



Training & Consultancy Ltd



Implementing and Sustaining Lean - The Key Elements

The flexible and tailored approach to Lean implementation that CQM have developed over the years, incorporates what we believe to be some fundamental elements.

These key elements, which can be delivered in a variety of ways to suit individual clients, ensure that improvement is embedded into your business, that savings are measured and reported and that Lean skills are sustained. Our approach is unique, guaranteed and unlike traditional consultancy (where you tend to become dependant upon the consultancy) we develop and coach your staff to become the experts at improving your business.

Companies keen to implement Lean commonly find that unless Lean management activities are practiced by management at all levels, a culture and philosophy of Lean cannot be fully created, and that all too often real buy in and deep implementation of best practice is lacking.


Hence the importance of ensuring that senior managers understand the fundamental principles of Lean. It is equally important that senior management understand their role in supporting Lean projects, Lean champions (change agents) and Lean implementation, visibly and consistently. This support goes well beyond encouragement and normal management behaviours.

Having ensured that your management are committed to Lean as a business philosophy, CQM find it most valuable to switch emphasis towards working with operational teams from across various different functions. These Lean improvement teams, who are provided with a detailed understanding of the Lean tools and techniques, are tasked with delivering specific improvements to chosen operational areas: thus forcing change into the workplace and the use of these tools and techniques on a daily basis.

These aspects are fundamental to achieving real and sustainable improvements. Old habits, traditional methods and historical measures can sometimes become the limiting factors. Hence using some limited but highly experienced and effective external catalysts can in the long run be the quickest and most cost effective method of achieving the sustainability that you are seeking.

Your visible pay back will be many times the initial investment in our costs and your staff time.



With initial measured savings of £124,600. CQM has helped shape the way forward for our business. 

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As mentioned the detail of a programme can be flexible to suit each client but the fundamentals need to remain the same:

- ① We firstly need to ensure that the senior management team is well briefed and involved in the programme: That they fully understand how to support their teams and are familiarised with the type of change to the organisation that is likely to take place as a result of implementing Lean. This element usually takes the form of an initial structured workshop for the senior team.
- ② We ensure that the objectives of our programme mesh with the key goals of the business and any other parallel activities. We find out exactly what you want to get from the programme, set some key objectives and targets.
- ③ We introduce the concepts of Lean in groups and teams passing on valuable but practical tools and techniques to all levels of staff ensuring they have the opportunity to practice these in the workplace.
- ④ We always utilise work based activities and projects to reinforce the learning of new techniques and to bring about measurable improvement - these activities would be identified with management at the initial stage.
- ⑤ We support individuals and teams in their work environments in the improvement projects both in groups and individually, converting the theory into very real practice and wherever possible, standardising processes.
- ⑥ We actively encourage and train staff how to analyse and measure the financial impact of all improvement activity and coach them in presenting this back to the management teams (and directors).
- ⑦ Wherever possible we develop change agents to be competent and confident to deliver Lean improvement activity and drive future Lean activity across the organisation.
- ⑧ We ensure that performance measurement and visual management tools are used to “story board” the progress made to ensure that Continuous Improvement is sustainable, manageable and led by a steering committee.

CQM will always link your key business imperatives to the outcomes of any programme we design. Let us help you improve your business performance, not just this year but forever.



It is evident that large problems can be solved with simple solutions. The presentations made by the DQS team has shown that we have achieved success through employee involvement and improved communication. The Lean presentations were excellent. ”