



A Quick Summary of Lean Thinking

- Do our work every day in a standard way
that we created
 - *Not just the way the work evolved!*
- Be alert to things going wrong
 - *They always do!*
- Fix the problem now
 - *For this patient or co-worker*
- Find and fix the root causes of the problem
 - *So it never happens again!* Modified after Spear; Billi
- Solving problems:
 - 1. Go and See
 - 2. Ask why 5 times
 - 3. Respect people Mr. Cho

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Lean Thinking is just...

- ...**simple and practical, consistently solving real problems in real time, at the source, at all levels.**
- ...not jumping to solutions.
- ...fixing the problem now.
- ...hard on the problem, easy on the people.
- ...leader saying, "Follow me. Let's look at it together".
- ...leading by being knowledgeable, fact-driven, expert negotiator, strong willed (for organization's goals) yet flexible; leading by influence and persuasion.
- ...not telling people exactly what to do.
- ...having individual responsibility clear.

John Shook

2



Lean Thinking: Troubleshooting Guide

1. What is the problem?
2. Who owns the problem?
3. What is the plan?
4. What is the current status of the plan?
How will it be monitored?
5. What worker training is needed?
6. How does this problem relate to the organization's most important goals?*
7. What leader development is needed?

Adapted from John Shook. Ask questions in order.

*As a variation, 6 may be asked second. J Billi

3



We know half the plan is wrong, we don't know which half. We have to watch it unfold, detect normal from abnormal right now, and fix it.

- Traditional companies think of a plan
 - as a prediction of what will happen.
- Lean companies think of a plan
 - as an experiment to be conducted
 - to tell us what we didn't know about the work
 - Paraphrase of Steven Spear , Fixing Healthcare... HBR'05

*Plans are useless, planning is essential.
(Eisenhower)*

4