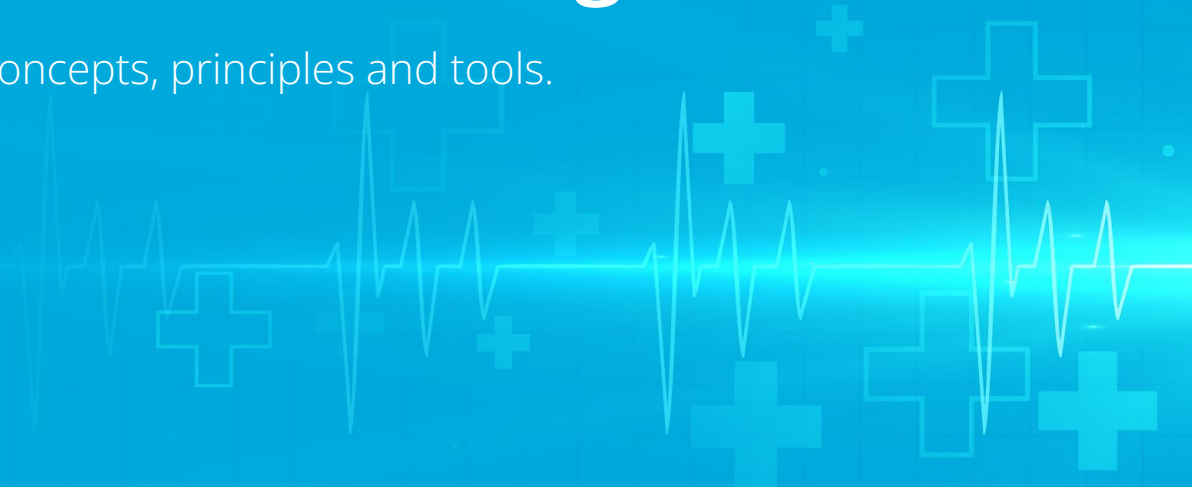# The Lean Playbook Training

A simplified training on Lean concepts, principles and tools.

Outline

At the end of this training, you will have a working knowledge of the following

- The meaning and benefits of Lean
- 6 Lean principles that enable you understand why and when you need tools
- Lean tools and concepts such as the 8 wastes, gemba walks, A3, 5 whys, Fishbone, process flow maps, etc.
- and more..

What is Lean?

Lean methodology is a path to operational excellence for many organizations.

It has its origins in the Toyota production system (yes, the car company) and we all can agree that they serve their customers well, as Toyota cars are one of the most reliable in Nigeria.

Lean has spread to many industries including aviation, IT, construction, education and healthcare
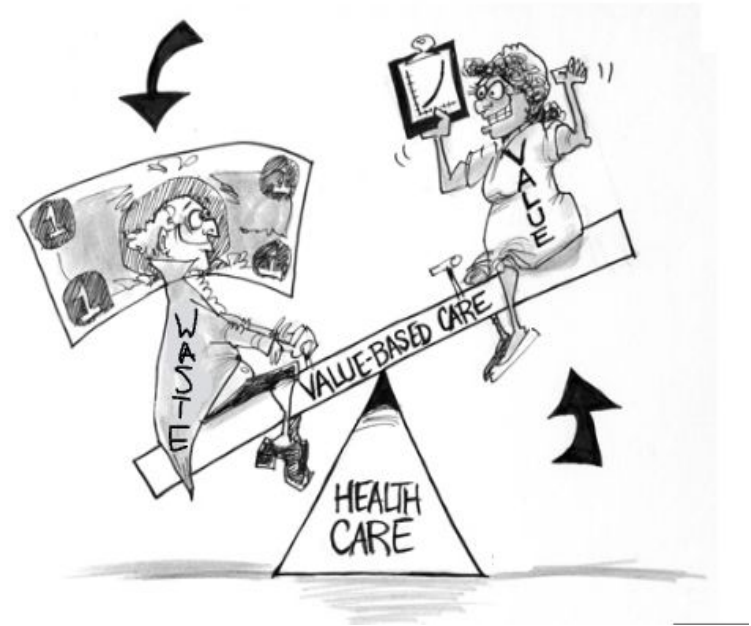
What is Lean?

Lean is a methodology that promotes a continuous flow of value to the customer.

In Lean, **value** simply means anything that is important and beneficial to the customer; anything the customer is willing to pay for.

On the other hand, **waste** is anything that is not of value; anything the customer is not willing to pay for.

The Customer

It is important to clarify who your customers are.

Customers could be internal or external.

Our most common external customers are our patients whereas internal customers are usually other staff members and the organization as a whole.

Are you delivering value to your internal and external customers?

Example of Lean implementation

An example of utilization of the lean method can be seen in Virginia Mason Medical Center.

By identifying and eliminating waste in their processes, they reduced their operation room (OR) set up time for craniotomy surgery from 24 mins to 2 mins 34 secs.

This means they spend less time on one procedure and are able to treat more patients in a day.

Bear in mind that the effectiveness of their safety program also increased by 60%.

How do we become "Lean"?

An organization can become Lean through waste elimination, respect for people and commitment to continuously improving.

Lean emphasizes maximization of all forms of resources.

Think of it like this, when the **unnecessary excess** is removed from a process, the process becomes smaller/shorter, it becomes "Lean".

Excess could be too much waiting, too many steps, too much materials waiting to be used, duplicating or repeating steps in the process, too much movement during the process and more…

These excesses are things that do not create value for the customer.

Remember, we want continuous flow of value.