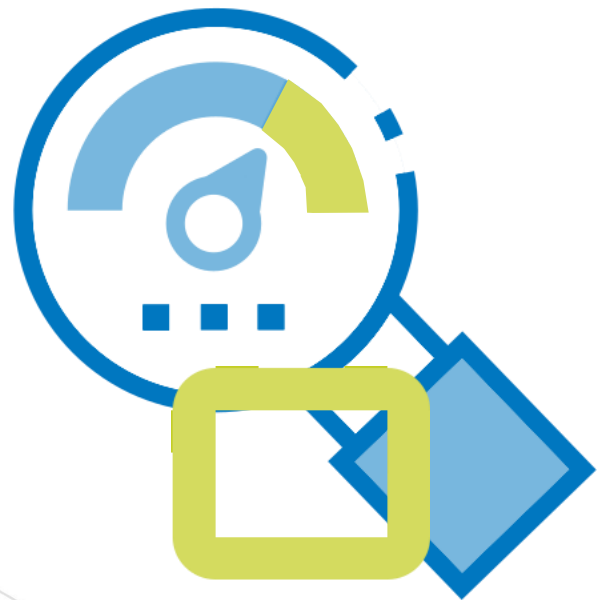


Lean Culture



Lean Implementation

Company Culture is the way in which things are done in the workplace. It begins with the people and consists of their behaviors, values, and life experiences that they impart to the organization. With that being said, it is a crucial factor in the business as it significantly impacts the overall productivity of the company, both in positive and negative ways.

When talking about lean in business, it refers to the continuous process improvements to maximize the value while minimizing waste. It offers a new approach on organization management. With that, there are seven principles of a lean business:

- **Optimize the whole.** Identification and optimization of value streams in a business.
- **Mitigate Waste.** Elimination of unnecessary processes and costs in a business.
- **Ensure Quality.** Usage of testing strategies on on-going processes to maintain quality.
- **Fast Delivery.** Optimizing delivery time in order to save overall process time.
- **Generate Knowledge.** Continuous learning and development are necessary and shared within the whole organization.
- **Defer Commitment.** Responsible and up-to-date decision-making is crucial through making only what is needed, when needed, and the amount needed; similar to the just-in-time system.
- **Respect People.** Create a diverse environment where employees are valued and their talents & potential are maximized.

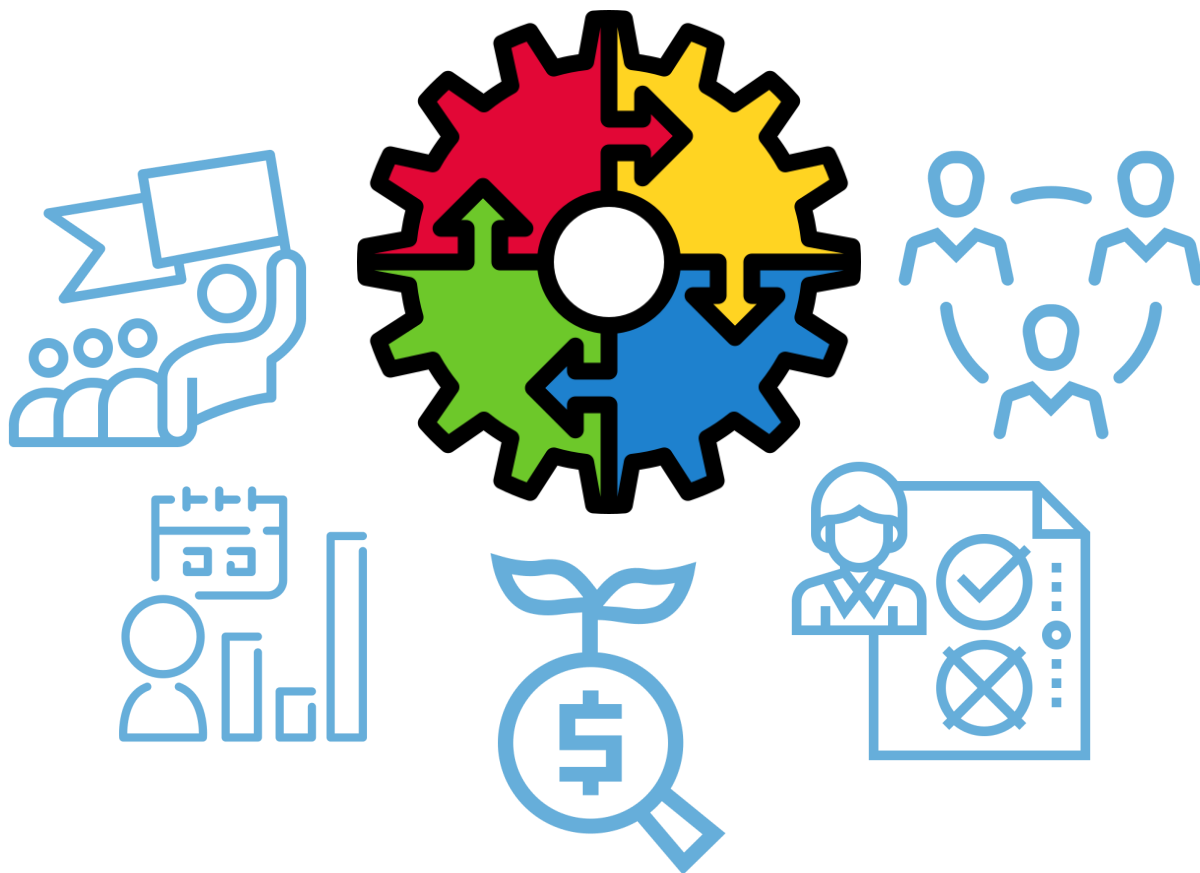


Moreover, there are four important components to consider in its implementation: (1) Lean Planning, (2) Lean Concepts, (3) Lean Tools, and (4) **Lean Culture**.

What does it mean to have a Lean Culture?

Lean culture is the last segment of the lean implementation, which is focused on the people. It is defined as a learning culture geared on continuous improvement and customer focus. It is established through: (1) developing a cultural framework, and (2) creating a culture that is "people and team-based".

In order for a business to successfully implement a lean cultural change initiative, factors such as leadership involvement, education, and cultural dynamics are a necessity. Furthermore, a lean culture promotes efficient and quality processes, customer satisfaction, employee engagement, organization trust and respect, collaboration and teamwork. It also minimizes employee turnover and absenteeism, safety incidents, internal politics, and costs.



Four Dimensions of a Lean Culture

Cultural Enablers: *We lead with humility and respect to all*

Effective leadership, teamwork, collaboration, humility, and respect for all are the characteristics needed in promoting healthy organizational relationships. Harmonious and strong relationships within team members are necessary to improve work and output productivity. Moreover, relationship and communication improvements will be of benefit to the whole organization in the long run.



Continuous Improvement: *We can always do better*

Seeking perfection and embracing scientific and analytical thinking encourages further improvement. Moreover, establishing common grounds promotes teamwork and allows the organization to be open for continuous improvement. With that, efficient workflows and processes are crucial to be able to save time, effort, and costs.

Customer-focused People: *Customers matter to us*

Understanding the customer problems, needs, and wants allow the business to be able to provide and formulate strategies to enhance satisfaction and build stronger relationships. These are important to reap the benefits of customer loyalty and competitive advantage.



Enterprise Alignment: *We work around a common purpose*

Work improvements and systematic thinking is driven by the organizational purpose. With these, better customer service and output are provided. Therefore, the focus of the common objective must be established in a clear and concise way to guide the whole organization.