

Lean Foundations

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Continuous Improvement needs to follow an organized strategy - Operational Excellence and Lean Standards help achieve the objectives in our organizations. It does so by providing a few critical solutions:

- Following the Operational Excellence Model and Implementing Lean Fundamentals helps sites achieve the objectives on their roadmap.
- Lean fundamentals coupled with the *Three Pillars of Performance Management* (i.e., Mindset and Behaviors and Processes) or Technical Systems will accelerate delivery

In practice, this will help to positively impact many KPIs such as:

- Reduction in Accidents
- % OEE improvement
- Fixed and Variable Cost Savings m€
- OTIF or Deliver Improvements
- % wrench time improvement
- Pulse Survey through Engineer & Operator Involvement

But also to:

- Improve ways of working
- Improve relations and communication with shop floor
- Improve efficiency and delivery of projects

The 6 Operational Excellence Standards and the 3 pillars

The **6 operational excellence standards** aim to improve value stream flow and efficiency in order to deliver results through lean principles:

1. **Site Strategic Roadmap** - Identify the most important impact areas and translate it into clear KPIs and objectives embedded in a roadmap - details [here](#)
2. **Value Stream Efficiency and Flow** - Visualize improvement opportunities to identify where to improve related processes - details [here](#)
3. **Waste elimination and Flow Promotion** - Identify the 8 forms of waste and map them in the value chain to accelerate flows - details [here](#)
4. **Go and See where improvements happen** - Ensure the focus is given to the right problem to solve, at the right level, connected to the relevant process - details [here](#)
5. **Area Improvement Teams / Engagement and Problem Solving** - form cross functional teams that collaborate to solve problems in a structured way - details [here](#)
6. **Standard Work** - Define the output of every project and/problem solving as a new way or method to achieve the desired result - details [here](#)

The 3 pillars objectives are the following:

1. Mindset and Behaviors
2. Performance Management
3. Technical Systems and Work Processes

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- [GBU Roadmap Example](#)
- [Site Walk through](#)
- [Leading through powerful questions](#)
- [Power of Good questions](#)
- [Change accelerator framework](#)

Standard

- [Lean and Operational Excellence Standard \(draft\)](#)

Synthesis Standard One Pager

- [Lean and Operational Excellence Standard](#)

Key Trainings

- [5 S methodology](#)
- [SMED methodology](#)

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Linked Pages

- [SolWatt Wiki page](#)
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- [OEE playbook / Wiki page](#)
- [Problem Solving wiki page](#)