

# The integration of Lean Thinking on the culture of Portuguese Organizations: enablers and inhibitors

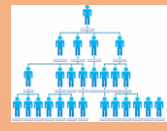
Doctoral Program in Industrial and Systems Engineering (DPISE)

Authors: Paulo Amaro, Anabela Alves and Rui Sousa

## Background

Challenges require companies to rethink:

- Structure and organization, differently from traditional functional silos
- Hierarchical organizational structure, from heavy to flat ones
- Organizational culture
- People-driven and value focus



Lean Thinking principles bring many advantages, e.g., promoting a cross-level organization

## Questions

What are the factors that act as enablers and/or inhibitors on the integration of Lean Thinking Principles in the culture of Portuguese Organizations?

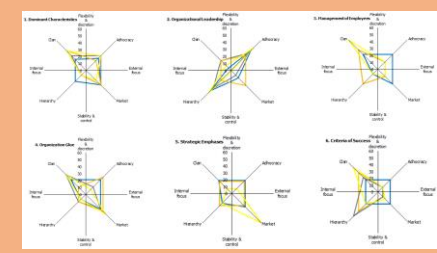
- Is the organizational culture an enabler or inhibitor in this integration?
- Is this integration more difficult in the departments further way of operations?

## Results

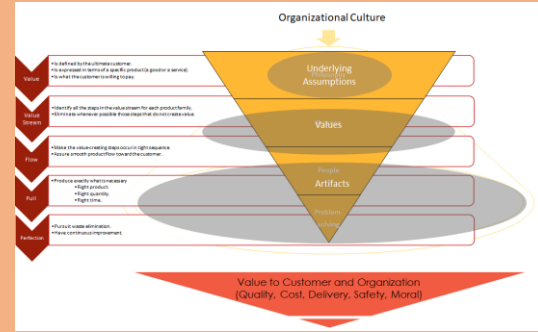
### Enablers vs Inhibitors



### Bi-dimensional instrument for Lean Culture openness (BDILCO)

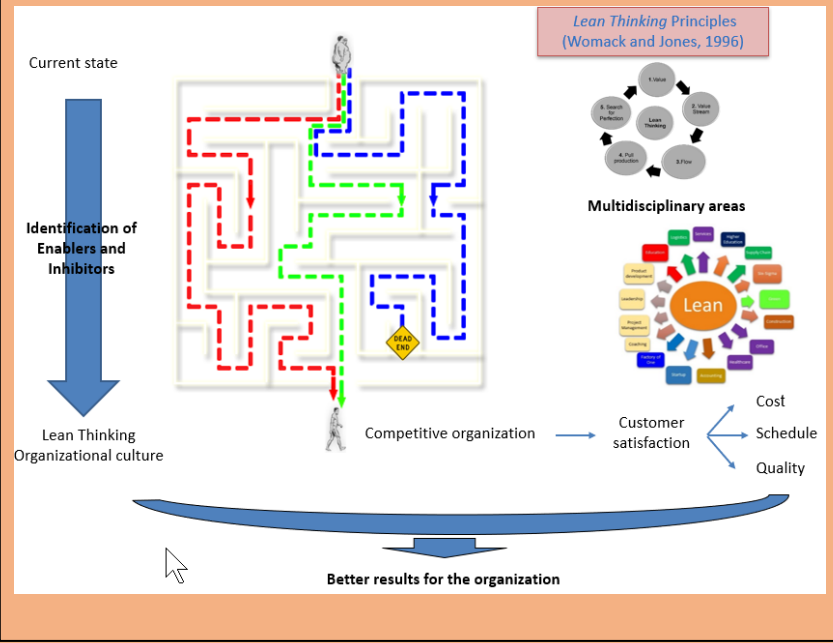


### Integrating Lean Thinking into Organizational Culture (ILTOC)

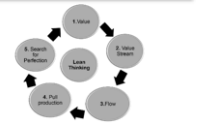


Phase 0	Phase 1	Phase 2	Phase 3
Identify the three levels of Culture	Identify Lean Principles in each Value Stream	Select a Value Stream and define actions to	Integrate lean principles into Organizational Culture
Activities: Interview, Observation	Value	Review the nature of the cultural traits of the organization against the lean principles	Apply the lean VSM to all value streams of the company
Values: Value & Truth	Value Stream	Apply the 4P model to support the lean culture	Build a process of continuous improvement
Underlying Assumptions: Identify the cultural traits of the organization and the assumptions behind the assumptions of the culture	Flow	Based on the culture to which the company belongs, determine the lean implementation goals for implementation and tracking	
	Full		
	Partial		

## Conclusions



Lean Thinking Principles (Womack and Jones, 1996)



Multidisciplinary areas



Customer satisfaction

Cost

Schedule

Quality

