



HOW TO REALIZE THE KNOWLEDGE-DRIVEN LEAN ENTERPRISE

Leaning of mechanical processing plants is a development direction in the future. If an enterprise wants to achieve lean, it needs to be committed to continuous investment in employees, and advocate continuous improvement of the company culture, in order to form a strong labor-management cooperation. From my many years of practice, I think I can start from the following aspects to achieve lean knowledge-driven.

1. The value of employees must be reflected in the values of the company

Corporate values refer to the eternal principles of corporate organization, which reflect the deep-seated beliefs of the company and are expressed in the actions of all employees day after day. For a lean company, the values must include providing employees with a safe and comprehensive working environment and opportunities for learning and growth, etc. Of course, like General Electric, "welcome any suggestions and work to solve problems" and "see change as an opportunity" Values that encourage change and innovation, such as "not threat" are also good examples.

2. Establish the corresponding internal organization of the enterprise

Achieving lean is a long-term strategic implementation process, so it is necessary to set up a special organization to lead the lean process. Many companies are handed over to the industrial engineering department. This is more reasonable, because the implementation of lean is the industrial engineering method application. At the same time, it is also necessary to appoint a spokesperson for lean change and grant the power to provide guidance and leadership for lean conversion. Lean is an all-round transformation process for the enterprise. Therefore, the top executives of the enterprise must take responsibility, and one of them will act as the spokesperson for change. His role is to support the work. Appointing leaders who are familiar with lean and actively promote lean at all levels of the enterprise can unite and mobilize all stakeholders of the enterprise to actively realize the vision of the enterprise.

3. Develop a long-term implementation strategy

The improvement of employees' knowledge and skills is also a long-term process, so long-term planning is required. I think it can be roughly divided into three stages.

- The first stage is the familiarization stage. At this time, the industrial engineering department is mainly responsible for selecting some projects that are easier to improve. At the same time, some training is provided so that employees can learn some basic methods of improvement and teamwork methods. One of the main tasks at this stage is to train lean talents at all levels.
- The second stage is the integration stage. At this time, we must fully communicate so that all employees understand the company's vision and the value of employees. In daily operations, it is necessary to grant front-line employees great authority to act, actively seek their assistance in the formation of a standardized work process, let them assume the responsibility of maintenance, encourage them to propose new ideas to improve the production system, and encourage teamwork. The way of working continuously improves the working method.
- The third stage is the expansion stage, which is to involve all employees in lean improvement activities. At this time, it is necessary to redefine the functional departments, centering on the value stream of the product, and clarify the needs of every employee in the value stream.

4. Inspection of daily work

The above-mentioned work shall be completed by the unified coordination of the company's human resources department, strategic planning department, and industrial engineering department. In the process of lean leadership, as a main promoter, you must constantly review your own activities and constantly ask yourself a few questions.

- Do all senior leaders and management practices enthusiastically support the lean transformation of the company? Is a common vision fully communicated within the company?
- Is the lean conversion plan consistent with the corporate strategic business plan? Has the value stream of all stakeholders been mapped, integrated and balanced? Does the implemented organizational structure focus on core processes such as customer value streams?

- Do senior managers actively participate in the supervision of the lean implementation process at all levels of the enterprise? Does the learning of experience and lessons use a consistent and systematic approach?

These questions can reflect whether the value of employees is valued, whether there is knowledge-driven, and then adjust the company's actions.

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