

## Workshop: Work standards of a manager in a Lean environment

*Systematic improvement of people and processes instead of putting out fires*

### Target group

The workshop is aimed at top and middle management in production companies, as well as every employee who is willing to systematically improve their company and solve problems more effectively.

### Get the practical insight into solving problems and responding to challenges including:

- Once introduced, changes “draw back”, improvements are not sustained.
- Managers are short of time for continuous improvement.
- Managers are short of time for monitoring changes.
- The same problems continuously reoccur.
- Managers keep “putting out fires” instead of solving problems.
- Improvement projects take longer than expected.

### Overview

Problems connected with the implementation of Lean (as well as organizational enhancements in general) often result from lack of time for effecting improvements and sustaining changes. In an average company, 10 to 15 improvements per 100 employees are made per annum, and in the best “Lean” companies, from 1200 to over 6000. As much as 90% of them are possible owing to supervisors and managers who, instead of “putting out fires”, and thanks to working in accordance with the rules of Manager Standard Work, have time for daily improvements. It all results in continuous and rapid increase in the effectiveness of the departments they manage.

### Benefits for the company

- **Better** management of organizational changes.
- **Easier** sustenance of changes.
- **Faster** increase in the effectiveness of production processes.
- **Improvement** in internal communication between leaders and their supervisors, as well as supporting departments.
- **Maintained** discipline both while solving problems, and effecting continuous improvement.

### Benefits for the participant

- **Improved** organization of own work in order to detach from “putting out fires”, and focus on the elimination of problems and on improvement.
- **Ability** to analyze and eliminate problems, which results in the enhancement of cooperation in the team.
- **Improved** organization of work of lower level employees and including them in daily improvement.
- **Improved** efficiency of a department or team.

## AGENDA

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<b>Module 1</b>	9:00 – 10:30 (10:30 – 10:45 coffee break)	<ul style="list-style-type: none"> <li>▪ The difference between improvement and continuous improvement</li> <li>▪ Lean management system as an element of a Lean system</li> <li>▪ What makes a company improve faster than others?</li> <li>▪ Differences between a classic and Lean management system</li> </ul>
<b>Module 2</b>	10:45 – 12:15	<ul style="list-style-type: none"> <li>▪ Manager's work focused on continuous improvement</li> <li>▪ Long-term and short-term effects of continuous improvement (simulation game)</li> <li>▪ Everyday improvement: identifying problems, turning problems into enhancement and improvement</li> <li>▪ Examples of visual management boards (department, problem solving) and the rules of working with them – picture display</li> </ul>
12:15 – 13:00 Lunch		
<b>Module 3</b>	13:00 – 14:30 (14:30 – 14:45 coffee break)	<ul style="list-style-type: none"> <li>▪ Visit at the production hall, becoming acquainted with examples of elements of a Lean management system</li> </ul>
<b>Module 4</b>	14:45 – 16:30	<ul style="list-style-type: none"> <li>▪ Mechanisms of improvement implementation</li> <li>▪ Maintaining changes – a system of cascading audits that take place on every shift</li> <li>▪ Managers' standardized work</li> </ul>