



Back to the Basics

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What we'll talk about

- Introduction/overview (5)
- PART I – Back to the Basics (10)
- PART II – A Bedtime Story (10)
- PART III – Why it's so hard to Change (10)
- PART IV – Twelve Levers of Change (10)
- PART V – Q & A (10)

Back to the Basics

- ✱ Design out overburden (Muri)
 - ✱ Overburden, unreasonableness, absurdity
 - ✱ Takt time, work standards
- ✱ And inconsistency (Mura)
 - ✱ Uneven, irregular, inconsistent
 - ✱ Pull system, kanban
- ✱ And eliminate waste (Muda)
 - ✱ Goods or services not wanted by the customer
 - ✱ Value Stream Mapping



Back to the Basics

★ 5S

- ★ Sort – Seiri – remove the junk
- ★ Set/Straighten – Seiton – a place for everything
- ★ Sweep/Shine – Seiso – routine cleaning
- ★ Standardize – Seiketsu – keeping it the same
- ★ Sustain – Shitsuke – cultural change



Why Change Fails

- ✱ Fear Of Failure
- ✱ Creatures Of Habit
- ✱ No Obvious Need
- ✱ Loss Of Control
- ✱ Concern About Support System
- ✱ Closed Minded
- ✱ Unwillingness To Learn
- ✱ Fear That The New Way May Not Be Better
- ✱ Fear Of Personal Impact



Building Resilience

- Self-Assurance
- Clarity of Personal Vision
- Flexible and Adaptable
- Organized
- Problem Solver
- Interpersonal Confidence
- Socially Connected
- Proactive



Change the World in Twelve Easy Steps!

Applying Donella Meadow's Theory
of Leverage point for complex
systems to bringing about cultural
change in the workplace



The Physical World

1. Win them with Numbers
2. Safety Stock
3. Structural Change



The Sensory World

4. Delay Lengths relative to system changes
5. Negative feedback loops
6. Positive feedback loops



The Authoritarian World

7. Information Flow
8. Rules of the System
9. Power to Add/Change/evolve/self-organize



The Transcendental World

- Goal of the System
- Mindset or Paradigm
- Power to transcend paradigms



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