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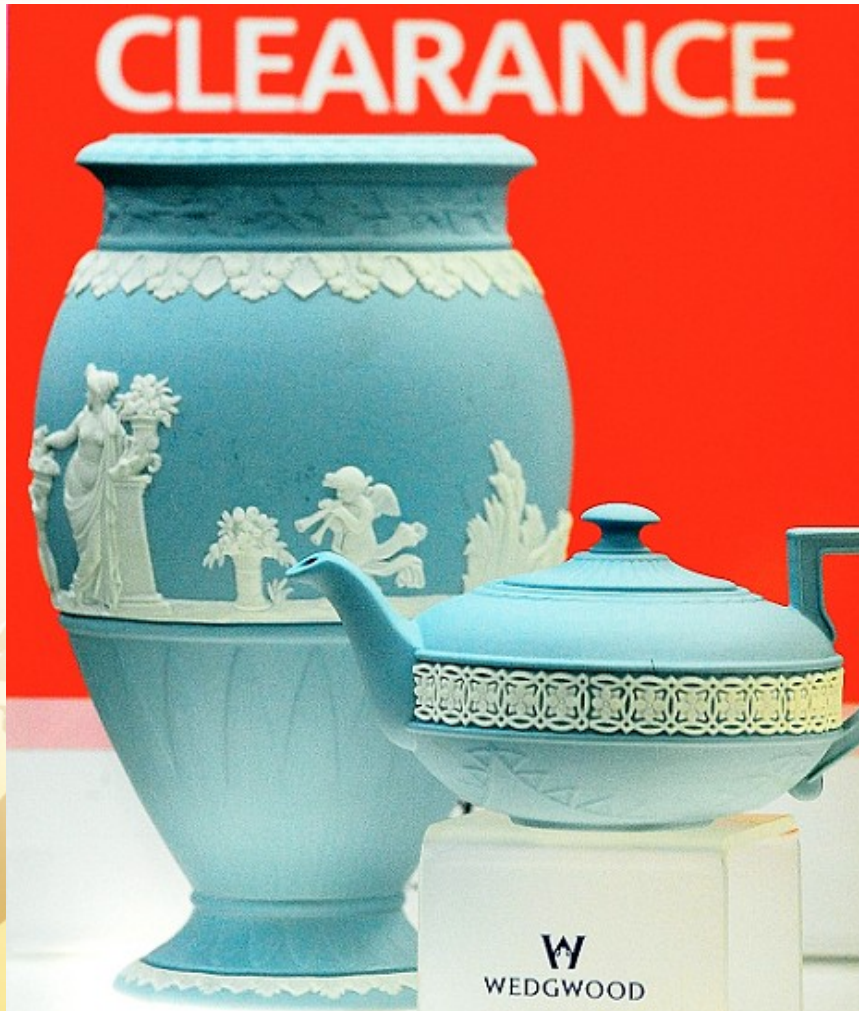
HECH MANCHESTER 8-9TH JUNE

# Creating a climate where LEAN can flourish – our learning from Turkey

Chris Lakin

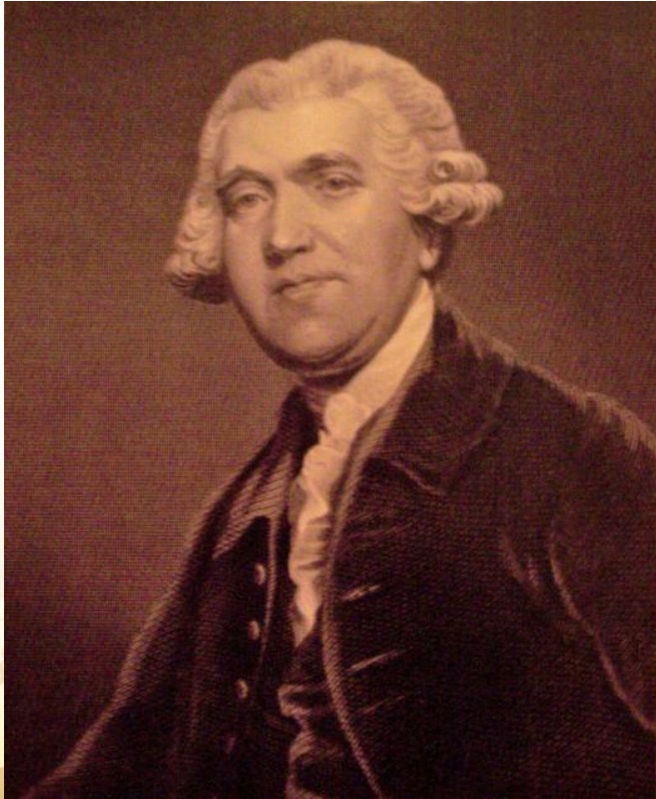


# The end of an icon: After 250 years, Wedgwood goes into administration



**5 Jan 2009**

# Who are they ...what is the connection ..?



- **The project in Turkey**
- **Key learning**
- **Creating the right climate**
- **Who should Champion the cause**
- **Questions**



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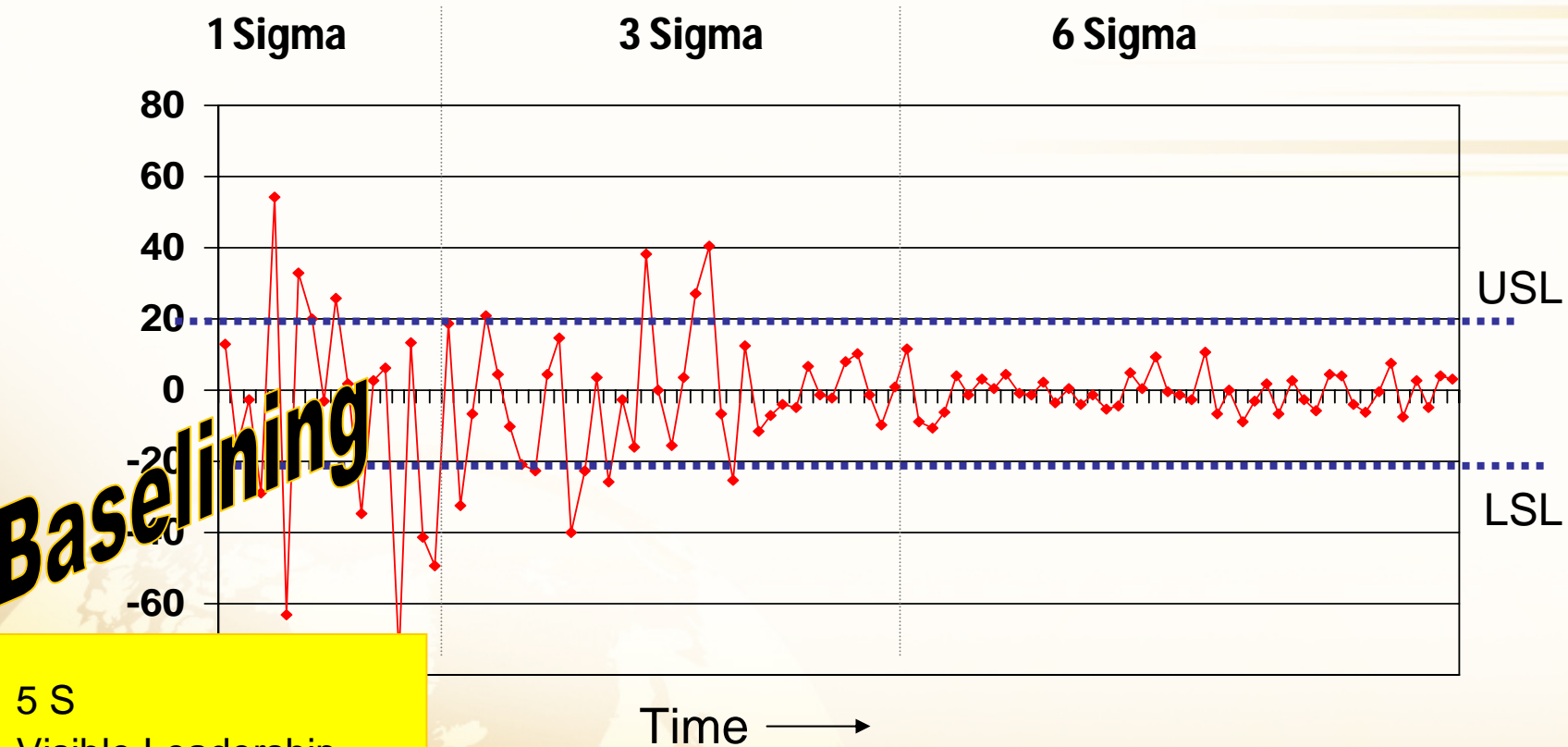


Carrefour 

**Right Timing.....**



# Where are you on the journey..?



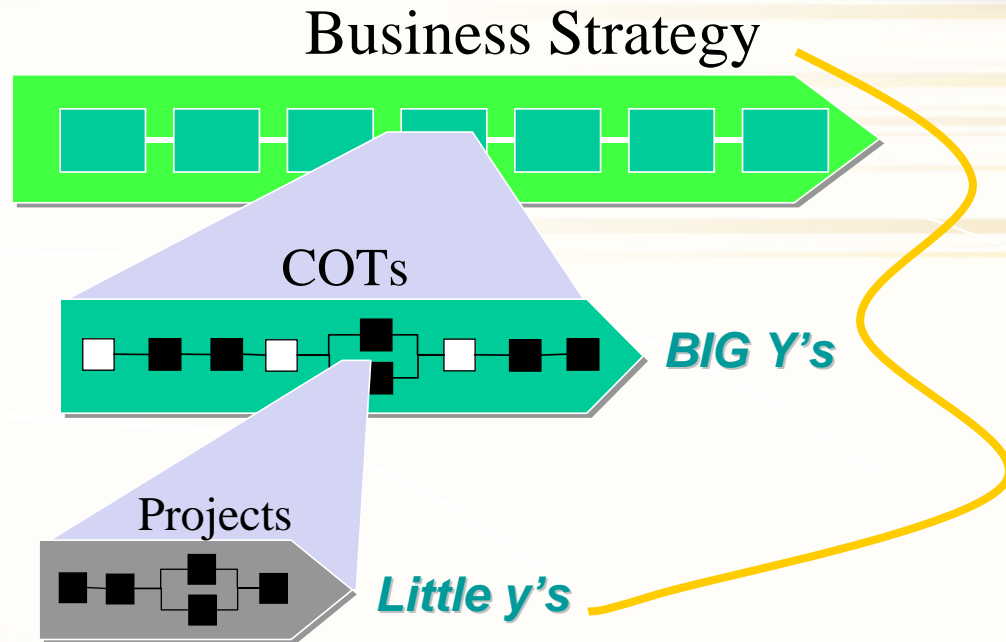
**Baselining**

- 5 S
- Visible Leadership
- Problem Solving
- Vision/Mission
- Standard Procedures

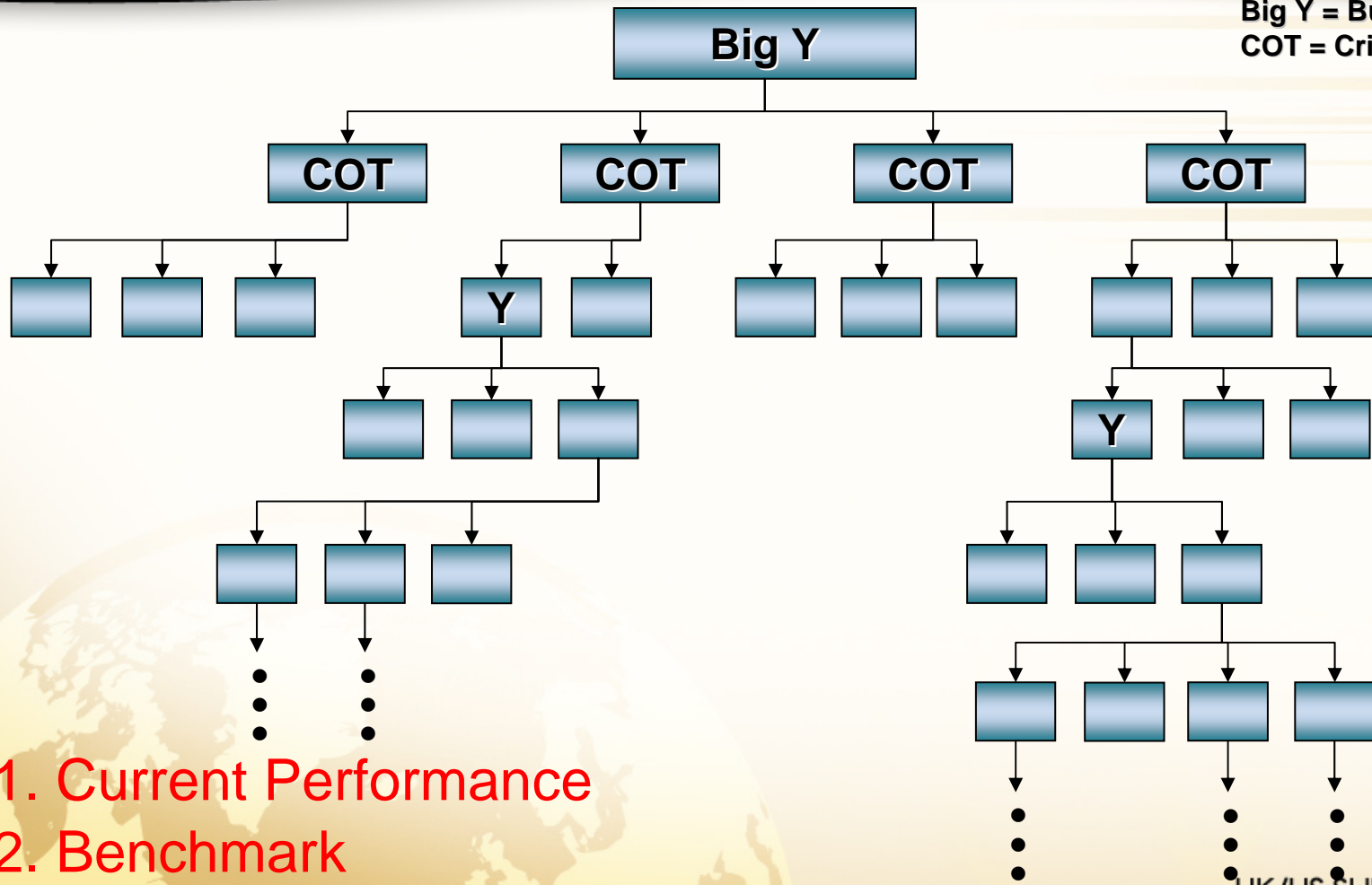
# Right Projects.....



# Focus on the key Projects....



# Right Projects.....



Big Y = Business Priority  
COT = Critical Operating Task

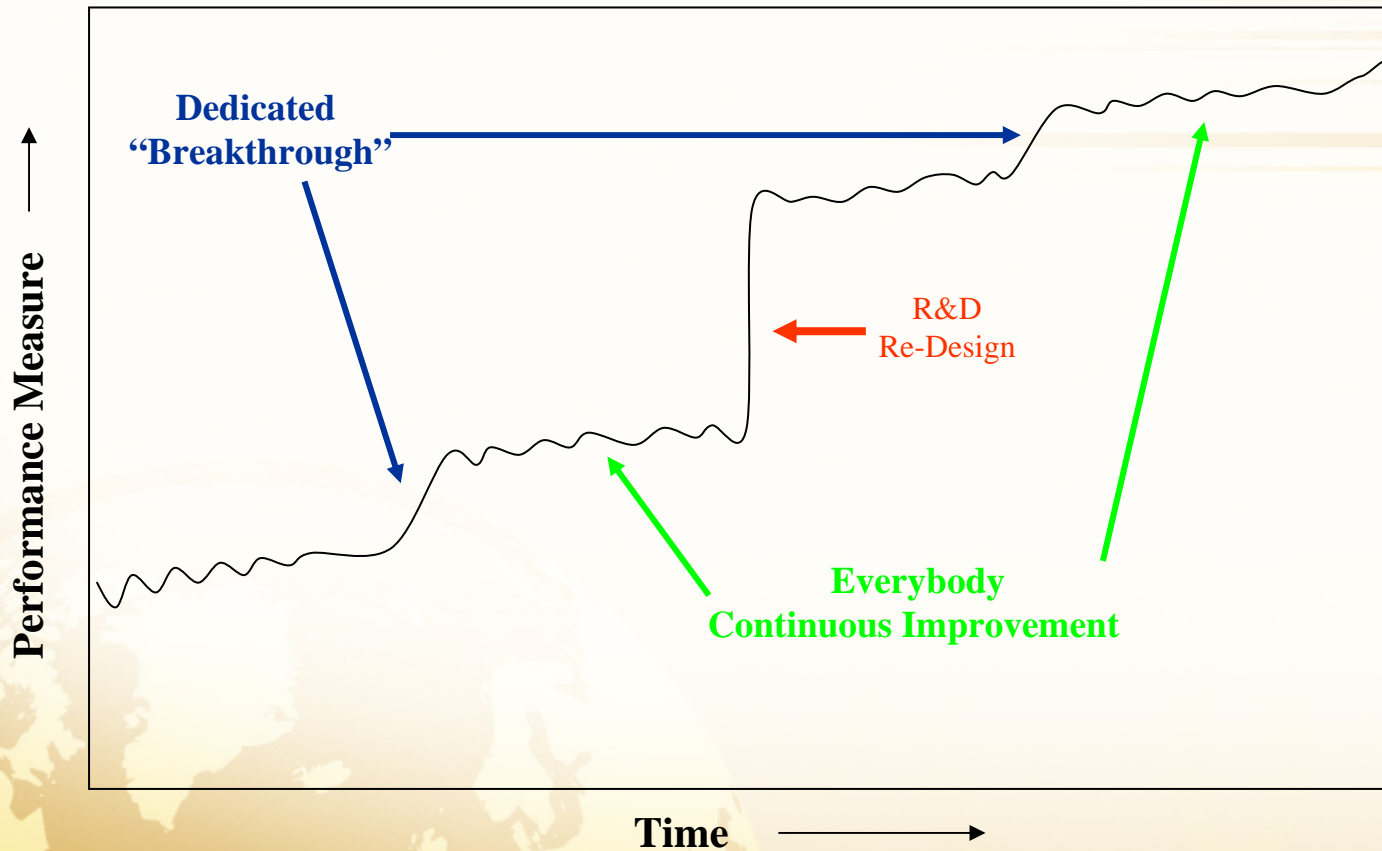
1. Current Performance
2. Benchmark
3. Establish Opportunity £\$£

# Right Structure.....



Roles / Responsibilities / Accountabilities

# Appropriate Expectations.....



# Right People.....



# Change Agents.....



Identify  
Opportunities



Lead Teams  
Use Right Tools



Change Agent



Train & Coach  
Teams



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# Timing, Projects, Structure, People



**But how do we create the right culture that allows lean to flourish..?**



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# Lou Gerstner



“People do what you.....

- Measure
- Value
- Pay for
- Promote for
- Recognise “

**Organisational Alignment  
Encouraging the desired behaviours**



# Who should Champion the cause..

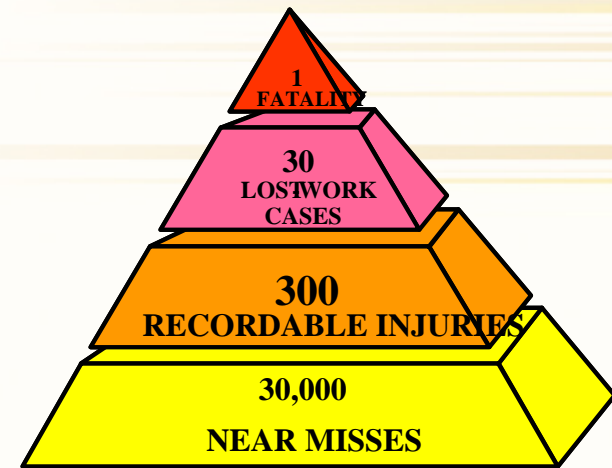


# Highly Visible & Passionate



# Operational Safety.....Great Enabler

1. Ethical responsibility not to hurt people on our Sites
2. License to operate
3. Safety pyramid
4. Injuries cost real money
5. Direct link to productivity
6. Great model for improvement



## Average Injury Costs WE

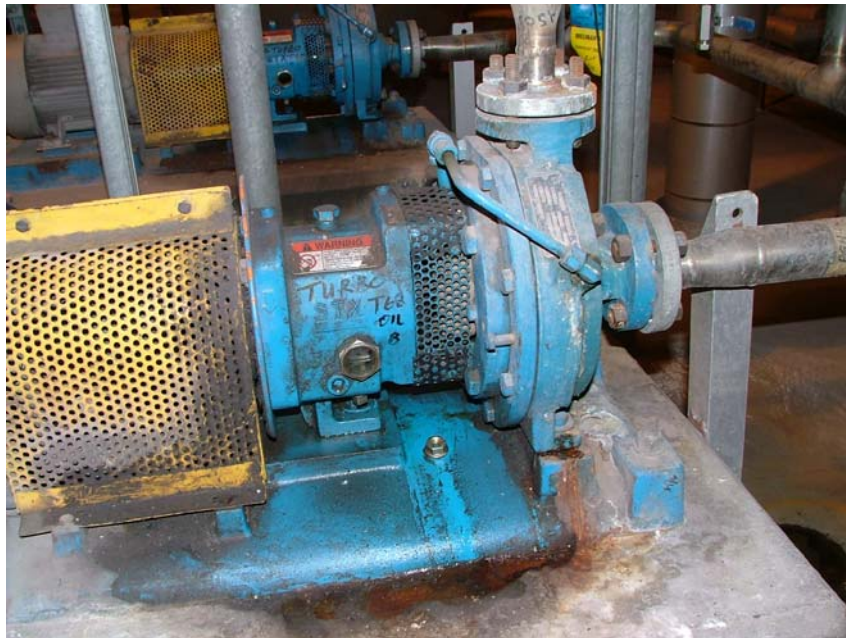
Lost Work Case	€ 35K
Medical Treatment	€ 10K
Fatality	€ 1 M



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**GOOD SAFETY PREREQUISITE FOR GOOD BUSINESS**



Standards  
Pride  
Compliance

# To Summarise...

- Must innovate and change to survive – Shingo / Lean
- Must position Lean correctly :
  - Right Timing
  - Right Projects
  - Right Structure
  - Right People
- Behaviours can be influenced – Rewards / Recognition
- Leadership must champion the cause



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