Paradox

1. A seemingly contradictory statement that may nonetheless be true: “The paradox that standing is more tiring than walking.”

2. One exhibiting inexplicable or contradictory aspects: "The silence of midnight, to speak truly, though apparently a paradox, rung in my ears" (Mary Shelley).

3. An assertion that is essentially self-contradictory, though based on a valid deduction from acceptable premises.

4. A statement contrary to received opinion.
Paradigm

1. One that serves as a pattern or model.

2. A set or list of all the inflectional forms of a word or of one of its grammatical categories: the paradigm of an irregular verb.

3. A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.
Of Lean Transformation

- Becoming Lean
- Value Delivery System
- Work and Waste
- PDCA
- Relentless Pursuit of Wasted Time and Energy as we Strive to Delight our Customers and Clients
Paradox

INCREASE CHANGE

DECREASE VARIATION
Constancy of Purpose in an Ever-changing World
Standardizing Change
Diverse Teamwork
Slow Down, Go Faster
Slow Down to Go Faster
Slow Down to Go Faster
Higher “On Time” and Lower “Buffer Contingencies”
Massive Throughput One at a Time
Massive Throughput - One at a Time
Precisely Defined Activities for Greater Agility
Stopping to Keep Going
Whack a Mole
The Attraction of Heroes

- To the Rescue!
- Much more interesting
- To Make a Difference
- Blind to Processes and Systems
Planning To Fail

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Planning To Fail
READY... FIRE... AIM
# Kaizen

## Kaizen at a Glance

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<td><strong>Compare Results</strong></td>
<td><strong>Check for Drift</strong></td>
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<td><strong>Do-ABLE 2 &amp; 3</strong></td>
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<td><strong>Tool Box</strong></td>
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<td><strong>Identify Waste</strong></td>
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<td><strong>Ask Why 5 Times</strong></td>
<td><strong>Safest</strong></td>
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<td><strong>Snacks!</strong></td>
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<td><strong>Level “Easy” Way</strong></td>
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## Communication

|---------------------------------------------------|---------------------------------|-----------------------------------|-------------------------------|---------------|

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Paradigm

FLY
Driving Out Fear
Work and Waste
Work and Waste
7 Wastes

- W waiting
- O overproduction
- R rework
- M motion
- P process itself
- I inventory
- T transportation
Direct Data vs. Record-Keeping
Regular and Productive Attention to STANDARD WORK
Leadership / Management

- Micromanagement or Management by Walking Around?
- Who is Responsible for Standard Work?
Regular and Productive Attention to
STANDARD WORK
Breaking Down Barriers to Build Up Organization
Regular and Productive Attention to STANDARD WORK
...It makes a better story...

- EC Bentley’s Observation
- Project Management
- Our Educational Paradigm
Seven Blind Men and the Elephant
Automated is Faster

- Is it?
- Robotics
- Information Systems

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Auto NO Mation
Direct and Simple on a Global Scale
The Best We’ve Ever Been is The Worst We’ll Ever Be

- Insult or “Egg-On” Company Culture
- Internal or External Motivation
- Internal or External Competition
- Who is “They”
The Illusion of Progress
Useful Data

**UPPER 3/4 LOWER CONTROL LIMITS OF THE PROCESS COMPARED TO**
**UPPER 3/4 LOWER SPECIFICATION LIMITS OF THE CUSTOMER.**

DEFECTS PER MILLION = 3.4 @ 6σ
Sigma

Probability that an event will be defective:

- $68.27\%$
- $95.45\%$
- $99.73\%$
- $99.9937\%$
- $99.999943\%$
- $99.999998\%$

Probability that an event will not be defective
Meeting Customer Expectations

"As long as the product or service falls between the lower and upper specifications, it's good enough..."
Meeting Customer Expectations

![Diagram of customer satisfaction and expectations]

- Lower Spec.
- Target
- Upper Spec.
- Customer Satisfaction
- Opportunity for Competition
- Lower
- Delight
- Good Enough?
- Not Good Enough?

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If It Ain’t Broke, Fix It Till It Is!
If It Ain’t Broke, Fix It Till It Is!
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<td>Operator Interviews</td>
<td>Do-ABLE 1 &amp; 2</td>
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<td>Spaghetti Map</td>
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<td>Time Study</td>
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**Kaizen News Paper**

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Summary

- Change as Routine
- Diverse and Unified
- Less is More
- Slowdown to Go Faster
- Intricate is not More Valuable
- Optimize Human and Mechanical
- KAIZEN!
Commitment

- What part of this presentation was significant to you?
- What will you implement to make things better?
Kaizen Sketchbook

You can get much more from the presenter about Lean Transformation by using THE KAIZEN SKETCHBOOK, written by Marypat Cooper. This portable guide for facilitators has over 250 pages, hundreds of color illustrations along with a glossary, timeline and index.

You can contact the author and/or order your copy easily through the internet at kaicomm.com