JEFFREY P. WINCEL
THOMAS J. KULL, PHD

Foreword by **MIKE HOSEUS**

People Process & Culture

Lean Manufacturing in the REAL WORLD

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To HMW

—jpw

To my son, Adam, who I hope to inspire through my work; and to my colleagues at Arizona State University, who allow me to do so.

—tjk

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Foreword

My first introduction to Lean manufacturing and the culture issue was when I helped start up Toyota's plant in Georgetown, Kentucky—Toyota's first plant in the U.S. Being the 201st person hired, I was early enough in the start-up process to witness the many discussions about culture. People worried whether the Toyota managers were going to come in and make us act like Japanese. We were concerned how our culture was going to change. Mr. Cho, who is now chairman of the board at Toyota, was leading the start-up and he calmed many of us by communicating early on that there was no intent to create the Eastern culture in Kentucky. He stated that they were going to take what was best about the Toyota culture and what was best about the American–Kentucky culture, and create a culture that was best for the organization where business was being done. He used standardized work as an example of this. Standardized work is a way to document the current "best practice" of any process that we are working with. It gives repeatability, stability, and consistency. Uniformity is very much part of the Japanese culture. But, standardization doesn't stop there. The purpose of standardization is to help us identify waste and drive innovation and improvement, and innovation is something that we "American pioneers" were known for. Just as standardized work is a blending of stability and improvement, our plant was a blending of "Toyota and American" values and culture.

While that helped calm many fears, there was still a mindset problem that I experienced firsthand. I struggled early on with some ideals of the Toyota Production System (what we now call Lean). One time, as a final assembly manager dealing with a new major model change, I was battling with defects coming off the end of the line. I would call over the group leaders and berate them, saying that "we need to get better, so go fix those defects!" However, I was lucky to have a trainer-coach who helped me look at the process instead of the results. I needed to change my mindset, to think differently. Instead, he walked me "back into the process" to where the team members were doing their standardized work and struggling, and pulling their *Andon*. "This is where you need to be 'Mike-san', help these team members solve their problems." It was part of my culture to look only at results, and I learned that was the hard way to look at the process.

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For you, rather than learn the hard way, this book, *People, Process, and Culture: Lean Manufacturing in the Real World* by Jeffrey Wincel and Thomas Kull, can serve as a trainer-coach, helping you and your organization make the Lean transformation by exposing where your values, or thinking, may also have some gaps.

As I've worked more and more with companies, I'm encouraged to see that people have moved beyond the tools of Lean. Most started their journey focused on the tools—i.e., standardization, visualization, value stream mapping, etc.—but we've come a long way in maturation, with most seeing that Lean is more holistic. As Jim Womack of the Lean Enterprise Institute puts it: Lean is about purpose, people, and process. "Purpose" is about everybody being on the same page as to the vision, values, and mission. "People" is about mutual long-term prosperity that's a win-win for the people and the company. "Process" is about best utilizing the Lean tools to identify problems while engaging people at all levels to find solutions. I usually add my fourth "P" which is problem solving or PDCA (plan, do, check, act). What I appreciate about this book is that Wincel and Kull extend the conversation beyond the tools, and speak directly to each of these Ps.

Culture is about vision, mission, and values. This book identifies the Lean values that will help you coordinate and integrate those within the people in your organization and your country. When I work with companies, I'm not trying to create a Toyota culture. Often, managers from companies in different countries ask me, "How does our national culture marry with Lean?" Until now, all I was able to do was tell my stories and anecdotes. I had not been able to give objective, global data to point to and quote. With this book, I am thrilled and happy to be able to do that. This book provides clear objective data, going beyond what has been said qualitatively, and instead giving quantitative evidence. This evidence shows not only that Lean values matter, but shows where and which values specifically will matter in certain national cultures.

This is a pioneering book. It will help Lean champions throughout the world. A big challenge for Lean champions and middle managers is to influence up: Engaging that executive leadership team. Personally, I too have had different degrees of success with leadership teams. This book provides data to help address this gap. You should show it to your leaders to help raise their awareness. Try doing it in terms of PDCA, identifying gaps in the thinking and mindset that are hindering the accomplishment of your leadership's goals. Lean success is dependent on the mindset

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and a big gap out there is being able to show leaders that the Lean values matter. This book helps get the conversation started; gets the problem solving started. By showing that values matter, leaders will become more engaged. They may not even realize how important it is. However, once they realize it, then what should they do about it? This book also helps Lean champions pinpoint where specifically their team, their leadership, and their organizations may struggle with the Lean mindset. Unlike my early days at Toyota, you can know up front where the hidden cultural barriers are. You can use this book to say, "Ah-ha! That's why we've been having some issues here!"

Before you begin reading, recall that Lean is all about PDCA, about experimentation. Know that this book follows that same process: the scientific method. As you're reading, you're literally reading an experiment; theory is presented, hypotheses are given, data are analyzed, and conclusions are reached. This is PDCA on a global scale. So keep this in mind. As you read, Wincel and Kull present charts, offer clues, and pose questions. The intent? To help you learn more about each of the four Ps I stated above; to help you with your Lean transformation; to help you create the vision and build your problem-solving culture; and to help you engage the most people possible to be successful.

This is a different book. It applies not only to global companies with facilities in different countries, but also to local companies located around the globe. Because of its link to process, people, and culture, the results inform how to do Lean business in whatever country you happen to be in. In each country, there's a continuum of highs and lows, biases toward or against the various lean values. However, no country is a "no" or a "can't." The whole point of Lean is to be explicit about what is often implicit. Culture is (by nature) hidden. This book helps make both the potential positive and negative aspects explicit in order to help identify and solve problems—which is the whole point of Lean after all.

Michael Hoseus
Coauthor of *Toyota Culture: The Heart and Soul of the Toyota Way*

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