



The 20 Keys®

Level	KEY 5 – Process Controls													
1	There are few or no known and/or widely accepted standards for key parameters													
2	Formal systems	<table border="1"> <thead> <tr> <th>Level</th> <th>KEY 13 – Internal Customer Service</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The quality of service to other areas is poor and there are no measurement systems and improvement plans in place</td> </tr> <tr> <td>2</td> <td>Work orders exist</td> </tr> <tr> <td>3</td> <td>Metric Control</td> </tr> <tr> <td>4</td> <td>All metrics are defined</td> </tr> <tr> <td>5</td> <td>Customer control</td> </tr> </tbody> </table>	Level	KEY 13 – Internal Customer Service	1	The quality of service to other areas is poor and there are no measurement systems and improvement plans in place	2	Work orders exist	3	Metric Control	4	All metrics are defined	5	Customer control
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Performance Level	
1	Traditional
2	Learning
3	Leading
4	World Class
5	Currently Invincible

 Current	 Planned
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What are they?

The 20 Keys® articulate how Lean teams operate and outline the steps required to move towards best practice. They give teams and leaders focus in adopting Lean ways of working, and provide a structure against which to track progress.

What are they used for?

To set high standards and ensure that teams direct effort towards continuous improvement.

What are the benefits?

Teams develop good disciplines from which good performance will flow. This reinforces ownership and sustainability of Lean.

How does it work?

Using the 20 Keys® helps keep teams objective about the way they work and gives them control over their own improvements. Teams plot their current state for each of the 20 Keys® against five stages of Lean implementation. After agreeing targets for short and long term development, teams identify and implement changes that help them move towards their goals. Regular reviews maintain progress and embed new habits.

There are versions of the 20 Keys® to suit teams working in a range of different environments, for example:

20 Keys of Leadership®

- Designed for leaders and managers who are responsible for creating and sustaining an environment in which teams operate on Lean principles.

20 Keys of Manufacturing®

- Adapted for teams predominantly operating in an asset based environment (for example: factory; maintenance and repair facility; laboratory, etc.)

20 Keys of Office Kaizen®

- Adapted for teams predominantly operating in an information based environment (for example: processing centre; administration function; technical or professional advisory service provider etc.)

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