



# Lean Leadership

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## A True Story





Google Images: Pink  
Pick-Free Stock Photo





From Wikimedia Commons



## What the Plant Manager Said



## What can we learn from this true story?



Creative Commons



## What are obstacles to developing and sustaining a Learning Culture?



CCO Public Domain





# Another True Story



Creator: Daniel S. Willoughby. Information extracted from [IPTC](#) Photo Metadata



## What did Marquet do to cause this radical change?



[thornleyfallis.com](http://thornleyfallis.com)



# Marquet's Solution



Wikimedia Commons



**“I had to lean back so they could lean forward”, David Marquet**



Osan Air Base



## Small Group Work

- Work in groups of 3-5
- Choose a volunteer recorder
- Take 5 minutes
- List what stands out to you so far
- Hold questions for now.



## Small Group Work

- Work in groups of 3-5
- Choose a volunteer recorder
- Take 5 minutes
- List your questions
- Students will collect them from your tables
- I will answer them at the end



# The role of leadership in creating and sustaining a lean culture

1. What defines a lean culture?
2. What are the major obstacles to be overcome?
3. What should leaders do to overcome those obstacles?



## What defines a “lean culture”?



[File:Hinh Anh choi.jpg - Wikimedia Commons](#)



# What defines a “lean culture”?



[Pixabay: CC0 Creative Commons](#)



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## 1<sup>st</sup> Major Obstacle

- A knowing culture
- Leaders' tendency to lose touch with primary work processes as they rise in management ranks



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# Major Obstacles

"Any organized process naturally tends to decline to a chaotic state if we leave it alone."

Mike Rother, *Toyota Kata*



**What should leaders do? What are keys to successfully creating and sustaining a lean culture?**

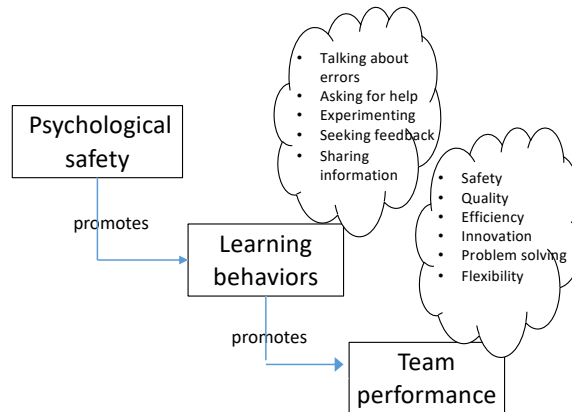


Psychological Safety

Psychological Health Center of Excellence



# Psychological Safety/Respect for People/ Continuous Improvement



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## What Supervisors can do to encourage psychological safety

- Frame tasks as learning opportunities
- Acknowledge your own fallibility
- Model curiosity by asking questions
- Be accessible
- Encourage team members to share their mistakes so everyone can learn faster
- Don't punish poor performance. Help improve performance.



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# Leader Standard Work

## Leader Standard Work - Example

Daily	Intent
1. Attend daily Tier II standup	Escalations, Improvements, Commitments
2. Address any escalated issues – directly or escalate	Ensure high productivity and engagement
3. Gemba Walk to each team space	Understand the work, coach, connect, demonstrate commitment to the lean system
4. Identify one coaching opportunity	Learn and teach
Weekly	Intent
1. Project meetings	Strategic and tactical input; Risk and issue management
2. 1:1 Coaching (directs, project team members)	Ensure high productivity and engagement; Review standard work
3. A3 Reviews – owned and sponsored	Keep commitments; Coach
4. Social media	Connect with associates the way they want
Monthly	Intent
1. Development planning	Engagement (Career development of associates)
2. Succession planning (meet with potential candidates)	Career development
3. Tools & technology research	Tool & technology continuous improvement
4. Update app dev roadmap	Practice strategic planning

10/7/2016

SlideShare: Leader Standard Work - Example 10/7/2016

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## Key Points

- The foundational principles of a lean culture are Respect for People and Continuous Improvement
- Primary obstacles to creating and sustaining a lean culture are:
  - A knowing culture
  - Leader's tendency to lose touch as they rise in organizations
  - Organizational entropy
- What should leaders do?
  - Promote psychological safety
  - Create and follow Leader Standard Work
  - Model lean behaviors





**Thank you for your attention. Let's collect questions like we did before.**

- Work in groups of 3-5
- Choose a volunteer recorder
- Take 5 minutes
- List your questions

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