Preparing the roots: A reflection on nemawashi

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nemawashi

- Ne = root
- Mawashi = twist
Continuous Improvement Model

**Lean Culture**
- Respect for People
- Humility
- Continuous Improvement

**Lean Principles**
- Listen to Voice of the Customer
- Identify the Value Stream
- Make Value Flow by Eliminating Waste
- Create a Pull System
- Seek Perfection—Visualize and Solve Problems

**Customer Success**

**Process**

**Method**

**People**

*Michigan Tech*
Three jobs

1. • Do the work
2. • Troubleshoot
3. • Improve the process
Lean is basically Problem Solving

...by the people working at all levels of an organization as part of their jobs.
People

• Able and willing to shift, adapt, learn, and respond

• Able and willing to think as an owner of the organization and contribute as and where needed for the success of all

• Able and willing to take responsibility for their performance and address problems within the scope of their jobs
Growing Lean, from the Roots to the Treetops
Cultivating a healthy environment

• Personal and professional growth
• Fairness
• Open communication
• Shared values
• Shared vision
Leading indicators

• Enjoyment of work activities
• Cohesiveness and support
• Flourishing productivity and creativity
• Mutual respect
• Increased retention / reduced turnover
• Different points of view are welcome and dialogue is safe
Assessment

• What is displayed on the walls?

• What is the norm for communication

• What do interactions look like?
Lean culture-building methods

• Daily team meetings
• Standards
• Report-outs
• Visuals
• Audits
• Teach backs

• Opportunities for involvement
• Broad involvement
• Feedback loops
• Use of language
• Metrics
• Coaching
What about all the tools?

• PDCA
• 5S
• Single piece flow
• Level production (Heijunka)
• Built in quality (Jidoka)
• Standard work
• Kanban
You have an opportunity

What will you do?
Thank you