

OSC Event 3.4.2024 - Thorsten Speil

> Du kennst Agile. Du solltest Lean (wirklich) kennen.

1

Disciplined Agile Meetup 17.01.24:

"What Project Managers & Leadership Need to Know about Value Stream Management" - Joshua Barnes

- Joshua Barnes is a Consultant, Disciplined Agile expert and board member of the [VSM consortium](https://www.vsmconsortium.com/)

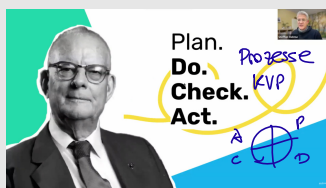


Ich komm' noch drauf zurück ...

3

OSC Event 6.12.23: "So verkürzt ihr eure Time-to-Market" - Steffen Oehme

- 1. Hebel: Wertströme optimieren!

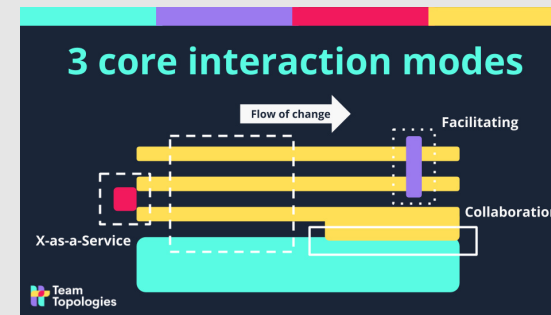


2

OSC Event 10.1.24: "Team Topologies" - Michael Brandt

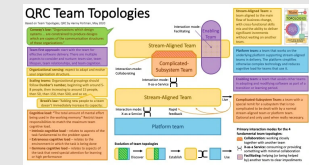
- Welcher Team-Typ sollte am häufigsten sein? "Stream-Aligned" Teams.
- Was für ein Stream? Ah, der Strom der Wertschöpfung für die Kunden. Der Wertstrom ...

Team Topologies:



Quelle: <https://teampologies.com/key-concepts>

Sehr guter Review im [Blog von Henny Portman](#)

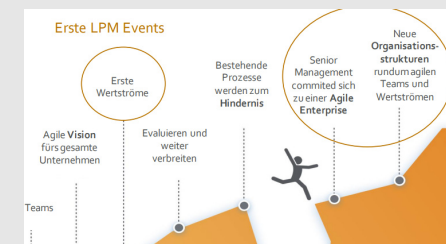


und auch Martin Fowler beschäftigt sich mit Team Topologies: <https://martinfowler.com/bliki/TeamTopologies.html>

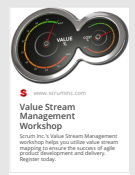
4

OSC Event 3.5.23: "Lean Portfolio Management" - Daniela Resch, Anja Weber

- Portfolien bilden Wertströme ab
- Portfolio wird als Kanban gesteuert



... und bei Scrum.Inc



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Ich hoffe, es ist für euch interessant für die Praxis!
Wenn ihr euch vernetzen wollt, gerne über LinkedIn:
<https://www.linkedin.com/in/tspeil/> und meinen
Blog www.uberwork.wordpress.com
(teilweise englische, teilweise deutschsprachige
Artikel/Posts)

Thorsten Speil

- Einige Lean Ansätze und Denkweisen sind vielen "Agilisten" bekannt - z. B.
- **Flow, Pull, Kanban, PDCA, ...**

- Aber wesentliche Elemente wie

Lean Führung, Katas, Problemlösung und Experimente, Wertströme, Jidoka, Andon, Levelling, 3 Mu/8 Wastes, Standard Work oder Durchsatz-Kennzahlen (uvm.) sind oft nicht "bekannt" - daher lohnt es sich, sie kennenzulernen und zu nutzen!

- Sie haben ihren Wert seit Jahrzehnten in allen Branchen und Unternehmensbereichen bewiesen

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All Are Important

Improve Value Delivery

- Accelerate Time to Market
- Improve Strategic Alignment at All Levels
- Improve Delivery Predictability
- Increase Speed of Validation via Feedback
- Increase Business Objective Outcomes
- Minimize Delays
- Decrease Work In Process
- Improve Visibility
- Lower Risk

vsm consortium

Joshua Barnes
joshua@processmentors.com

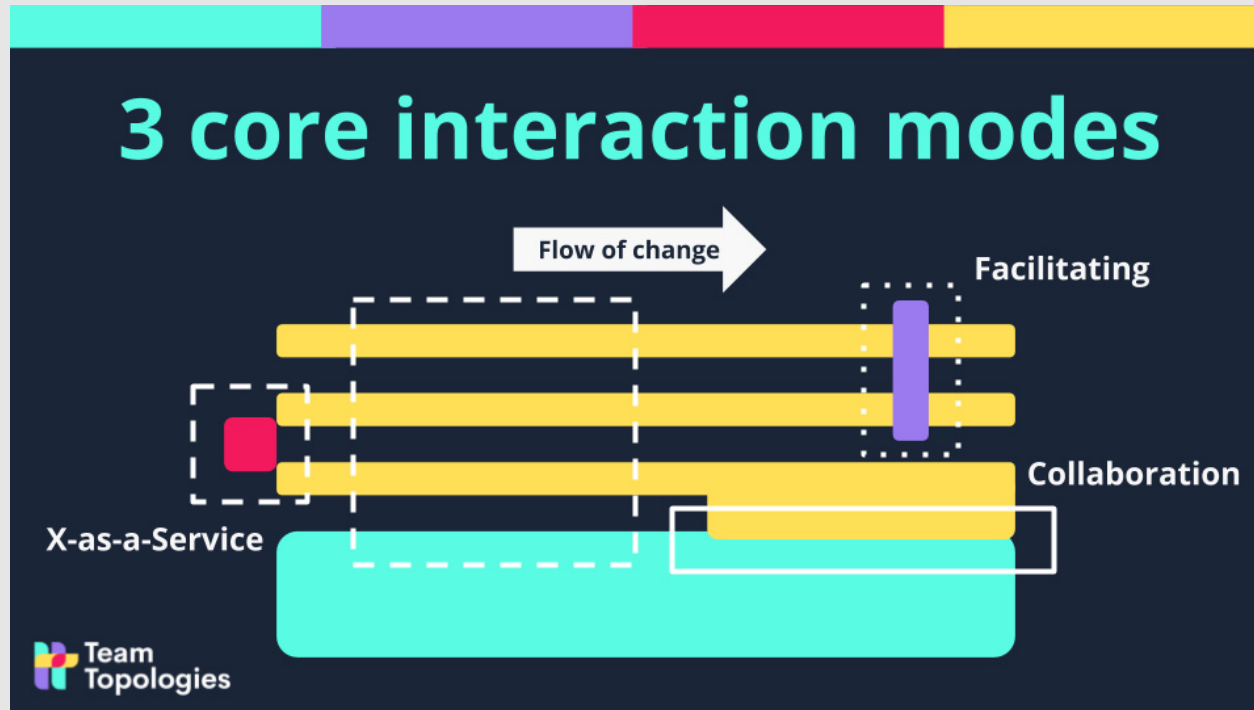
e2e flow

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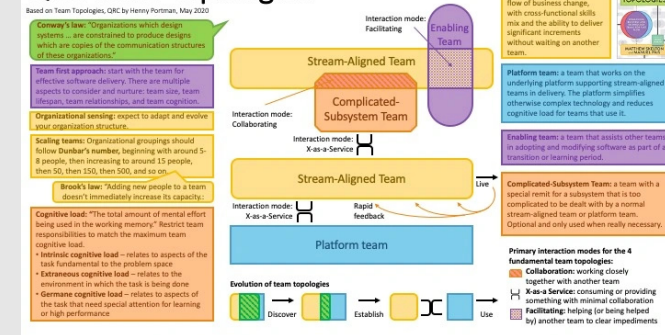
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QRC Team Topologies

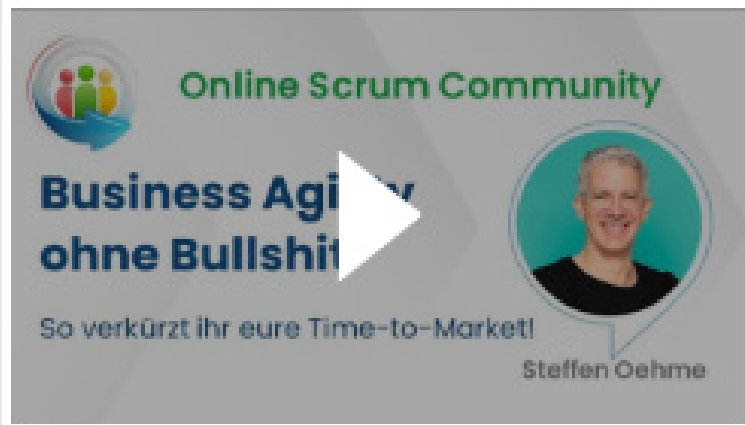


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- 1. Hebel: Wertströme optimieren!



Wertstrom optimieren

>90%

der Zeit werden Ideen auf dem Weg zum Kunden nicht aktiv bearbeitet
Ändern wir das Verhältnis!

A graphic illustrating value stream optimization. At the top, the text "Wertstrom optimieren" is underlined in green. Below it, ">90%" is written in large red font. A clock icon is on the left, and a horizontal bar chart is on the right. The bar chart has a red section (representing active processing) and a green section (representing inactive processing). The green section is significantly larger than the red section. Below the bar chart, the text reads: "der Zeit werden Ideen auf dem Weg zum Kunden nicht aktiv bearbeitet" and "Ändern wir das Verhältnis!".

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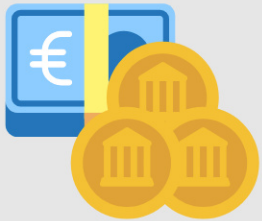
- Portfolien bilden Wertströme ab
- Portfolio wird als Kanban gesteuert



Was interessiert den Kunden?



- wie lang dauert das?
- wie viel kostet es?
- kriege ich das, was ich erwarte / brauche?



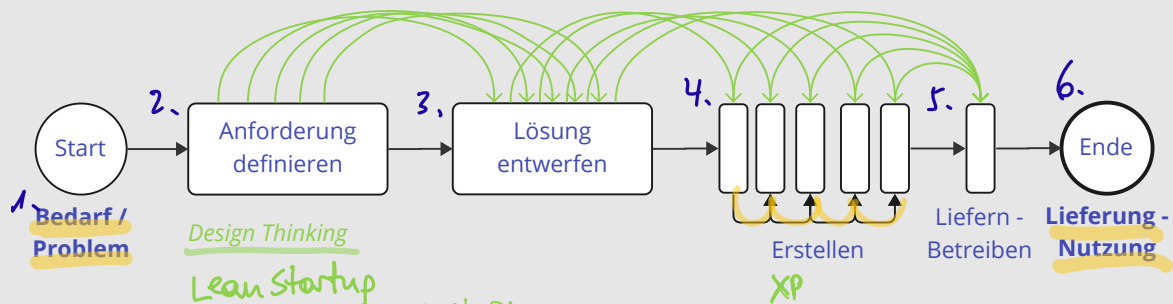


Standard-Anforderung

„LEAN“

ITIL Servicemanagement

iterativ inkrementell oder linear (1x)



Neu / Entwicklung

„LEAN“

„Skalierung“: Nexus, Less, SAFe, FAST, S@S...

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Agil? "Agiles Manifest", 2001 - <https://agilemanifesto.org/>

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

+ 12
Prinzipien

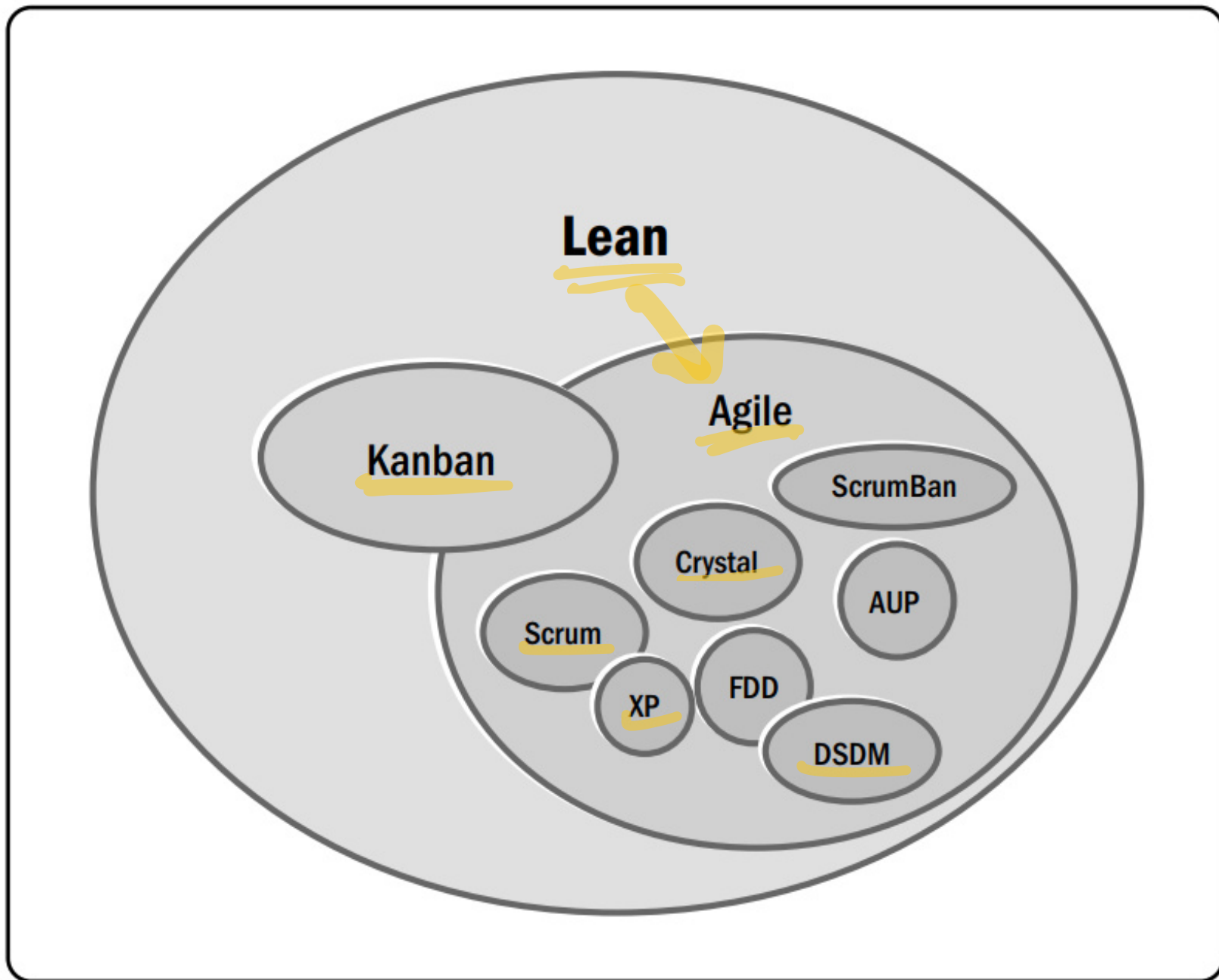
Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

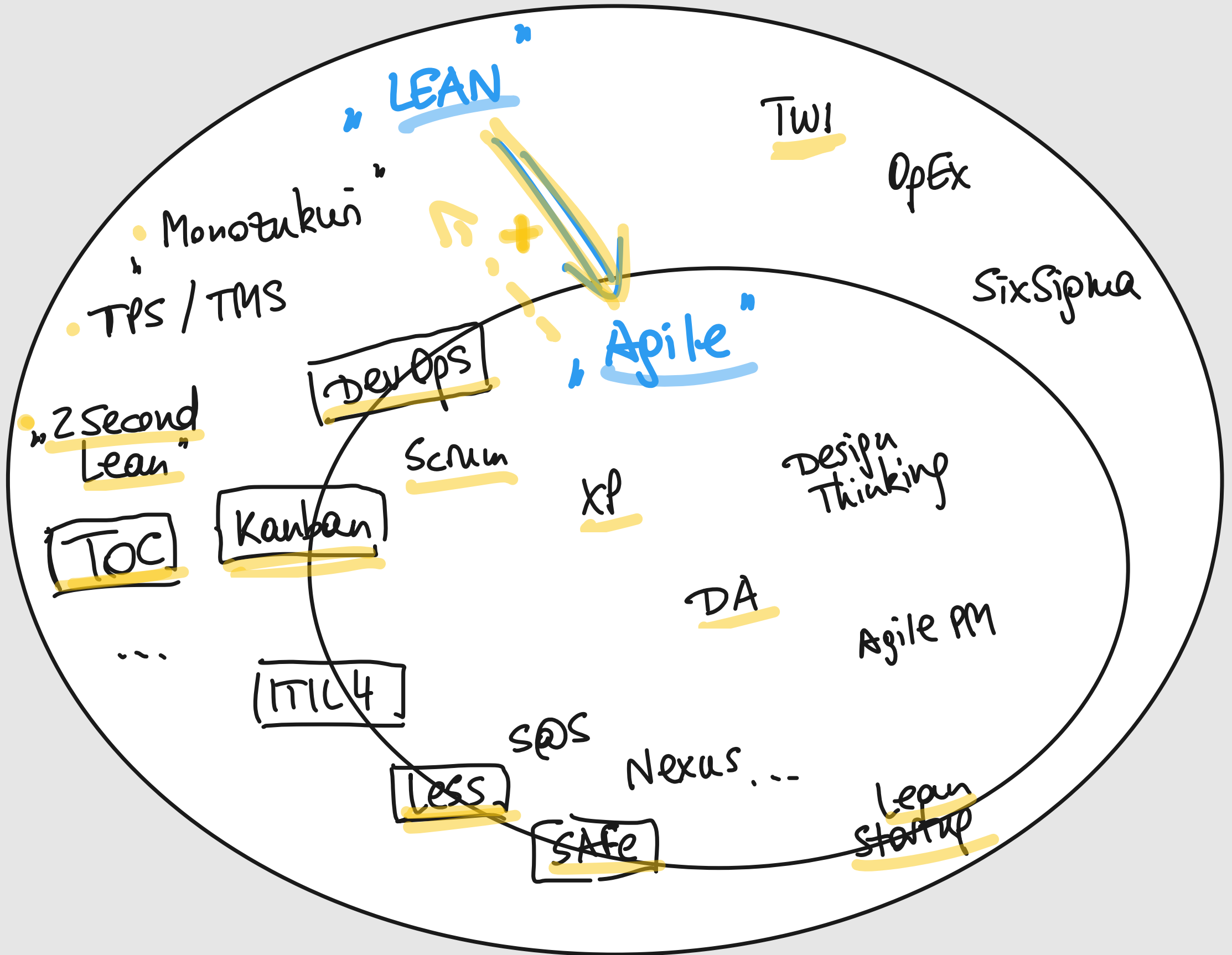
James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

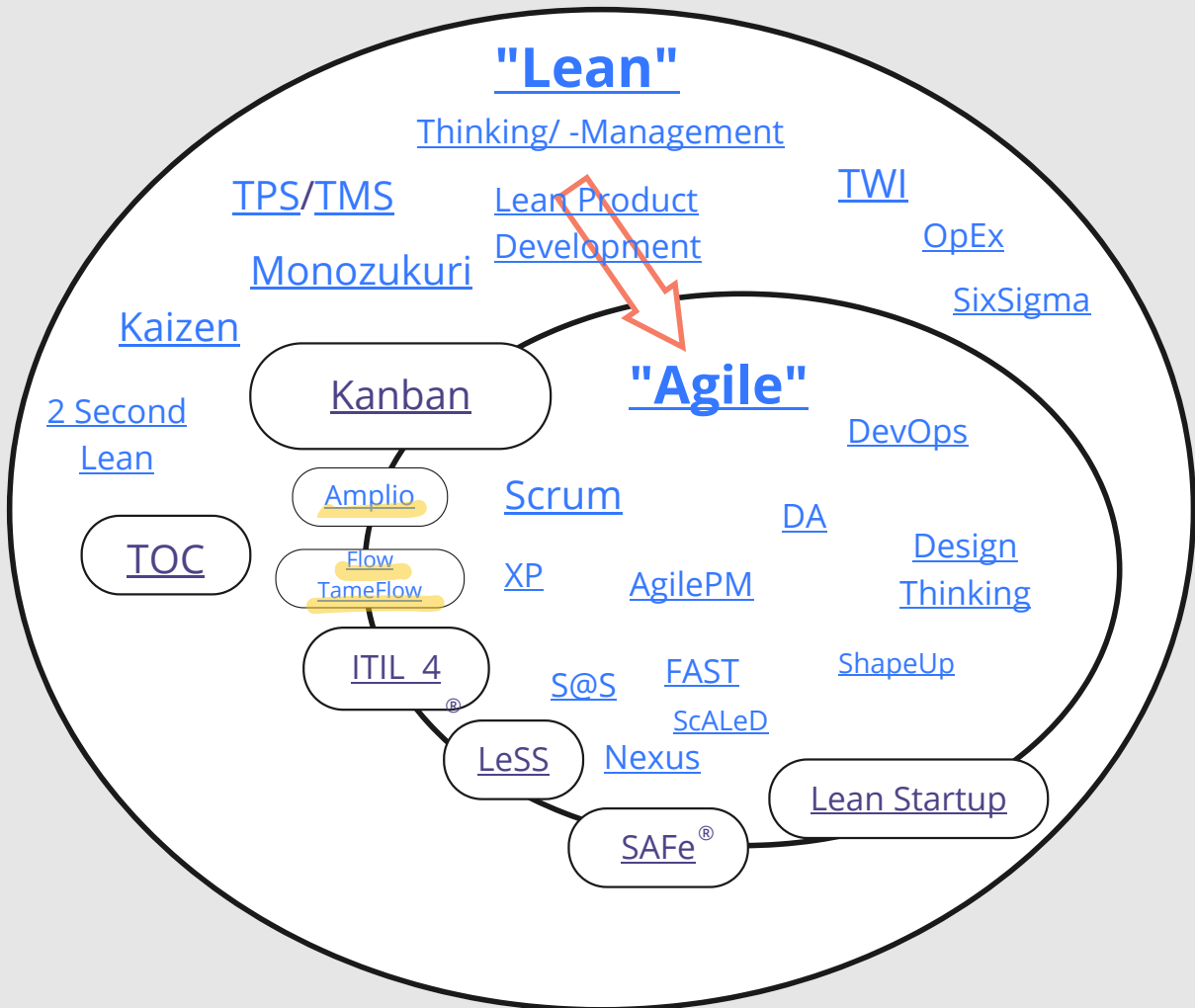
Scrum
XP
DSDM (Agile PM)
Crystal
ASD

Agile Practice Guide, PMI and Scrum Alliance:





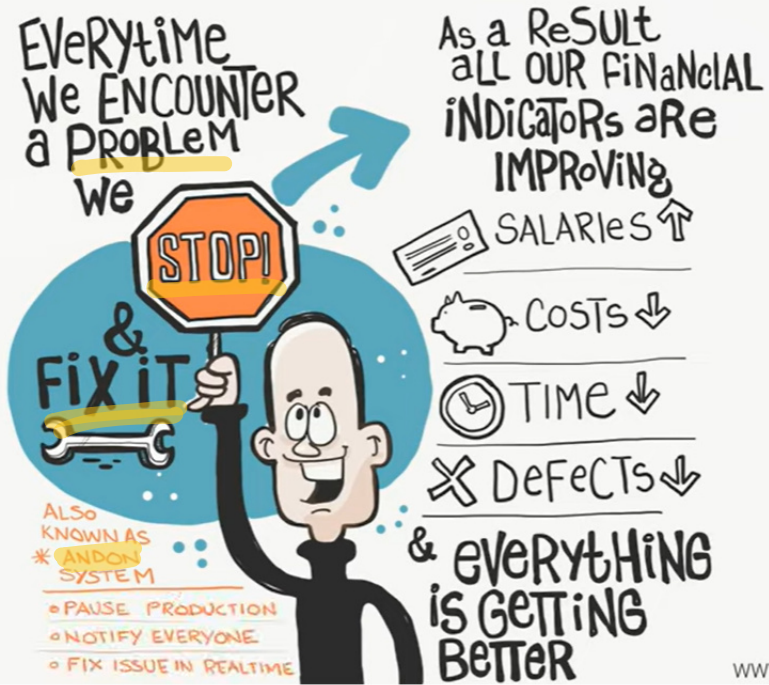
Relation between Lean, Kanban and Agile approaches:



... and many more like [BOSSA](#), [OSA](#), [BetaCodex](#), [unFix](#), [OODA](#), [Flight Levels](#), [Business Agility](#), [ABC/FBA](#) ...

Was ist Lean?

Paul Akers: **Basic Lean in 0:54 seconds!** Nice animation, sound not so good
[Storyboard 2 - Stop and fix it](#) - best shortest Lean video I know



Die 3 Säulen von „Simple Lean“ (Paul Akers):

1. **Lern wertlosen Aufwand zu sehen**
8 Arten von *Muda*
 2. **Verbessere was nervt!** - „Fix what bugs you“
"2 Sekunden-Verbesserungen"
 3. **Mach Vorher-Nachher Videos** · *Standards Yokoten*
mit dem Smartphone & leg sie im Firmen-Intranet ab als Doku & *Inspiration* für alle
- Natürlich gehört noch einiges mehr dazu – z. B. Lean Führung! Und einige hervorragende Methoden
 - Paul Akers liest jede Woche ein Buch - seit 20 Jahren - viele davon mehrere Male, um sie wirklich zu verstehen und anwenden zu können
 - Auszüge aus guten Büchern, Vorträgen etc. werden von ihm und MitarbeiterInnen im Morning Meeting vorgelesen und empfohlen
 - Akers hat inzwischen ein weltweites Netzwerk und ist auch öfter in Japan bei Lean-Unternehmen

Ein Lean-"Klassiker" heißt so:



„Sehen lernen - Wertstromdesign

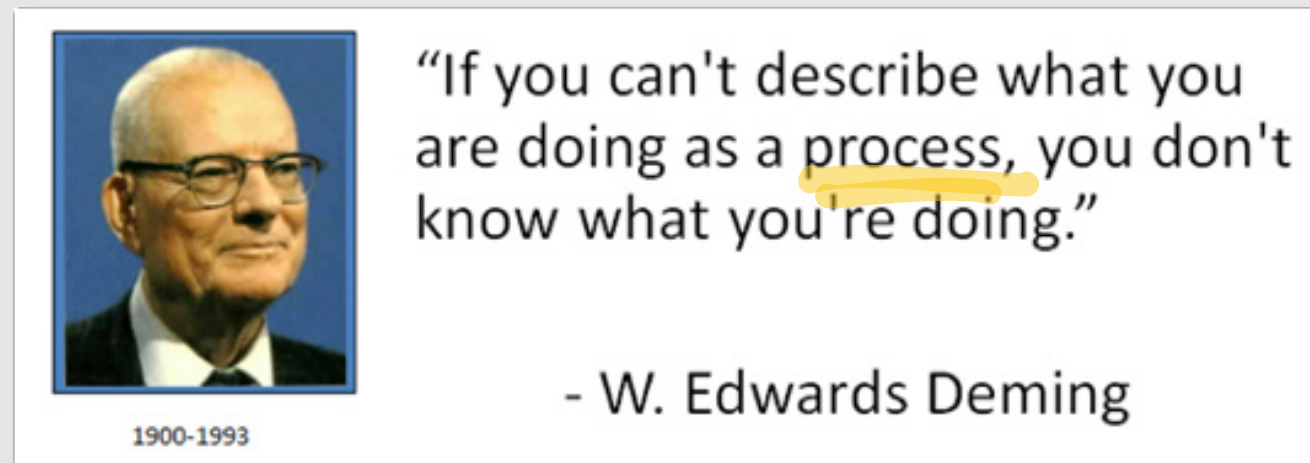
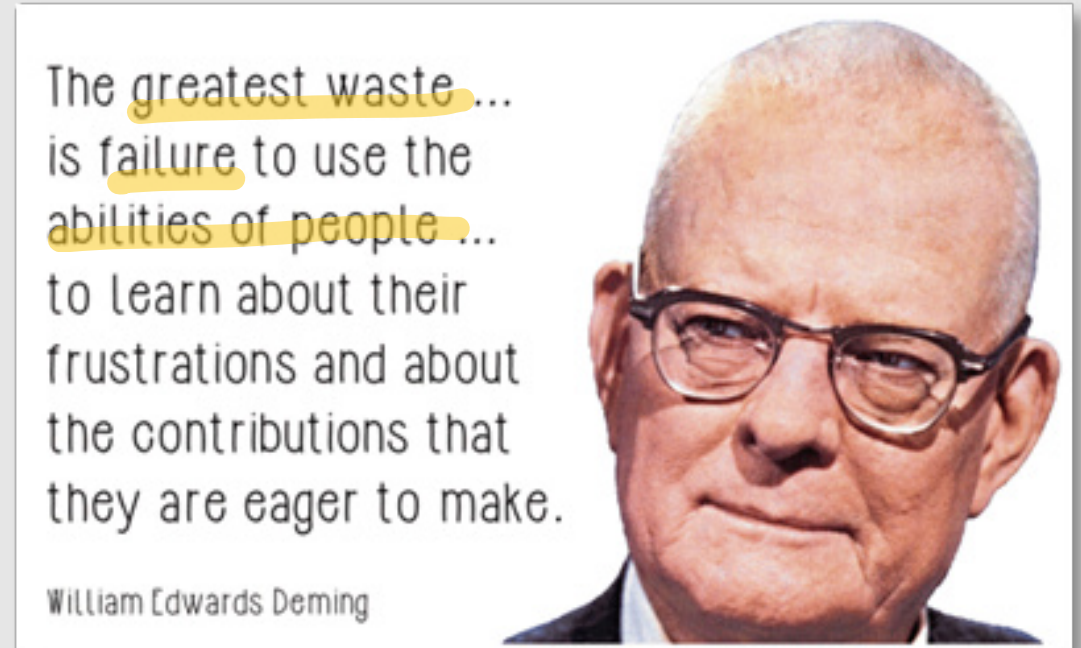
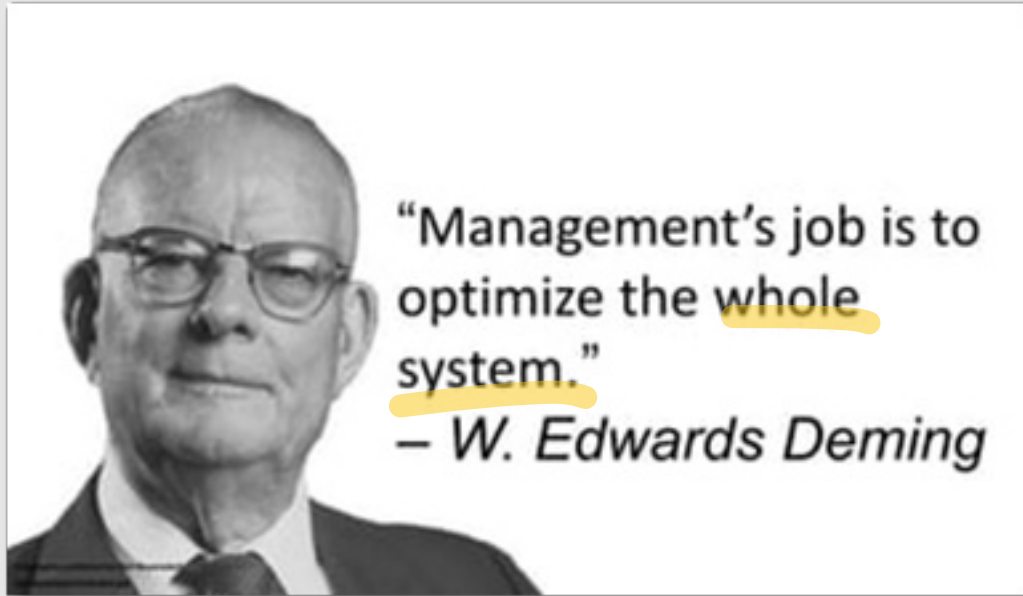
- John Shook, Mike Rother
- 2004, 130 Seiten
- Echte Empfehlung!

Arbeit ist "unsichtbar" ...

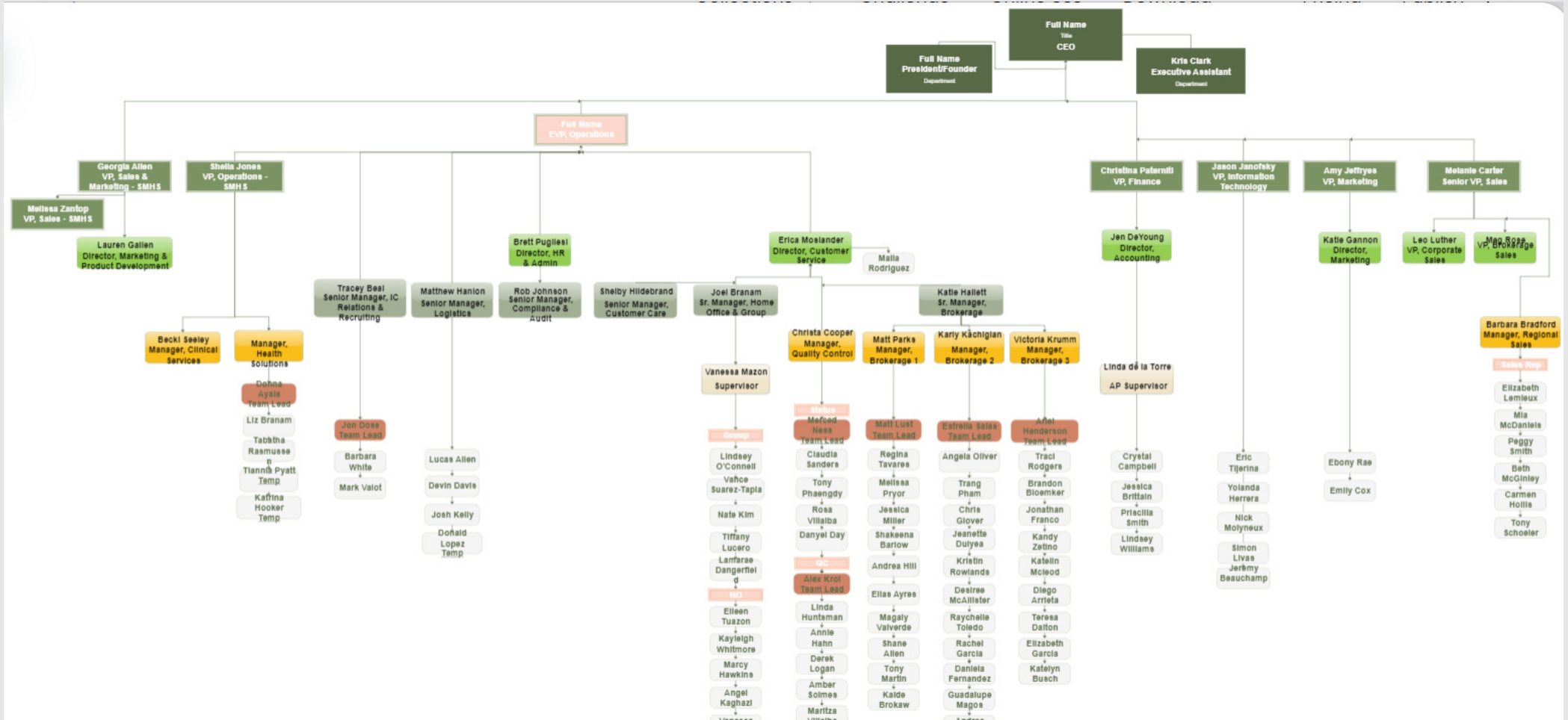


Was sagt Walter dazu?

Einige Zitate aus Büchern von [W. E. Deming](#)



Was sagt ein Organigramm über den Arbeitsfluss?

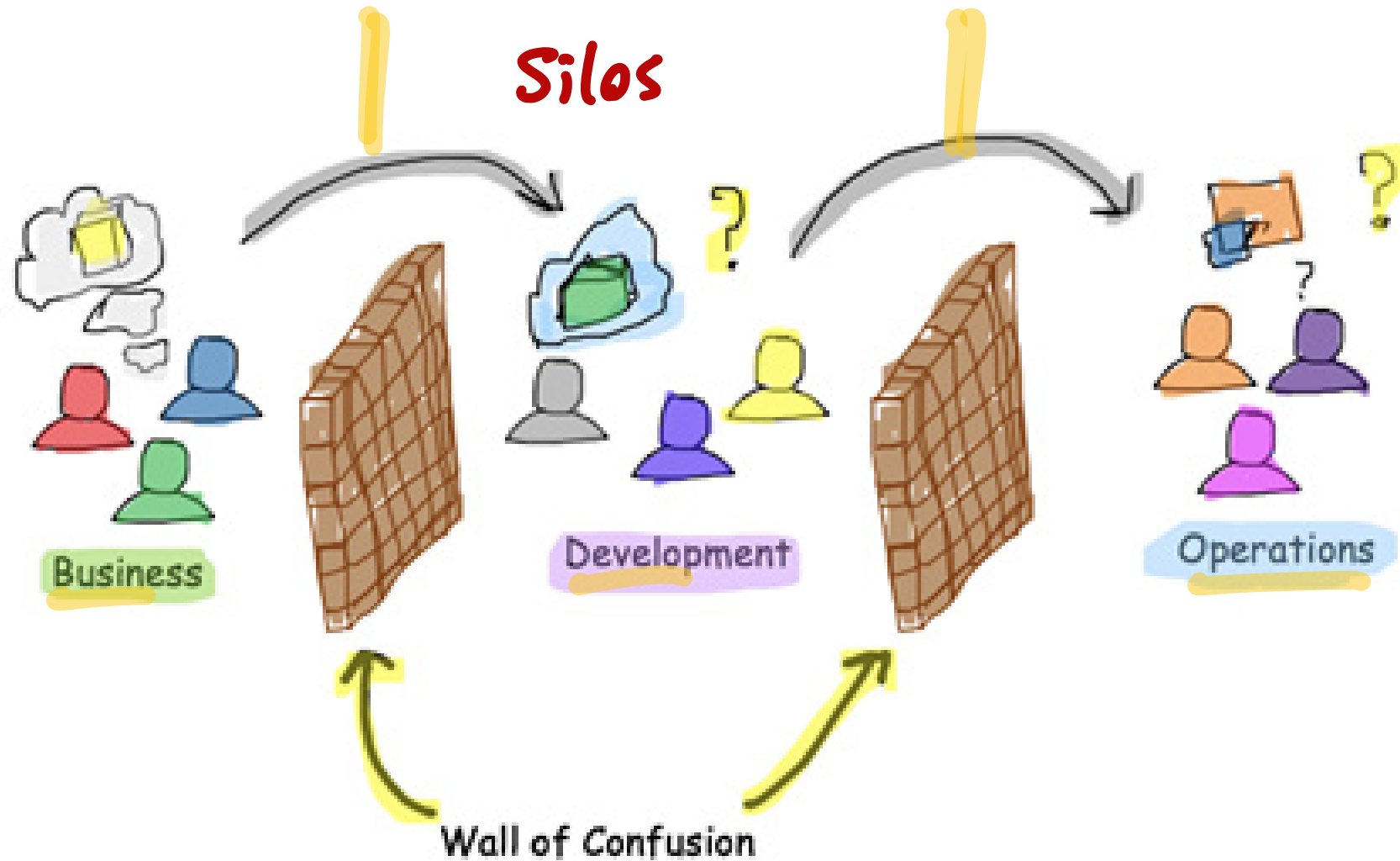


W. E. Deming hat dazu geschrieben:

„Die Pyramide zeigt nur, wer wem unterstellt ist. Die Informationen fließen von oben nach unten. Eine Pyramide beschreibt kein Produktionssystem. ... Sie sagt niemandem, wie seine Arbeit mit der Arbeit der anderen Menschen im System zusammenhängt.“

Wenn die Pyramide eine Botschaft vermittelt, dann die, dass jeder in erster Linie versuchen sollte, seinen Chef zufrieden zu stellen (eine gute Bewertung zu bekommen). Eine Pyramide als Organigramm zerstört also das System.“ (Aus: [The Essential Deming: Leadership Principles](#))

"Walls of Confusion" (DevOps)



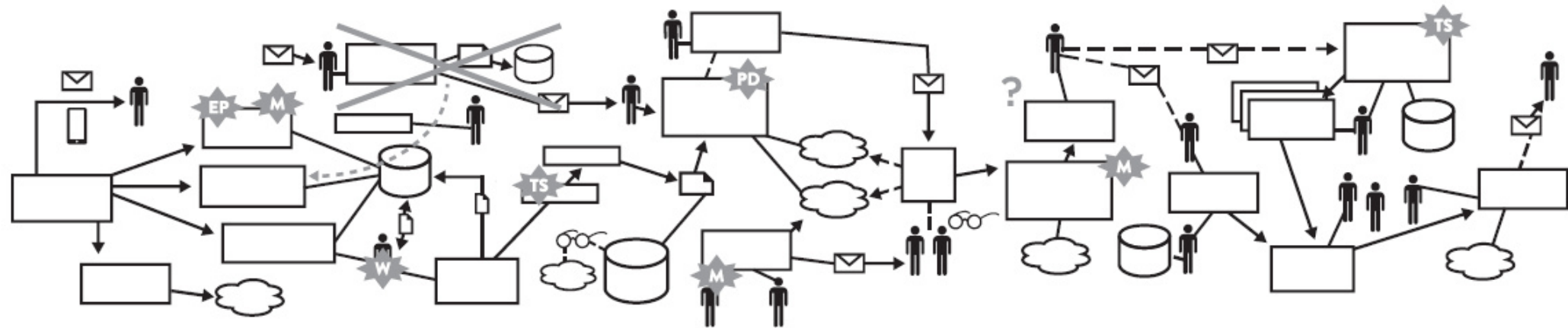


Figure 3: A technology value stream with a deployment lead time of three months
(Source: Damon Edwards, "DevOps Kaizen," 2015.)

"Bitte warten Sie, Ihr Auftrag ist uns wichtig! (Na ja ...)"



Traditional vs. Lean Management

t = 0 sec

t = 379 sec



Traditional:

- Work harder, **faster!**
- Speed up the green **(10%)**
- Buy automation

Lean:

- **Eliminate waste!**
- Get **(rid)** of the red **(90%)**
- High quality, simple, fast

reduce



Was ist dieser wertlose Aufwand, Muda ("waste")?

Die 8 Arten von Muda ("Waste") ... Beispiele in der IT?

D efects

O verproduction

W aiting

N on-utilized potential ☹

T ransport

I nventory

M otion

E xtra processing

SOFTWARE WASTES

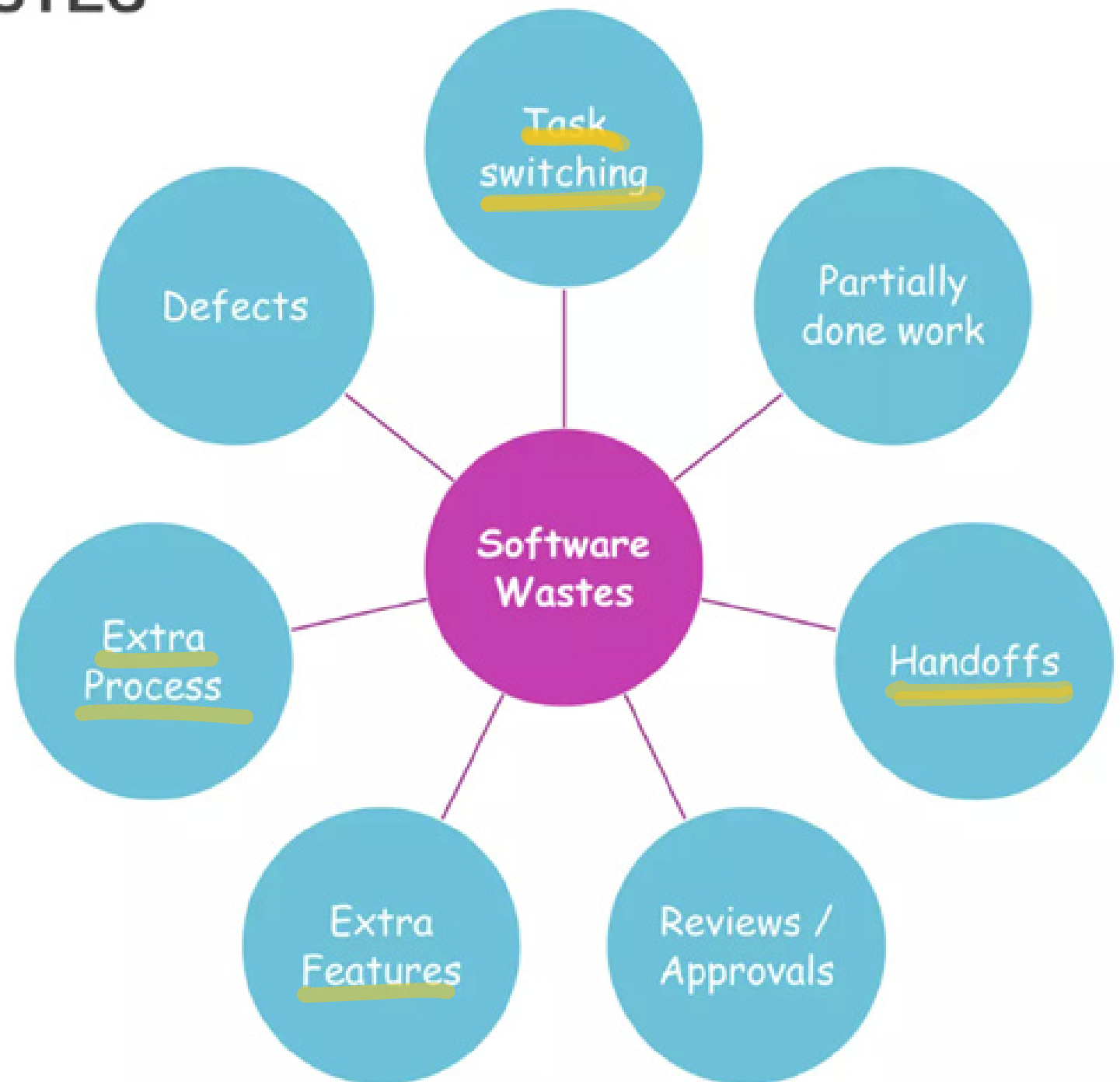


Table 1 – Examples of "the 7 wastes" in Lean IT

Waste element	Examples	Business outcome
Defects	<ul style="list-style-type: none"> •Unauthorized system and application changes. •Substandard project execution. 	Poor customer service, increased costs.
Overproduction (overprovisioning)	<ul style="list-style-type: none"> •Unnecessary delivery of low-value applications and services. 	Business and IT misalignment, Increased costs and overheads: energy, data center space, maintenance.
Waiting	<ul style="list-style-type: none"> •Slow application response times. •Manual service escalation procedures. 	Lost revenue, poor customer service, reduced productivity.
Non-Value Added Processing	<ul style="list-style-type: none"> •Reporting technology metrics to business managers. 	Miscommunication.
Transportation	<ul style="list-style-type: none"> •On-site visits to resolve hardware and software issues. •Physical software, security and compliance audits. 	Higher capital and operational expenses.
Inventory (excess)	<ul style="list-style-type: none"> •Server sprawl, underutilized hardware. •Multiple repositories to handle risks and control. •Benched application development teams. 	Increased costs: data center, energy; lost productivity.
Motion (excess)	<ul style="list-style-type: none"> •Fire-fighting repeat problems within the IT infrastructure and applications. 	Lost productivity.
Employee knowledge (unused)	<ul style="list-style-type: none"> •Failing to capture ideas/innovation. •Knowledge and experience retention issues. •Employees spend time on repetitive or mundane tasks. 	Talent leakage, low job satisfaction, increased support and maintenance costs.

Muda hat 2 "große Brüder"

Die 3 Übel: Muri, Mura and Muda



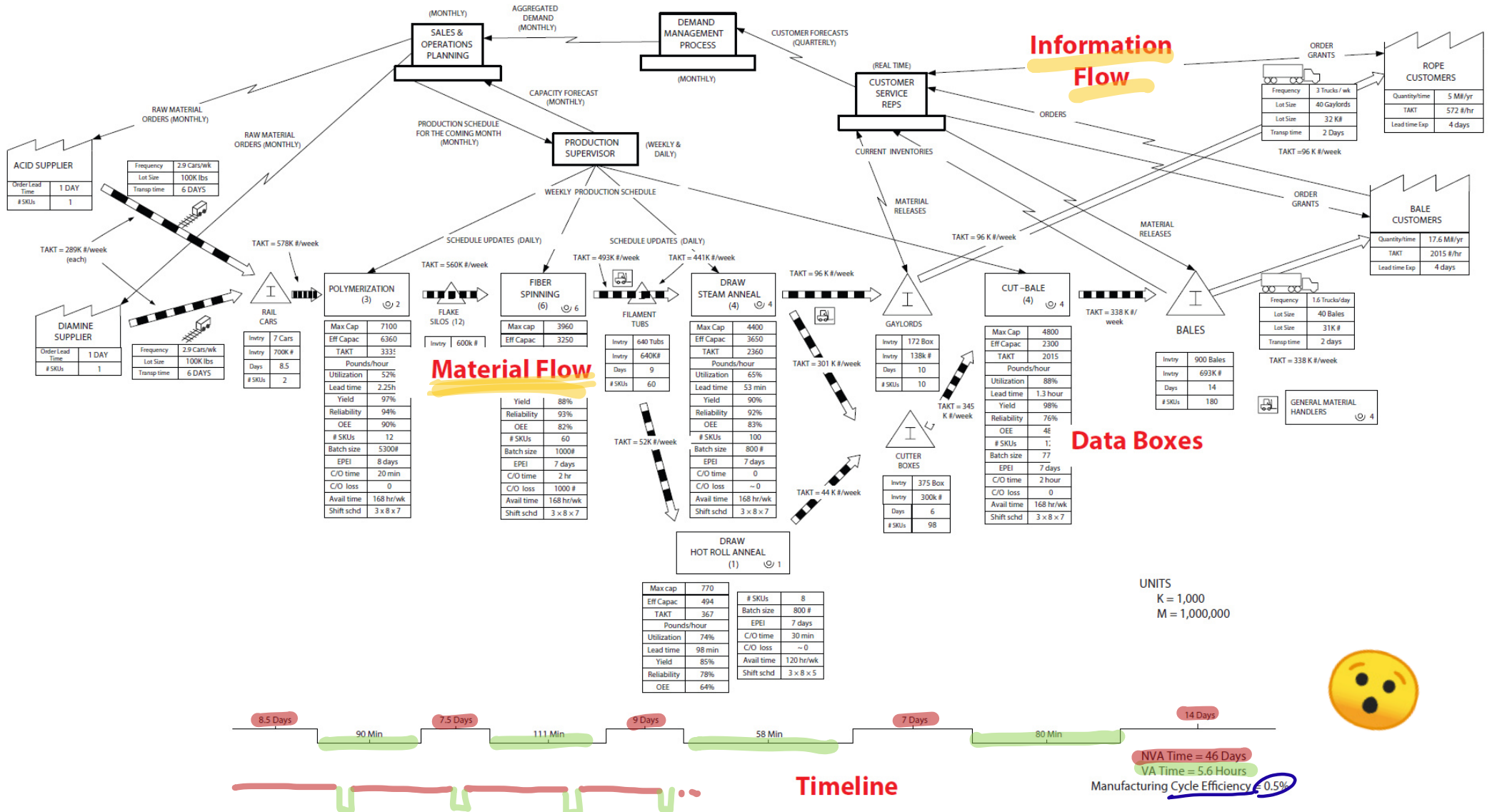
↳ 3 Muⁿ

Nach Wichtigkeit:

1. **Muri** = Überlastung und Unvernunft
2. **Mura** = Ungleichmäßigkeit
3. **Muda** = Wertloser Aufwand, "waste"

Wertströme ...

Wenn du "Pech" hast und googelst "Value Stream Map", findest du so etwas: 🤖



... ein VSM kann ja aber auch erstmal so aussehen:

Beispiel: high level VSM Change Request und Release Prozess

Value Stream Mapping: Process Metrics

Unit of work: Request for Change

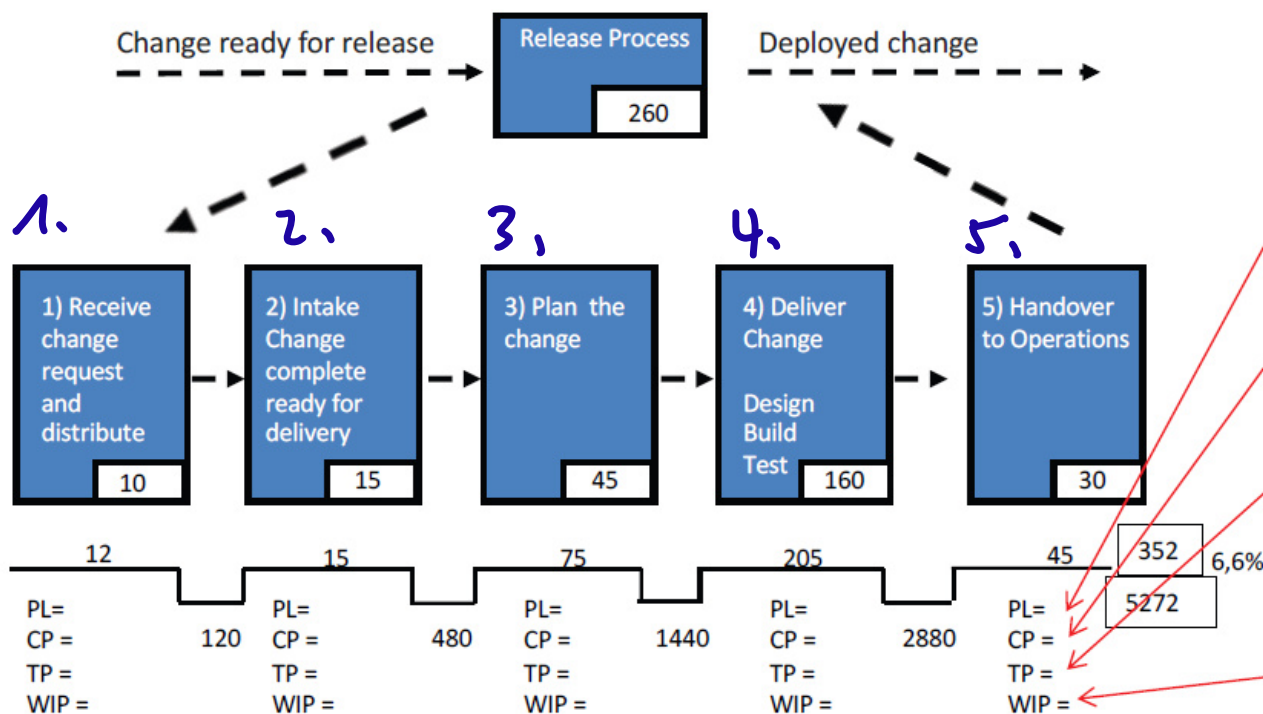
Takt time: 6 hours

Lead time: 11 days

SUPPLIER:

80% from Service Delivery Manager

20% from Problem Management



Per step a number of process metrics can be added.

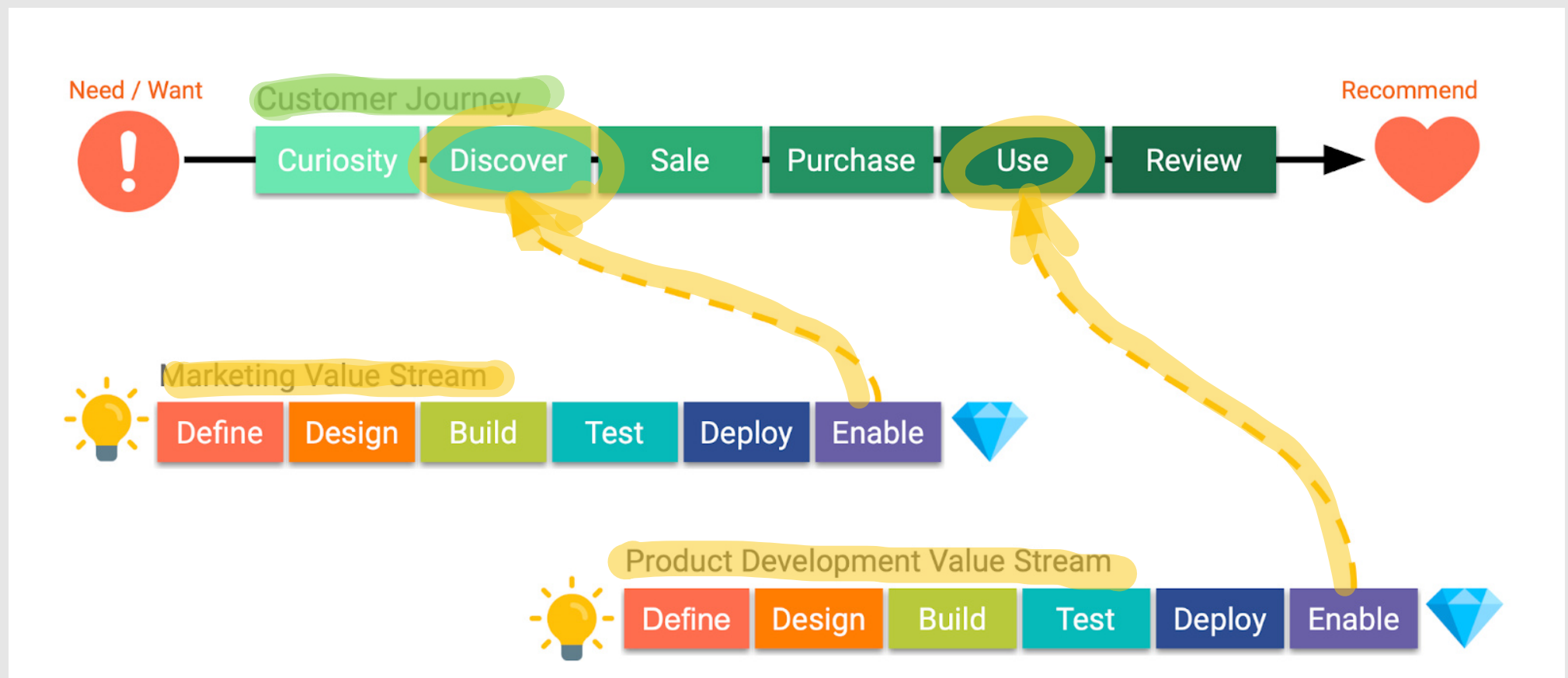
- **Parallel Lines:** Number of simultaneously operating lines of work
- **Capacity:** Calculated maximum production volume of a process or process step
- **Throughput:** Actual production volume of a process or process step, taking all constraints into consideration.
- **Work-in-Progress:** Average volume of work that is in progress

Wir hatten doch vorhin das vsm consortium ...

- From [What is a Value Stream Network?](https://vsmconsortium.org) (vsmconsortium.org)

(there are some further interesting articles referenced at the bottom of this article online)

- "Because value streams are ultimately about customer outcomes and business value, it can help to start with a customer journey"
- If you're looking to form a bridge between technical and business teams, the customer journey can be an extremely valuable resource to facilitate effective communication and understanding.

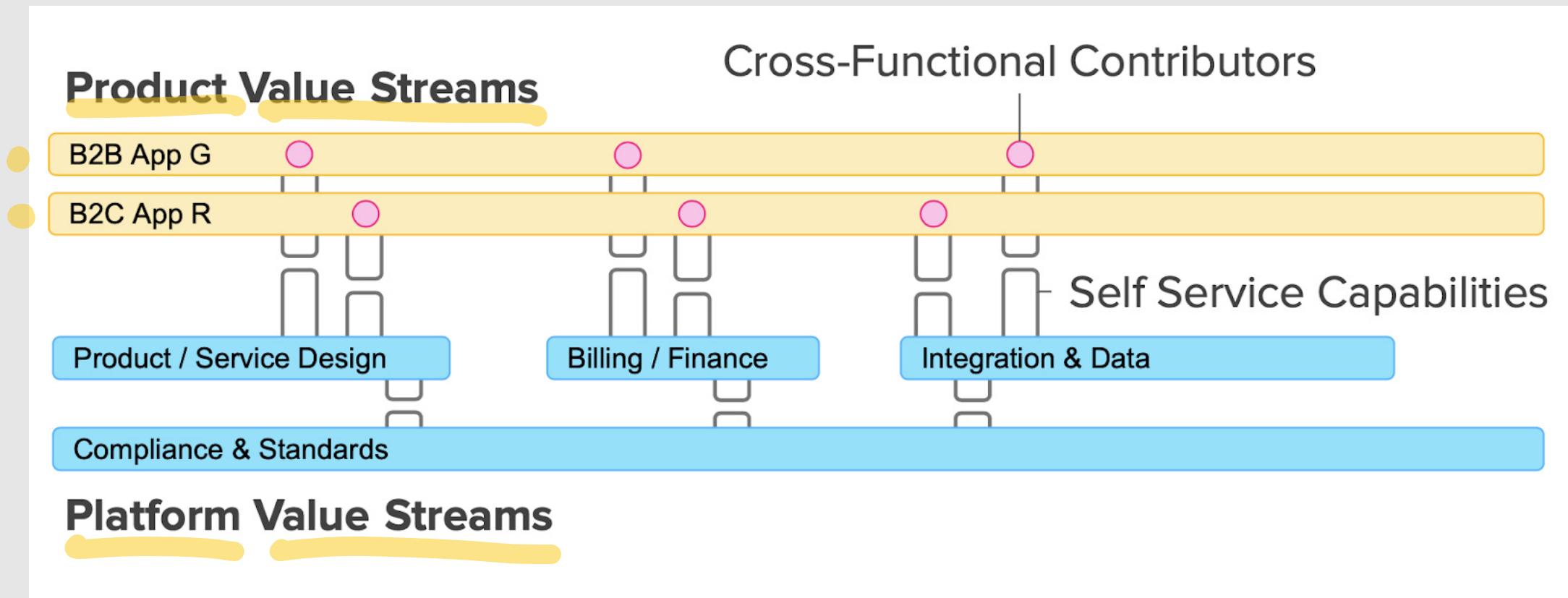


und Team Topologies ...

aus dem Artikel von vsm consortium weiter:

Team Topologies Interconnected

- Stream-aligned teams can serve as a solid foundation for a bottom-up visualization of your value stream network. You can plot both your product and platform teams within streams that reach forward to customer value delivery, and back to ideation and planning. A value stream network tends to be one level above teams, as streams commonly incorporate multiple teams working as a relay or in parallel.
- Team Topologies can form the starting point for a network view of your value streams
- The Team Topologies representation can either serve as a starting point or a bridge between the stream and team level.



Das VSM Consortium gibt einen "Yearly State of Value Stream Management Report" heraus, der ziemlich interessant ist (aktuell: 10/2023)

- Who is the vsm consortium (<https://www.vsmconsortium.org/>)
 - A consortium of several VSM-related software providers
- pretty interesting (but "buy and use VSM software"-heavy)
- may also be a bit on the "SAFe" side ... and strongly using language from Mik Kersten ("flow metrics"/"flow framework" - he is on the board of Planview and involved in the vsm consortium)
- I like this statement (p. 27): **Advice for the CXO:** (Steve Pereira)
 - "Align your teams and visualize your Value Stream Network: **Understand that your organization isn't a hierarchy but a collection of value streams delivering value to your all important customers.** ... Seeing the value streams gives you unparalleled visibility into how work is being done."
 - ... "or in other words: **Your org chart is not your org!**" - Steve Pereira (*and much earlier and in more detail: W. E. Deming!*)

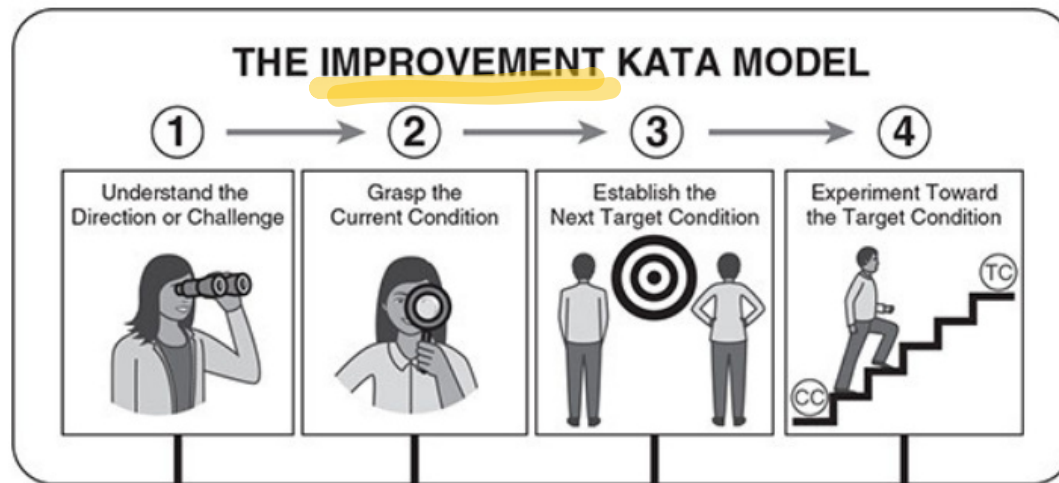
Value Stream	Value Chain	Value Network
A value stream represents the end-to-end series of activities and processes that are required to deliver a specific product, service, or outcome to a customer. It focuses on the flow of value and includes both the steps that directly add value to the customer and those that support and enable the value-adding steps. Value stream mapping is a common technique used to visualize and analyze these processes.	A value chain is a broader concept that encompasses the entire set of activities and processes involved in creating a product or service, from the initial raw materials and suppliers to the final distribution and customer support. It includes not only the processes directly related to the product or service but also the supporting functions such as procurement, human resources, and technology infrastructure.	The value network is the dynamic, social network of interactions, handoffs, and dependencies between teams and individuals in the organization. It's the context within which an organization identifies and responds to customers' needs, procures inputs, and reacts to competitors' which identifies a nested system of product architectures in addition to internal and external actors.

- [The Value Stream Management Implementation Roadmap \(vsmconsortium.org\)](https://www.vsmconsortium.org/)
- [What is a Value Stream Network? \(vsmconsortium.org\)](https://www.vsmconsortium.org/)
- and the **CIO playbook to VSM** (good!):



Improvement KATA and Coaching KATA (by M. Rother)

Empfehlung:



This is the overall pattern of thinking and acting we're trying to learn

PART I

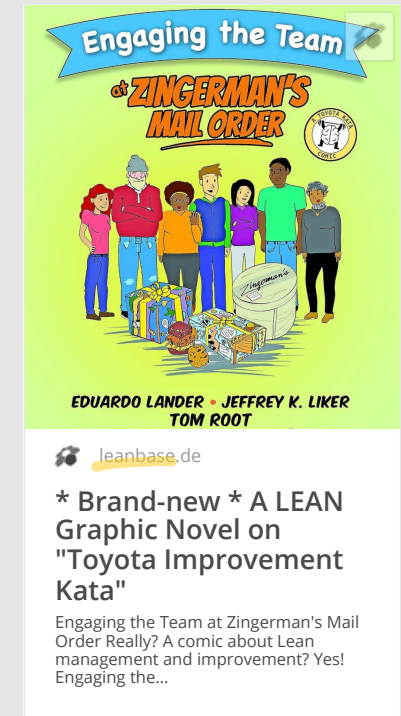


STARTER KATA
for the **Learner**
PART II

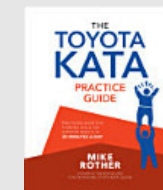
STARTER KATA
for the **Coach**
PART III

FK ✓

Mit der "Kata" können Mitarbeiter und FKe systematisch Verbesserung anwenden und immer besser darin werden



Empfehlung Praxisbuch zum Lernen:

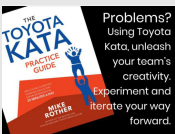


- [The Toyota Kata Practice Guide](#)
- M. Rother, 2017
- Die Improvement Kata ist ein hervorragender Weg für Führungskräfte und Mitarbeiter, systematisch Verbesserung in der Praxis zu erlernen!
- Gute Anleitung für die Anwendung!
- Eindruck: ★★★★★

Artikel über Lean-Unternehmen:

"Was bringt Lean?" -
Hier sind konkrete
Verbesserungsbeispiele
deutscher
Unternehmen **50%**

"Wir" Lean Berater, Trainer etc. ...
"versprechen": Lean bringt wesentliche
Produktivitätsvorteile! Und das ist
auch...



Problems?
Using Toyota
Kata, unleash
your team's
creativity.
Experiment and
iterate your way
forward.

www.linkedin.com

Dr. William Harvey,
CMQ/OE on LinkedIn: If
it takes too long to
solve problems at your
organization, keep
reading....

If it takes too long to solve problems at
your organization, keep reading. I was
classically trained in continuous
improvement, attending weekly
sessions each...

Warum Lean? Wir haben doch Agile?

Einige Gedanken dazu:

- J. Sutherland, M. Poppendieck, G. Kim, J. Humble, A. Shalloway, D. Vacanti, M. Kersten, E. Ries, D. Anderson, H. Kniberg und viele andere Agile und Flow Vordenker sind exzellente Kenner von Lean, TPS / Japan und TOC und *kombinieren Lean und Agile*
- *Wertströme und Lean-Kennzahlen* sind die Grundlage in allen relevanten aktuellen Methoden/Ansätzen, um die Zusammenarbeit zwischen IT-Funktionen und mit allen Unternehmensbereichen zu ermöglichen und zu verbessern - daher ist es notwendig, sie zu kennen und anwenden zu können
- Lean ist nicht "nur" Produktion/Fertigung ("Autos", "Elektronik"), sondern *auch Lean Product Development!* (Bspw.: *Set Based Design* - wichtig auch für Projekte und IT) und in allen Branchen und Unternehmensbereichen im Einsatz (Lean Leadership/Strategy, Lean Marketing/Sales, Lean Administration/Services/Office etc.)
- Wohin schleppt im "*Phoenix Projekt*" (DevOps) der Mentor Erik den IT Verantwortlichen Bill? In eine Fabrik, um ihm anhand des Toyota Production Systems / Lean und der Theory of Constraints schrittweise klarzumachen, warum viele der Prinzipien einer Fertigung genauso auf die Abläufe im IT Wertstrom zutreffen

Weitergehende Informationen:

31

ScrumInc: J. Sutherland, Meetup 27.6.23 organized by GPM (Gesellschaft für Projektmanagement)

- 1.000 participants! Video recording: <https://www.youtube.com/watch?v=pl-iZvQJRVO>

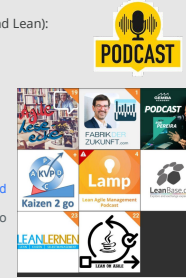


- J. Sutherland: Scrum Inc. Japan (in a joint-Venture with Fuji) train Toyota & suppliers in "the true" (Takeuchi/Nonaka) Scrum in Japan - including Lean practices
- A lot of similarities to N. Thurlows "Scrum Toyota Way" approach!

Hier sind auch 2 Podcast-Episoden mit mir enthalten (zu IT-Frameworks und Lean):

Podcasts

- This is what I like to listen to at the moment on Lean and Agile; especially
 - "Kaizen 2.0" > 300 episodes, the only active German Lean (& Agile) podcast
 - Episodes 326 (11/23) and 321 (08/23) are with me:
 - Episode 326 - [Warum Lean auch in der IT eine Rolle spielt](#)
 - Episode 321 - [Lean als Brücke zwischen IT und Produktion \("Business"\)](#)
 - both Episodes with [additional slides/information for download](#) and a transcript
 - "LAMP" - Lean Agile Management Podcast by [Kanbanize](#); seems to have stopped in 2021, but a lot of interesting episodes. Also some on [Youtube - LAMP](#)
- Do you have any recommendations yourself?
- Podcast: Mik+One - [Mik + One Podcast | Planview](#)



Bücher & Podcasts (so für den Einstieg ...) ☺



- Project to Product**
- Mik Kersten
- Eindruck: ★★★★★
- auch als Podcast & Webseite!
- "Flow-Metriken" für Verbindung von IT und "Business"
- (eigentlich sind es bewährte LEAN Metriken ...)



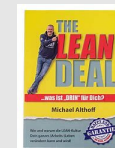
- Projekt Phoenix** (DevOps)
- Gene Kim, Kevin Behr, George Spafford
- Der Grundlagen-Roman zu DevOps - bewusste Analogie zu Goldratte "Das Ziel"! Sehr viel Lean + TOC Grundlagen!
- Eindruck: ★★★★★(★)



- Engaging the Team at Zingerman's**
- Mail Order: A Toyota Kata Comic**
- E. Lander, J. Liker, T. Root
- Was? Ein Comic über Lean? Ja - brandneu; bereits das 2. Lean-Comic über Zingerman's (eine echte Geschichte). Eine gute Alternative zu "dicken Büchern", und trotzdem sehr guter Inhalt, in 2 h zu lesen
- Eindruck: ★★★★★(★)



- 2 Second Lean**
- Paul Akers (Fastcoap)
- Gründer des Unternehmens Fastcoap
- Extrem **einfaches** Lean Konzept, trotzdem mit gutem background
- Kostenlos verfügbar in allen denkbaren Formaten und Sprachen!** Ebook, PDF, Audio, App {}, Youtube ...
- Eindruck: ★★★★★



- The Lean Deal**
- Michael Althoff, 2022
- GF der Firma **Yellowtools** in Windeck
- überträgt 2 Second Lean auf sein Unternehmen - **sehr einfach** und **direkt geschrieben**, aber auch sehr konkret
- Eindruck: ★★★★★



- Lean auf gut Deutsch**
- Band 1 - 3, Mari Furukawa-Caspari
- sehr interessante** "japanische wirkliche Bedeutung" von Lean und Monozukuri
- Eindruck: ★★★★★(★)



- The Lean CEO**
- Jacob Stoller, 2015
- Eindruck: ★★★★★(★)
- Sehr interessante Praxiserfahrung von 28 Unternehmensführern mit ihrer LEAN Transformation



Ein sehr einfacher, praxistauglicher Einstieg in Lean ist

- [2 Second Lean Book](#) | [Paul Akers Website](#) | [Lean Books](#) | [Lean Culture](#) (Paul Akers / Firma: Fastcap (US):
 - kostenloses Lean Buch, verschiedene Sprachen, PDF, Epub, Audiobuch
 - sogar als kostenlose App „Lean Play“
 - Vielzahl an Videos auf Youtube
- "Use your brain (wits), not your wallet!"
 - Don't "buy" a solution, try for a cheap solution with available resources if possible
- Paul Akers:
 1. Set expectations
 2. Inspect
 3. Reinforce the culture
- Be on the shopfloor working with your employees!
- Work on 3s
- Eliminate "tribal knowledge"
- The average productivity of a worker in the US is \$ 150 per hour. An employee at Fastcap (Paul Akers company) produces between \$ 500 - 700 per hour value through Lean processes
- 3 kurze Lean Videos:
 - [What is Value in Lean? Value Added vs. Non-Value Added Work](#)
 - [Introduction to Lean Management \(Definition, Lean Principles & Benefits\)](#) (Sprache nicht so gut, aber Inhalt!)
 - [Lean Doesn't Work...in the office!](#)

LEARN TO SEE LEAN

Lean in a Nutshell!

1. Continuous improvement comes from fixing what bugs you everyday!
2. Lean is all about the elimination of the 8 deadly wastes.
 - Overproduction
 - Overprocessing
 - Motion
 - Waiting
 - Transportation
 - Inventory
 - Rework of Defects
 - Unused Employee Potential
3. Waste is eliminated through continuous improvement.

Important Lean Principles

- Lean thinkers encourage other peoples creativity, respect for people.
- Lean thinkers don't own ideas, it is always a team effort.
- Lean thinkers say they are wrong at least 2 times a day.
- Improvements are endless because waste is like gravity.
- 90% of everything you do is waste.
- Never look at the waste of others, you will always have plenty of your own!
- Lean is not about working fast, but rather working smooth.

7 Magic Bullets to Building a Lean Culture

1. Teaching and training people.
2. The 2 second improvement everyday from everyone.
3. Daily Morning 3-5: Sweep, Sort and Standardize.
4. Start a daily morning meeting.
5. Start your lean journey in the bathroom.
6. Start your lean journey slow.
7. Never start your lean journey until you are 1000% sure it is the right direction for you. If you do start prior to this understanding, you will fail.

The Results of Building a Lean Culture

1. Operational excellence
2. Low turnover
3. Customer retention
4. Consistent reduction in cost
5. Consistent increase in quality
6. Continuous innovation
7. A fun place to work

LEAN WORKS

Applying 2 Second Lean

- Lucas Holland (works at Fastcap since 8 years; mentored by Paul Akers)
- from: [3 Important Keys to Applying 2-Second Lean | Lucas Holland | Paul Akers](#) (10 Min.)

"Lean should be easy. And it should be fun."

3 keys to implementing Lean:

1. Invest in **training** your employees - train them to see problems (8 wastes) and empower them to fix them
2. Create clear **processes** - with your employees! Easy to follow, to understand and to be successful at
3. **Get your employees addicted** - to always make their jobs easier every day

Important elements of 2 Second Lean:

- Everybody gets **30 Min. every morning for 3S and one "2 Second Improvement"**!
 - this is a must-have expectation, prio 1: your job is to do one 2 Second Improvement per day - to make your job easier, better, and the company
- Everybody is **trained** every day during the **Morning Meeting!**

Make 2 Second improvements!

- ... *who will profit from the improvement one person made? 1 Person? 5? 15? That multiplies*
- ... *and if everybody improves something 2 seconds or more every day, that is easy **100,000+ hours** of efficiency per year with just 15 employees! At Fastcap they are roughly 60 people at the moment*

4 qualifications for an improvement (that every employee at Fastcap knows):

1. Safety - less safe? No way. Safer? Great!
2. Quality - faster with less quality? No way
3. Simpler
4. Faster

ABC Solutions: (Poka Yoke)

- C Solution: needs training
- B Solution: visual control
- A Solution: not possible to do wrong, intuitive - the best solutions