



Stable processes

A Question of Perspective: "Traditional Perspective"



- Standard serves as working instruction
- Documentation, re-reading & control
- Mostly to show at audits
- Work instructions are displayed in such a way that employees can read them.

An everyday example

The crime scene



Traditional view



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Lean perspective

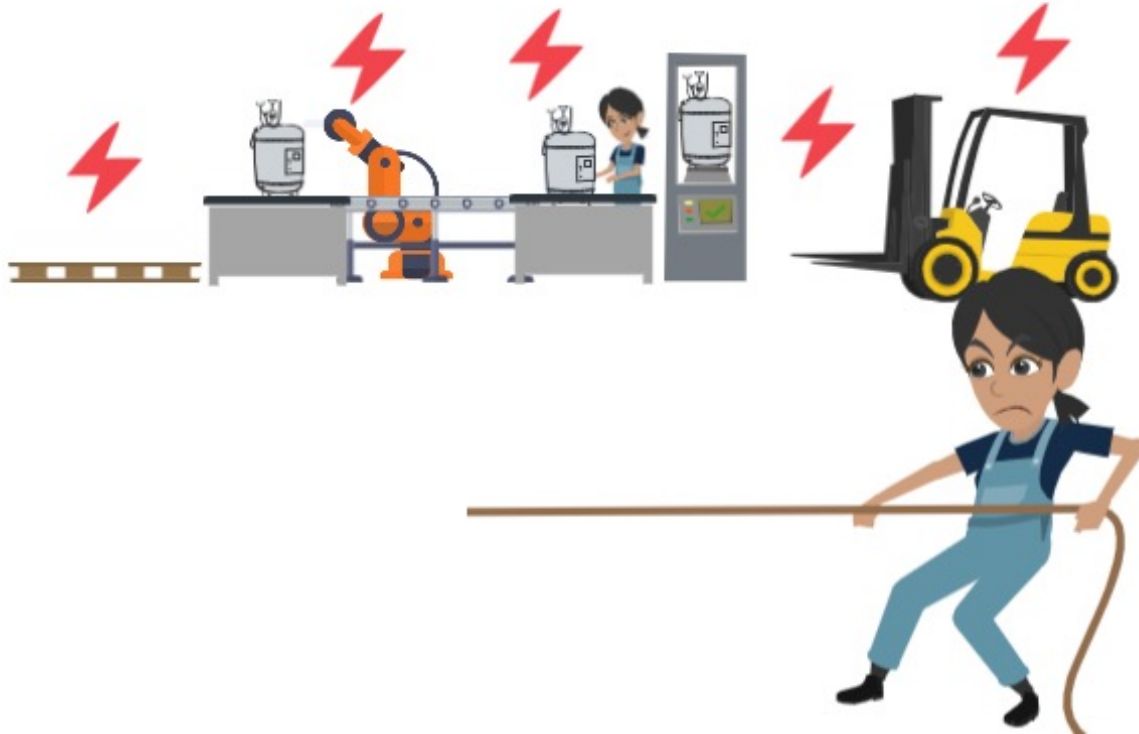


- Normal case: Only qualified employees in the process who are aware of the standard
- On site: Only sticking points visualised as a memory aid
- Standard helps the observer to understand the target state
- Regular target/actual comparison to detect deviations: **Process confirmation**



Objective Process confirmation

Recognise deviations when they are "hot"



Process confirmation types

Ensure that the planned state is a reality

Gemba Walk



- Standardised tours
- Testing of safety-, quality- and performance-relevant locations
- Neuralgic points enable quick assessment of the situation

Process observation



- On-site observation
- Comparison of standard with current process
- Recognise deviations & causes

Process confirmation is used to identify deviations on site and define countermeasures together with the employees

Excursus: Preventing misunderstandings

Process confirmation promotes cooperation

Plan, Do, Check, Act

Power

