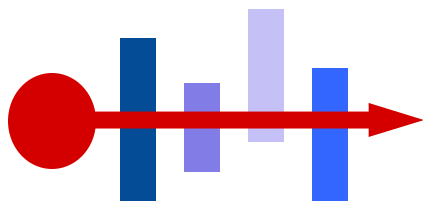


The Murli Group

Healthcare-Office-Industrial

Lean Solutions for the Real World !

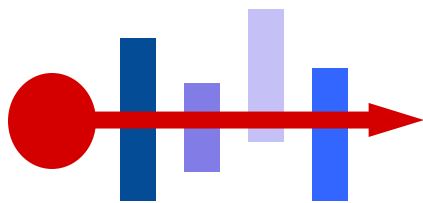


What is Lean?

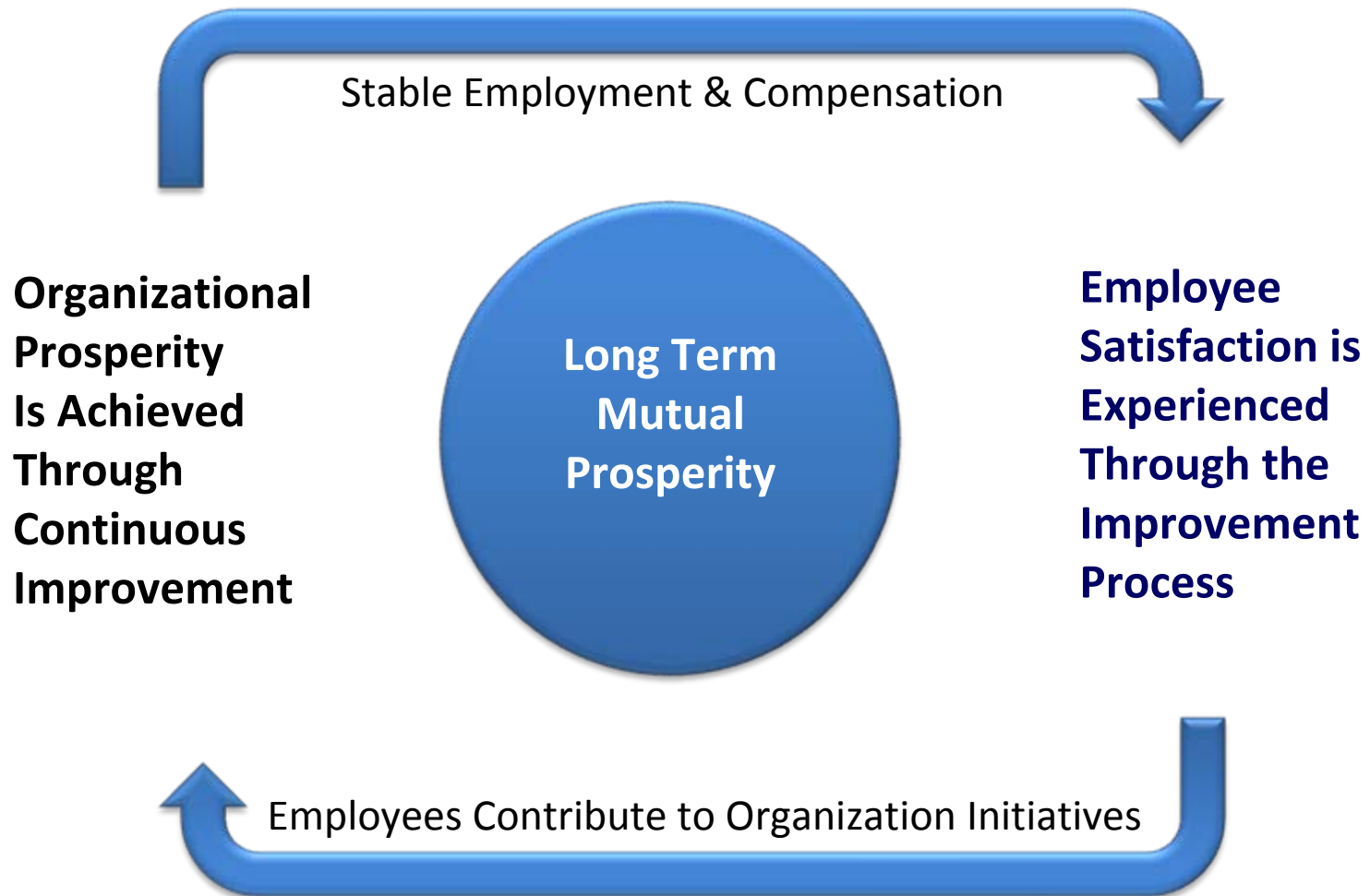
A way of thinking that relentlessly eliminates waste

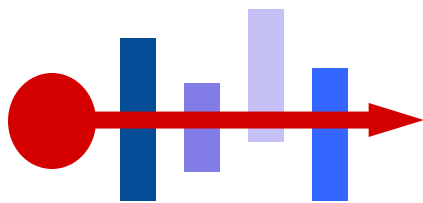
- Find a problem
 - Create an environment where problems stand out and are not tolerated. *Visual Management.*
- Fix a problem
 - A set of proven Lean tools that lead to resolution quickly with team involvement. *Kaizen.*
- Prevent it from coming back
 - A system of visual management and leadership that maintains standard processes. *Leader Standard Work*
- *Go back to step 1!*
 - *Continuous improvement on every level*

It never ends!



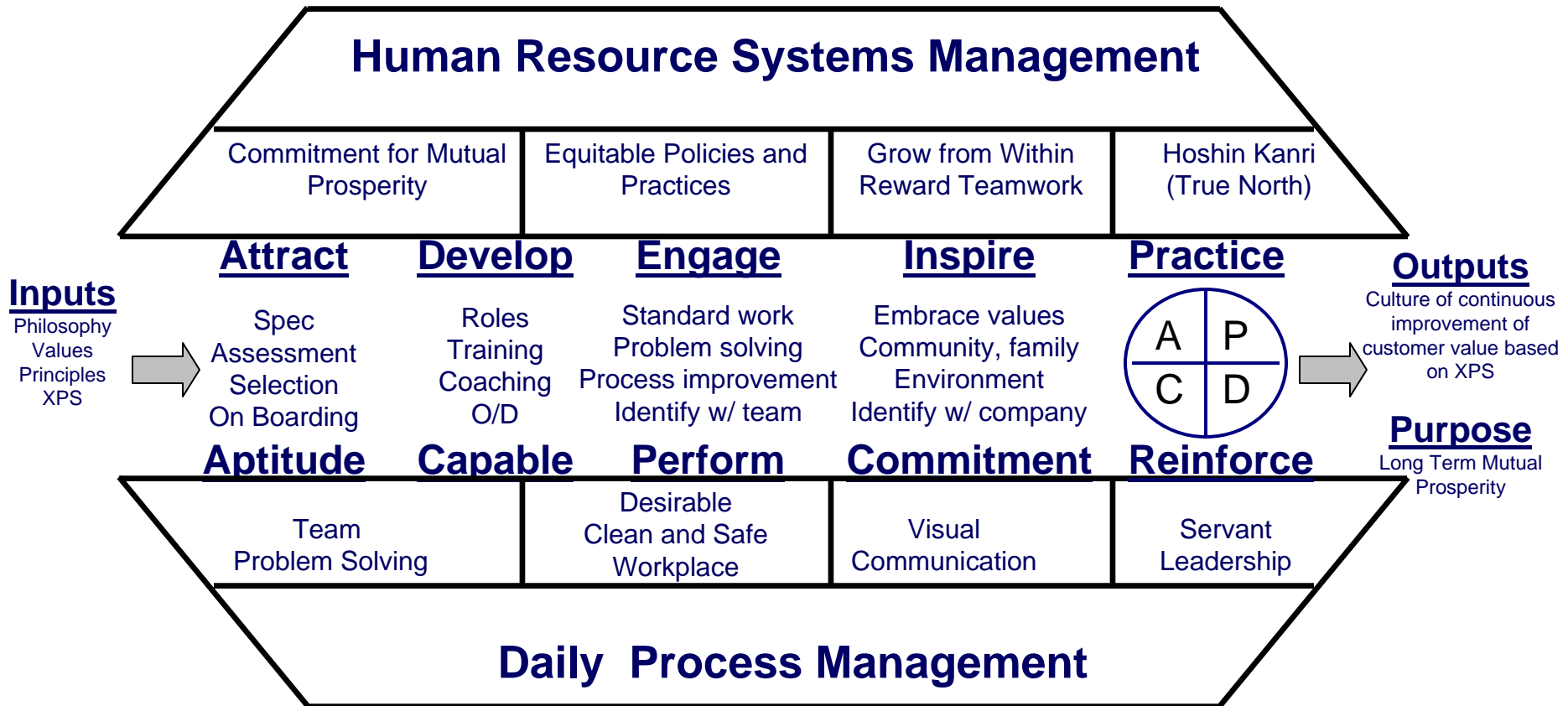
Build People Before Product



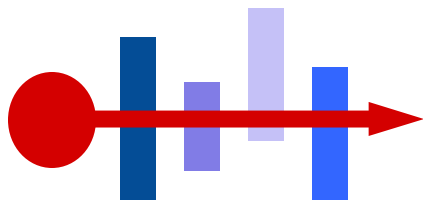


HR Systems

The “People Value Stream”

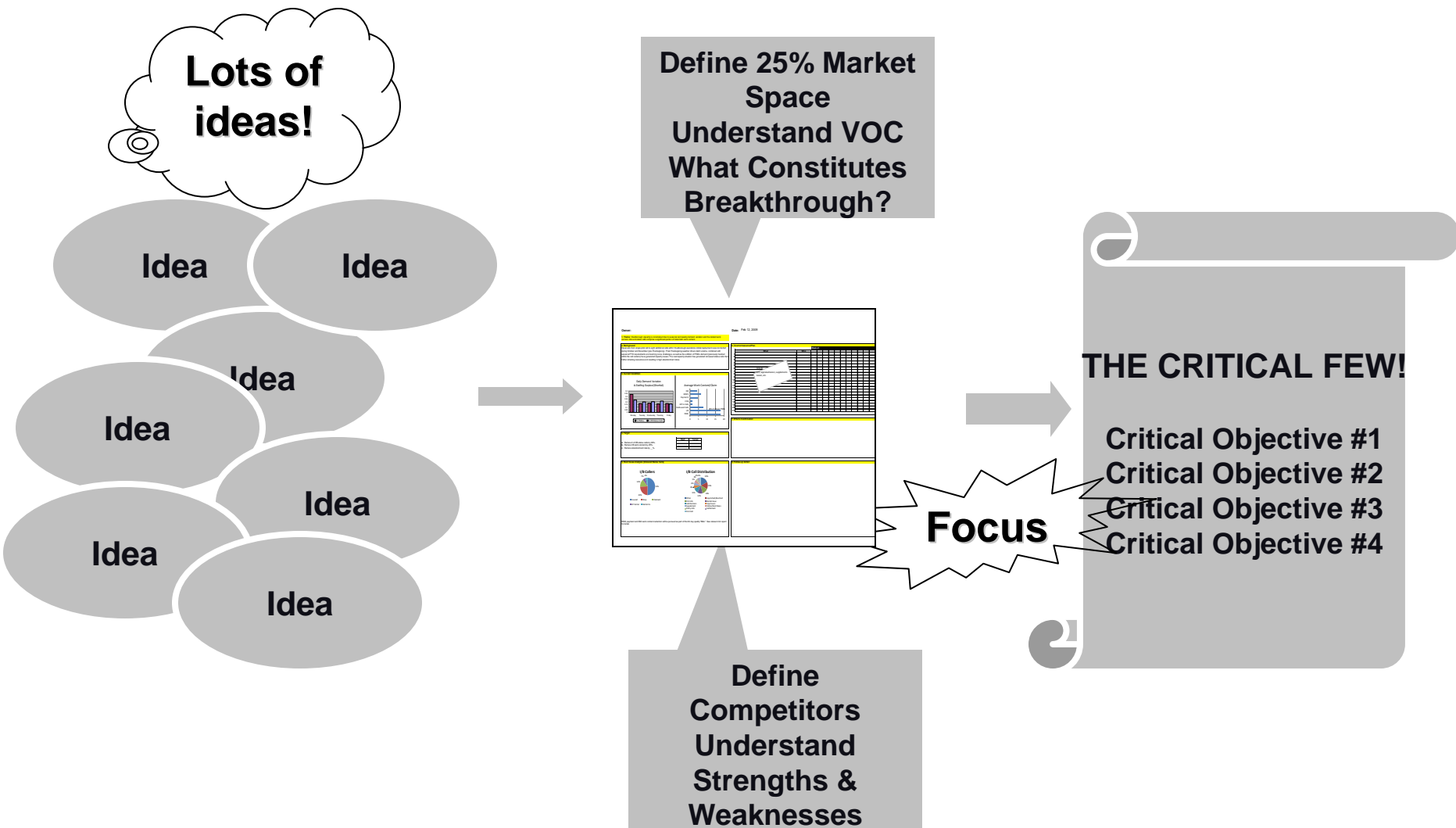


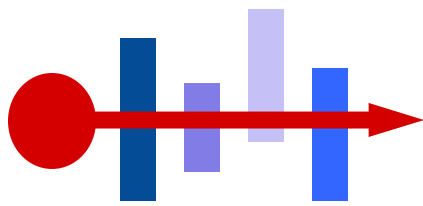
Respect for People and Continuous Process Improvement



Strategy Deployment

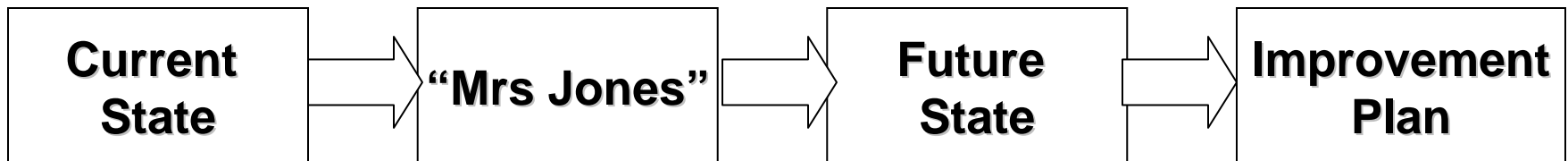
Distilling the Critical Few

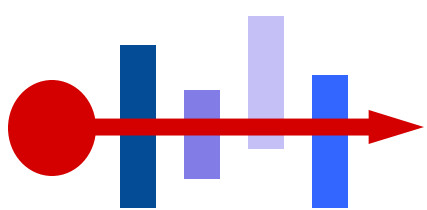




Value Stream Mapping

Understand Your Processes





Leader Standard Work



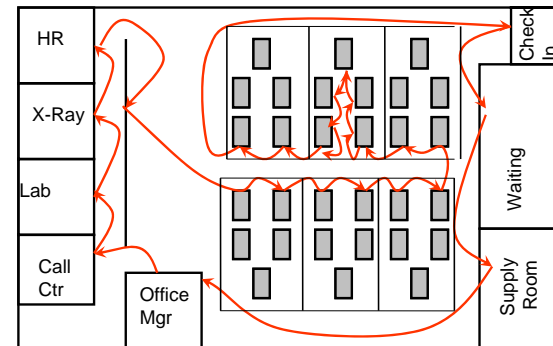
Visual
Process
Control

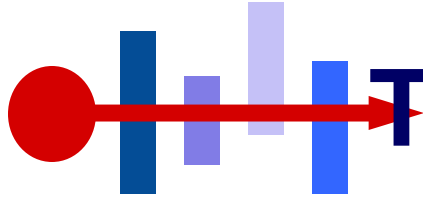


Visual Process
Performance



Leadership
Standard Work





The Transformation Model

People

Systems

Infrastructure

Human Resource Strategy

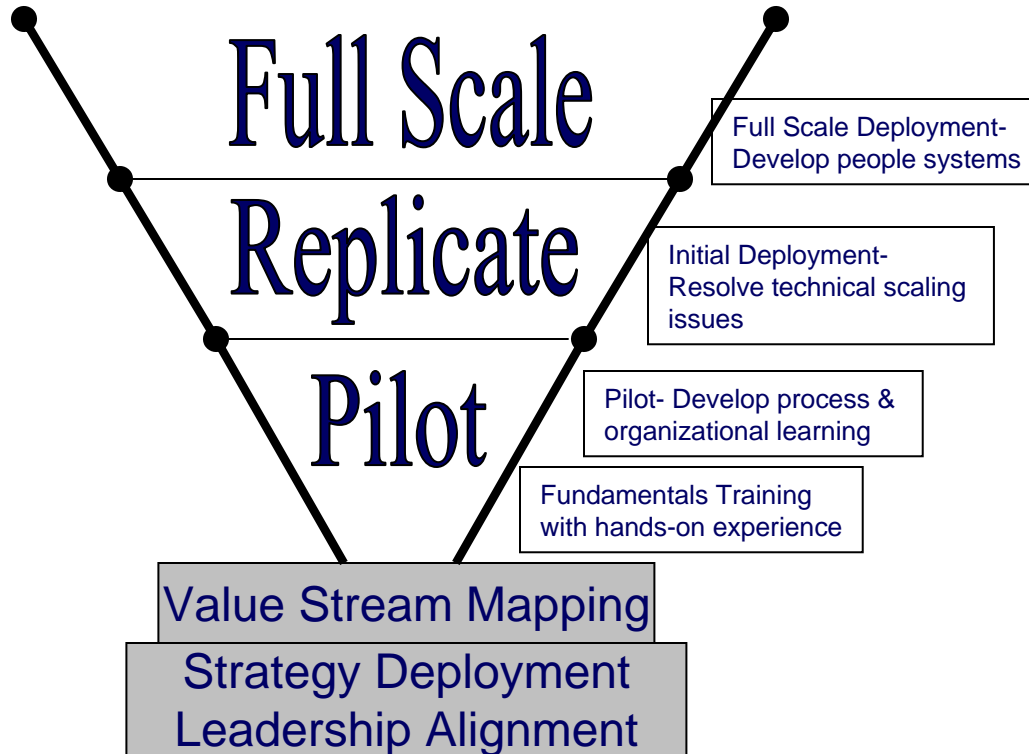
Long term impacts

People Value Stream improvements

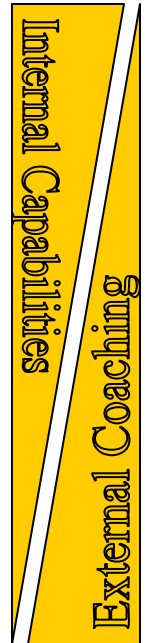
Short term countermeasures

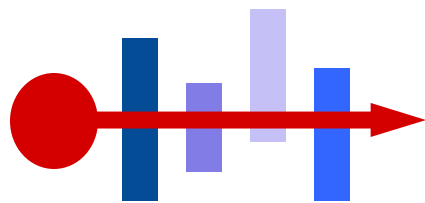
Identification of key influencers

Analysis and identification of barriers

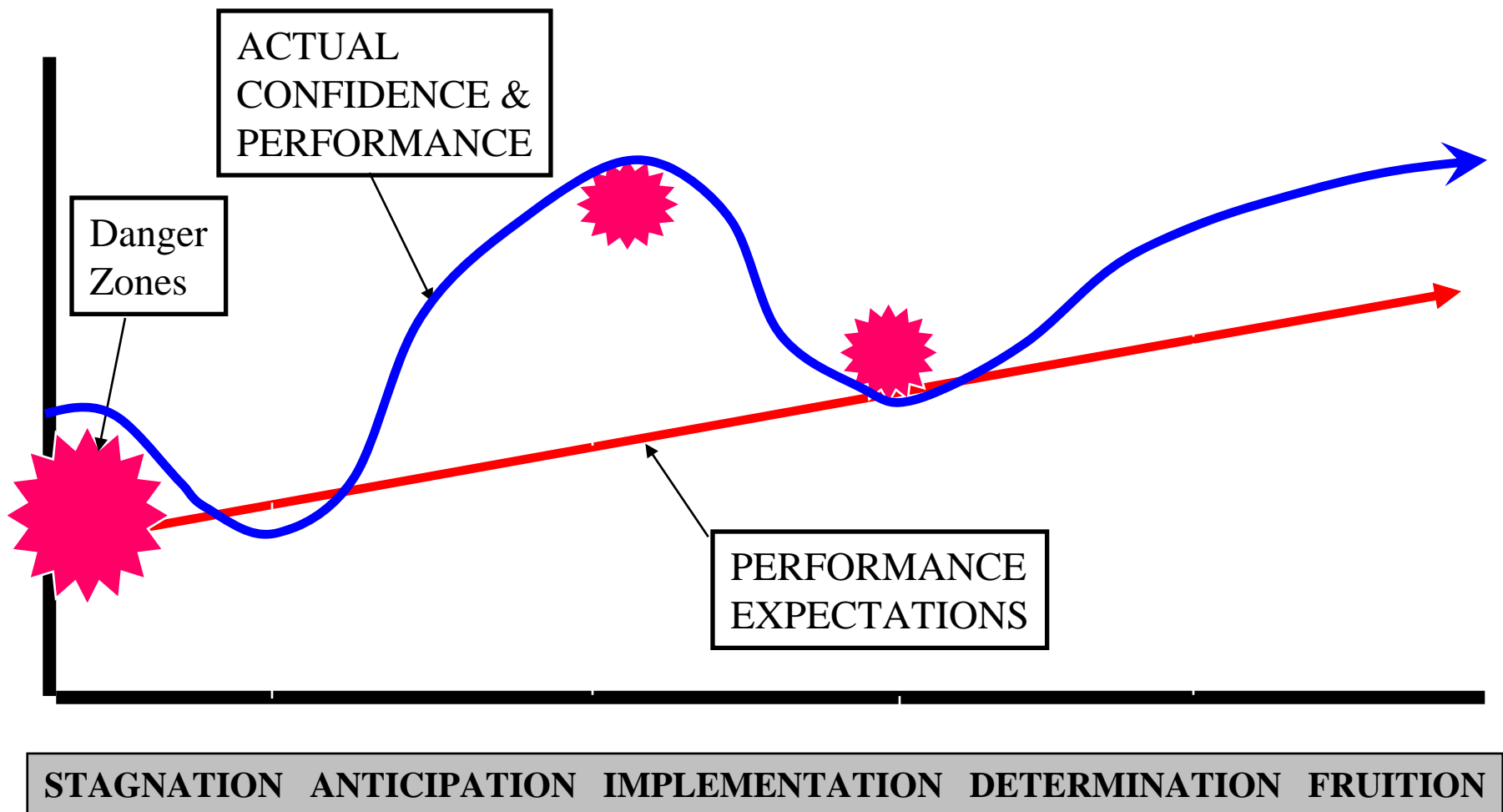


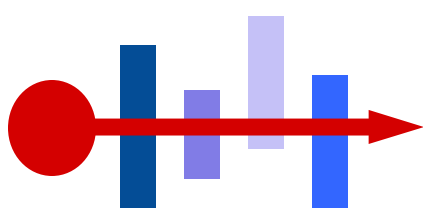
Internal Resource Development





Predictable Stages of Organizational Change

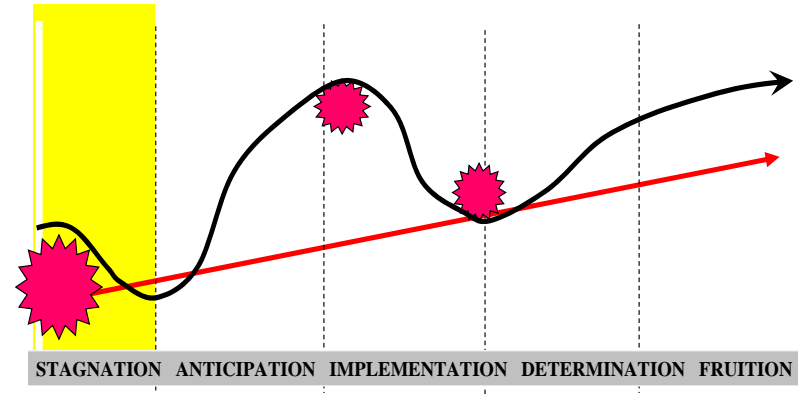


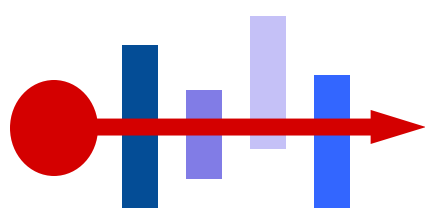


Stagnation

Victims of Success

- **Trap:**
 - Organization assumes it is doing well. Feels no threat; sees no compelling opportunity.
- **Typical Response:**
 - Business as usual. Sound no alarm
- **Proactive Response:**
 - Create a healthy sense of dissatisfaction by:
 - Exploiting a crisis
 - Rallying against a common enemy
 - Creating a positive and energizing alternative

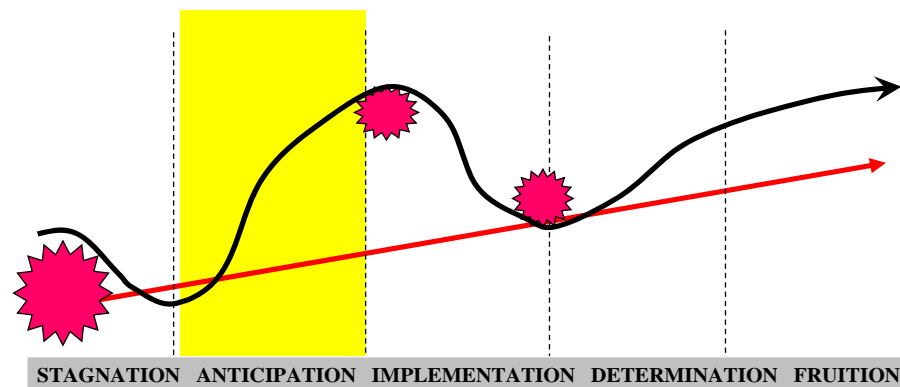




Anticipation

Unrealistic Expectations

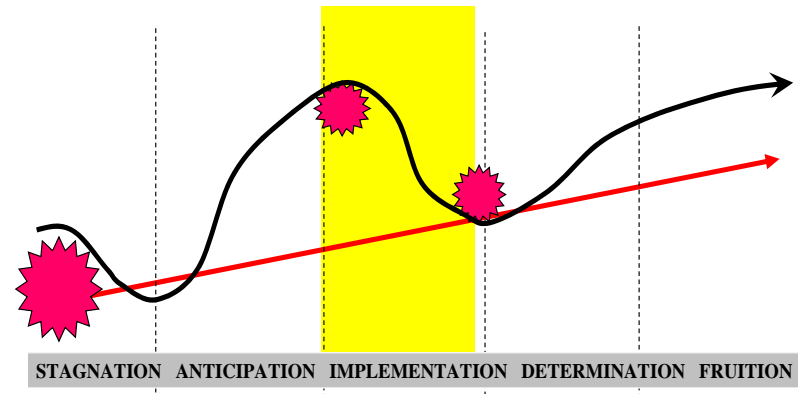
- Trap:
 - Lack of information or training
 - Compelling fear
 - Buy in with unrealistic expectations
- Typical Response:
 - Executives kick off the process, delegate the rest, and assume they are done
- Proactive Response:
 - Leadership commits 1/4 of their time to clarifying the mission, prioritizing tasks, providing resources, and empowering

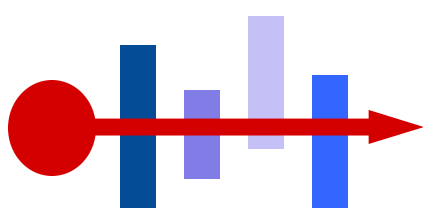


Implementation

This is Harder Than We Thought

- **Trap:**
 - Excitement builds within the organization. Early success occur, and unrealistic expectations assumed regarding difficulty, timing, and impact
- **Typical Response:**
 - Under-invest in change process. Use small, isolated teams to create change. Do not address beliefs and behaviors. Skills training only
- **Proactive Response:**
 - Face up to problems and redouble efforts
 - Review all systems, measurements and mechanism to ensure alignment
 - Incrementally increase empowerment

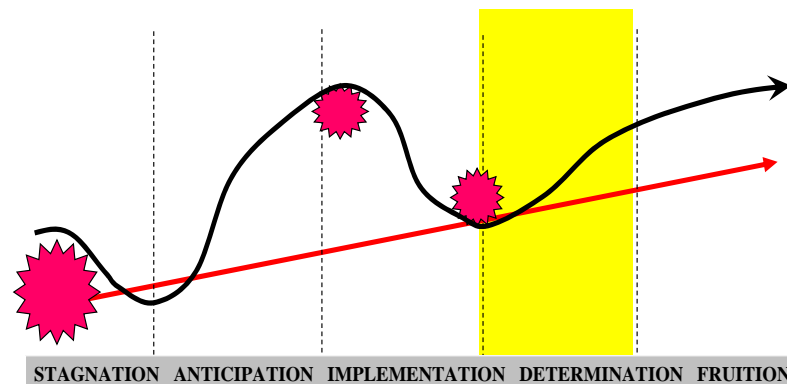


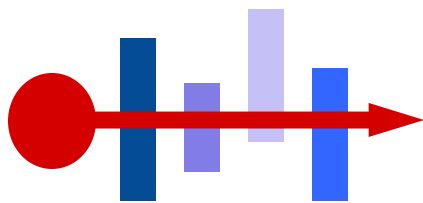


Determination

Working it Out

- **Trap:**
 - Temptation to let “the program” die slowly because changing is harder, slower, and more costly than expected
- **Typical Response:**
 - Move on to other programs, put the champion out to pasture
- **Proactive Response:**
 - Analyze problems and fix them!
 - Interdependent change is required, find cross functional levers.
 - Provide opportunities for all

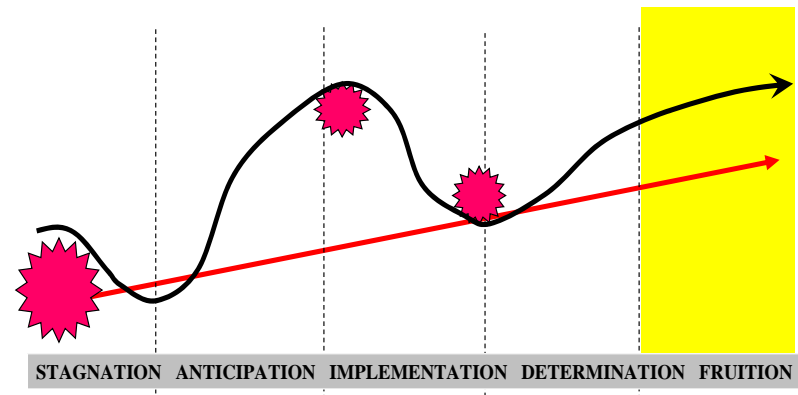


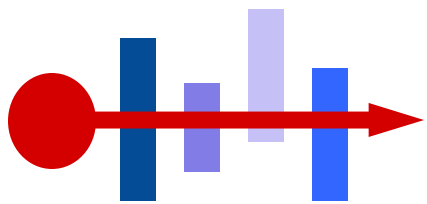


Fruition

Locking in the New Culture

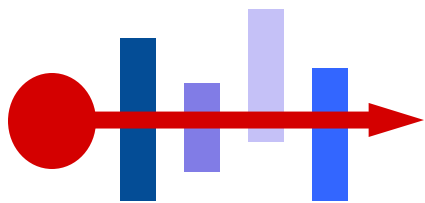
- **Trap:**
 - Relax...Become stagnant
- **Typical Response:**
 - Institutionalize practices and make them sacred cows. Rewards are not shared broadly and many employees feel cheated
- **Proactive Response:**
 - Enjoy the success and share the gain
 - Make continuous improvement an attractive and natural response
 - Eulogize the old culture and anchor the new





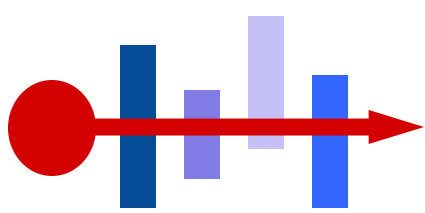
Keys to Success

- Build people before product
- Distill and deploy strategy
- Leader standard work
- Implement thoughtfully
- Understand the organizational dynamics



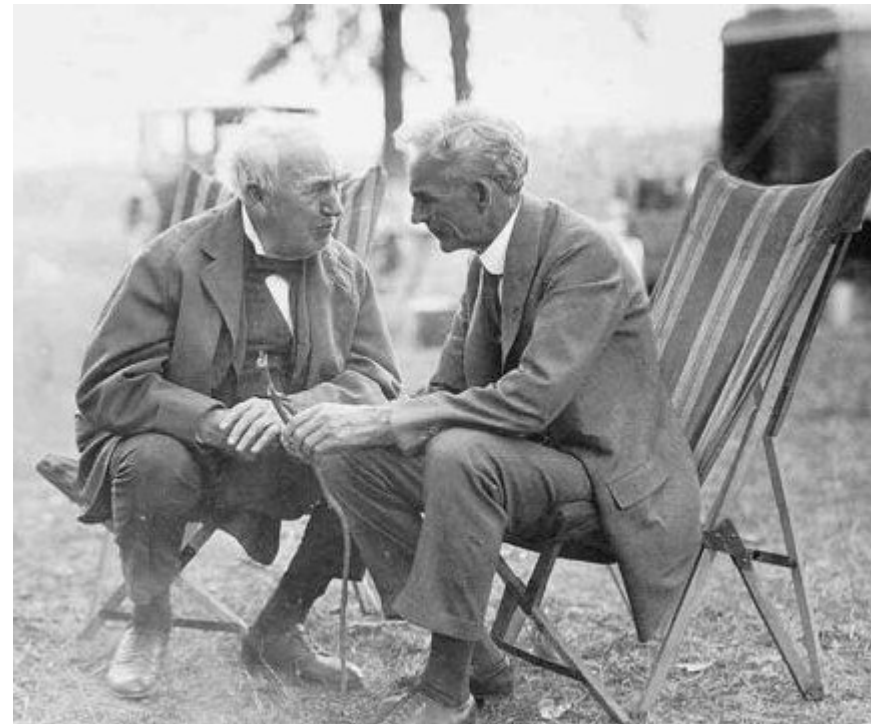
Be Prepared for.....

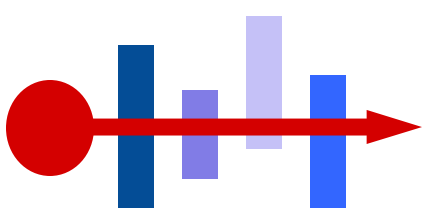
- Things will appear worst before they get better. Lean exposes waste, that's how it works!
- Not all will accept the change
- Lots of excuses as to why it wont work here
- Every job will change....for the better....eventually



Bottom line

- “If you think you can or you think you can’t, chances are you’re Right.”
- Henry Ford





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