

LEAN POST

News & updates about Lean, a methodology employees use to improve Brink's processes & performance.



Lean Reflexions



Breakthrough moments are often the result of many previous actions, which builds up the potential to unleash a major change. It is so easy to

overestimate the importance of one defining moment and underestimate the value of making small improvements on a daily basis. Too often, we convince ourselves that massive success requires massive action.

Continuous improvement mindset is a relentless commitment to a strategy that referred to as the “aggregation of marginal gains”.

As soon as this commitment is repeated enough times it is becoming a habit and it creates the Continuous Improvement culture inside our organization.

Over the last 2 years hundredths of small improvements took place in our daily operations. That includes 5S, visual management, continuous flow, Kanban, layout improvements, change over improvements, standard work and job instruction. The application of these tools and principles is the vehicle to build the new habits.

Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit.

- Aristotle

Lean Guiding Behaviors

In a nutshell behaviors build habits, and habits define how we act every day. Here are some guiding behaviors we need to develop and create a continuous improvement culture:

- Follow standardized work on all processes. When we cannot follow the standard, we will expose problems.
- Respond immediately and support any improvements. Any abnormality should be recognized immediately and he have to act upon it.
- Follow up daily wherever the work is done. Go to the Gemba, ask questions, and show respect to the people doing the work. They know better than anyone where the problems are and why.
- Use our problems as people-development opportunities. As a leader ask the right questions and avoid giving solutions. Act as a coach.
- Learn from our process failures, without blaming others. Do not afraid to make experiments and try different ways of doing the work. Reflect with your team about what did you learned every time.
- Implement small improvements every day. Follow this daily habit and results will follow. Trust the process.
- Challenge the status quo every day. Ask why each step is necessary, what is the purpose, where it can be done, when it can be done, who else can do it, how else can be done.
- Create value for our customers every day. Ask always if the customer is willing to pay for the task. Ask what value we create for the next step internal customer.





One Point Lesson – GEMBA walk

The vast majority of what we think in fact is based on impressions, intuitions, or assumptions. There's nothing wrong with that but they have to be backed up by going to the gemba - - to the site of the problem – observing it yourself, talking to people who deal with the problem daily, and collecting data.

How do you gain perspective on a problem situation?

Go to where the problem occurs to watch the work being done. Find out what the people doing the work see and experience.

Use what you learned at the Gemba to broaden your perspective and put the problem in context by drawing a simple map of the process flow

Complete your high-level perspective of the workflow by observing what is happening or not happening at the point of the problem occurs.

There are 3 important elements of Gemba walk:

1. **Go and see.** The main idea of the Gemba walk is for managers and leaders on every level to take regular walks around the working area and to be involved in finding wasteful activities.
2. **Ask why.** A Gemba walk's main objective is to explore the value stream in detail and locate its problematic parts through active communication. A good leader is always eager to listen rather than talk. Here is why you may use different techniques such as 5 whys in order to identify problematic parts of the process.
3. **Respect people.** Keep in mind that a Gemba walk is not a “boss walk”. Pointing fingers and blaming people is exactly what you don't have to do. You are not there to judge and review results. You are there to collaborate with the team and find problems together. Try to focus on finding the weak spots of the process, not of the people.

Lean is about Learning. Learning to find real problems, learning to face the limits of our current knowledge in light of these problems, learning to frame the gaps as learning challenges, and finally, learning to form and share actionable solutions. As such, *lean is really about learning to learn.*

To learn more about Lean or to suggest a story for this newsletter, contact



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