

## How Positive Practices Can Accelerate Transformation To a Lean Improvement Culture - DTU Orbit (09/11/2017)

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With increasing pressure on creating more value with fewer resources, many organizations pursue continuous improvement culture and practices in daily operations. In operations management Lean and the Toyota Way have been continuous improvement role models for describing tools and culture. However, the cultural transformation has been reported difficult to achieve. This study investigates how practices in daily operations can be used to purposely support the cultural transformation. During an explorative case study 9 practices were identified and analysed. The study showed that positive practices based on appreciative inquiry and positive psychology were particularly effective in accelerating cultural transformation.

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