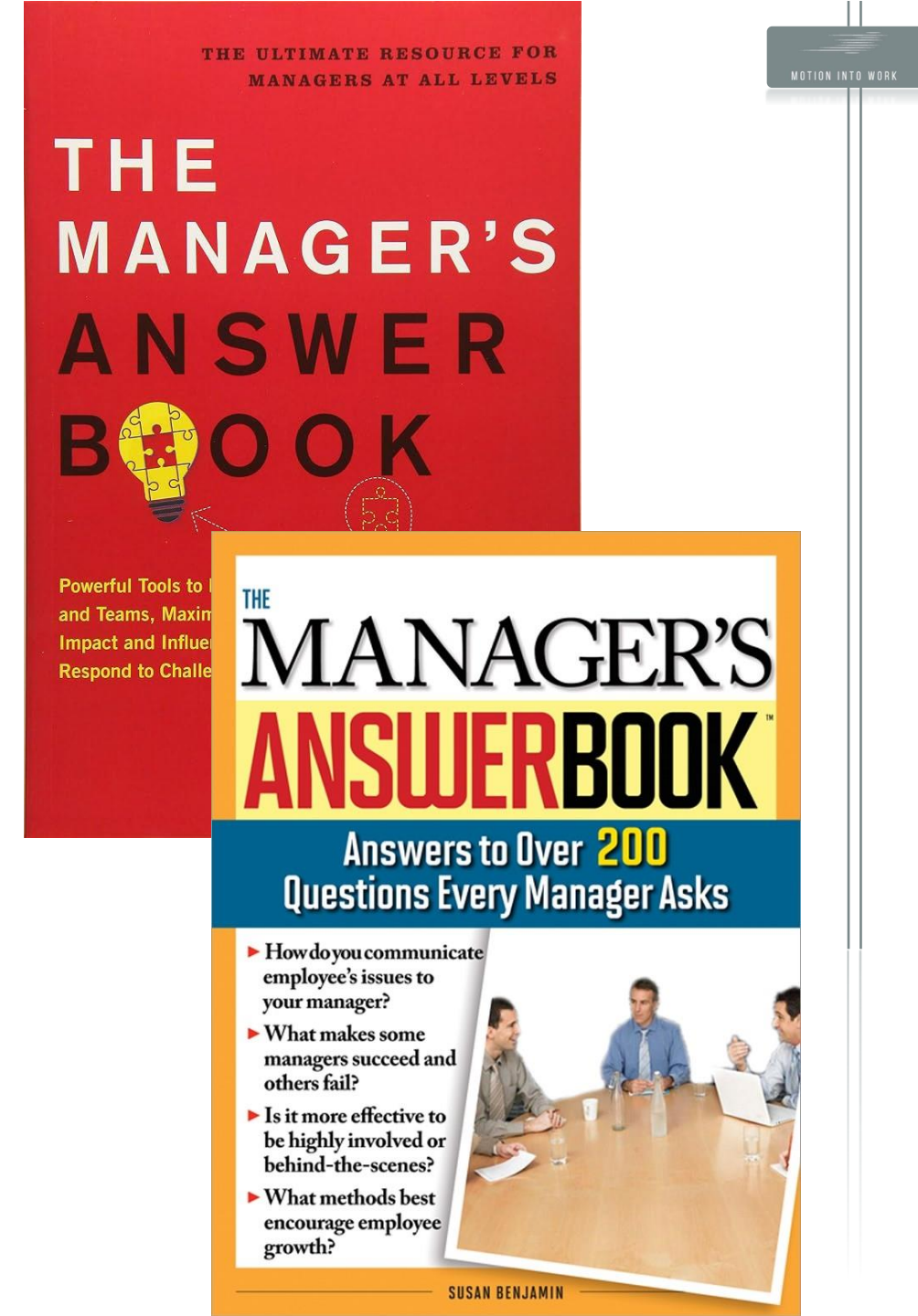


2. Gemba walk

"I know because I went there"

The biggest mistake of managers

Arriving at the gemba with answers	Arrive with questions
Solving problems for people	Developing people who can solve problems themselves



**“De klompen van
de boer maken het
vee vet”**



Lean

“Where to start at the gemba?”



5S



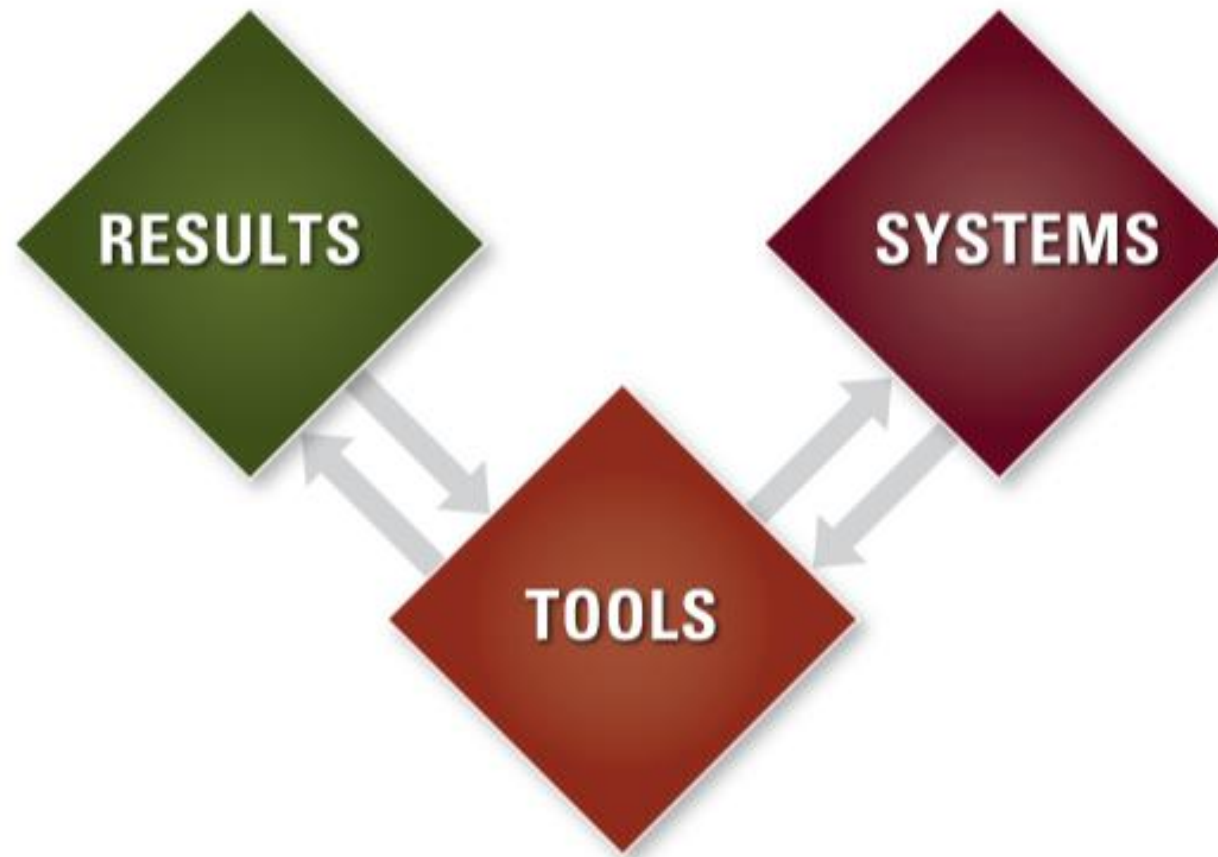
Red bin



Kanban

HOW TO GET STARTED

Lean > toolbox



HOW TO GET STARTED

Resultaten door gedrag



3. Kaizen

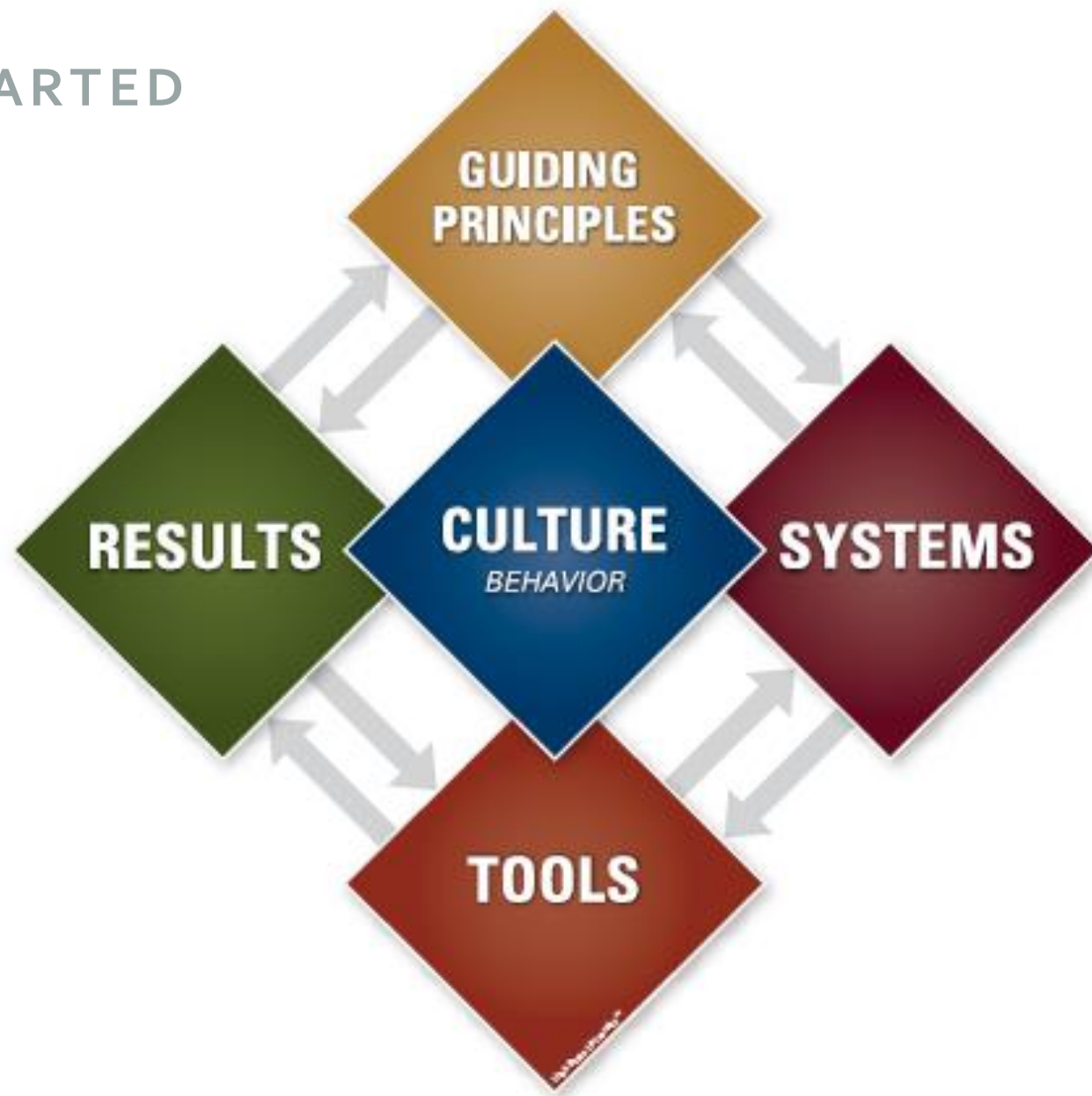
"I know because I investigated reality deeply"

When you talk, you are only repeating what you already know. But if you listen, you may learn something new.



HOW TO GET STARTED

Principles?



Monozukuri

"look more deeply at problems → understand work better → make better decisions



ENERGY DIP, NOTHING HAS CHANGED





Hitozukuri

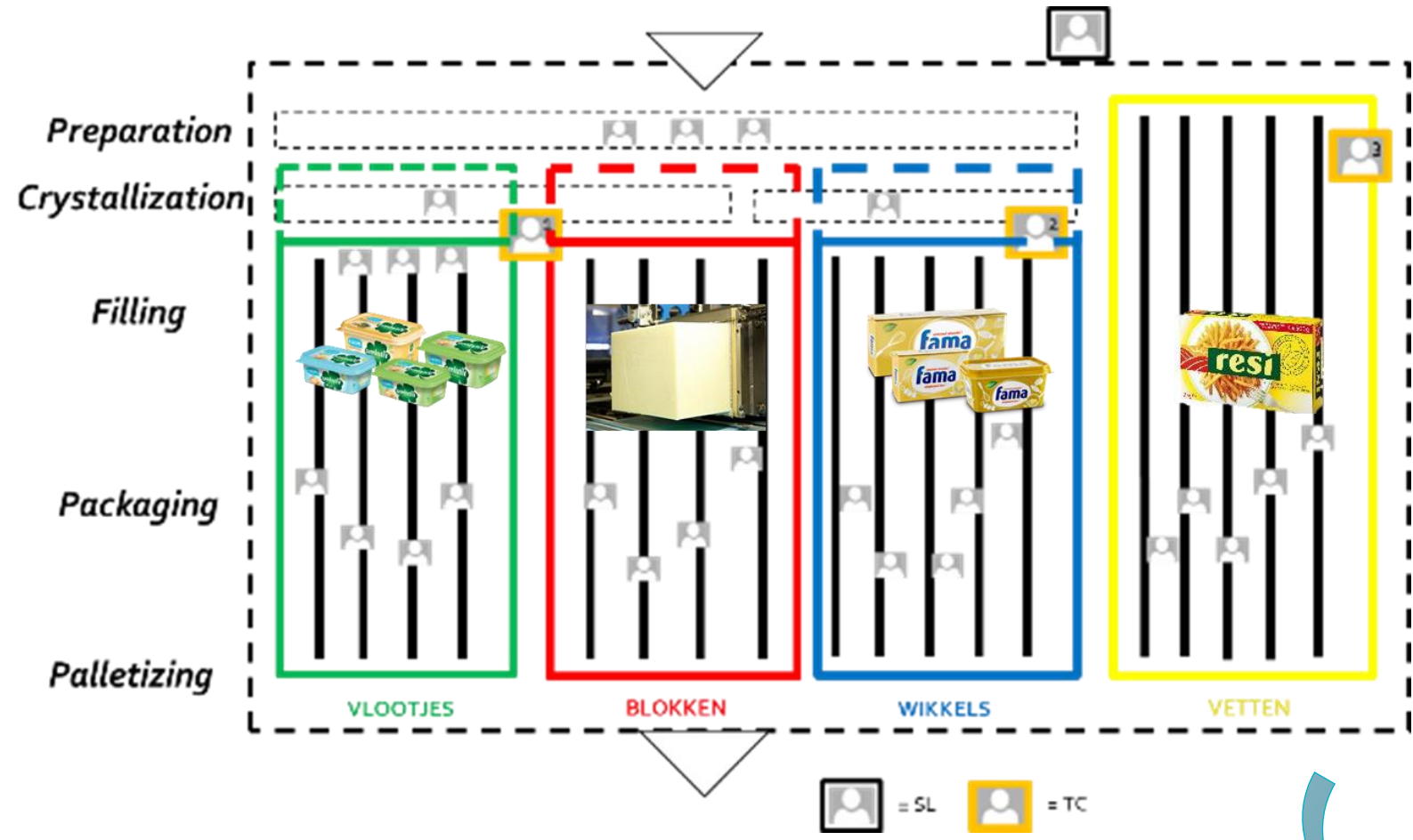
“developing people through trust”

MOTION INTO WORK

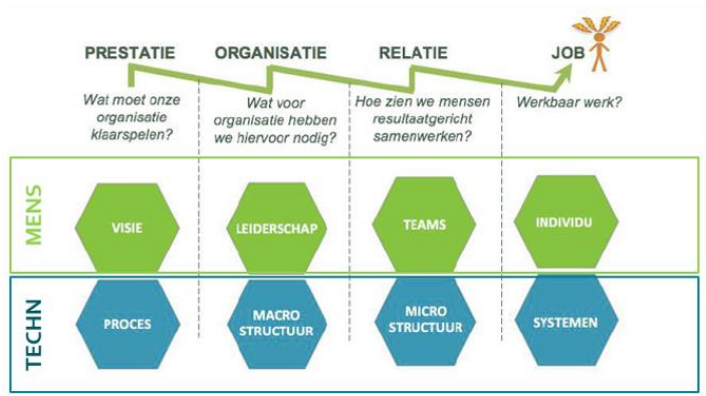


4. Toyota Leadership

"I develop people who can understand reality themselves"



WORKPLACE INNOVATION IN THE FOOD INDUSTRY - WIFI2020



ALIMENTO workitects

FF FLANDERS' FOOD

Spirit?

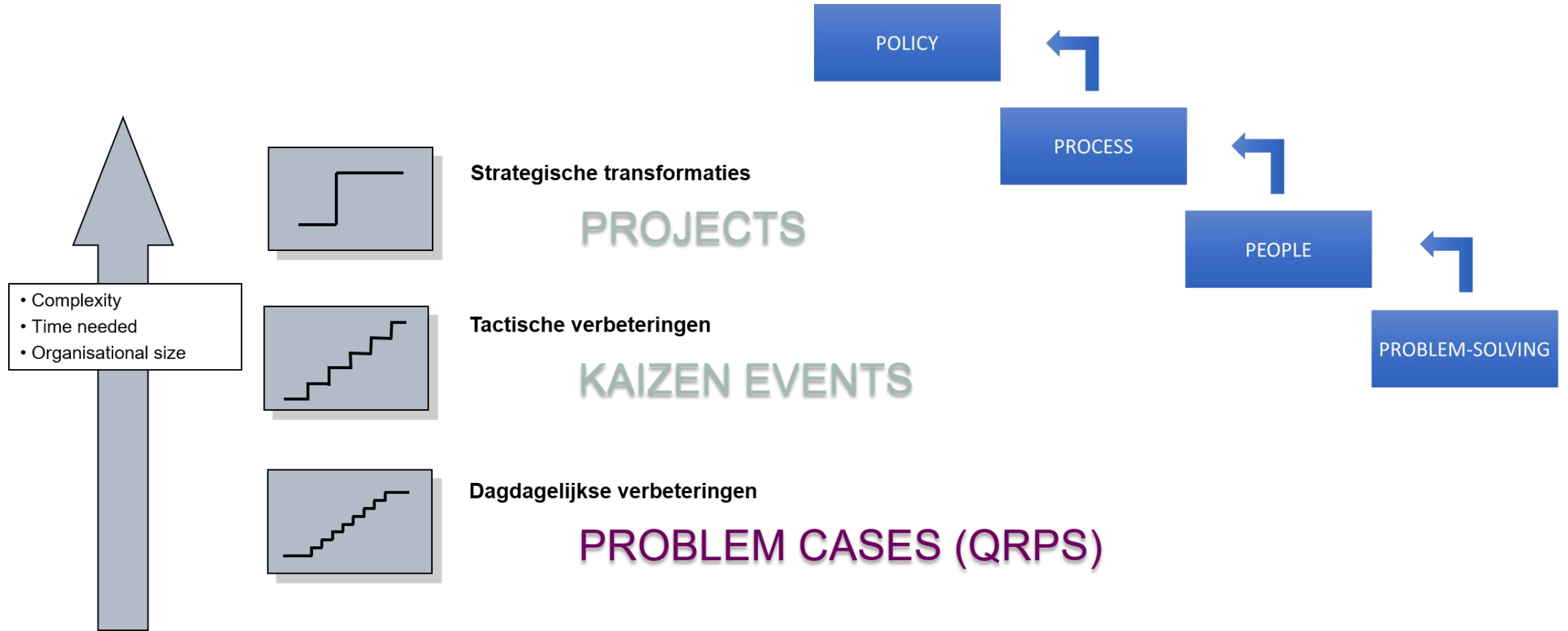
Hitozukuri

“creating stories, emotional connections, and meaningful experiences”



4. Toyota Leadership

"Develop people through (daily) problems"



Midbrain

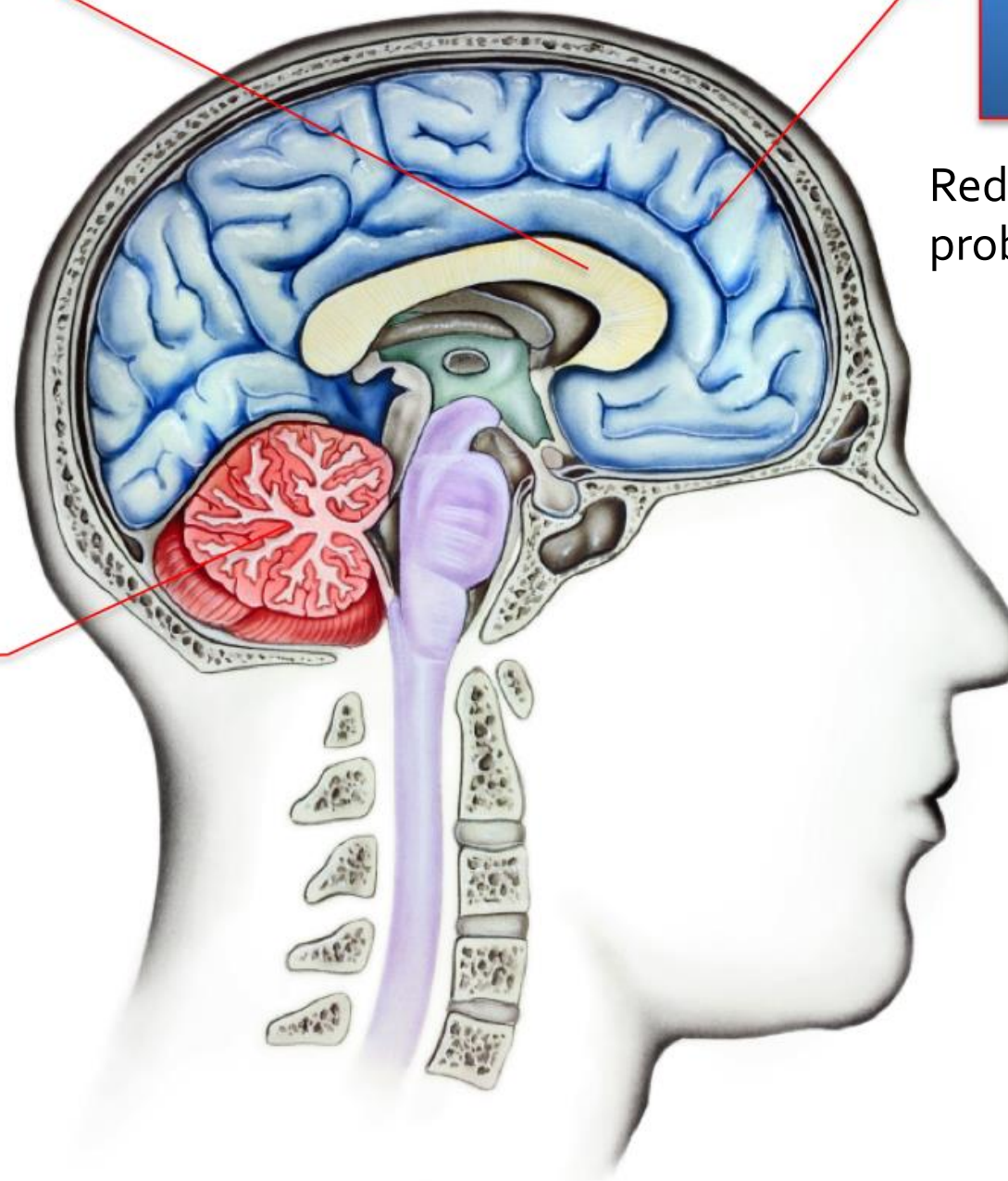
Emoties + beoordelingsvermogen
(herinneringen van gedrag)

Neocortex

Redeneren +
probleemoplossend gedrag
(bewuste activatie)

Reptilian Brain

Flight – Fight – Freeze
(*automatisch*)



WE ARE ADDICTED TO FIREFIGHTING



4. Toyota Leadership

"Develop people through (daily) problems"



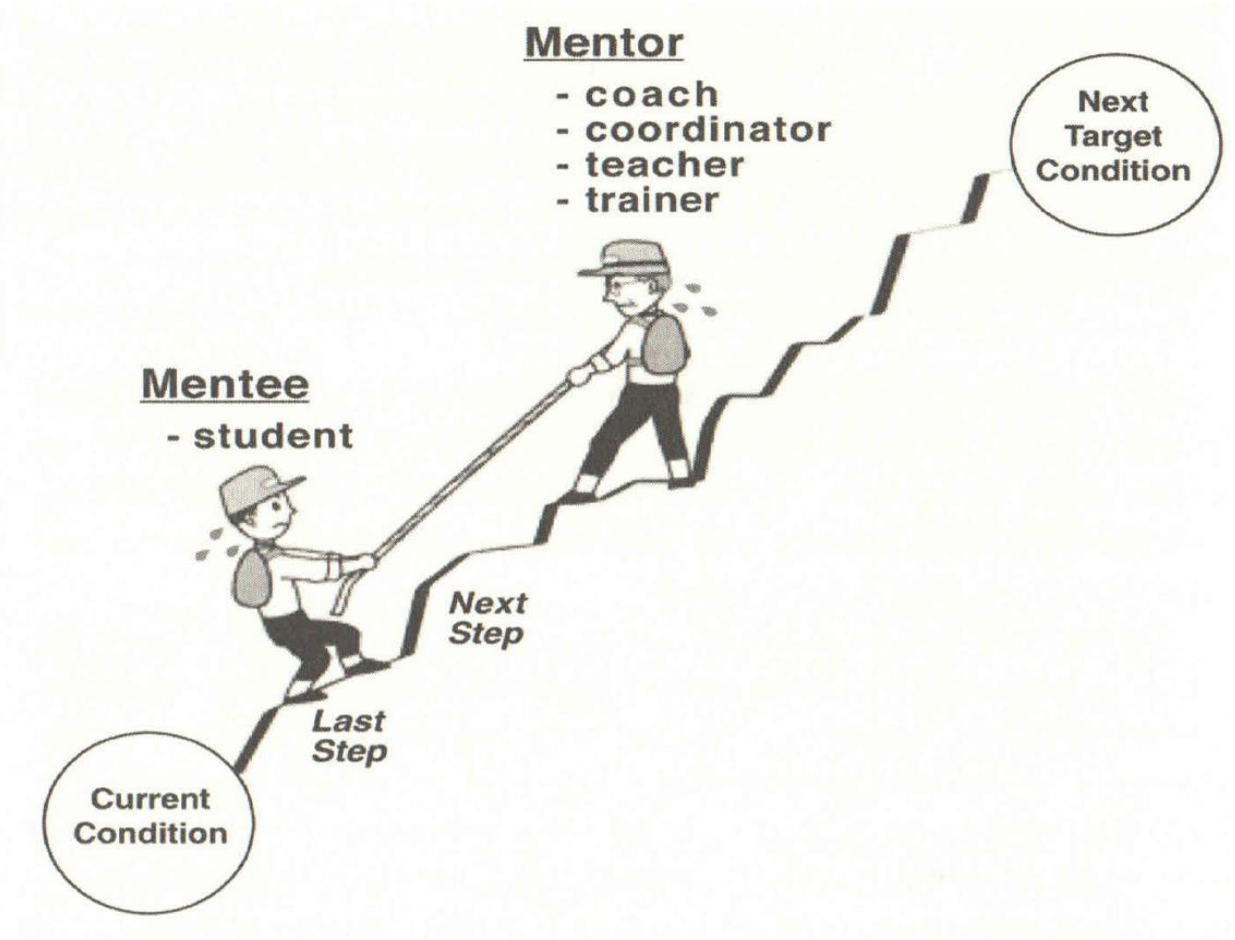
Problem Solving	
1. Situation and background	
Problem description	
Cause	
Effect	
Impact	
Priority	
Responsible	
Status	
Date	
A3	
2. Root cause analysis	
3. Action plan	
4. Follow-up	

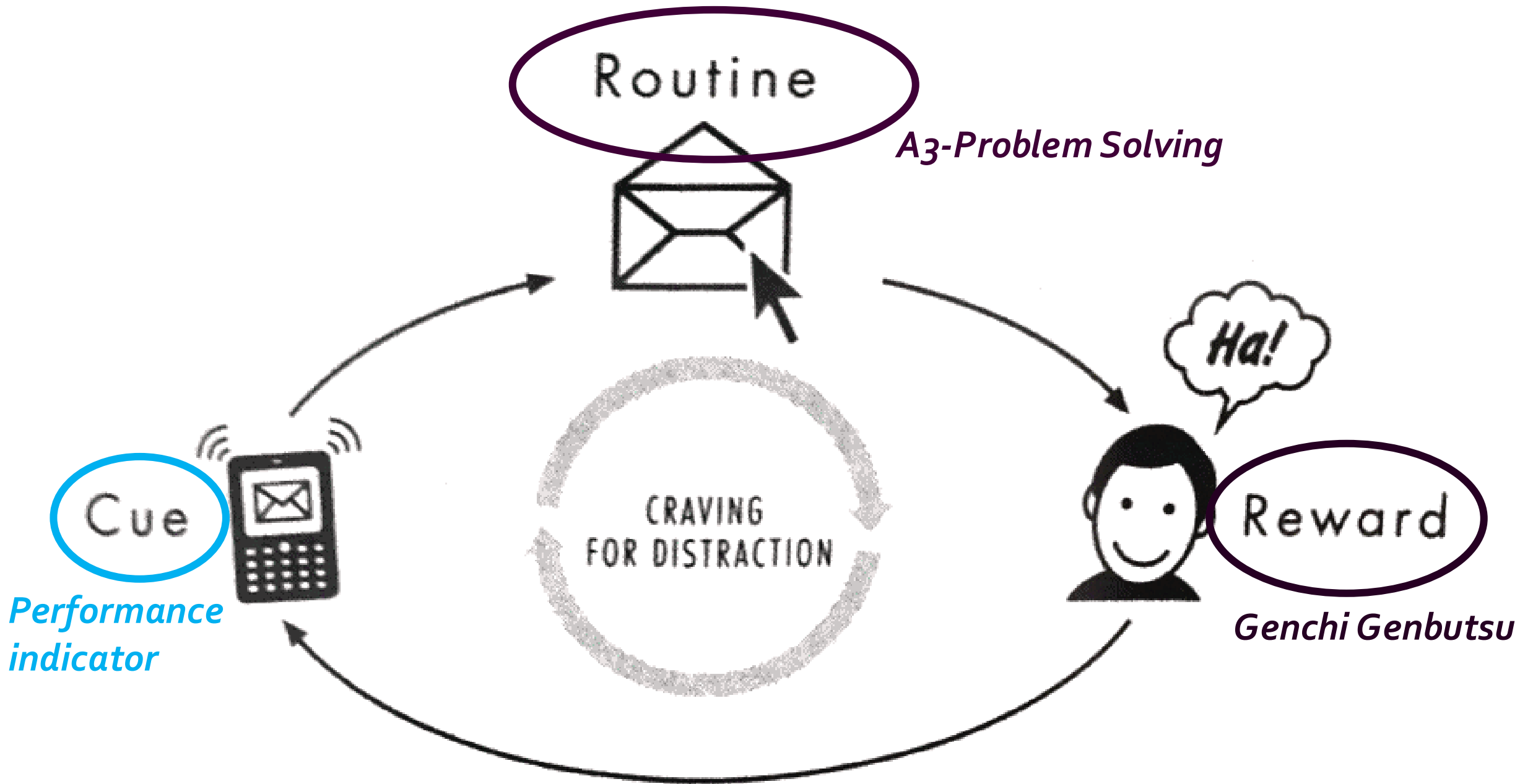
1. "Wuk scheelt'er?"

2. "Oe komtda?"

3. "Oe gaan we da oplosn?"

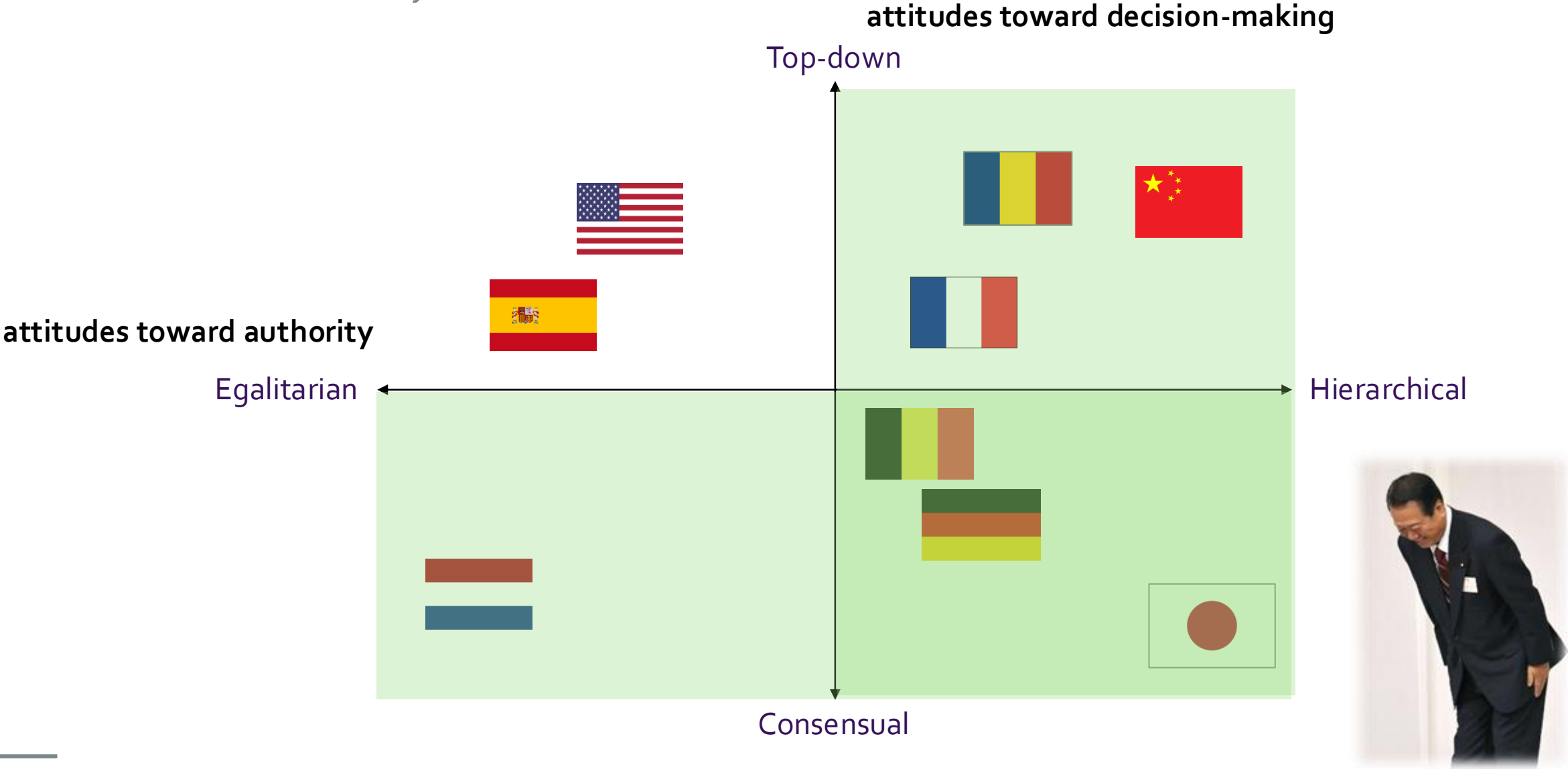
4. "Is da nu wel opgelost? & Echt nooit meer?"





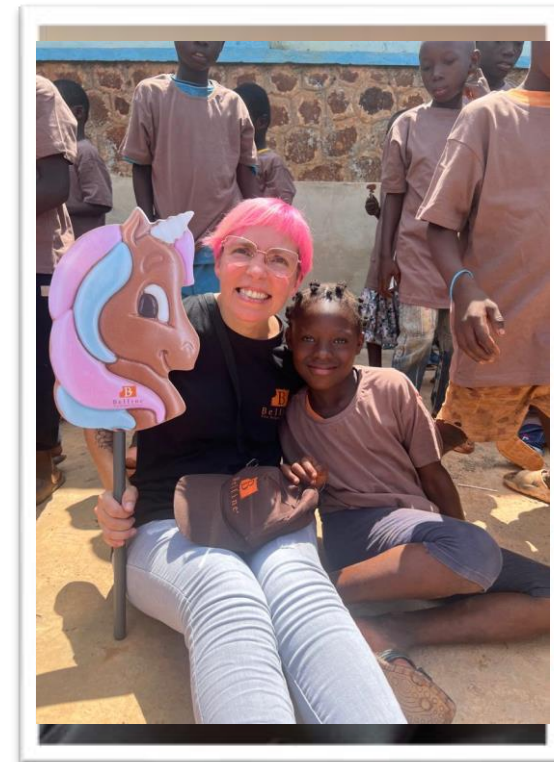
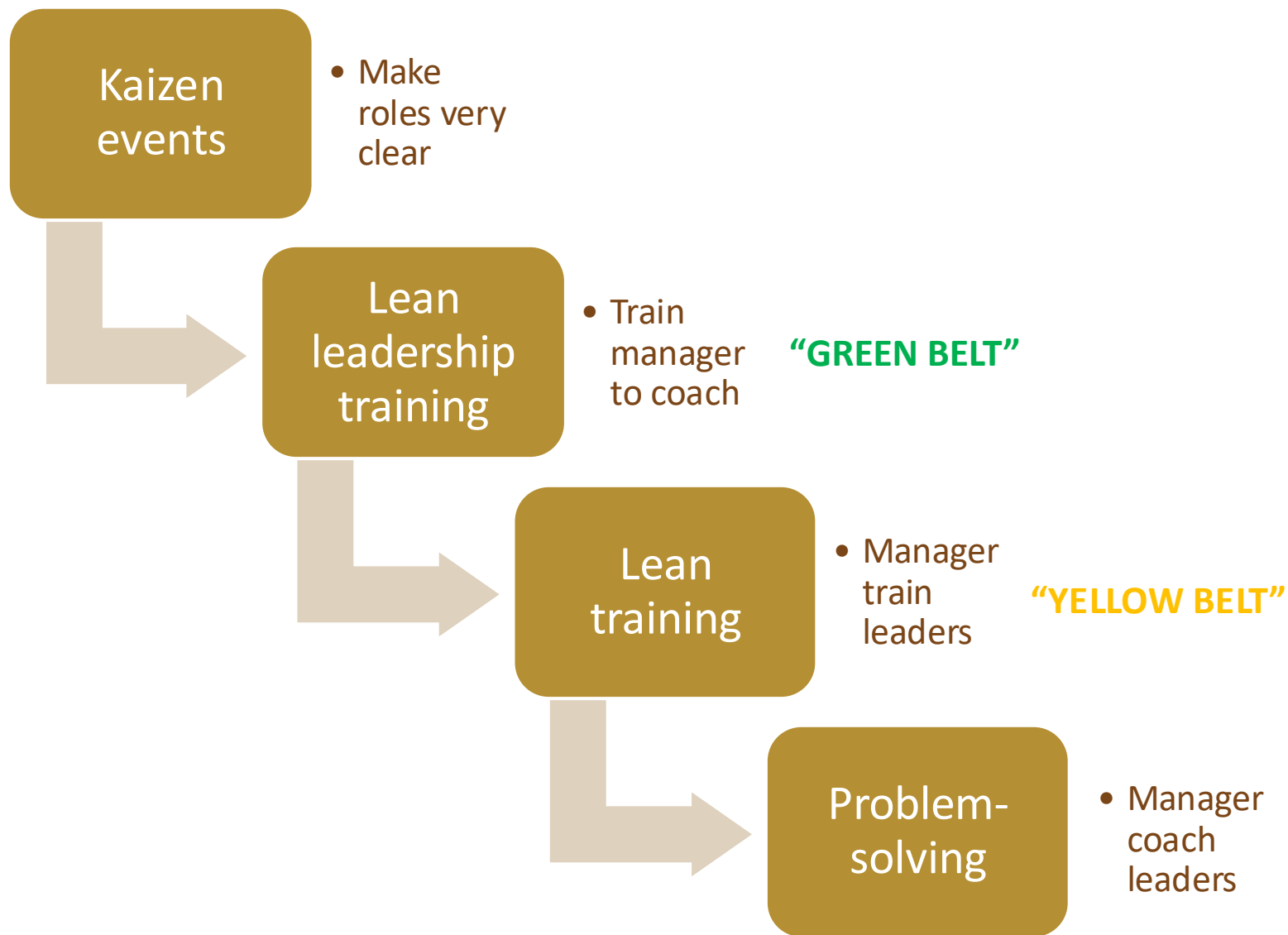
SUCCESSFUL CHANGE

Cultural diversity



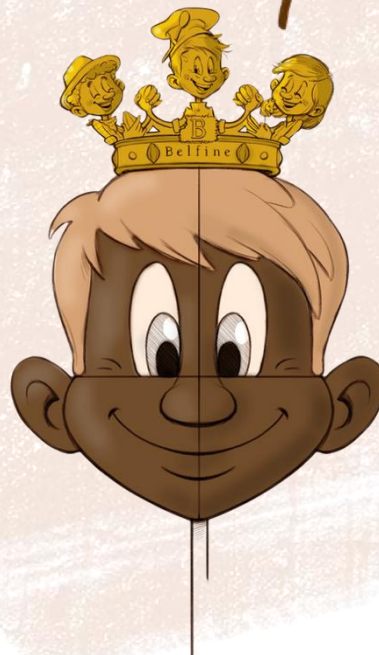
DEVELOP PEOPLE BEFORE PRODUCTS





Mission

Let's Make People Happy!



OUR VALUE CHAIN

OUR SUPPLIERS

Chocolate

CO₂ emission reduction,
traceability

Packaging

Circular, Sustainable
purchasing policy

Our Chocdecor

CO₂ emission reduction,
Wellbeing and engagement

Our cocoa farmers

Living income, Child labour,
Deforestation & biodiversity,
Access to basic services.

Our product and the market

Natural ingredients,
Transparency

End of life

Sorting behavior, PPWR



Cocoa risk: low income



Cocoa risk: child labour



Route de Cacao



Engaging with local community



Engaging our employees





Engaging our employees





Observe reality
Build shared understanding
Learn together
Move people toward a better future