LEAN
LEADERSHIP

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What is Culture?

What Does Your Day Look Like?

Different Business = Different Leadership System

WHAT DOES
A GOOD LEADER DO?

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WITHOUT STANDARDS,

THERE CAN BE NO KAIZEN

Stabilize your environment with these five distinct steps:

o Establish agreement for the current best way of doing things.

o Analyze the current process.

o Make improvements (Plan-Do-Check-Act).

o Document the new standard work.

o Audit.

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LEARNING
OBJECTIVES

o How to define Lean Leadership

o How to develop your skills as a Lean Leader

o Understanding the 7 characteristics of a
  successful lean culture

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WE HAVE
A PROBLEM…

o 50% of people who leave their jobs do so to get away from bad leaders

o 70% of employees are not engaged at work

o A study of over 2,000 managers found that 51% are not engaged and 14% are actively disengaged.
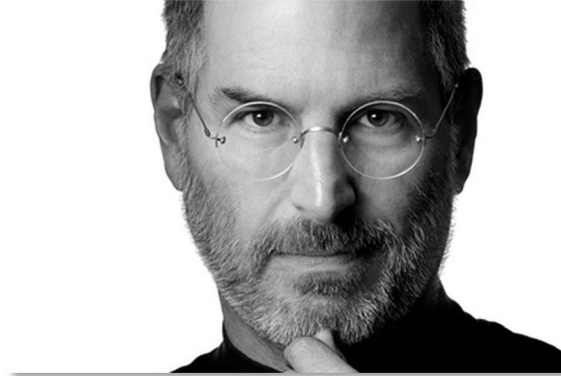
Gallup Study: Amy Adkins

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Defining Lean Leadership

WHAT IS
LEADERSHIP?

Leadership is the art of motivating a group of people to act towards achieving a common goal.

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WHAT IS
LEAN LEADERSHIP?

Lean Leaders embrace and champion continuous improvement throughout their organization.

Traditional Leadership
- Leader plans
- Staff meets goals set by leader
- Leader produces metrics and feeds back when not met
- Rigid enforcement of rules and regulations
- Information controller
- Sole problem solver
- Technical expert
- Assignor of work
- Performance appraiser

Lean Leadership
- Direction setter
- Ensures team goals support vision
- Monitors and audits team's metrics
- Sets expectations
- Information conduit
- Facilitates 'root cause' analysis
- Technical resource
- Provider of forward workloads
- Appraises team performance to team goals

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5 LEAN
LEADERSHIP ACTIONS

1. Leaders must be Teachers

2. Build Tension, Not stress

3. Eliminate Fear and Comfort

4. Lead through visible participation, not proclamation

5. Build Lean into Personal Practices

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THE HEART OF A SERVANT

What is Servant Leadership?

Hard-to-Learn Characteristics

o   Calling, Empathy, Healing, Stewardship

Learnable Skills

o   Listening, Awareness, Persuasion, Foresight, Growth, Team Building

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

1. A purpose-driven company culture
2. Effective communication patterns
3. A culture of feedback
4. Embracing diversity
5. Teamwork
6. Engagement and loyalty
7. Growth and development

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

1. A purpose-driven company culture

- o Shift resources to achieve goals

- o Inspiration driver for engagement

- o Drive performance

In this environment employees have a clear sense of purpose, and they understand their immediate and long term goals. Studies shows employees with a purpose in their work reported 1.7 times higher job satisfaction, and were 1.4 times more engaged at work. This purpose helps to fuel the highest level of performance.

When we strive to create a culture of continuous improvement we must have an end goal in mind, and communicate that goal to everyone. When everyone is aware of the goal they will be able to contribute to the company's continuous improvement program. This is how we achieve the next level of operational excellence.

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7 CHARACTERISTICS OF

SUCCESSFUL COMPANY CULTURE

2. Effective communication patterns

- Clarity
- Courtesy
- Proactivity

Often, people don't communicate their messages clearly enough, because they are afraid of upsetting people. When employees express themselves clearly and safely, teams work better together, and as a result productivity is increased.

Courtesy is another important characteristic of communication. Messages can be transmitted within an atmosphere of safety and respect. Listening to truly understand another's point of view is one of the most courteous and valuable things we can do.

Proactivity is a yet another crucial aspect of an effective communication pattern, because all parties in the discussion are forward looking rather than engaging with the past. While the past has value for the data it provides, it can lead to blame and accusations when we stray from the facts, and dwell on opinion.

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

3. A culture of feedback

o   Receptive to give and receive

o   Internal and external

o   Any aspect of organizational life

Feedback pushes us to achieve higher levels of performance. Positive feedback is easy to give and receive, and necessary when a project is a success. What about critical feedback? Giving and receiving negative feedback is inherently difficult. To be successful sharing challenging feedback, it has to be done with sensitivity to different cultures, personalities, and situations.

Feedback can come from many different sources. External sources can be customers and community, and internal sources can include management, and co-workers. Leadership, vision, management, operations, and internal practices are all fair game. Creating an open, feedback oriented culture requires people to be receptive to giving and receiving feedback, and most importantly, understanding when, and how, to give it.

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

4. Embracing diversity

o Tolerance and acceptance of others

o Aware about difference

o Evaluate impact of differences

The 4thcharacteristic of successful company culture is to embrace diversity. A company culture that embraces diversity is centered on tolerance and acceptance of others. This tolerance and acceptance of others fosters teamwork, and a general sense of collaboration.

A culture that embraces diversity has an awareness of different cultures, of how these cultures should be properly approached, and how to communicate with them accordingly. Leaders and team members evaluate how certain cultural differences affect how people work, communicate, and interact, without judging, making assumptions, discriminating, or stereotyping.

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

5. Teamwork

o Mutual understanding

o Focus on team accomplishment

o Fast, better and more efficient

The 5thcharacteristic of successful company culture is Teamwork. A common misconception about teamwork is that the success of a team is based on the personalities of the team members. The truth is, that while personalities that work well together certainly make teamwork easier, the real success or failure of the team is derived from structure.

Teams need to know what the expectations are. Teams need to know what the roles and rules are. These things need to be reinforced and clarified to all team members. Once this structure is in place, teamwork becomes much easier. A culture of teamwork focuses on team accomplishments, rather than on individual accomplishment.

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

6. Engagement and loyalty

o Psychological meaningfulness

o Psychological safety

o Availability

Raising employee engagement should be one of the highest priorities for organizations around the world. The problem is that while leaders have come to appreciate the importance of having a fully engaged employee, they often have a very limited understanding of what really drives employee engagement, and of how to maintain, or even increase it.

Employees are far more emotionally and physically engaged when they experienced the following: Psychological meaningfulness: a sense that their work was worthwhile, and made a difference. Psychological safety: a feeling they were valued, accepted, respected, and able to perform their job in a positive work environment. Availability: routinely feeling secure and self-confident in terms of their ability to perform their job. Interestingly, pay isn't even on the list! The conclusion for organizations everywhere is this: Employee engagement can never be bought; it must be earned.

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7 CHARACTERISTICS OF
SUCCESSFUL COMPANY CULTURE

7. Growth and development

- o Position-based growth
- o Professional growth
- o Financial growth

Successful company cultures always offer their employees opportunities for growth, both in terms of training, and in terms of their ability to grow as individuals, or as teams. It's the manager's job to not only get the best possible performance from employees, but to get this performance while at the same time helping them to grow.

Acquiring new skills can help employees thrive within their company. Position based growth allows people to move upward, or forward, of their position. People desire to feel that they are progressing as professionals at their workplace. That's where professional growth comes in. Employees that are given the opportunity to enhance their skills, and improve their knowledge, are likely to stay engaged and motivated.

Employees perform best when the environment is growth orientated. Limited growth often leads to disengagement, and even increased staff turnover.

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LEADERSHIP
REQUIREMENTS

o The majority of people, if given leadership, respect, opportunities for satisfaction and worthwhile goals, will attempt to excel.

o As leaders, we need to have a set of beliefs, expectations, and direction, that focuses everyone in the organization on critical objectives in an effective manner.

1) Commit to Self Development

First step is to start to develop and nurture yourself in the Lean Journey

2) Coach and Develop Others

While you keep your development, start to develop and challenge your team members in continuous improvement

VALUES
Challenge
Kaizen Mind
Go and See
Teamwork
Respect

3) Daily Management & Kaizen

Establish capabilities that will drive and sustain the improvement efforts

4) Create Vision and Align Goals

Define the direction and align objectives across levels (vertical & horizontal)

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WHAT IS
LEADER STANDARD WORK

A set of daily and weekly actions, tools, and behaviors, that leaders apply to build and sustain a continuous improvement culture.

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WHO USES
LEAN STANDARD WORK?

All leaders! However, it varies based on the roles and responsibilities.

ROLE	% of Work (time that should be standardized	
Executives	10-15%	Standard work is LESS structured
Support Department Managers	25%	• % of time standard
Value Stream Managers	50%	• Specific sequence • Specific time of day • More time for discretionary tasks
Value Stream support staff	50%	Standard work is MORE structured
Team leaders	80%	• % of time standard
Operators (Associates)	95% +	• Specific sequence • Specific time of day • Less time for discretionary tasks

Exec.
10%

Mgrs.
35%

Supervisors
70%

Hourly
Employees
95%

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WHY FOLLOW
LEADER STANDARD WORK?

You are creating a culture that...

o Solves problems quickly, creatively, and permanently
o Collaborate instinctively
o Make continual gains in performance
o Develops the next generation of leaders
o Deliver Superior Financial Results

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LEADER STANDARD WORK MATRIX

Tasks Category	Team Leader	Supervisor	Operations Team or Plant Manager*
Tier 1	Lead	Attend 1 per day (rotate through areas responsible for)	
Tier 2	Attend	Lead	
Tier 3		Attend	Lead
Plant Board			Attend
Standard Work	• Daily Audit • Update as necessary	• Verify visual system up to date • Audit 1 per week per area • Verify standard work revision is current	1 per week
Process Performance	Observe for abnormal - follow escalation Monitor: • Hour by Hour boards • PM completion • 5S • Product quality (incoming and outgoing) Frequently throughout the day	Observe for abnormal - follow escalation • Audit logs • Monitor 5S/PM • Monitor hour by hour boards • Daily KPI team board audit Minimum: start/End of shift	During Gemba: • Review corrective actions / plans for top issues • Discuss team board problem solving process • Review training matrix and ensure plans in place • Pay attention to lean waste and review plans
Gemba Walk	w/ Supervisor	• 1 daily with team leaders • 1 per week per area with Ops Mgr	1 per week per area
Continuous Improvement	Kaizen on the line: •solve a problem • complete item from team board	• Follow up on member ideas • CI coaching • Support/lead mfg initiatives	• Lead strategic initiatives • Lead operations CI project
Training	• train new member • maintain training matrix • learn a job on the line	• Ensure proper training and document upkeep	• Support /provide training
Safety	• Daily 2-5 minute safety discussion • Safety Audit	• Daily 2-5 minute safety discussion • Safety Audit	• Daily 2-5 minute safety discussion • Safety Audit
LSW Review		Review Team Leader	Review Supervisor
HR	Notify team of OT	• Staffing • Assess member performance • Promotion/disciplinary action	• Assist supervisor as required • Hr activities for direct reports as required

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LEADER STANDARD WORK

Date:

Daily Tasks	Notes:	Tasks Assignments:

Daily Tasks

☐ Tier 1 Meeting- Lead ☐ Attend ☐

☐ Tier 2 Meeting- Lead ☐ Attend ☐

☐ Tier 3 Meeting- Lead ☐ Attend ☐

☐ Gemba Walk Lead ☐ Attend ☐

☐ _____

☐ _____

☐ _____

Multiple Times a Day Tasks

☐ Hour by Hour Boards

☐ 5S Audit

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

Notes:

Continuous Improvement: _____

Opportunities: _____

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Problems: _____

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Actions: _____

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Tasks Assignments:

Self:

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☐ _____

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☐ _____

☐ _____

☐ _____

☐ _____

Tasks Assignments:

Others:

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

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PRACTICAL
APPLICATION

- **Once daily**
  - Shift start meeting
  - Review and adjust work plans
  - Monitor production start up
  - Post tracking sheets
  - Attend board meeting in department
  - Set next day's work plans

- **Multiple times daily**
  - Work on kaizen items
  - Update hourly production control board
  - Train operators as needed
  - Monitor stop and start times

Once daily actions

Multiple times daily actions

Notes on daily work and non-standard tasks

Tasks assigned or received today

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BEST SELLING BOOK
AvoidContinuousAppearance.com
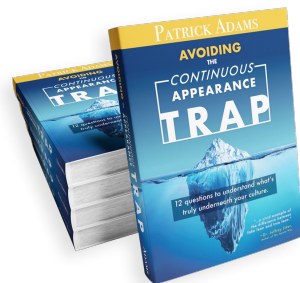
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