



# Lean Human Resources: Redesigning HR Processes for a Culture of Continuous Improvement

*Cheryl M. Jekiel*

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Encouraging a long overdue shift in thinking, this book gives managers and executives the means to maximize employee potential by first showing them how to increase the improvement power of their HR departments. Cheryl M. Jekiel, who has been implementing Lean initiatives out of HR offices for 20 years, defines the people-related approaches and practices needed to alter any cultural dynamic that keeps employees from leveraging their peak abilities. She looks at why so many companies allow this sort of waste to exist, how traditional HR departments have not been especially effective in combating waste, and why today's HR department should be seen differently, as a partner delivering exceptional customer service to employees.

*Everyone Needs to Learn and Improve*  
*Everyone Needs to Participate and Be Involved*

Ultimately, lasting change requires evolution in an organizational cultural and to achieve such change requires definitive changes in behavior. To ensure that changes are properly paced and effectively put into operation, the book puts forth a proven five-year plan that includes the building of improvement-linked competencies into each job.

*Everyone Can Lead*  
*Lead with the Customer in Mind*  
*Lead by Teaching and Coaching*  
*Lead by Creating More Leaders*

A final section is designed especially for CEOs who must address their own views of HR before addressing improvement. They must recognize that Lean HR strategies and methods can be used to create a highly motivating place to work, and that anything less would be a waste of talent. To begin, an organization must realize the value of its HR staff and put it to use implementing improvement that is organic, fundamental, and self-perpetuating.

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