



# Preparing the roots: A reflection on nemawashi

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Growing Lean, from the Roots to the Treetops

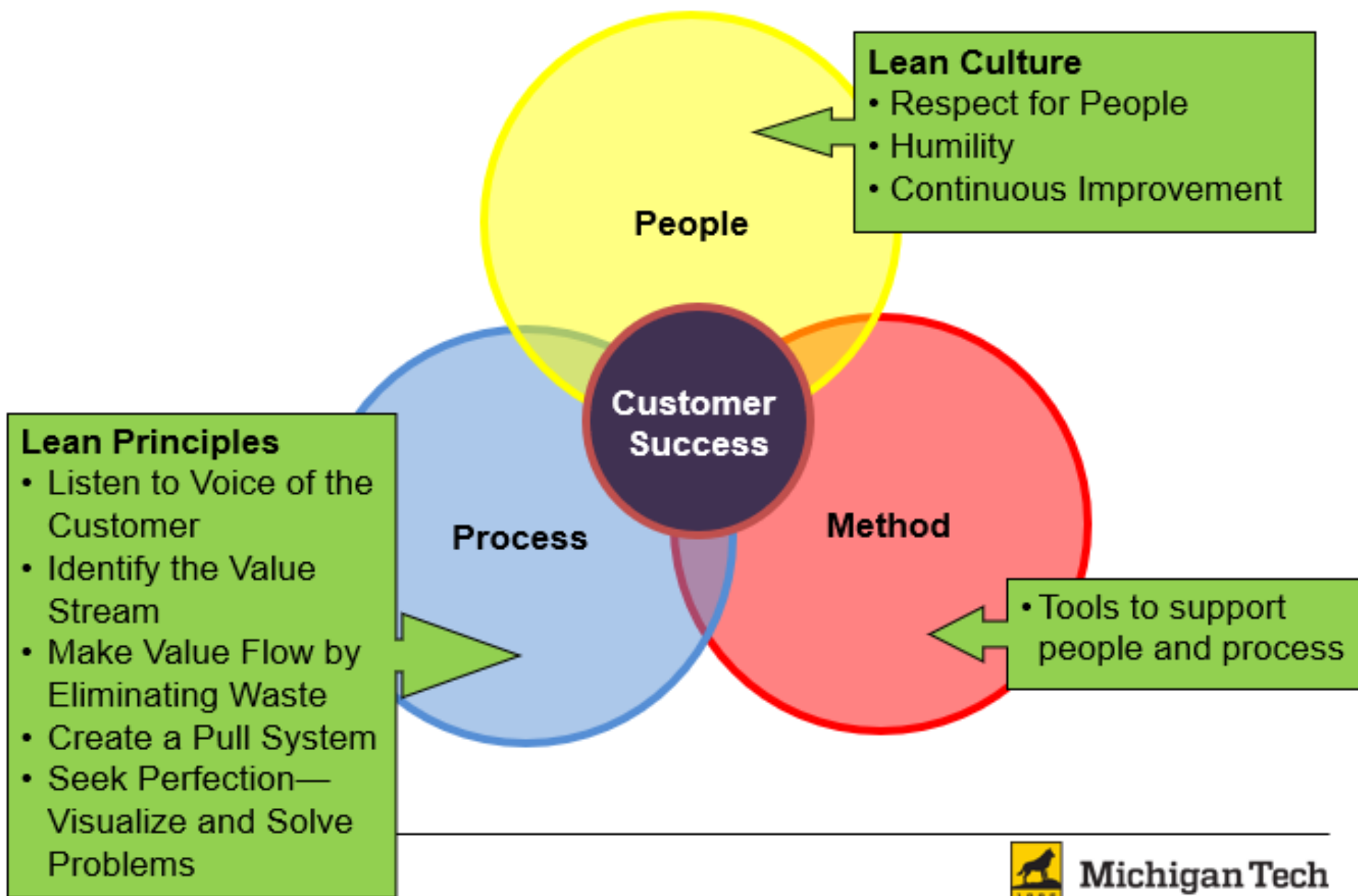
# nemawashi

- Ne = root
- Mawashi = twist



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# Continuous Improvement Model



# 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.

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# 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

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**Engaged**

**Responsible**

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# Cultivating a healthy environment

- Personal and professional growth
- Fairness
- Open communication
- Shared values
- Shared vision



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# Leading indicators

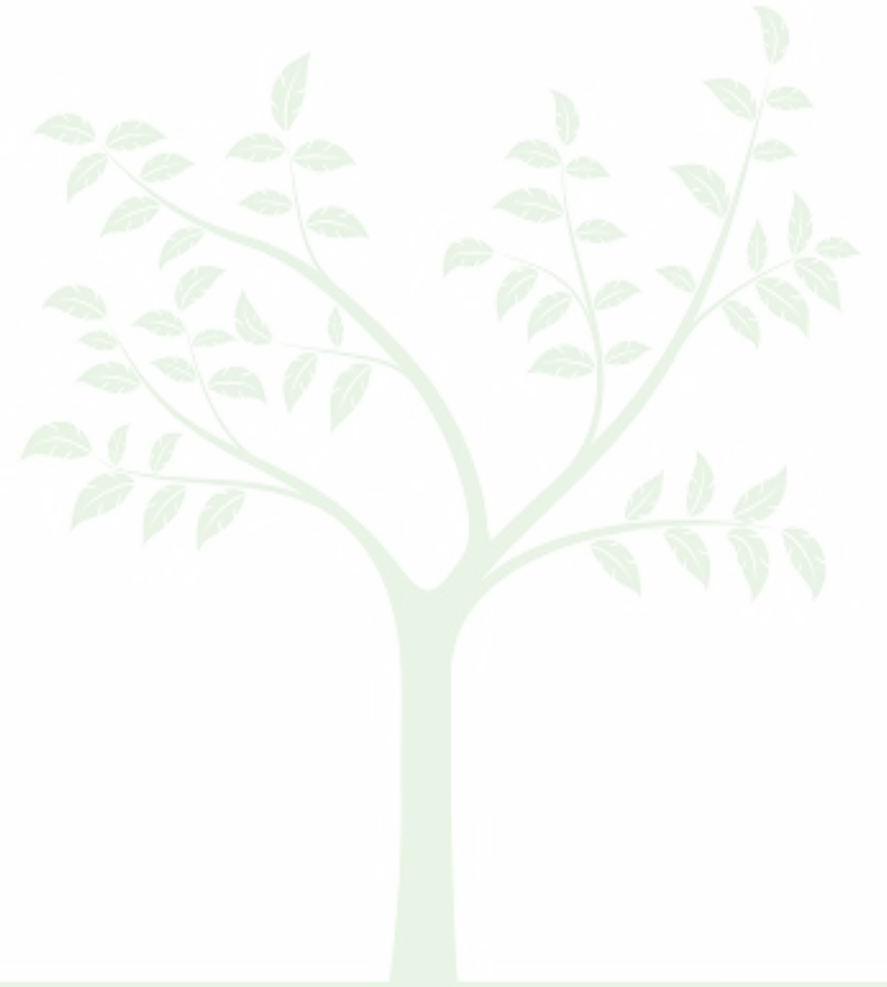
- Enjoyment of work activities
- Cohesiveness and support
- Flourishing productivity and creativity
- Mutual respect
- Increased retention / reduced turnover
- Different points of view are welcome and dialogue is safe

A stylized illustration of three green trees with many small leaves, positioned in the background behind the text. The trees are rendered in a light green color, matching the overall theme of growth and nature.

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# Assessment

- What is displayed on the walls?
- What is the norm for communication
- What do interactions look like?



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# 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

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# What about all the tools?

- PDCA
- 5S
- Single piece flow
- Level production (Heijunka)
- Built in quality (Jidoka)
- Standard work
- Kanban



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# You have an opportunity

What will you do?



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**Thank you**



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