Lean engineering : where to start ?

LPPDE 2024 March 7th

CÉCILE ROCHE



Lean beliefs?

The SUCCESS of the company comes from

> customer satisfaction

The profitability of the company comes from

the creativity of the employees

The **SUSTAINABILITY** of the company comes from respect for people and ecosystem



The SUCCESS of the company comes from

> customer satisfaction

The profitability of the company comes from

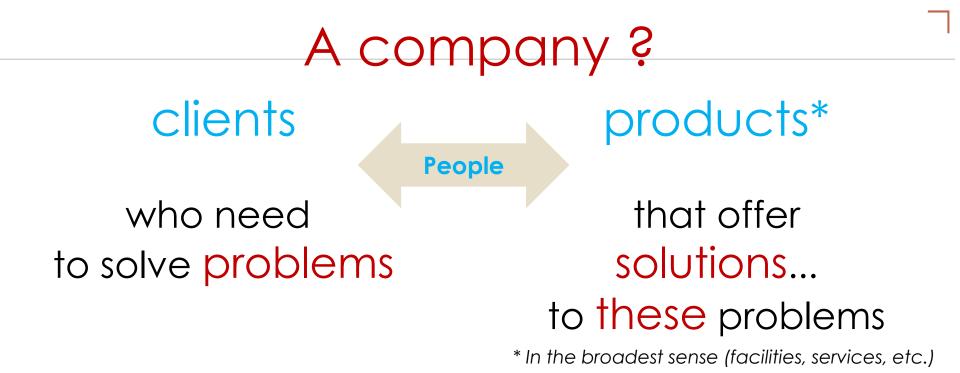
the creativity Of the employees

DO THE RIGHT THING ... THEN DO IT RIGHT









civil society waiting commitments



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People

How to ?

Telling people what to do and how?

It's unlikely to work in all contexts and under all conditions ! Make people think about what they need to learn?

Learning to adapt to what's changing



Entry doors ?

DOING THE RIGHT THING ?









Do we know?

What we already know... What we should know...

Products that do not meet customer and society needs ?

Developping knowledge

of customers, markets, competitors

to understand what is their real problem



Developping knowledge

of technologies, capabilities, suppliers...

to control the solutions proposed throughout the product life cycle

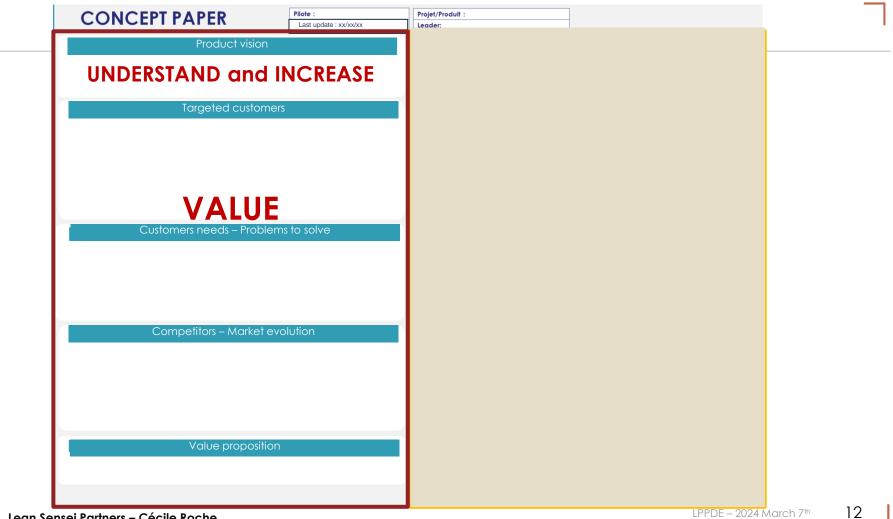
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Developping knowledge

what we **know** or don't know! **who** should learn what? **who** should talk to whom?

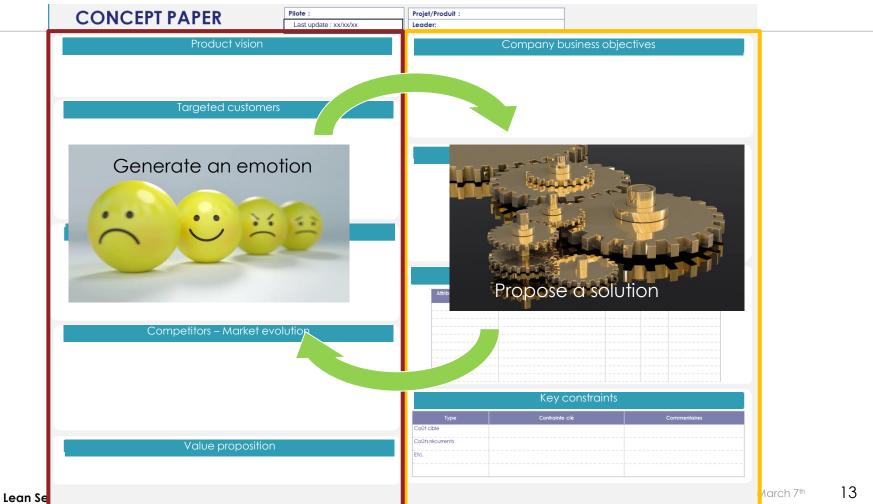
> to avoid all the nonsense that cost a lot of time and money



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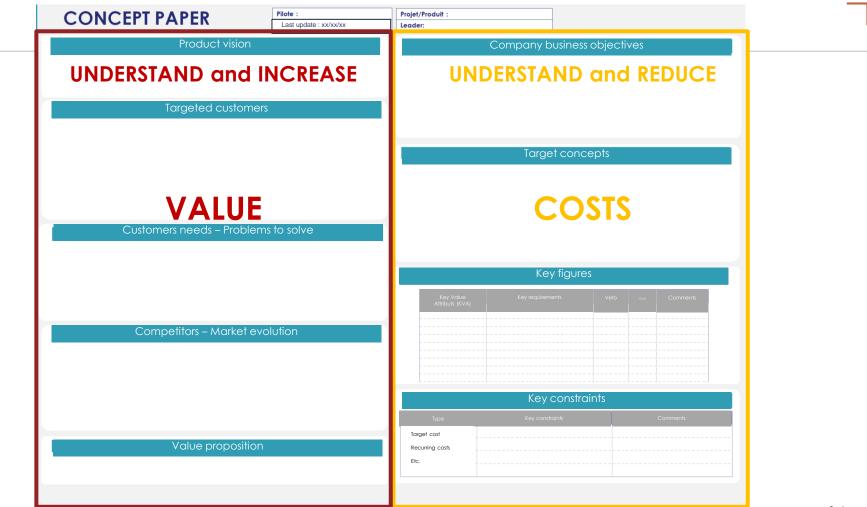
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PARTNERS



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PARTNERS

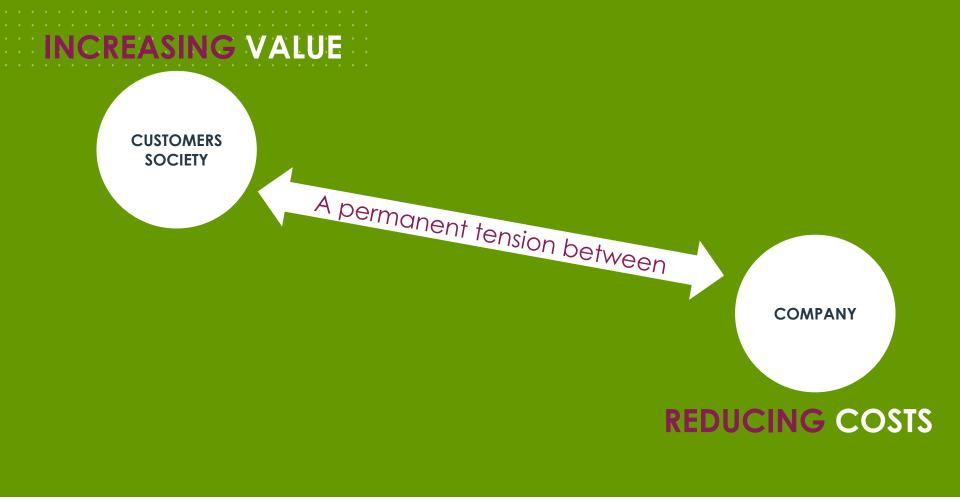


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Do we disagree ?

Conflict is a source of creativity

2



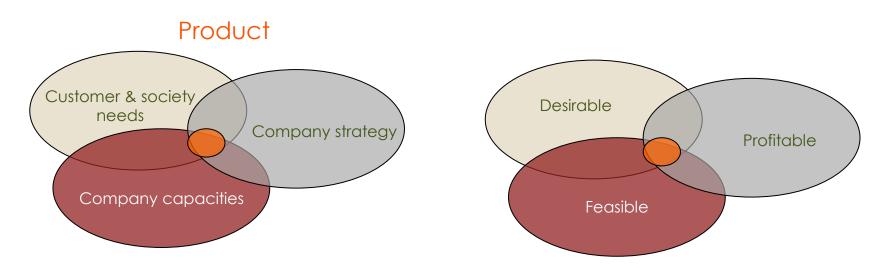
CUSTOMERS SOCIETY

UNDERSTANDING VALUE

UNDERSTANDING COSTS

COMPANY

What challenge do we need to solve?



Products "trade-offs"



Dilemma, trade-offs, contradictions...

...managing is about facing dilemmas !



Growth / revenue



More power less weight



You CANT choose one side only !!

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Possibilities St

ř

3

Have we looked at options ?

to enable good discussions



Developping knowledge

Learning to think

Developping ingenuity and curiosity

Establish a growth mindset



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DOING THE RIGHT THING ?





2 conflicts

everything begins with the right discussions between the right people



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Obeya, P ____

the big room

OBEYA, for

Visualising uncertainties Identifying conflicts Co-elaborating solutions Improving success conditions

Clarify SUCCESS, for everyone to show the gaps

Learn who needs to talk to whom



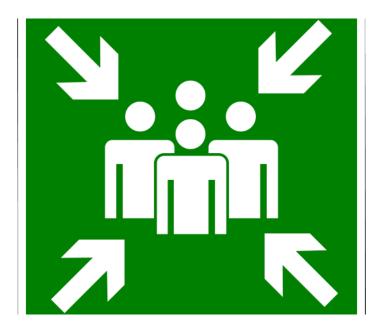
finding out what we don't know

identifying conflicts

looking for options

Easy to open ? No !

Management ?



Giving people

the framework and conditions

to acquire the right knowledge



Identifying Knowledge gaps, to reduce them

Identifying **Conflicts**, and transforming them into **Creative** energy

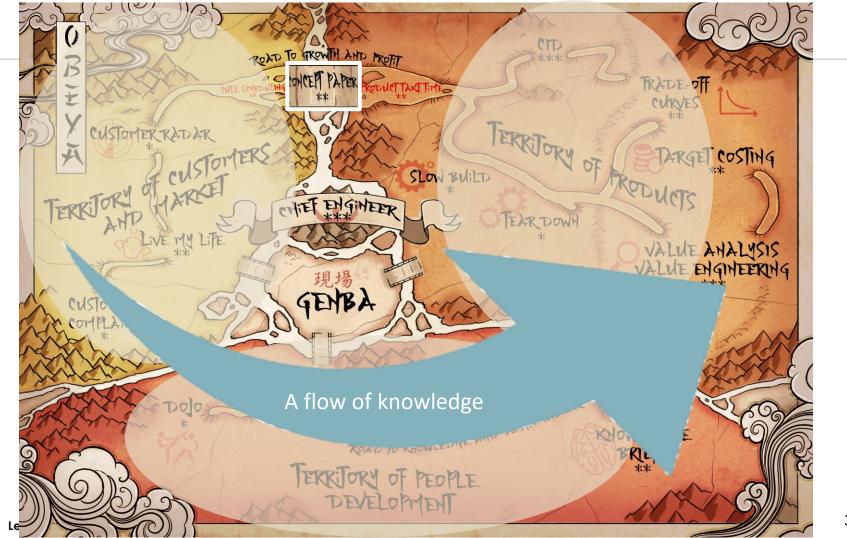
Identifying problems, solving them

Understanding **Conditions**, to **improve** them

Clarify SUCCESS, for everyone to show the gaps

Learn who needs to talk to whom





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Lean Engineering Travel Guide

The Best Itineraries for Developing New Products and Satisfying Customers



CÉCILE ROCHE • LUC DELAMOTTE

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Foreword by Olivier Flous A PRODUCTIVITY PRESS BOOK









Des praticiens du Lean qui, forts de leur expérience, ont choisi d'accompagner les dirigeants et leurs équipes, à partir du terrain, pour développer une stratégie Lean de croissance durable