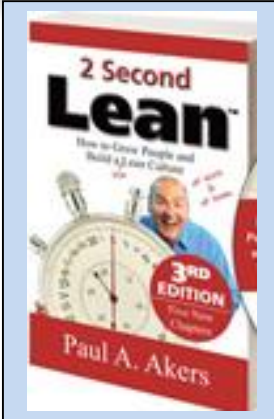


## 2 Second Lean Paul A. Akers



### Why read this book?

“This book is not intended for MBAs or those interested in manufacturing theory or flow charts. This book is intended to blast open the door of opportunity for people who want to improve their daily life, be it in their workplace or home. Lean is not as complicated as all the experts and textbooks make it out to be. In fact, as you learn to incorporate a Lean approach to your life, you will see that the more Lean thinking you have in our life, the more you will enjoy life.” (p. 10)

### Key Quotes

“Waste is like gravity; it pulls at you 24/7 and if you don’t have a method to overcome it, you will lose and it will win!” (p. 19)

“Everything in life is a process.” (p. 27)

“Lean starts in the bathroom.” (P. 69)

“Trust: The act of letting your people screw up.” (P. 113)

“Lean makes you the owner of your future.” (P. 124)

“Never look for the complex solution to solve a problem. Always pursue the simple and elegant one. Use your head, not your wallet!” (P. 135)

“Don’t learn LEAN, Learn how build a LEAN culture.” (P. 148)

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*Braeuler Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of the principles in these books into our **Four Decisions™** methodology and development of company's **One Page Strategic Plans**. Whatever system or systems you decide to use, I encourage you to understand them fully, implement them slowly and completely and maintain the discipline and rhythm necessary to see concrete results. Employees tire of “Flavor of the Month” initiatives. They also thrive on organizational alignment, execution of plans and achievements that garner a sense of accomplishment.*

## Getting Started – What is LEAN?

### Lean

**TPS** – Toyota Production System or Lean Manufacturing<sup>1</sup>

**Lean Thinking:** eliminating waste and continuous improvement. (P. 19) Lean is not about austerity – it is about thinking & seeing WASTE and eliminating that waste – continuously and getting everyone involved.

**One Piece Flow** – Our cultural model is steeped in the idea of Mass Production. It consumes space, equipment, resources and money. One piece flow simplifies and improves every part of the process.

**Lean** is really about removing those things that bug you. Just ask yourself every day ‘What bugs me?’” (p. 35)

**Kaizen event** – a group of employees form a team and focus on a process and examine every step, then put it back together – removing all the non-value activity and waste. (P. 39)

### The 5Ss of LEAN:

1. SORT: Sort everything and remove what is not necessary to the job at hand; get rid of junk/clutter
2. STRAIGHTEN: Prioritize and organize tools and resources needed for efficiency and easy access
3. SHINE: A clean environment improves morale and makes it easier to identify equipment deterioration and/or malfunction
4. STANDARDIZE: Build consensus in the workplace for best practices so everyone understands what to expect and what is expected of them.
5. SUSTAIN: find ways to keep the changes in place.

**Organization** – You can organize waste e.g. overproduction and that is NOT LEAN.

### 8 Deadly Sins of Waste

<sup>2</sup>



1. Over-production	
2. Over-processing	
3. Excess inventory	
4. Defects	
5. Transportation	
6. Wasted motion	
7. Waiting time	
8. Unused employee genius	

Extra credit: identify ONE example of the 8 wastes in your life/business

<sup>1</sup> The Toyota Way – 14 management principles

<sup>2</sup> 2 second lean – Paul Akers, page 25

## Lean Culture – a process of growing people

A culture of continuous improvement means<sup>3</sup>: 1. Leave it better than you found it. 2. Respect for people and 3. Create a standard.

### Blast off<sup>4</sup>

The leadership **MUST** be fully engaged with your people in the process. Be sure the focus continues always to be on growing people. Leaders need to be humble; willing to be corrected; share credit always; free people from anxiety and reluctance so they will feel comfortable sharing their ideas; draw out the best in people.<sup>5</sup>

- Create a powerful morning meeting (improve the individual, the process and the product)
  - Review goals, mission, values
  - Read 2 or 3 pages a day from some business leaders and books (builds skills in problem solving and critical thinking)
  - Simplify the 5 Ss to 3 – Sweep, Sort and Standardize – start every day with cleaning
  - Start with a tour –morning improvement walk – to share improvement, then video tape and share at morning meetings
- Learn and teach the 8 wastes
- Make simple before and after videos of all your improvements. KISS
- Always point to yourself never at someone else’s waste
- Simply fix what bugs you
- If work is not FLOWING or is stopped you can find potential improvements
- Don’t hire for LEAN, just do it
- Never look for complex solutions – pursue the simple and elegant ones. Use your head not your wallet.

Start by putting focus on people NOT process

### How do you find waste

Child is late getting to school bus. Why?

I can’t find my backpack

Find a special place to put it every evening

If a six year old can develop lean thinking and solve a problem – we all can. ☺ When you are a LEAN thinker, you are a sought-after commodity – an invaluable asset.

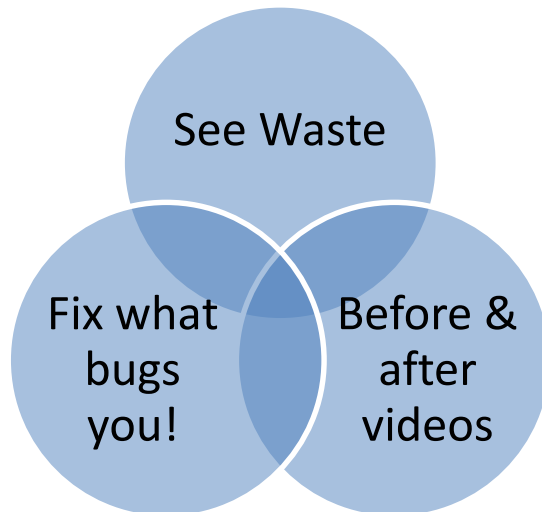
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<sup>3</sup> 2 second lean, Paul Akers, p. 68

<sup>4</sup> 2 second lean, Paul Akers, P. 133-134

<sup>5</sup> 2 second lean, Paul Akers, p. 84

## Three Pillars of Lean



- *Know the EIGHT wastes like your birthday*
- *Improve everything every day*
- *Document the development of your culture*

## Creating Lean Videos – Keep it simple and get it done

- Don't buy expensive equipment. USE WHAT YOU HAVE. Phone Cameras and free APPS - IMOVIE.
- Get an Ipole (selfie stick ☺)
- If holding the camera, hold at four corners and MOVE SLOWLY and always use LANDSCAPE mode.
- Review Paul's video of Three Pillars of LEAN
- Creating your video:
  - Shoot your scenes (before, after, shoot several as easier to edit)
  - Edit and trim the scenes
  - Insert the scenes into your movie
  - Apply a music track
  - Add titles and captions
  - Upload your movie to YouTube (create your own company YouTube Channel and make it private or public)

## Part 3 – Building and Sustaining

### Questions you might have<sup>6</sup>

1. Lean is not anti-luxury it is anti-waste!
2. To optimize LEAN buy-in – hire people who are humble and curious. “Curiosity is the spark behind the spark of every great idea. The future belongs to the curious.”
3. Lean is not about WORK! You can do it anywhere – vacation, home, work, leisure. It is about creating zero struggle.
4. If people don’t get it or don’t buy in – don’t worry. Those that do have enough waste to last us 10 lifetimes. Focus on yours, not others.
5. The incentive of LEAN is that life gets better. It is part of your job, your culture so incentives takes the emphasis off of what the purpose of the company is. Ultimately the focus is on the customer and when our lives our easier it is easier to focus on their needs.
6. Time spent on improvements not only gives you the improvement, it lightens the load.
7. Beware of focusing on improving a particular step which in itself might be waste. Keep a global perspective in making small incremental improvements.

### Lean is a Foreign Language<sup>7</sup>

**Trust:** the act of letting your people screw up

**Fanatical:** embracing historical time-tested ideas with emotion and unstoppable resolve.

**Deflection:** the act of honoring others.

**Humanity:** the act of recognizing the giftedness of others.

**Audacious:** the routine belief in the seemingly impossible.

**Kata:** the rhythm of work.

**Profit:** the result of excellence.

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#### **Paul’s favorite principles:**

*Make people the center focus of your life.*

*Pursue the right thing over profit. The profit will follow.*

*Teach and train. Any time you train an individual intensely, you dramatically enhance their ability to perform a job consistently – significantly more so than those people who are only moderately or occasionally trained.*

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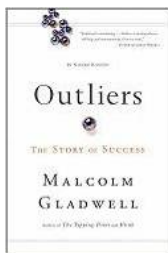
<sup>6</sup> 2 Second Lean, Paul Aker, P. 96 - 107

<sup>777</sup> 2 Second Lean, Paul Aker, Pp. 113 - 115

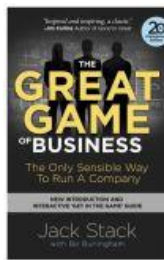
## Actions to take from the book

- What is the ONE THING you are really good at: \_\_\_\_\_
- Identify one area where you are currently doing batch work. Time making 10. Now time making 10 one at a time. \_\_\_\_\_
- List 5 things that bug you at home:  
\_\_\_\_\_  
\_\_\_\_\_
- List 5 things that bug you at work:  
\_\_\_\_\_  
\_\_\_\_\_
- What specific activity have you been over-complicating? \_\_\_\_\_
- What 3 things can you simplify for your team to succeed?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Create your morning meeting outline/agenda.
- Teach the 8 deadly sins of waste
- List your first ten 2 second improvements: (what bugs you?) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Start NOW to create your before and after videos.
- Have FUN

Friday July 24<sup>th</sup>



Friday August 28<sup>th</sup>



Friday September 25<sup>th</sup>