Leading in an Age of Lean

Universal Success Principles for Companies, Leaders and Individual Development

A new Paradigm for the Board and CEO

by

Russ Scaffede
Dwane Baumgardner

Scanlon Leadership Retreat
November 11, 2004
Objectives:

1. Present a simple, integrated, coherent and comprehensive framework for companies, leaders and individual development
   a. A Case for Change ................................................................ Dwane
   b. Scanlon ........................................................................ Dwane
   c. Lean ............................................................................... Russ
   d. Universal Success Principles ................................. Russ

2. Execution of Universal Success Principles
   A New Paradigm for Boards and the CEO ....... Dwane

3. Group Discussion .............................................................. All
A Case For Change

Objective 1.a

Dwane B.
A Case for Change: Objective 1.a

Is there a compelling need for change? 
Do you need a new paradigm at your company?
A Case for Change: Objective 1.a

Do you need a new paradigm at your company?

Yes, if:

1) you frequently experience unfavorable variances between strategic and annual operating plans,

2) you do not have leadership development and performance management programs in place that are aligned with business philosophy,

3) your profitability is declining and productivity is not keeping pace with increasing costs,

4) employees do not feel their full capabilities are being engaged to help the business be successful,

5) shareholder value is not increasing at a competitive rate that keeps shareholders motivated and supportive

No, if:

1) you consistently meet or exceed strategic and annual operating plans,

2) you have effective leadership development and performance programs in place

3) your profitability is steadily improving and “lean” implementation is eliminating waste faster than costs are increasing

4) employees are highly motivated and feel fully engaged in helping the business be successful,

5) you are achieving sustained growth of shareholder value
A Case for Change:
Objective 1.a

What is the new paradigm for Boards and CEOs?

The new paradigm centers around a set of universal success principles (Scanlon and Lean) used to guide all work of the Board and the CEO, including overseeing the deployment of these principles throughout the entire organization such that the business philosophy, leadership development and performance management are all in alignment.
A Case for Change: Objective 1.a

How does this new paradigm differ from current paradigms?

Most companies today operate with a framework for their business philosophy/principles, leadership development, performance management and elimination of waste through lean enterprise that is difficult to articulate and thus not widely understood, making it difficult to develop leadership and unleash the full power and creativity of all employees to achieve sustained high levels of performance.

How many of you here today can readily articulate the comprehensive and coherent framework being deployed at your company that covers principles, leadership development and performance management, and how widely understood and supported is this framework?
Scanlon Principles

Objective 1.b

Dwane B.
Scanlon Principles: Objective 1.b

What are the Scanlon Principles?

IDENTITY

“Being in touch with the reality that drives a need for change, understanding your purpose and values, and making sure your work is both effective and efficient by always doing the right job right at the total company, team, and individual level.”

PARTICIPATION

“Enabling people to work both individually and together in teams such that the full creativity, energy and commitment of each individual is being tapped and that the synergy possible with teamwork is being achieved.”

EQUITY

“Resolving internal issues of fairness effectively and efficiently allowing maximum amount of energy being focused toward achieving peak performance with work objectives.”

Achieving a fair and balanced outstanding return for all stakeholders.”

COMPETENCE

“Constantly learning from both success and failure and continually increasing capabilities at the personal, professional and organizational level.”
Scanlon Principles: Objective 1.b

Identity
- Purpose & Values
- Reality
- Right Job
- Job Right

Participation
- Tapping Creativity, Commitment & Synergy

Competence
- Personal, Professional, Organizational

Equity
- Fairness to All
Scanlon Principles: Objective 1.b

How can the Scanlon Principles play a role in helping any company become great with great leaders?

They provide:

1) the foundation required for building a Lean Enterprise,

2) the simplest, easiest to understand, most coherent and comprehensive set of principles known that drives all work of any business,

3) a straightforward mechanism for ensuring business philosophy/principles, leadership development, and performance management are in perfect alignment with one another.

4) a framework of principles that can be useful for personal and professional development for every individual in the company.
Scanlon Principles: Objective 1.b

What is so great about the Scanlon Principles?

“The Scanlon Principles provide the missing link for companies who have difficulty:

1) meeting and exceeding strategic and annual operating plan objectives
2) improving productivity and profitability through waste elimination with successful lean implementation
3) developing strong leadership along with a highly motivated and capable workforce.”

How do the Scanlon Principles differ from what most companies do today?

“Most companies operate with a framework for business philosophy/principles, leadership development and performance management that is difficult to articulate and thus not widely understood making it difficult to help develop leaders and achieve sustained high levels of performance.”
Scanlon Principles: Objective 1.b

How can the Scanlon Principles be used as a tool for providing this missing link?

“There are principles that are translated into Questions that are then used to define actions needed to help individuals, teams and the entire company identify and deal with issues that prevent a favorable answer to each Question. (Refer to Appendix A)

The belief is that any leader, team and total company that can produce favorable answers to all the Questions will be well on the way to achieving greatness.”
Scanlon Questions

IDENTITY

Purpose and Values

Core Question:

Do we share a common understanding accompanied by support and commitment of the fundamental purpose and core values of the company, and have we institutionalized a process that ensures daily operating practices consistent with our purpose and core values?
Scanlon Questions (continued)

IDENTITY

Business Reality – Need for Change

Core Question:

Do we understand the reality we are facing in sufficient depth that there is widespread agreement for a compelling need for change, and have we institutionalized a process for education that ensures a highly business-literate workforce on an ongoing basis?
Scanlon Questions (continued)

IDENTITY

Right Job – Effectiveness

Core Question:

Have we defined the right job (personal, workteam, department, division and total company) that needs to be done to support achieving sustained outstanding company performance, and have we institutionalized a deployment process that ensures broad organization alignment?
Scanlon Questions
(continued)

IDENTITY

Job Right – Efficiency

Core Question:

Have we defined the criteria and metrics we will use to determine if progress is being made at the rate needed to do the right job right, and have we institutionalized a process for ensuring a disciplined execution of all plans?
PARTICIPATION

Tapping Creativity, Commitment & Synergy

Core Question:

Do we share a belief that the fundamental source of competitive advantage for achieving sustained outstanding company performance is based on tapping the full creativity, energy and commitment of all the people along with achieving a synergy through teamwork, and have we institutionalized an organization framework and process for making this happen?
Scanlon Questions
(continued)

**EQUITY**

*Fairness to All*

**Core Question:**

Do we share a belief that fair treatment of all stakeholders is essential in order to achieve sustained outstanding company performance and that only the stakeholders can judge whether or not they are being treated fairly, and have we institutionalized a process for ensuring fair treatment?
COMPETENCE

Personal, Professional and Organizational Commitment

Core Question:

Do we share a belief that we are all in a state of becoming and that a commitment to continuous learning and improvement at the personal, professional and organizational level is a critical necessity to competitive advantage and achieving sustained outstanding company performance, and have we institutionalized a process for continuous learning and improvement at the personal, professional and organizational level?
Leading in an Age of Lean

Lean Principles

Objective 1.c

Russ S.
Leading in an Age of Lean

Lean Principles: Objective 1.c

Why are Lean Principles so important?

“All companies have substantial waste but only Great Companies have highly effective processes for eliminating waste because eliminating waste is a never-ending process.

“Lean Principles provide a complete integrated framework for building a highly effective process.

“Lean Principles integrate smoothly into Scanlon Principles and helps clarify how Scanlon works in the critical dimension of waste elimination.”
Lean Principles: Objective 1.c

What is the Core Lean Principle?

The core principle guiding the development of a Lean Enterprise centers around identifying waste, eliminating waste and changing the system causing the waste.

The core principle of eliminating waste applies to both office and production environments and can only be effective long term if it is integrated within the company’s business philosophy and principles. It is not a “bolt on” manufacturing cost reduction program.

Eliminating waste is based on a belief that it is impossible to identify waste if you do not have standardized work against which you measure performance.
**Lean Principles: Objective 1.c**

The central goal of a Lean Enterprise is to achieve sustained “Total Customer Satisfaction” by producing the highest quality of product backed by the best service, all provided at the lowest possible cost by a highly capable and motivated workforce that continually improves productivity.

Every individual in a Lean Enterprise is a member of at least one team. Every team has a customer or customers, suppliers and products and services provided. The central goal of a Lean Enterprise applies to every team throughout the entire entity.

Lean is typically represented as a manufacturing cost reduction program. The “House of Lean” provides a useful visual tool for understanding Key Lean Principles.
The House of Lean
Lean Philosophy for Continuous Improvement

**Quality, Cost, Productivity, Safety and Morale**

*What:* Standards aimed at continuous improvement through the elimination of waste

*Why:* Global competitiveness

*Tools used:* Management by Planning, Visual performance measures

**In-Station Process Control**

*What:* Capability to identify, eliminate and prevent defects within station

*Why:* Global competitiveness

*Tools used:* Program Management, Process, Standard Work, In-Process Checks / SPC, Mistake proofing

**Level Production**

*What:* Averaging of quantity and style produced over time

*Why:* Smooths output requirements of all up-stream processes, Needed for Justification

*Tools used:* Takt time / Cycle time, Small batch runs

**Just-In-Time**

*What:* Deliver the right product, at the right time, in right quantity to the right place

*Why:* Highlights waste, Smaller inventories, Customer-focused delivery

*Tools used:* Kanban, Quick Changeover, Pull System

**Work Teams**

*What:* Customer-focused aimed at continuous improvement

*Why:* Global competitiveness, Recognition of expertise

*Tools used:* All Lean tools to establish Standards and solve problems

**Equipment Reliability**

*What:* Up-time, Long life, Quality output

*Why:* Increased uptime, Meet customer requirements, Improve Quality

*Tools used:* Process capacity sheet, Production PM (TPM), Maintenance PM
The House of Lean
(continued)

Lean Principle – Equipment Reliability

A. Equipment Reliability is

establishing a total preventative maintenance practice which will engage all team members in participation in equipment effectiveness meeting full life expectations of the equipment in productivity, quality outputs and safety performance.
The House of Lean
(continued)

Lean Principle – Level Production

B. Level Production is

1. *Understanding of customer demands and applying methods to reduce all batch sizes* leveling model mix with takt time over a given period of time, e.g., one month

2. *Establishing a sequential schedule always aiming at batch of one capability meeting all customer demands 100% without excess production*
The House of Lean
(continued)

Lean Principle – Just-In-Time

C. Just-In-Time is

1. Building to the level schedule, building only what is the customer demand, in the exact order of customer demand and supplying only on time to customer demand

2. Establishing all in-process banks for material to be visual and constantly challenged for reduction to smallest levels meeting customer demands
The House of Lean (continued)

Lean Principle – In-Station Process Control

D. In-Station Process Control is extending far beyond quality control and is used to drive problem solving in all areas: productivity, scrap reduction, tooling cost and total area management by the team. This requires all engineering functions to rethink their position on equipment capability and mistake-proofing systems to achieve uptime by eliminating potential stop points.
The House of Lean
(continued)

Lean Principle – People

E. People is

1. The need to develop with the inherent and acquired skills, physical and mental capabilities and motivation necessary to maintain and operate a lean manufacturing system effectively and to be accountable for achieving clearly defined common goals through continuous improvements.

2. Given the proper tools the people must understand their requirement to assist the company in achieving success through participation around the company and team area goals.
What is a Lean Enterprise?

A Lean Enterprise is an organization where the setting of **Standards** aimed at continuous improvement by **All Team Members** aimed at the constant elimination of waste is an integral part of the business philosophy and not a “bolt in” manufacturing cost reduction process.

- This waste can be manufacturing waste or it can be office process waste within the organization.
- Utilizing the roof of the house of lean, the annual planning process will set the goals for improvement and the process will cascade to all team members. These annual goals should include Safety, Quality, Cost, Productivity, Delivery and Morale.
Lean Principles: Objective 1.c

Lean Enterprise Principles

There are 4 key support principles that support the core principle. They are:

1) **Equipment / Systems / Technology Reliability**

   Use only equipment, systems and technologies that serve your people and processes and establish maintenance and improvement practices that yield full life expectancy in terms of productivity, quality outputs and safety performance.

2) **Level Workload**

   Level workload of all manufacturing and service processes to provide what customers want, when they want it, without excess production while not overburdening the people, processes or equipment.

3) **Just-In-Time**

   Providing all downline customers with exactly what they want when they want it and managing all in-process banks with visual controls that keep inventories at smallest levels while meeting all customer needs.

4) **In-Station Process Control**

   Drives problem solving to eliminate stop points and to improve productivity, scrap reduction, tool cost, quality through total area management by the team.
Universal Success Principles

Objective 1.d

Russ S.
Universal Success Principles
Objective 1.d

How do the Scanlon and Lean Principles fit together to yield a set of Universal Success Principles for Companies, Leaders and Individual Development?
Universal Success Principles
Objective 1.d

What are the Universal Success Principles?

The Universal Success Principles consist of Lean and Scanlon Principles integrated together. (Refer to Appendix B)

While the Scanlon Principles are broad and by themselves provide a framework that includes Lean, the implementation of Lean is sufficiently difficult that even companies committed to Scanlon have difficulty successfully implementing and sustaining Lean.
Universal Success Principles – Scanlon and Lean Integrated
Execution of Universal Success Principles

Objective 2.a

Dwane B.
Execution of Universal Success Principles
Objective 2.a

A New Paradigm
for Boards and the CEO
Leading in an Age of Lean

What does the new paradigm require the Board, the CEO, SMT and leaders to do?

PURPOSE & VALUES

1) Establish clear statement of purpose (1 - 3 short paragraphs) and core values (5 - 7 bullet statements) that include a commitment to lean.

2) Identify any gaps that are widely perceived within the organization between what leadership says and how it operates on a daily basis regarding purpose and values.

3) Based on gaps identified, establish top 3 priorities (with measurable objectives) for coming year, geared to aligning leadership practices with purpose and values.

4) Require all leaders to include 3 action plans consistent with these priorities and their leadership development and performance.

BUSINESS REALITY

1) Establish, in order of priority on impact on the business, top 5 - 10 reasons in a short concise statement form, supporting need for change.

2) Review communication process to ensure broad organization understanding and support.

3) Regularly review and keep list current.

4) Require each team to establish top reasons, in order of priority, supporting need for change for their team.
What does the new paradigm require the Board, the CEO, SMT and leaders to do? (continued)

**RIGHT JOB**

1) CEO with Board and SMT establish strategic business direction within 5 - 7 concise, measurable objectives that can be described on one page and that are consistent with the 4 business criteria (capabilities / financial goals / best-in-world / passion)

2) Board, CEO and SMT establish clear statement of their role that describes ongoing responsibilities in easy to understand, concise form. Require every team in the company to do the same.

3) CEO with Board and SMT establish annual operating plan with 5 - 7 concise, measurable objectives that include consideration of all major stakeholder groups. Require that every team in the company develop appropriate objectives for their team that cascade to corporate objectives.

4) Require that lean implementation is integrated into both strategic and annual operating plans. Include outside experts in planning and performance reviews. Spend time at each Board meeting hearing reports of progress within the organization.
What does the new paradigm require the Board, the CEO, SMT and leaders to do? (continued)

**JOB RIGHT**

1) Establish most important metrics Board and CEO will use for assessing performance against corporate and CEO plans and require that all teams do the same. Gear IT systems to provide this information in an easy to understand form and timely manner to all teams along with trend information.

2) Regularly review performance, at least quarterly, against plans along with countermeasures and deal with variances.

**PARTICIPATION**

1) Establish concise, easy to understand 1 page statement of belief in people and teams along with expectations associated with core values that is signed by the Board, CEO and SMT. Publish this statement widely.

2) Establish a process for keeping in close touch with team and general employee morale and key issues affecting their work performance. Use this information as key part of leadership development and performance management.

**EQUITY**

1) Ensure that an effective and efficient process is in place for resolving issues of fairness and review performance of this process on a regular basis

2) Establish competitive compensation and bonus system for sharing financial success that are motivating and widely viewed as being equitable
What does the new paradigm require the Board, the CEO, SMT and leaders to do?

(continued)

**COMPETENCE**

1) Establish leadership development and performance evaluation system based around an assessment of what any given leader and team need to be focusing on to obtain very positive answers to the Universal Success Principle Questions.

2) Require leaders to prepare written answers to these questions along with proposed actions to improve, and use this self-assessment at each evaluation session.

3) Define Personal Competence in terms of Attitude, Initiative and Interactive Skills. Evaluate level of personal competence and performance and establish improvement plans using these three areas.

4) Conduct formal supportive performance reviews for both strategic and annual operating plans with an emphasis on mastering the 5-Why process to help learn from successes and failures.
Thank you for this opportunity

Good Luck with applying Universal Success Principle

We welcome your Questions
Appendix A

Universal Success Principles for Companies, Leaders and Individual Development

Additional Backup Questions
Scanlon Questions

IDENTITY

Purpose and Values

Do we share a common understanding accompanied by support and commitment of the fundamental purpose and core values of the company, and have we institutionalized a process that ensures daily operating practices consistent with our purpose and core values?

Support Questions:

1) Have our purpose and core values been developed and documented in a concise, easy to understand form?

2) Are they clearly understood and supported by the Board and all leaders, and can all leaders readily describe them to team members?

3) Do all team members throughout the company understand and support them?

4) Do we obtain regular feedback that leadership is operating on a daily basis consistent with the core purpose and values?
Scanlon Questions

Business Reality – Need for Change

Do we understand the reality we are facing in sufficient depth that there is widespread agreement for a compelling need for change, and have we institutionalized a process for education that ensures a highly business-literate workforce on an ongoing basis?

Support Questions:

1) Has the Board and the CEO identified and documented in a concise form the top 5 business reality issues being faced and placed them in order of priority of impact on the business?

2) How widely understood are these 5 issues in the total company and does the company see them as providing a compelling need for change?

3) Does every team in the company have a list in priority order of the top 5 issues they are facing?

4) Does every individual in the company have a list of the top 5 issues they face effecting their performance?
Scanlon Questions

Right Job – Effectiveness

Have we defined the right job (personal, workteam, department, division and total company) that needs to be done to support achieving sustained outstanding company performance, and have we institutionalized a deployment process that ensures broad organization alignment?

Support Questions:

1) The right job for an individual, team and company as a whole should allow positive responses to the following 4 questions:
   a) is it consistent with your capabilities (existing or able to be developed)
   b) does it support achieving your financial goals,
   c) is it in an area that you have the potential to be the best in the world at, and
   d) are you passionate about it?

2) Do the descriptions of the “right job” for all individuals and teams dovetail well supporting their right job for the total company such that everyone understands how their work fits into the big picture for the company?
Scanlon Questions

Job Right – Efficiency

Have we defined the criteria and metrics we will use to determine if progress is being made at the rate needed to do the right job right, and have we institutionalized a process for ensuring a disciplined execution of all plans?

Support Questions:

1) Does each individual and each team throughout the company have a short list of 5 - 10 objectives clearly linked to the highest impact areas of their defined “right job” and to their leadership development that are clearly measurable in terms of what is to be accomplished by when?

2) Has a regular performance review process been established during which performance against plan objectives is reviewed at least quarterly and during which countermeasures are established to deal with unfavorable variances?
Scanlon Questions

**PARTICIPATION**

**Tapping Creativity, Commitment & Synergy**

Do we share a belief that the fundamental source of competitive advantage for achieving sustained outstanding company performance is based on tapping the full creativity, energy and commitment of all the people along with achieving a synergy through teamwork, and have we institutionalized an organization framework and process for making this happen?

**Support Questions:**

1) Has the Board and CEO established a clear concise statement of beliefs and assumptions regarding the importance of people and is this statement widely communicated and understood throughout the company?

2) Is the central motivation for requiring teamwork understood to be focused on building a competitive advantage?

3) Is everyone in the company a member of at least one team?
Scanlon Questions

EQUITY

Fairness to All

Do we share a belief that fair treatment of all stakeholders is essential in order to achieve sustained outstanding company performance and that only the stakeholders can judge whether or not they are being treated fairly, and have we institutionalized a process for ensuring fair treatment?

Support Questions:

1) Has leadership developed a short list of critical needs associated with each major stakeholder group, and are these needs widely understood and supported?

2) Are meeting the needs of these major stakeholder groups an integral part of strategic and annual operating plans?

3) Has a process been established, that is widely understood and supported, for resolving internal issues of fairness effectively and efficiently?
Scanlon Questions

COMPETENCE

**Personal, Professional and Organizational Commitment**

Do we share a belief that we are all in a state of becoming and that a commitment to continuous learning and improvement at the personal, professional and organizational level is a critical necessity to competitive advantage and achieving sustained outstanding company performance, and have we institutionalized a process for continuous learning and improvement at the personal, professional and organizational level?

**Support Questions:**

1) Is the 5-Why process widely understood, supported and applied with high proficiency to rapidly learn from mistakes and successes?

2) Does the climate help make people and teams comfortable with using the 5-Why process without unnecessary fear?

3) Are the personal competence attributes described by attitude, initiative and interaction skills given top priority in both assessing and improving personal competence?
Appendix B

Universal Success Principles

Integrated Lean and Scanlon Principles
### Scanlon Principles

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Do we share a common understanding accompanied by support and commitment of the fundamental purpose and core values of the company, and have we institutionalized a process that ensures daily operating practices consistent with our purpose and core values?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Reality</td>
<td>Do we understand the business reality we face at a sufficient depth that there is widespread agreement for a compelling need for change with a genuine potential for improvement, and have we institutionalized a process for education that ensures a highly business-literate workforce on an ongoing basis?</td>
</tr>
<tr>
<td>Right Job</td>
<td>Have we defined the right job (personal, workteam, department, division and total company) that needs to be done to support achieving sustained outstanding company performance, and have we institutionalized a deployment process that ensures broad organization alignment and transparency and an ability to change quickly with changing business conditions?</td>
</tr>
<tr>
<td>Job Right</td>
<td>Have we defined the criteria we will use to determine if progress is being made at the rate needed to achieve outstanding company performance, and have we institutionalized a process for ensuring a disciplined execution of all plans?</td>
</tr>
<tr>
<td>Participation</td>
<td>Do we share a belief that the fundamental source of competitive advantage for achieving sustained outstanding company performance is based on tapping the full creativity and commitment of all the people along with achieving a synergy through teamwork, and have we institutionalized an organization framework and process for making this happen?</td>
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<tr>
<td>Equity</td>
<td>Do we share a belief that fair treatment of all stakeholders is essential in order to achieve sustained outstanding company performance and that only the stakeholders can judge whether or not they are being treated fairly, and have we institutionalized a process for ensuring fair treatment?</td>
</tr>
<tr>
<td>Competence</td>
<td>Do we share a belief that we are all in a state of learning and that a commitment to continuous becoming and improvement at the personal, professional and organizational level is a critical necessity to competitive advantage and achieving sustained outstanding company performance, and have we institutionalized a process for continuous learning and improvement at the personal, professional and organizational level?</td>
</tr>
</tbody>
</table>

### Lean Enterprise Principles

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Exceed customer expectations by eliminating waste through a process of continuous improvement where people and teams including suppliers and customers are engaged in the process together and constantly striving for perfection. Do we believe that the process of becoming lean as permeating every part of our business and requiring a relentless pursuit to eliminate waste as a core value?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Reality</td>
<td>Waste exists is all parts of the business and it is critical to eliminate this waste and change the system to be successful. If we understand “Cost = Sales Price - Profit” and cost is the only controllable, then are we understanding lean principles as the enabler for a “War-on-Waste”?</td>
</tr>
<tr>
<td>Right Job</td>
<td>Have we developed a vision of our long-term lean system philosophies? Have we developed an implementation plan and dedicated the resources to accomplish the task? Have we developed the cascading annual planning and review process to align all the organization for improvement?</td>
</tr>
<tr>
<td>Job Right</td>
<td>Progress with continuous improvement can only be measured against results associated with standardized and improving processes. Have we identified the right metrics for success (safety, quality, cost, productivity, delivery, and morale)? Is the entire organization aligned with our lean principles/values?</td>
</tr>
<tr>
<td>Participation</td>
<td>Recognize that becoming lean is a process that is done “with” people and not “to” people. A total commitment to people and teams is an absolutely essential part of the process. Do we see lean principles as the main enabler to accomplish meaningful, inspiring participation?</td>
</tr>
<tr>
<td>Equity</td>
<td>Recognize the need to achieve a fair and balanced return for all the key stakeholders (customers, shareholders, employees &amp; suppliers). Work closely with suppliers to eliminate waste in the total value chain and treat suppliers with respect as long term partners.</td>
</tr>
</tbody>
</table>
| Competence | • Develop leaders who understand and live the lean enterprise philosophy  
• Are we developing a process for continuous learning, refining personal and organization understanding of the lean tools and the applications of these tools through supportive reviews? |