

# GLC



GoldringLeanConsulting

BQF accredited Lean Six Sigma  
Master Black Belt

**CATCH**  
TECHNICAL

# Implementing and Sustaining a Lean Culture in your Organisation

Chas Goldring

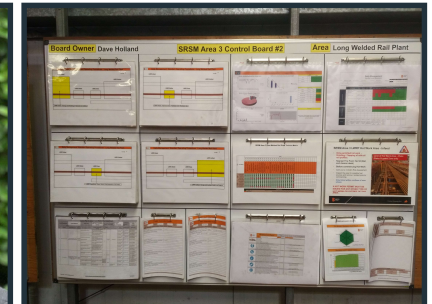
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# Introduction



## Chas Goldring

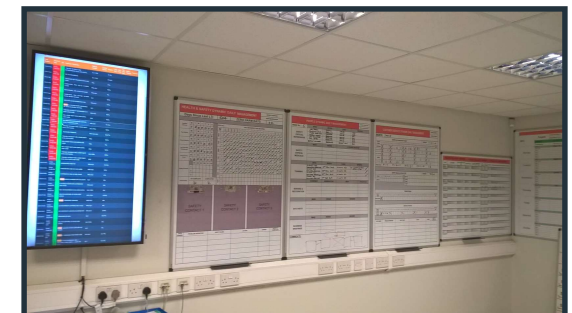
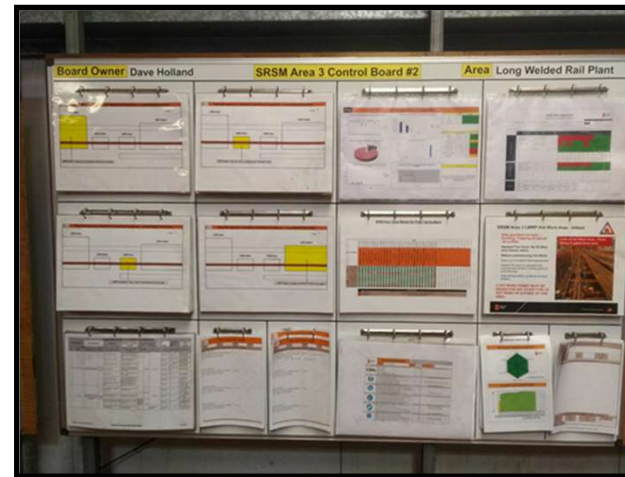
- Started with British Steel in 1986 on Teesside, UK.
- Worked for 25 years in various roles (Operational Management, Order progressing, Customer Service, Stock and Contract Management).
- Joined the Tata Business Excellence Team in 2011.
- Joined Long Products in August 2015 then British Steel (again!) in June 2016 becoming their Improvement Manager.
- Created GoldringLeanConsulting in March 2020
- Lean Six Sigma Master Black Belt accredited with the British Quality Foundation.



# What is Lean?



Lean thinking uses less of everything by focusing on the identification and elimination of **Waste** in all processes so that all activities throughout the supply chain add value to the customer.



# What is Culture?



- The culture of the company is the personality of your organization; its ideas, customs, and behaviors..... It defines how people will interact and communicate with each other and how work will get done.
- Every organization develops a culture, regardless if that is a guided or an unplanned process.
- Culture is hard to point to...because it's so pervasive. When you're in it, it's just the everyday behaviors going on around you, like the air you breathe.



# Culture and Behaviour are all important in Improvement



- Any Improvement programme is in reality a cultural change programme.

- But changing Culture is difficult



- Why do something different if your way has worked for the last 40 years?
- Why visualise what you do if you know exactly what you are doing and why?
- Ultimately knowledge is power!!!!



# How do you create change?



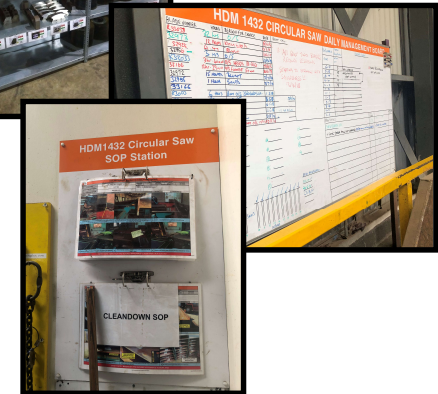
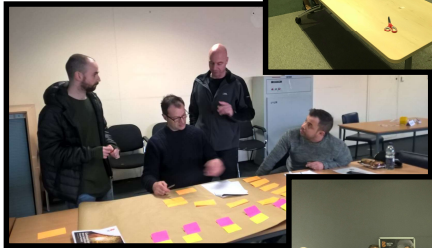
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**Role modelling**  
“...I see my leaders, colleagues, and staff behaving differently.”

1  
**A compelling story**  
“... I understand what is being asked of me and it makes sense.”

“I will change my mind set and behaviour if”

“...I have the skills and opportunities to behave in the new way.”  
**Skills required for change**

“...I see that our structures, processes, and systems support the changes I am being asked to make.”  
**Reinforcement mechanisms**



# The Compelling Story.....



If people understand the “Why” behind a change they are more likely to change their behaviour

- Where is the company heading?
- Why the change?
- Why is the change important?



# Reinforcement Mechanisms



- Why do the British love queuing? We see a line and we join it!!!!



- Lean is the same. If you expect to complete a 5S audit each day then it is more likely to happen.....and if this is recognised then it is more likely to happen





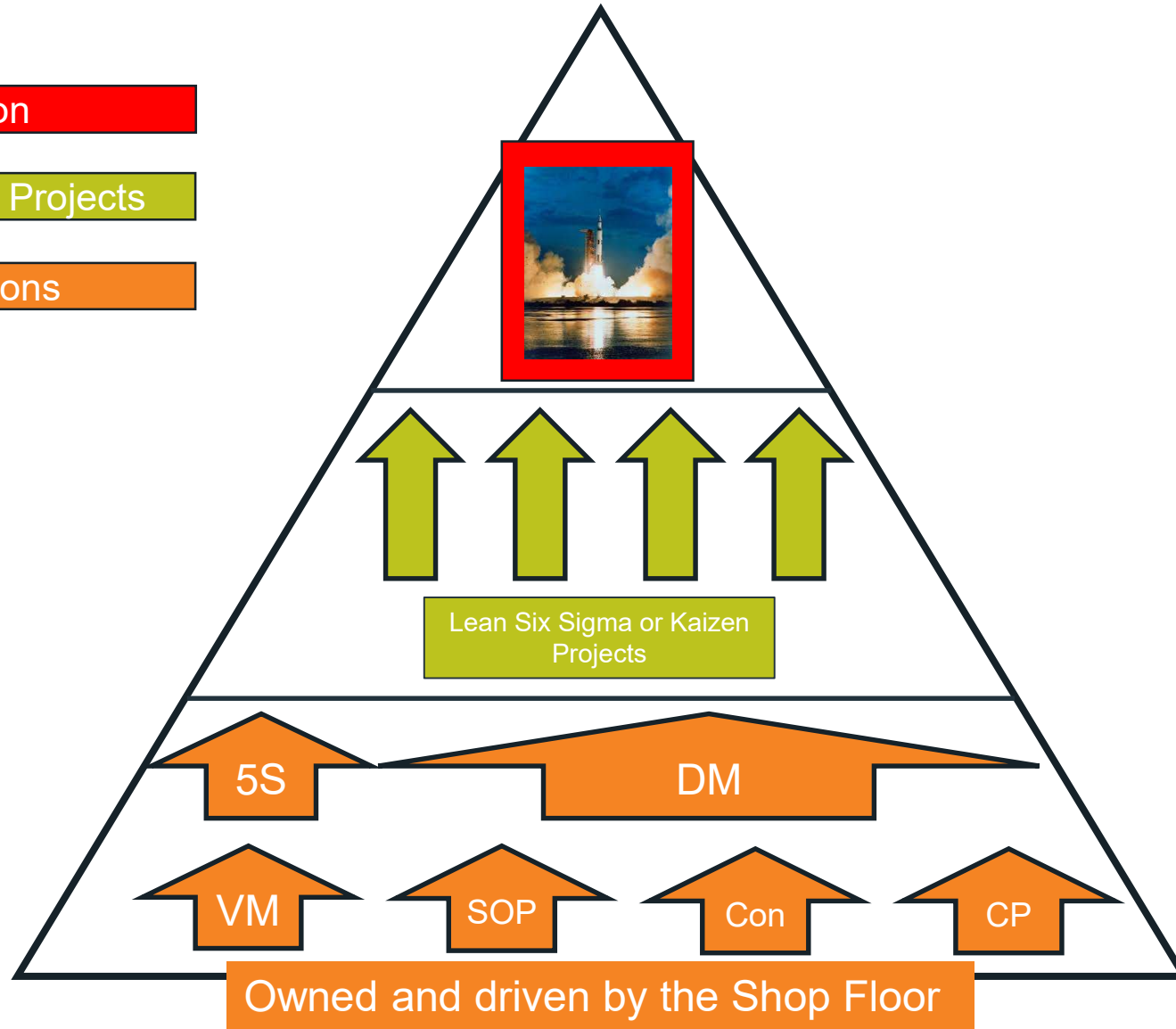
# Reinforcement is about getting your Foundations right



Transformation

Improvement Projects

The Foundations

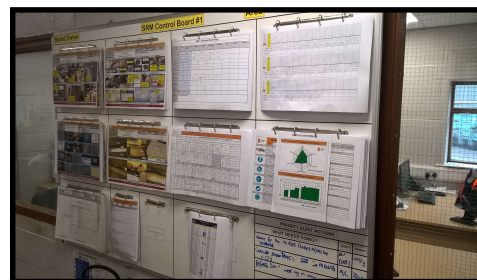
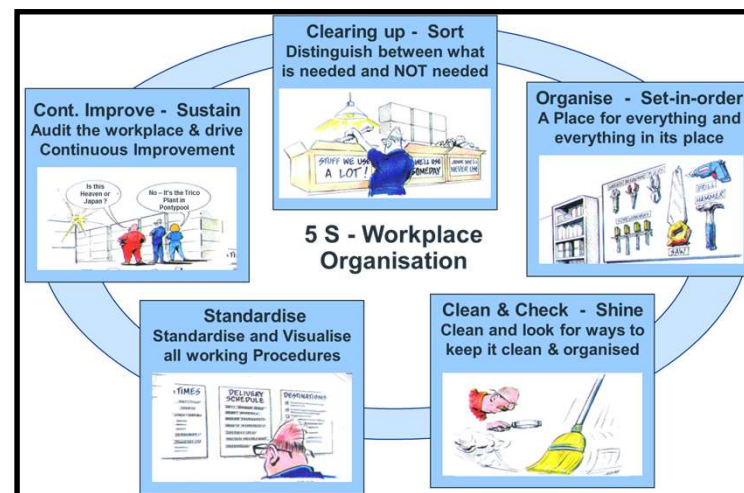


# What are the foundations?

- 5S
  - Ensure your workplace is professional and well organised.



- Daily Management
  - Visual Management.
  - Standard Operating Procedures and Control Plans.
  - Confirmation.



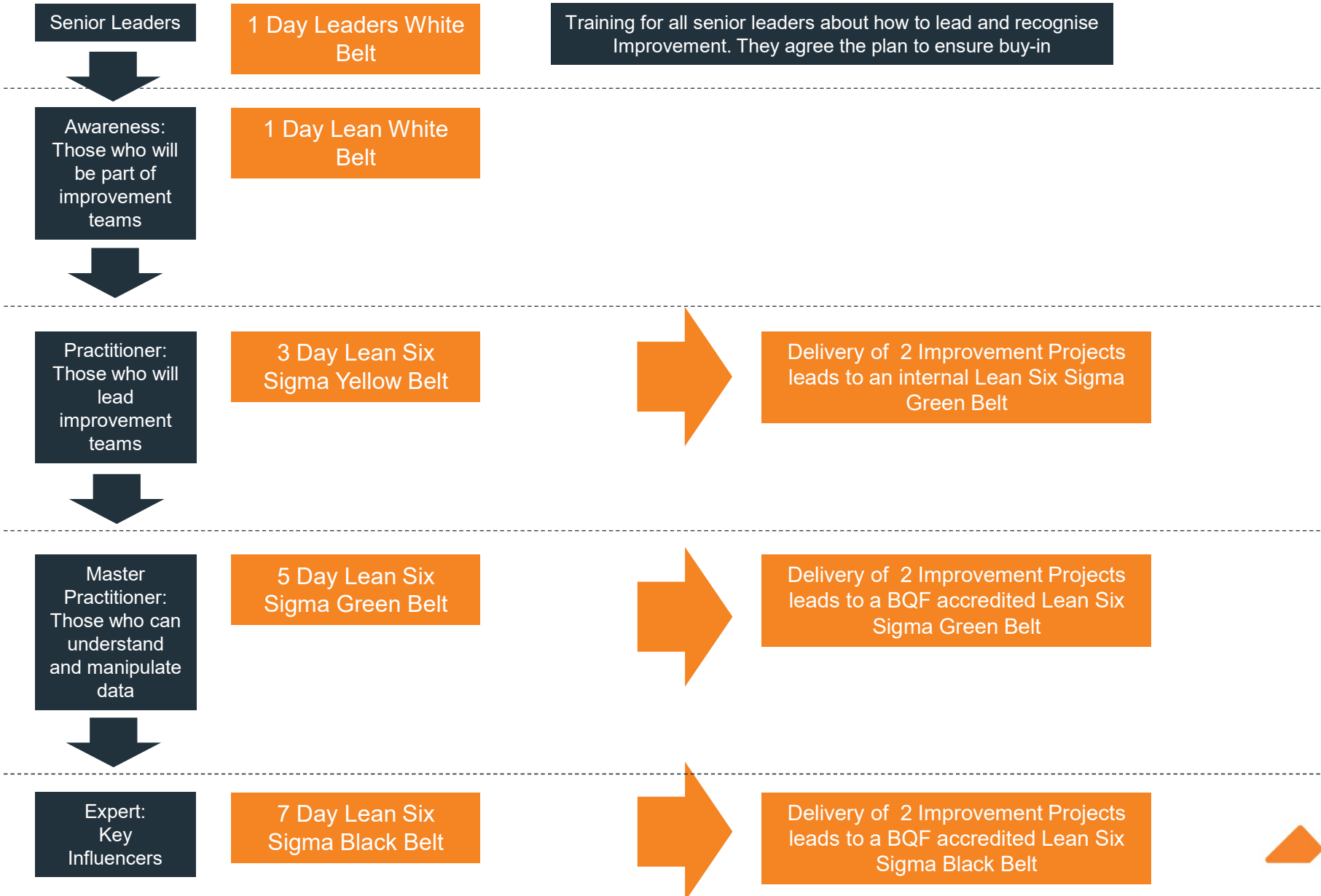
# Skills



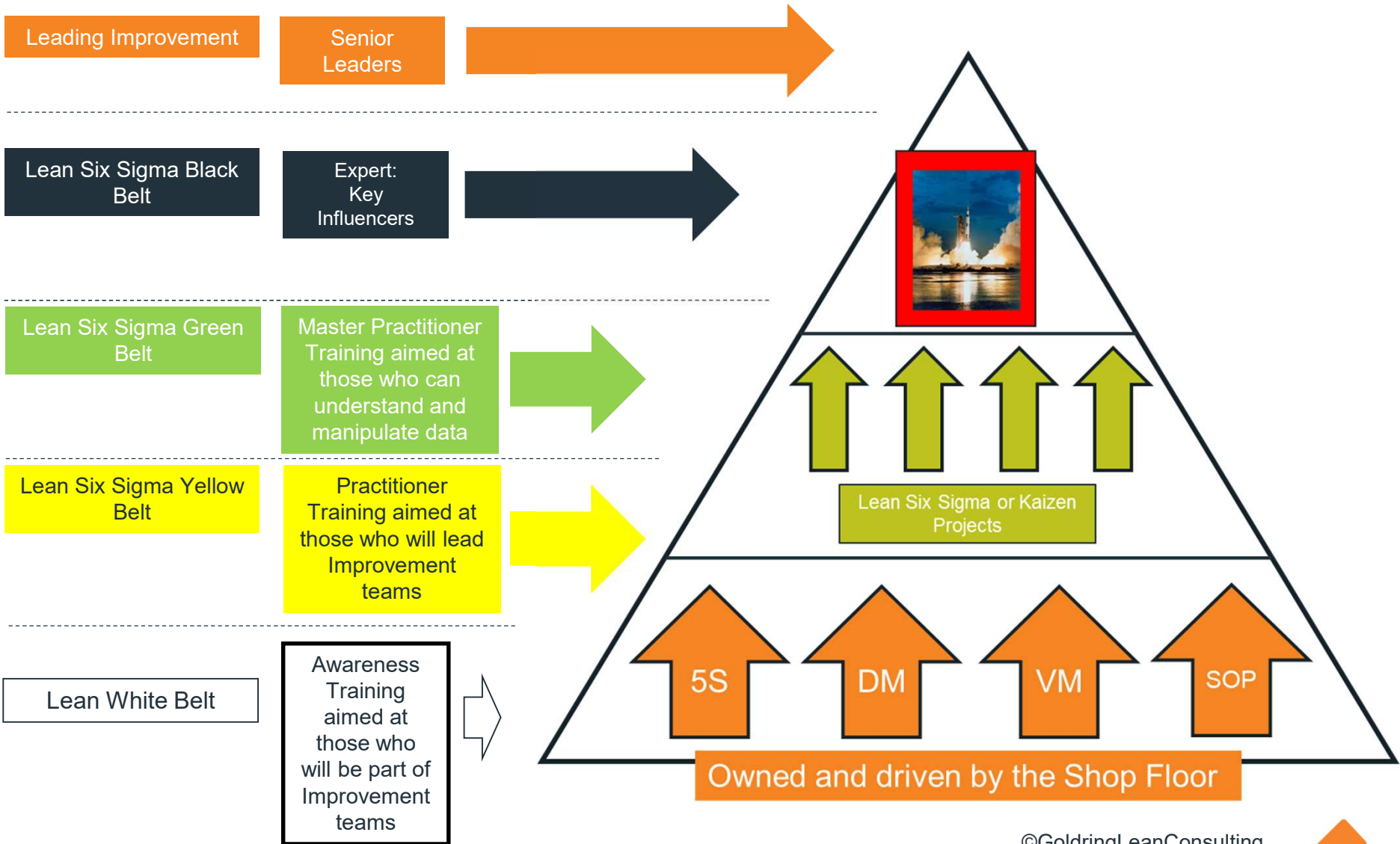
- Lean doesn't just happen. You need to develop people and their skills.
- And this is not just about a sheep dip approach. You need to develop a strategy that includes everyone and gives people appropriate skills for their level.
- Create a hierarchy of skills that develops your potential.



# Skills: Support the delivery of Improvement



# Skills: Support the delivery of Improvement



# Role Modelling



- Leadership is key
- Without the support of leaders all improvement activities will fail

“CI B\*\*\*\*\*s”

“Window dressing”

“Wall papering”

- But don't forget that you have the “Underground Leaders” to foster and nurture.



# Role Modelling



## Leadership with Recognition driving Improvement



# How do you create change?



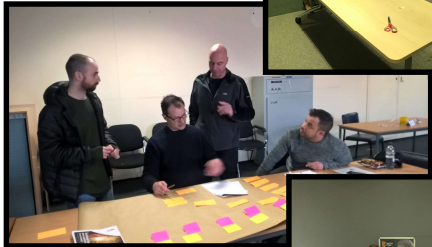
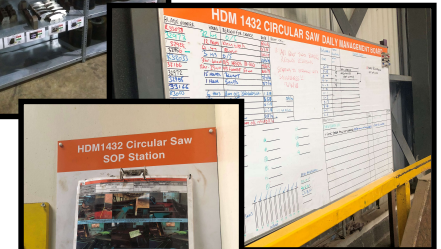
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# How can GLC help?



- We can help mentor, foster and develop your existing talent.
- We can deliver Leadership Training.
- We can deliver bespoke Lean Training (5S, Daily Management), White Belt and Yellow Belt Training.
- We have partners in the training world who can deliver BQF accredited Green and Black Belt training and Apprenticeship training to Level 6.
- We have partners in the AI World who can help create leaner processes whilst retaining that core of Practical Lean.
- We have partners to support the creation of the Visual World in your workplace.
- We have partners in the simulation world who can take your processes and simulate different scenarios.



# Any Questions?

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