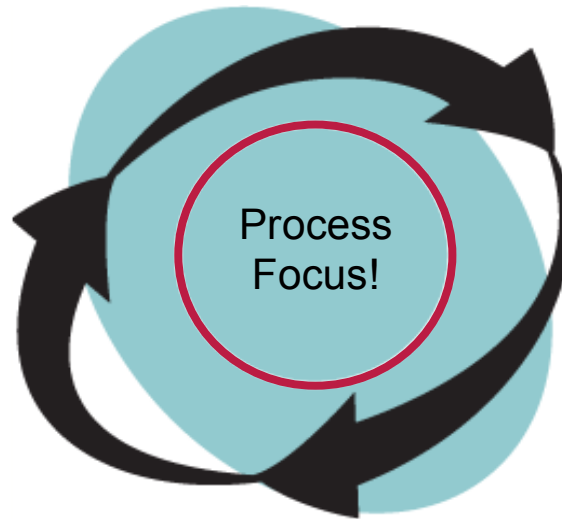


3. Sustained Improvement: *Leader Standard Work*

2. Improvement:
Standard (Visual)
Accountability



1. Frequent Focus on
Process Health:
Visual Controls

1. And that your organization understands, executes, and supports both of these interdependent Lean systems. The objective of these gemba walks is learning to assess the health of the Lean Management System
 - a. Lean is first about finding waste, then eliminating it.
 - b. Visual controls bring close focus on the process, in part to capture instances of waste – problems, interruptions, and delays – as they happen.
 - c. An accountability process converts the problems caught on the visuals to assignments for action, first to understand root causes, and then to eliminate them. This eliminates waste and improves the process.
 - d. Leader standard work maintains the visuals and accountability processes, and monitors to make sure recently implemented improvements are understood and consistently executed.
2. When the Lean Management System is healthy, you can be confident the underlying Lean Production System is in good health and improving,
3. And that your organization understands, executes, and supports both of these interdependent Lean systems.