



Achieving Lean Culture



February 2013

Agenda



◆ Why We Are Here

- Washington's Lean Journey

◆ The Big Picture

- Proven Framework for Organizational Excellence & Lean Transformation

◆ Building the Foundation

- Defining Lean Culture

◆ Taking Action

- Developing Leadership Practices that Enable Lean Culture



Why We Are Here

Washington's Lean Journey



“

The work of gov't is noble.

The people of gov't are great.

The systems of gov't are a mess.”

–Ken Miller, We Don't Make Widgets and Extreme Government Makeover

”

“The best solutions to our problems come from those on the line everyday seeing what works and doesn’t work, and how to fix it and solve it.”



– Governor Gregoire

“Those who do the work are responsible for improving the work.”

This concept applies just as much to leaders as it does front-line staff.

As a leader, YOU must improve the work you do!

Category	Accomplishment
Awareness Training	Trained more than 6,400 employees on Lean thinking, tools and techniques
Lean Practitioner/ Facilitator Training	Trained more than 180 Lean practitioner/facilitators
Lean Events	Conducted more than 700 events related to Lean

What are people saying?

“Roles and expectations for leaders, managers and supervisors need to be clearer” .

“Lean can flourish only in an environment where **every leader** understands how to create a **supportive environment**, where **employees’ ideas are heard**, and the **customer receives value.**”

– 2012 WA Lean Report

Governor Inslee's Vision



Video clip at <http://IntegrisPA.com/lean-washington/>



The Big Picture

Proven Framework For Organizational Excellence & Lean Transformation



THE SHINGO PRIZE for OPERATIONAL EXCELLENCE™

The Path to Sustained Transformation



Tool-Driven

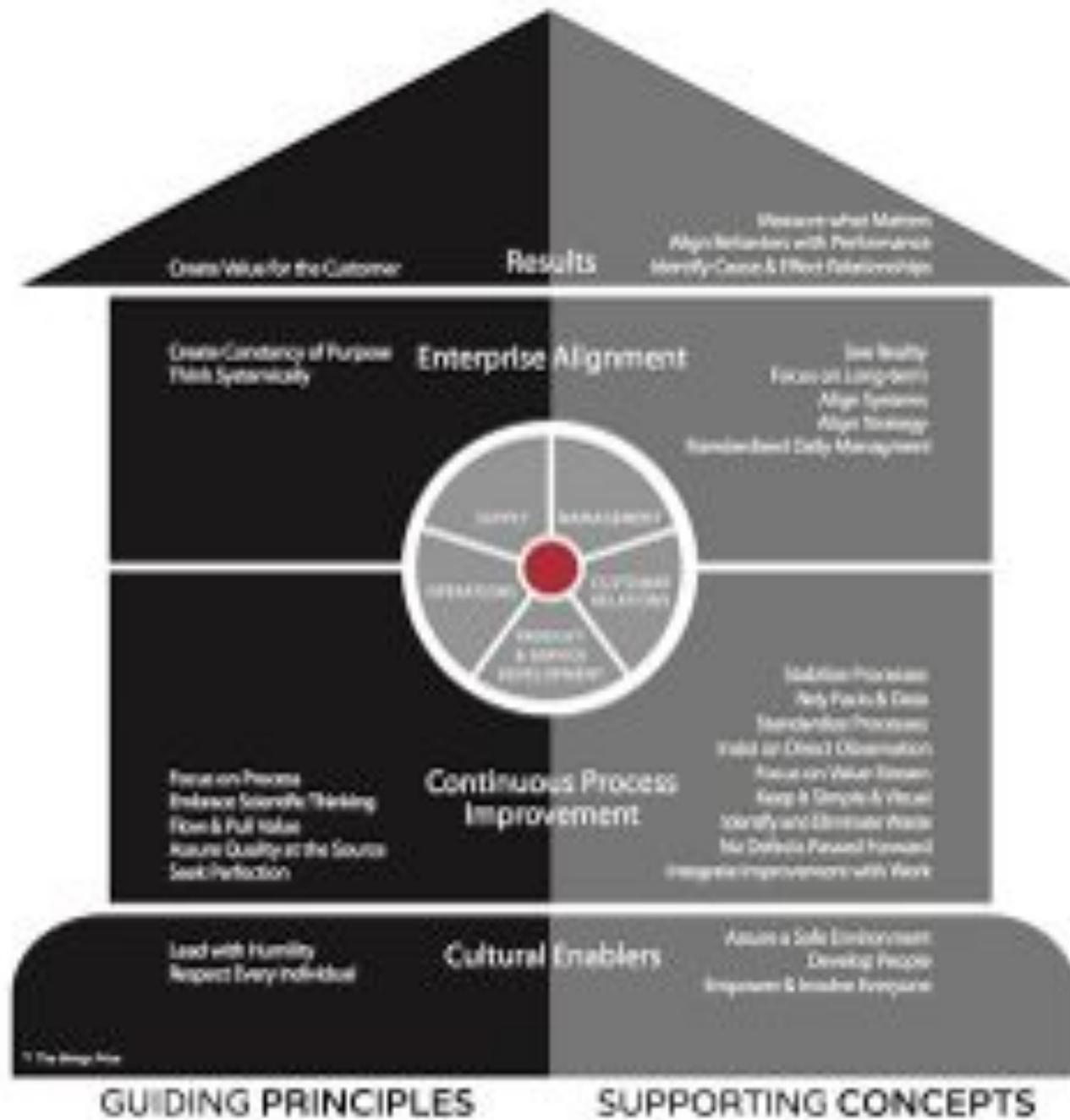
- Lean knowledge and expertise is not widely distributed
- Heavy focus on tools training and “proving” that Lean works
- Popcorn Kaizen
- Common starting point for Lean efforts

System-Driven

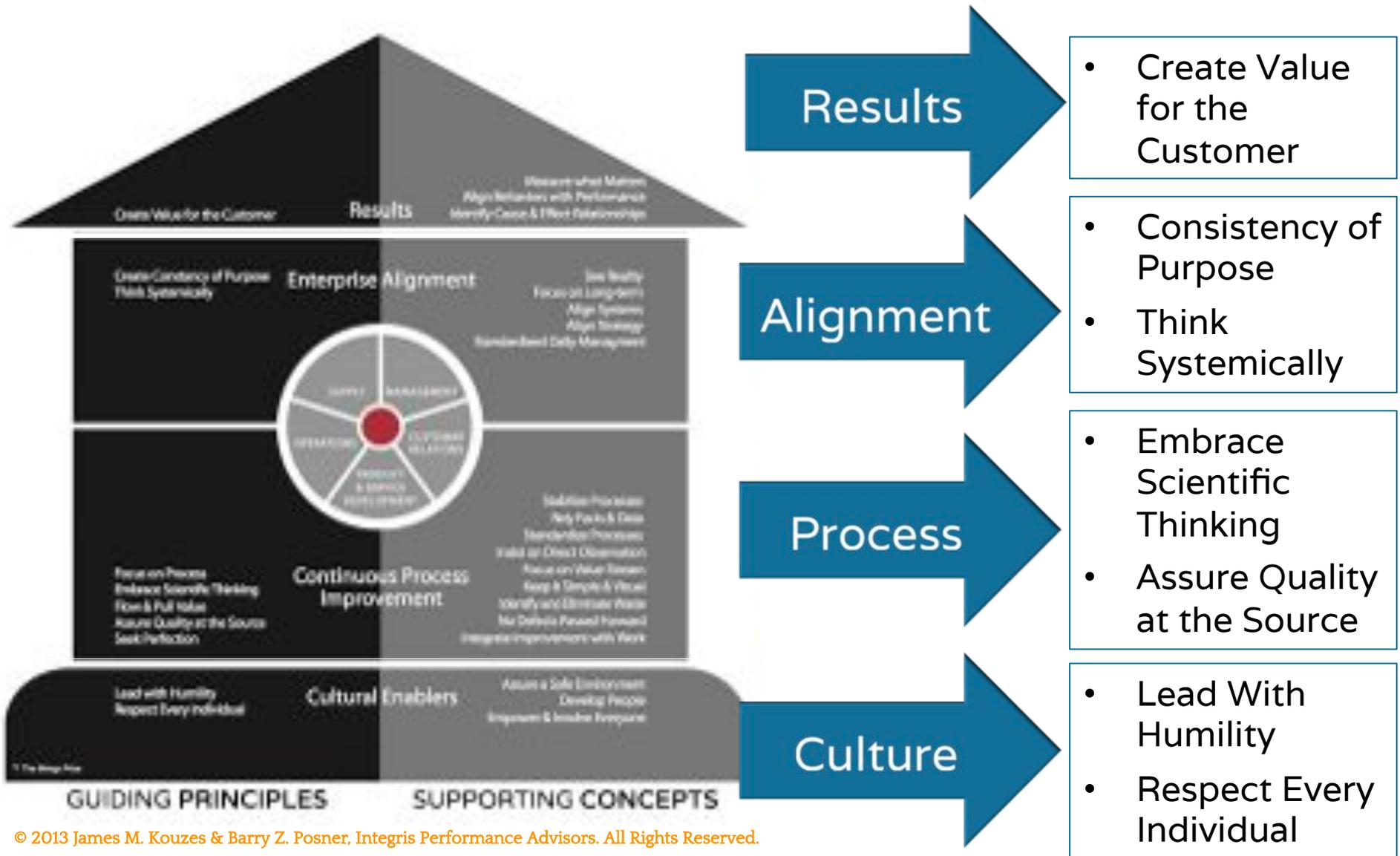
- Leaders, or PMO, select projects that are connected to relevant goals
- Performance is transparent through visual management
- Lean metrics used to “keep the eye on the ball”

Principle-Driven

- Focus throughout organization is on delivering value to the customer
- Employee engagement is high
- Lean thinking is broadly understood
- Improvement efforts occur organically
- Leaders talk the talk, and walk the walk



Shingo Framework for Operational Excellence





Building The Foundation

Defining Lean Culture

Descriptors of a Lean Culture



- ◆ Respect
- ◆ Value to the customer
- ◆ Efficient
- ◆ Employee empowerment
- ◆ High morale
- ◆ Safe work environment
- ◆ Teamwork
- ◆ Alignment
- ◆ Personal accountability

(A partial list...)

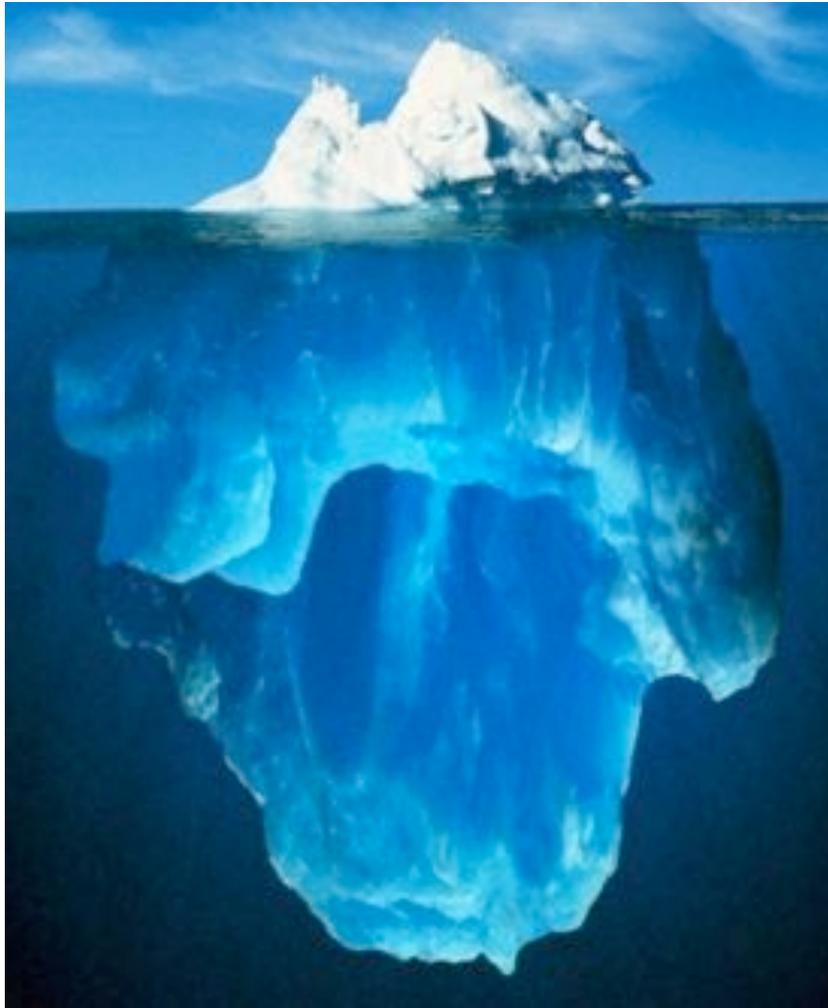


“Culture consists of group norms of behavior and the underlying shared values that help keep those norms in place.”



– John Kotter

Two Elements of Organizational Culture



How We Act

What We Believe

BELIEFS

- ◆ Customers define value
- ◆ People should be treated with dignity and respect
- ◆ Employees should be empowered
- ◆ “Waste” should be eliminated wherever possible
- ◆ Collaboration yields better ideas and results

ACTIONS

- ◆ Lean tools and techniques are used regularly
- ◆ All people, including customers and employees, are treated with respect
- ◆ Leaders ensure that vision and goals are aligned
- ◆ Wins are celebrated; failures used to learn

(Another partial list...)

“

“Leaders Go First”

”



Taking Action

Developing Leadership Practices that Enable Lean Culture

Houston Municipal Courts



	2005	2006	2008	2009
Overall department is well run and effective	26%	47%	48%	66%
I feel productivity is improved	38%	45%	59%	79%
My division is high quality	44%	55%	63%	79%
I am comfortable talking with my supervisor	39%	52%	54%	69%
I am satisfied with my job	50%	61%	62%	70%
My supervisor is competent	38%	54%	68%	75%



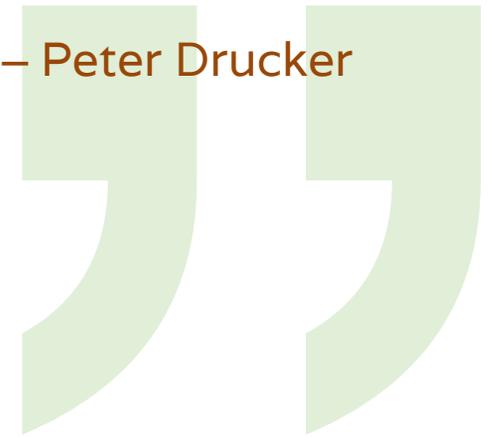
“Only three things HAPPEN
NATURALLY IN ORGANIZATIONS:
friction, confusion AND
underperformance...”





“... everything else
requires leadership.”

– Peter Drucker



Sahira Abdool — Houston Courts





“Being a leader means taking responsibility for what actually happens in the world.”

– Marc Roberts



Manage

*To control the movement
or behavior of*

Lead

To go, to guide, to travel

“Leadership is the ART OF
mobilizing others TO want
TO STRUGGLE FOR shared
aspirations.”

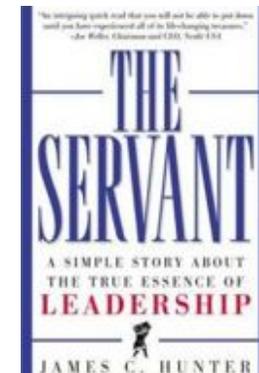
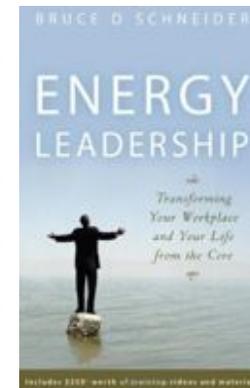
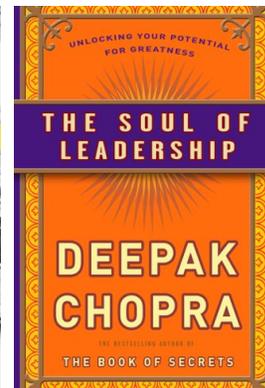
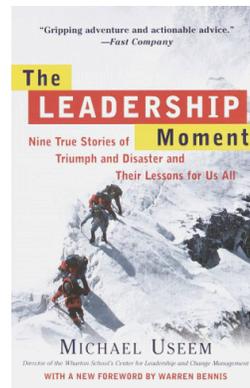
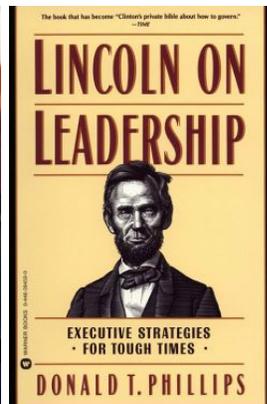
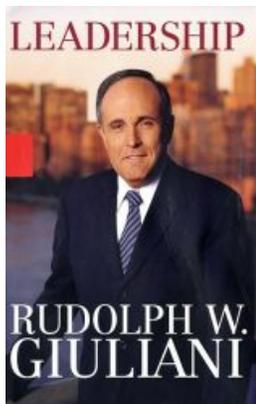
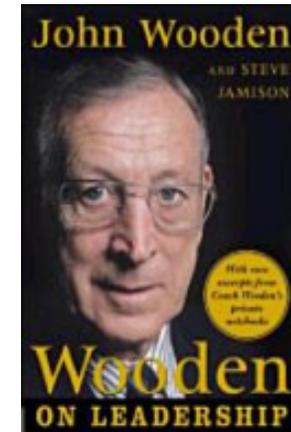
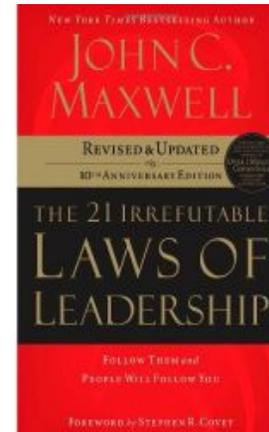
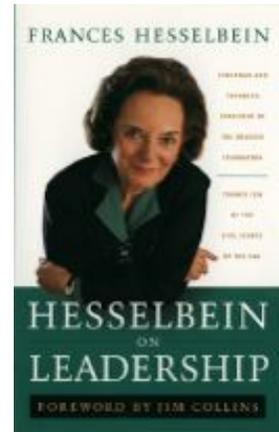
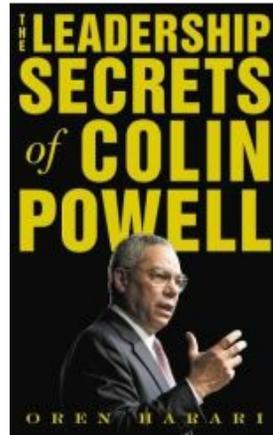
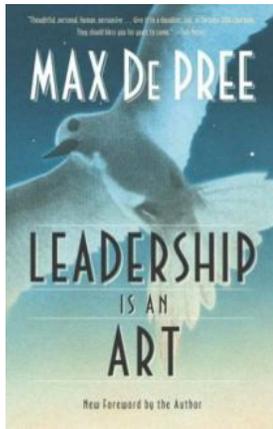
– Jim Kouzes and Barry Posner

So, What Is Leadership?



What practices do leaders engage in that distinguish them from otherwise competent people?

Learning From Example

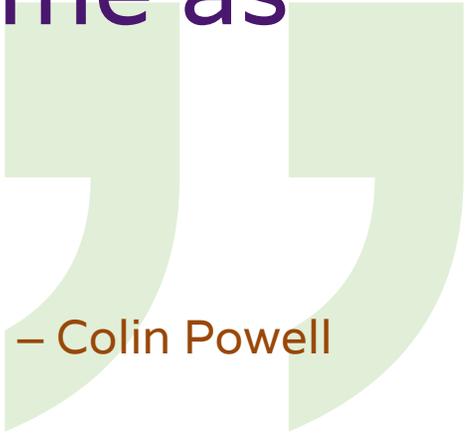


Born or Made?





“Among the leadership lessons I learned, the impact of **making time for practicing** good leadership strikes me as the most important.”

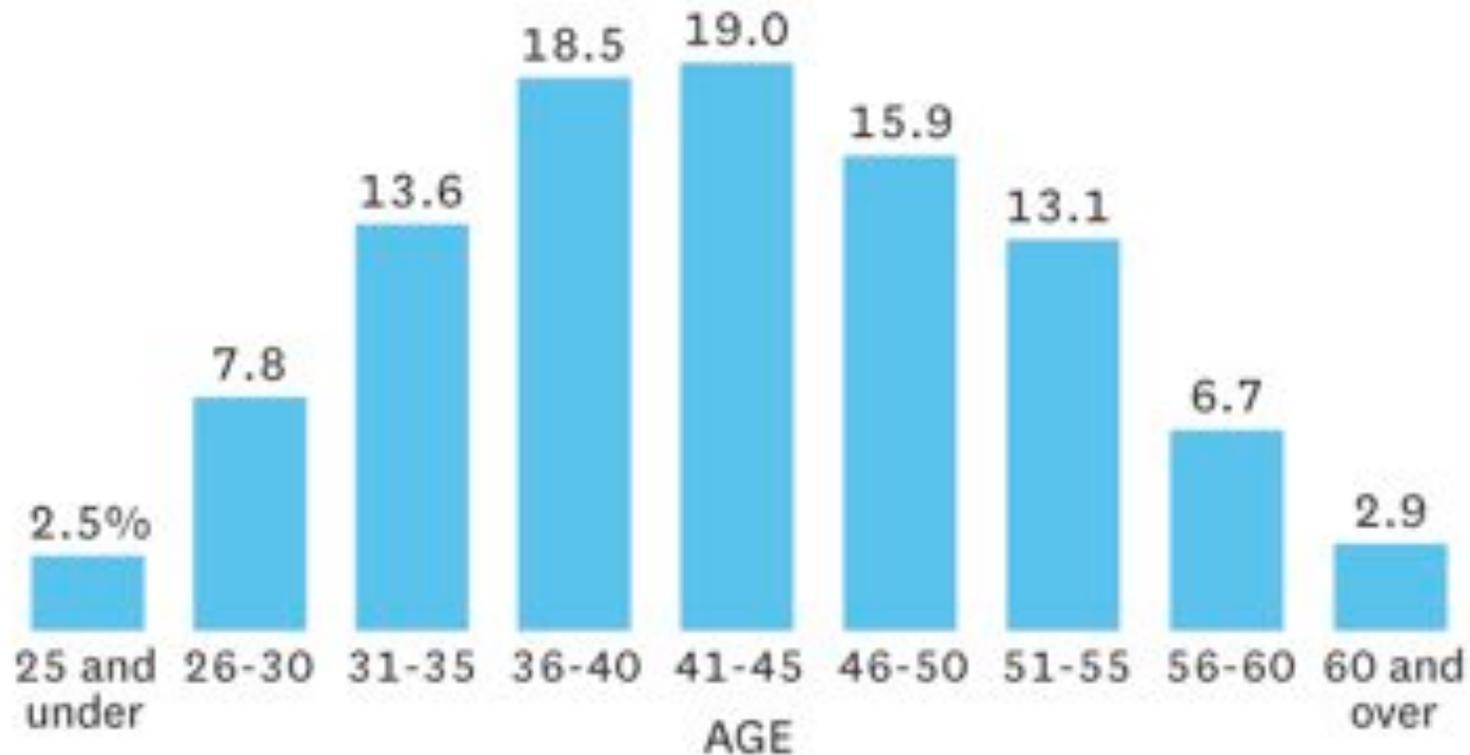


– Colin Powell

When Managers First Get Leadership Training



On average, at age 42—about 10 years after they began supervising people.



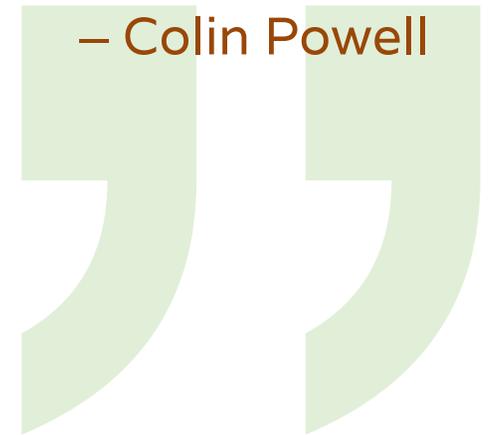
SOURCE ZENGER/FOLKMAN TRAINING DATABASE

HBR.ORG



“One of the tenets of a good leader is to **never stop learning.**”

– Colin Powell



Not only is leadership *learnable*...

It is *measurable!*



The Leadership Practices Inventory

Your Leadership Behaviors



- ◆ Take a few moments to think about your daily actions as a leader
- ◆ Complete the LPI-Self survey
- ◆ Assess how frequently you engage in each behavior
- ◆ Score the results

Compare Notes On The LPI



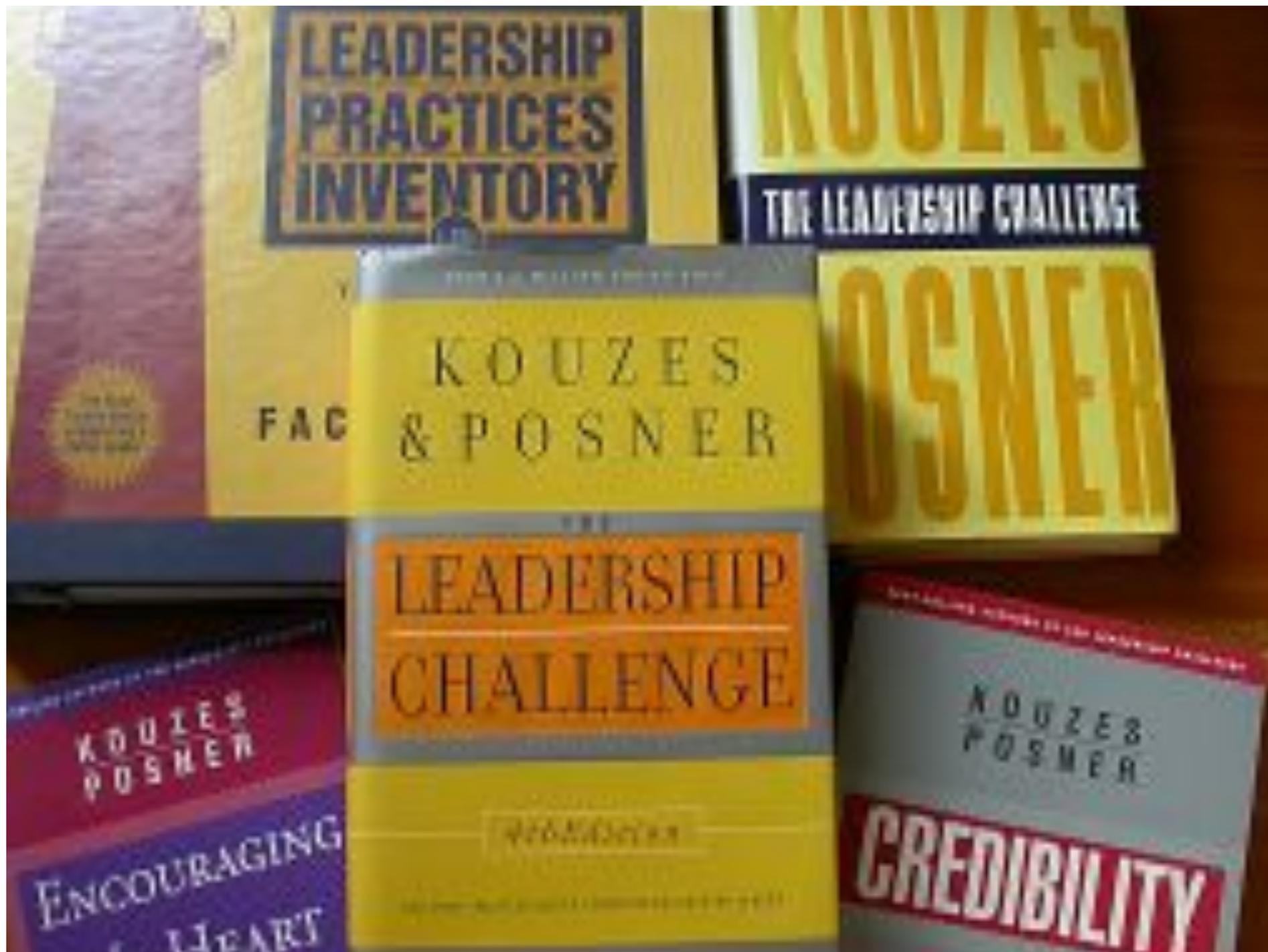
With a partner, discuss:

- ◆ Which of the behaviors are **most familiar** to you? Where are your **strengths**?
- ◆ Which behaviors are **less familiar** to you?
- ◆ How would your colleagues rate **you** on the frequency with which you engage in these behaviors?

Research Based Programs



- ◆ Empirical evidence
- ◆ Broad base of investigation
- ◆ Cross cultural validation
- ◆ “Common sense”
- ◆ Implementable
- ◆ Proven over time



**LEADERSHIP
PRACTICES
INVENTORY**

KOUZES

THE LEADERSHIP CHALLENGE

POSNER

FAC

KOUZES
& POSNER

THE
LEADERSHIP
CHALLENGE

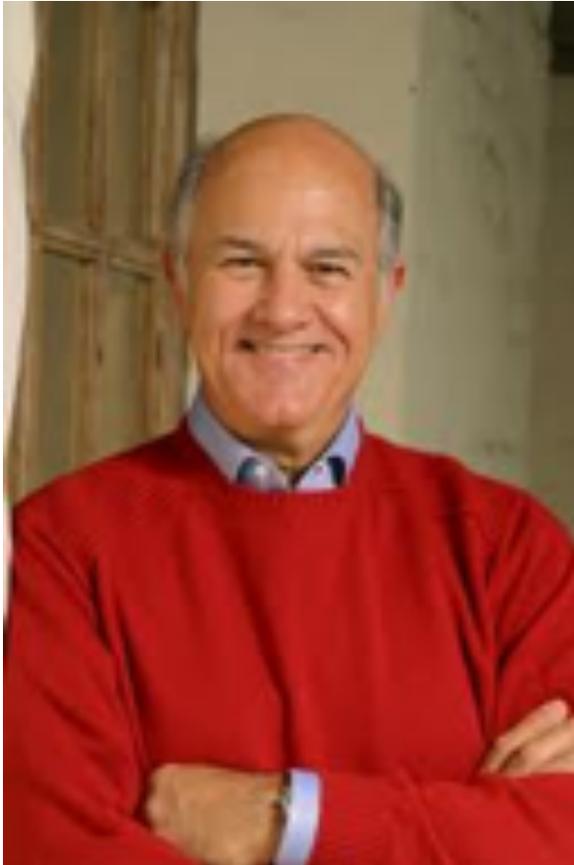
KOUZES
POSNER

ENCOURAGING
HEART

KOUZES
POSNER

CREDIBILITY

Jim Kouzes



Barry Posner

70 countries

450 + dissertations

70,000 “personal best” examples

400,000 “self” ratings

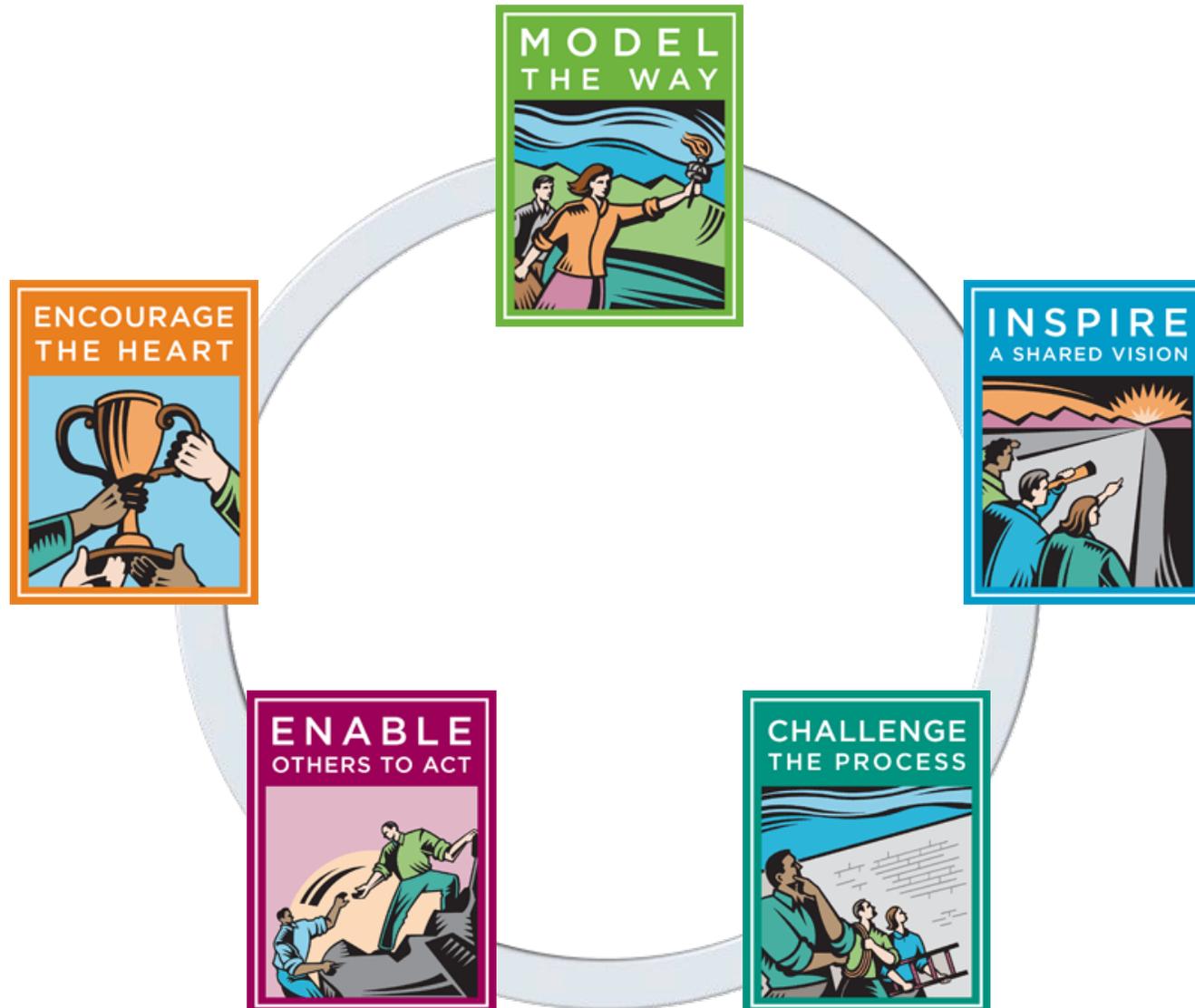
3,000,000 “observers” scores

30 Behaviors



5 Practices

Five Practices of Exemplary Leaders



MODEL THE WAY



People Are Watching!



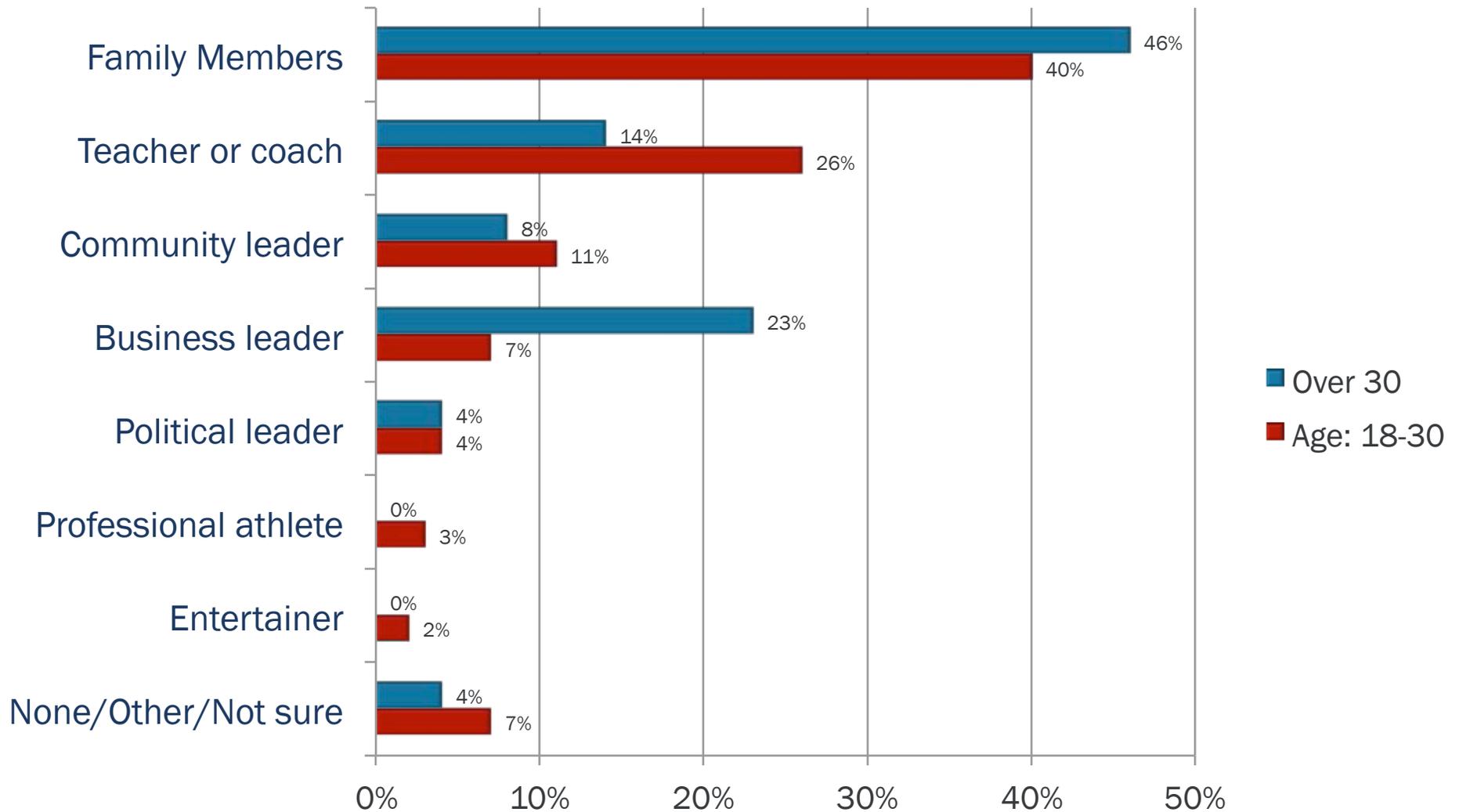
The leaders who have
the most influence
are the leaders
who are closest to us.

The Power of Role Models

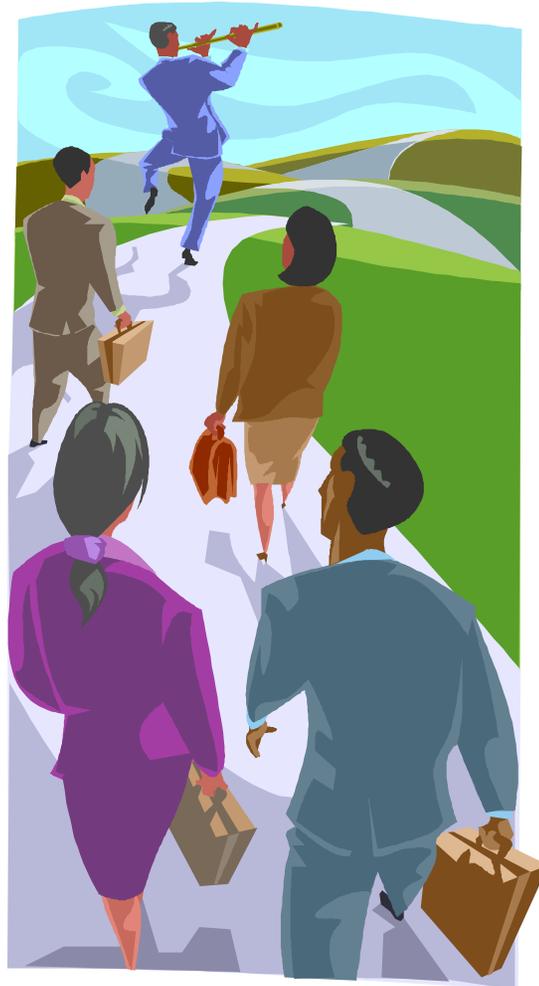


- ◆ Business leader
- ◆ Community leader
- ◆ Entertainer
- ◆ Family members
- ◆ Political leader
- ◆ Professional athlete
- ◆ Teacher or coach
- ◆ None/Other/Not sure

Leader Role Models



YOU are the
most important leader
in your organization!



Who are you?

The First Law of Leadership



**If you don't believe in the messenger,
you won't believe the message!**

LPI BEHAVIORS

1. I set a personal example of what I expect of others
6. I spend time and energy making certain that the people I work with adhere to the principles and standards we have agreed on
11. I follow through on the promises and commitments that I make
16. I ask for feedback on how my actions affect other people's performance
21. I build consensus around a common set of values for running our organization
26. I am clear about my philosophy of leadership

What do *you* look for
and admire in a leader?

What **characteristics** does that
person need to have for you to
willingly follow them?

Characteristics of an Admired Leader



n > 50,000

NORMS	CHARACTERISTIC		NORMS	CHARACTERISTIC
16%	Ambitious		89%	Honest
35	Broad-Minded		17	Imaginative
22	Caring		4	Independent
68	Competent		69	Inspiring
25	Cooperative		48	Intelligent
25	Courageous		18	Loyal
34	Dependable		15	Mature
25	Determined		10	Self-Controlled
39	Fair-Minded		36	Straightforward
71	Forward-Looking		35	Supportive

Characteristics of an Admired Leader



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71	Forward-Looking		35	Supportive

Characteristics of an Admired Leader



n = 529

THIS GROUP	NORMS	CHARACTERISTIC	THIS GROUP	NORMS	CHARACTERISTIC
26%	16%	Ambitious	74%	89%	Honest
51	35	Broad-Minded	23	17	Imaginative
26	22	Caring	10	4	Independent
65	68	Competent	45	69	Inspiring
42	25	Cooperative	42	48	Intelligent
19	25	Courageous	10	18	Loyal
48	34	Dependable	15	15	Mature
20	25	Determined	12	10	Self-Controlled
41	39	Fair-Minded	36	36	Straightforward
57	71	Forward-Looking	29	35	Supportive

Source Credibility



◆ Trustworthiness

◆ Expertise

◆ Dynamism

Leadership = Credibility



- ◆ Honest
- ◆ Inspiring
- ◆ Competent
- ◆ Forward-Looking

Trustworthiness

Dynamism

Expertise

+ Vision

DWYSYWD

If you **don't believe in the messenger,**
you **won't believe the message.**

You **can't believe in the messenger** if you **don't**
know what the messenger believes.

You **can't be the messenger** until you're clear
about what **you believe.**



“In order to become a leader...
it’s important that I first define
my values and my principles.”

– Olivia Lai
Manager Customer Service Support
Kimberly-Clark



- ◆ Use the worksheet to identify your **top ten values**
- ◆ These represent what you stand for, your personal **“bottom line”**
- ◆ Keep narrowing this down to reveal your **top five values**

How do you express your values in
the workplace?

*If I followed you around at work,
how would I know
what your values are?*

Inspire A Shared Vision



“Any gate will do”

Who are you?

Where are we going?

Inspire A Shared Vision



INSPIRE A SHARED VISION



Envision the future by imagining exciting
and ennobling possibilities

Enlist others in a common vision by
appealing to shared aspirations

What is exciting and
ennobling about the
real work we do?

What excites us about
our future?

Why should I invest
my heart and my mind?

Why should any of us?

“So, Jim,
where do
you see
yourself in
ten
minutes?”



“So, Jim, where do you see yourself in ten minutes?”

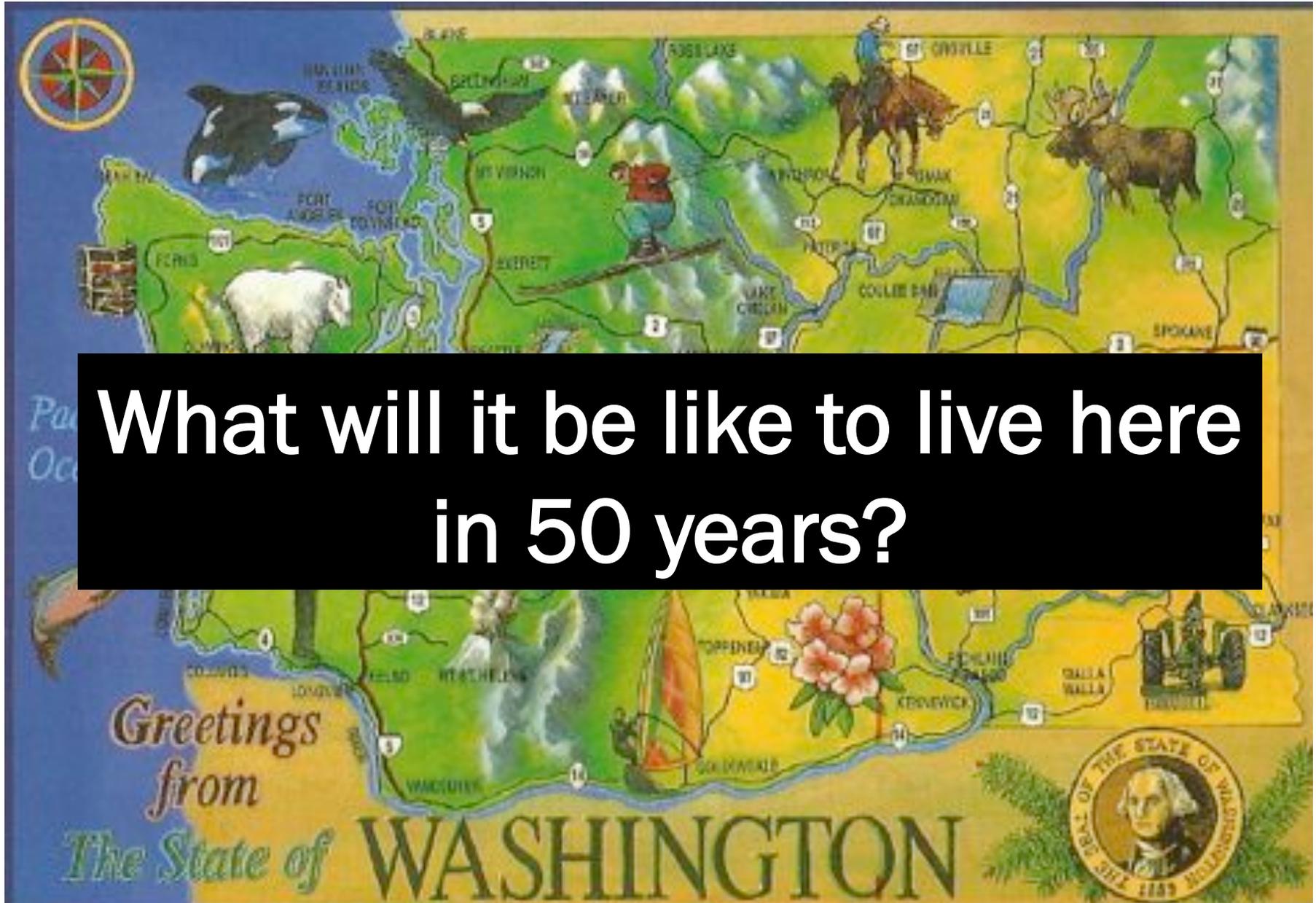


BIG “V”

little “v”

. . . but this is *no small thing* . . .





What will it be like to live here
in 50 years?

A Vision Is An ideal and
unique image of the
future for the common
good.

“I have a list of measurable objectives”



“I have a dream”





“Leadership is **more than influence**. It is about reminding people of what it is we are **trying to build** — and why it matters. It is about painting a picture of **a better future.**”

– Michael Hyatt, CEO, Thomas Nelson

Over all the years Kouzes
and Posner have been
collecting LPI data, leaders
consistently score lowest
in Inspiring a Shared Vision.

#7 - I describe a compelling image of what our future could be like.

#12 - I appeal to others to share an exciting dream of the future.

#17 - I show others how their long-term interests can be realized by enlisting in a common vision.

- ◆ Create an inspirational vision of the future that results from Lean
- ◆ *Where could we go?*
- ◆ Use visual imagery, metaphors, and symbols, pictures, stories . . .
- ◆ Seek opportunities to **communicate** the vision and **enlist others**
- ◆ Excitement is contagious!

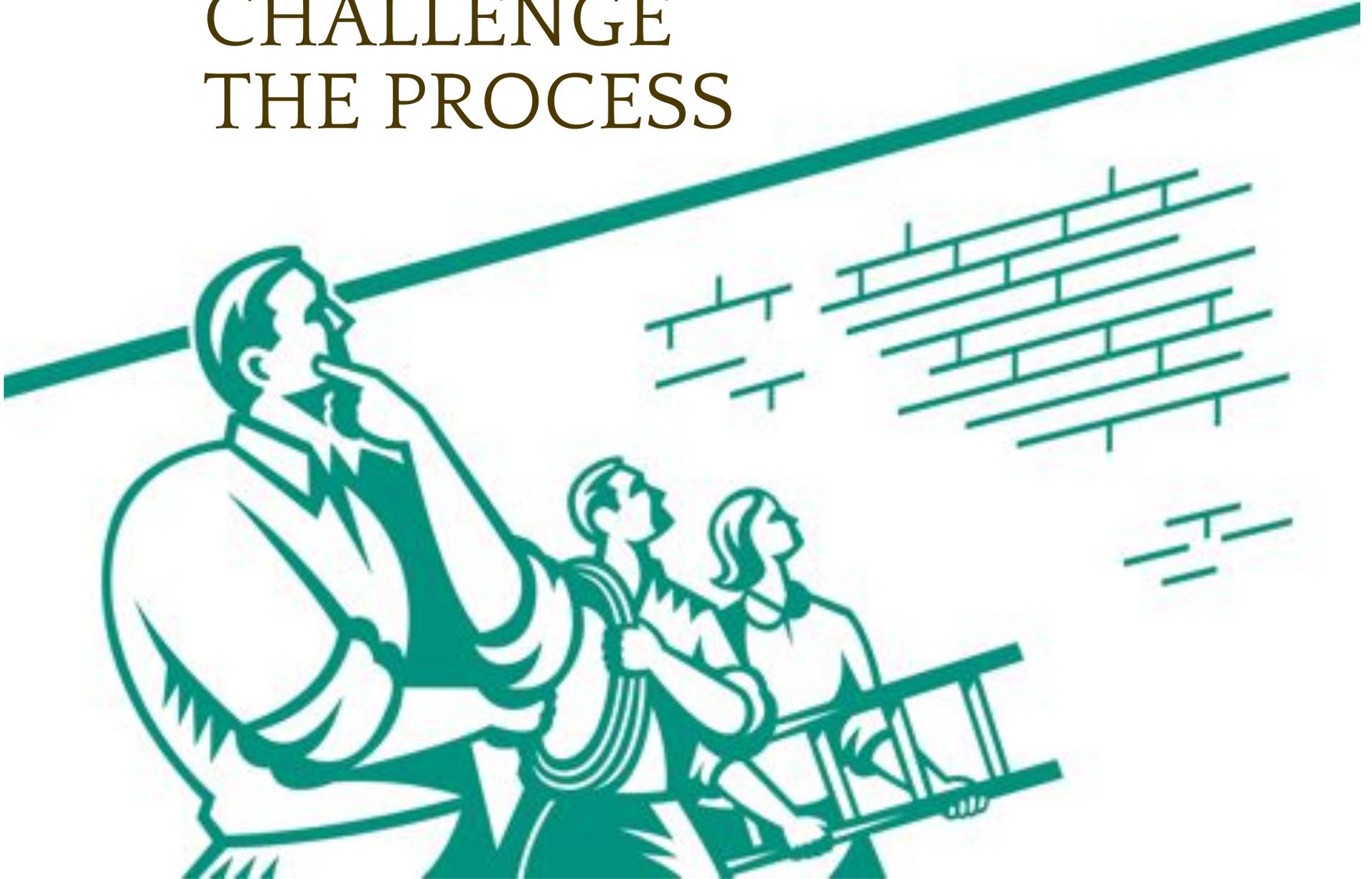


“Leadership begins with something that grabs hold of you and won’t let go.

– Jim Kouzes and Barry Posner



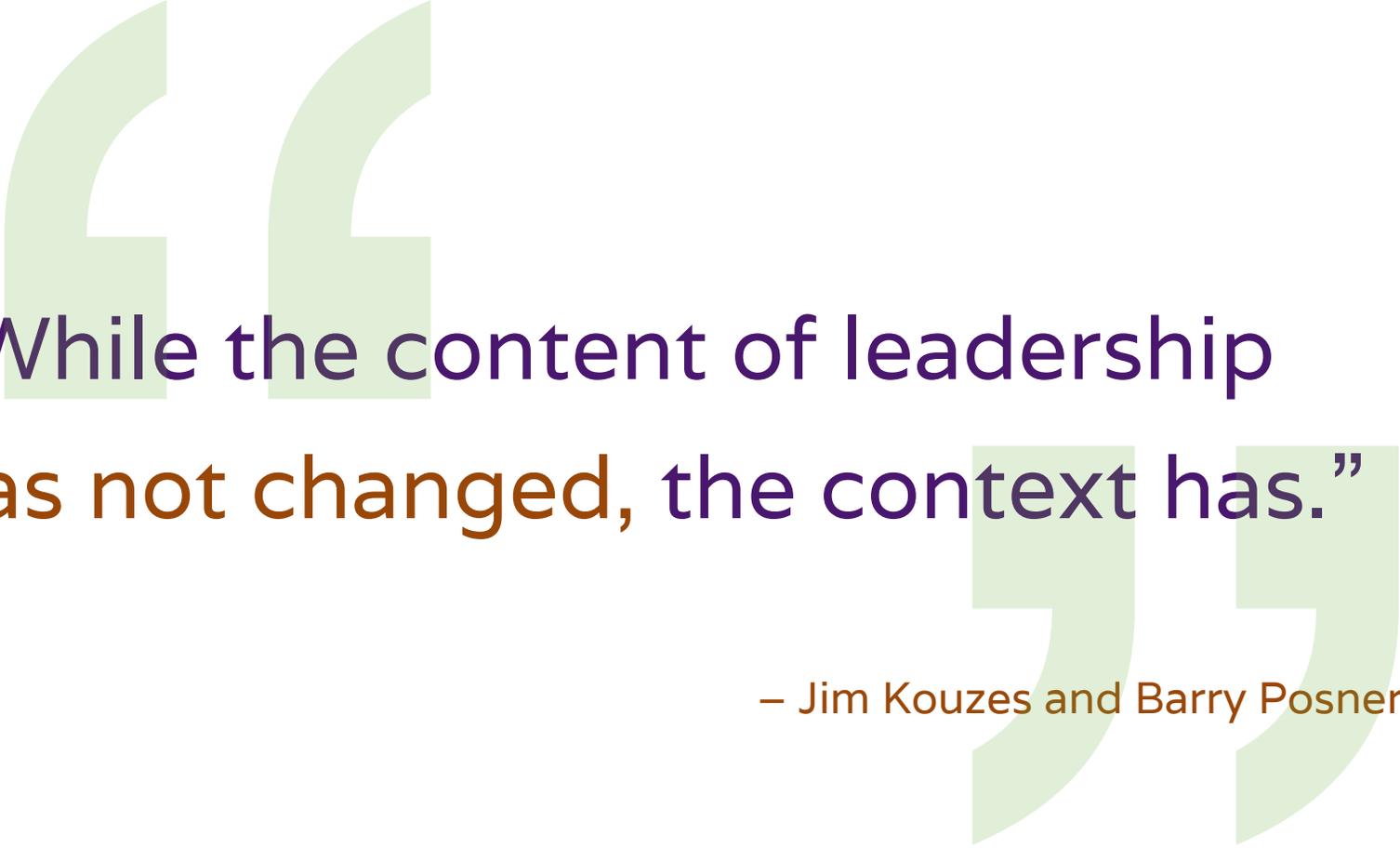
CHALLENGE THE PROCESS



Who are you?

Where are we going?

What are you going to do?

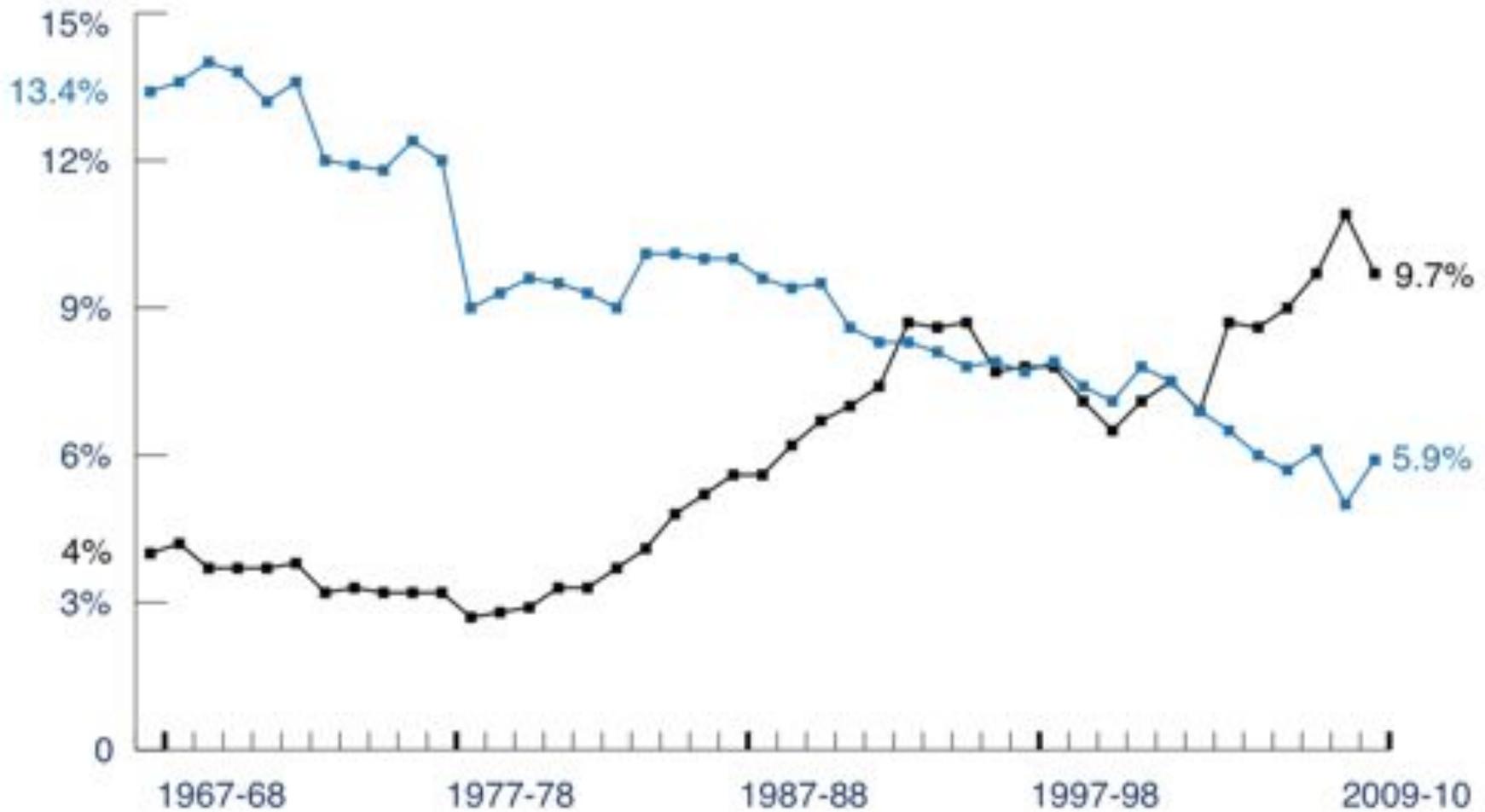


“While the content of leadership
has not changed, the context has.”

– Jim Kouzes and Barry Posner

State General Funds
UC/CSU vs. Corrections

UNIVERSITY of CALIFORNIA



Sources: CPEC Fiscal Profiles, 2008. Displays 1 and 21;
Department of Finance budget documents.

■ UC/CSU
■ Corrections

Challenge The Process



- 3. Seeks out challenging opportunities that test his/her own skills and abilities
- 8. Challenges people to try out new and innovative ways to do their work
- 13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do
- 18. Asks “What can we learn?” when things don’t go as expected
- 23. Makes certain that we set achievable goals, make concrete plans, and establish measureable milestones for the projects and programs that we work on
- 28. Experiments and takes risks, even when there is a chance of failure

“A concrete, complete, implemented outcome of moderate importance.”



-Karl Weick
Organizational Sociologist

Lean Requires “Challenging The Process”



- ◆ Seek and find opportunities to improve the processes you own
- ◆ View processes from the Voice of Customer perspective rather than a departmental perspective
- ◆ Eliminate NVA (Non Value Adding) steps in the process
- ◆ De-brief successes and lessons learned

Must Everything Change?



“I’ve **missed** more than nine thousand shots in my career. I’ve **lost** three hundred games. Twenty-six times I’ve been trusted to take the winning shot and **missed**. I’ve failed over and over again in my life...

...and that is why I succeed.

– Michael Jordan

If we (**individually and collectively**)
engage in these practices more
frequently, how will that advance
the Lean Journey?

ENABLE OTHERS TO ACT





“Great leaders grow their constituents into leaders themselves”

– Edmar Soriano, Tutoring Club of Fremont



“We don’t get our power from our stars and our bars. We get our power from the people we lead.”



– John Stanford
US Army; Seattle Public Schools

POWER

The ability to do or to act

Enable Others to Act



- 4. Develops cooperative relationships among the people he/she works with
- 9. Actively listens to diverse points of view
- 14. Treats others with dignity and respect
- 19. Supports the decisions that people make on their own
- 24. Gives people a great deal of freedom and choice in deciding how to do their work
- 29. Ensures that people grow in their jobs by learning new skills and developing themselves

Lean Requires “Enabling Others To Act”



- ◆ Work collaboratively. Involve others in the planning process.
- ◆ Find ways to bring people together face-to-face and build trust in teams
- ◆ Give your people problems to solve, not solutions to implement
- ◆ Stripe the field, get out of the way and let them play the game
- ◆ Support team decisions within the established boundaries
- ◆ Set time on the calendar to coach and mentor

“Until most individuals recognize that **sustained training and effort** is a prerequisite for reaching expert levels of performances...”

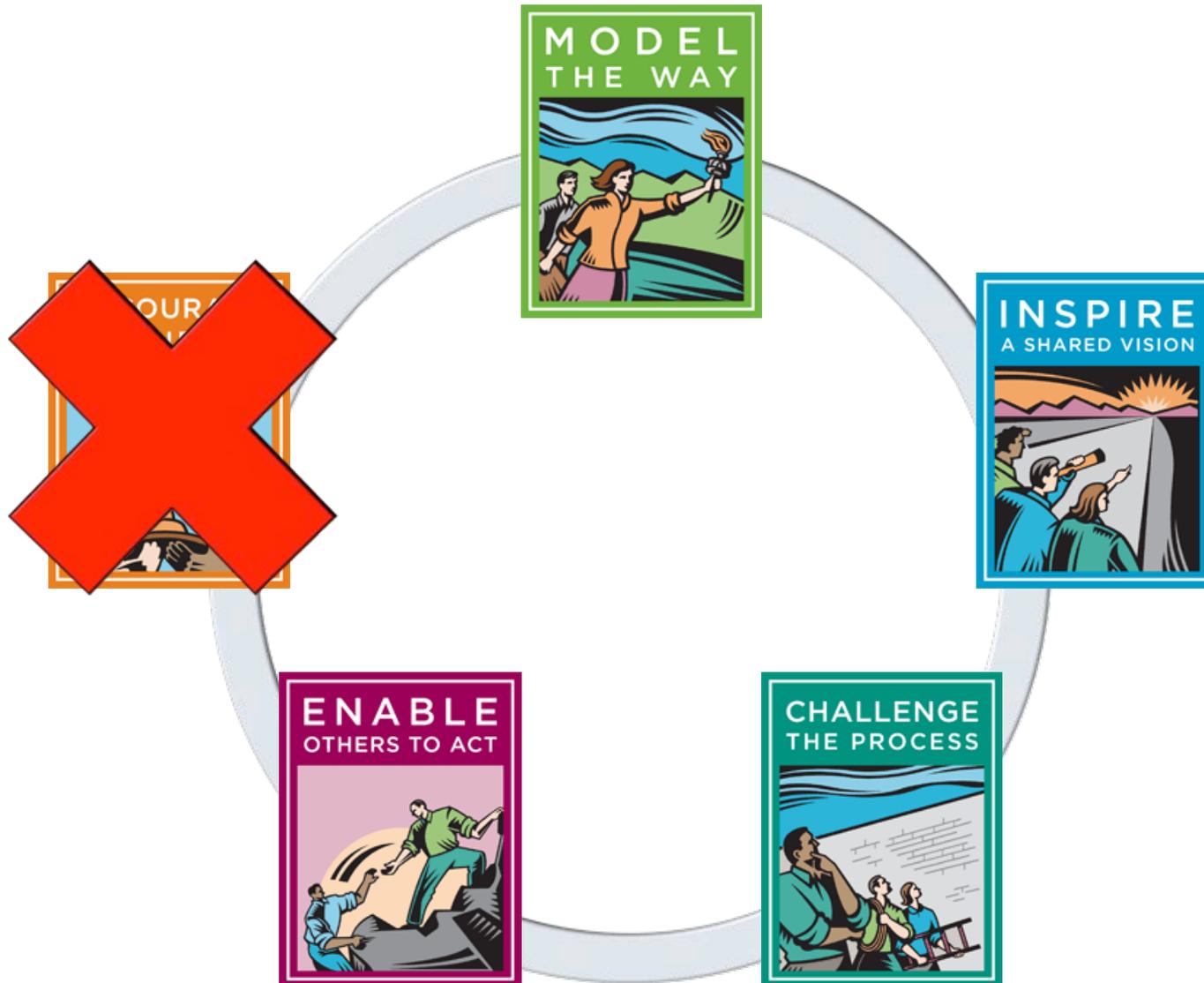


“...they will continue to
misattribute lesser achievement
to the lack of natural gifts, and
will thus fail to reach their own
potential.”

– Dr. K. Anders Ericcson
Florida State University



What If It Were Just Four Practices?

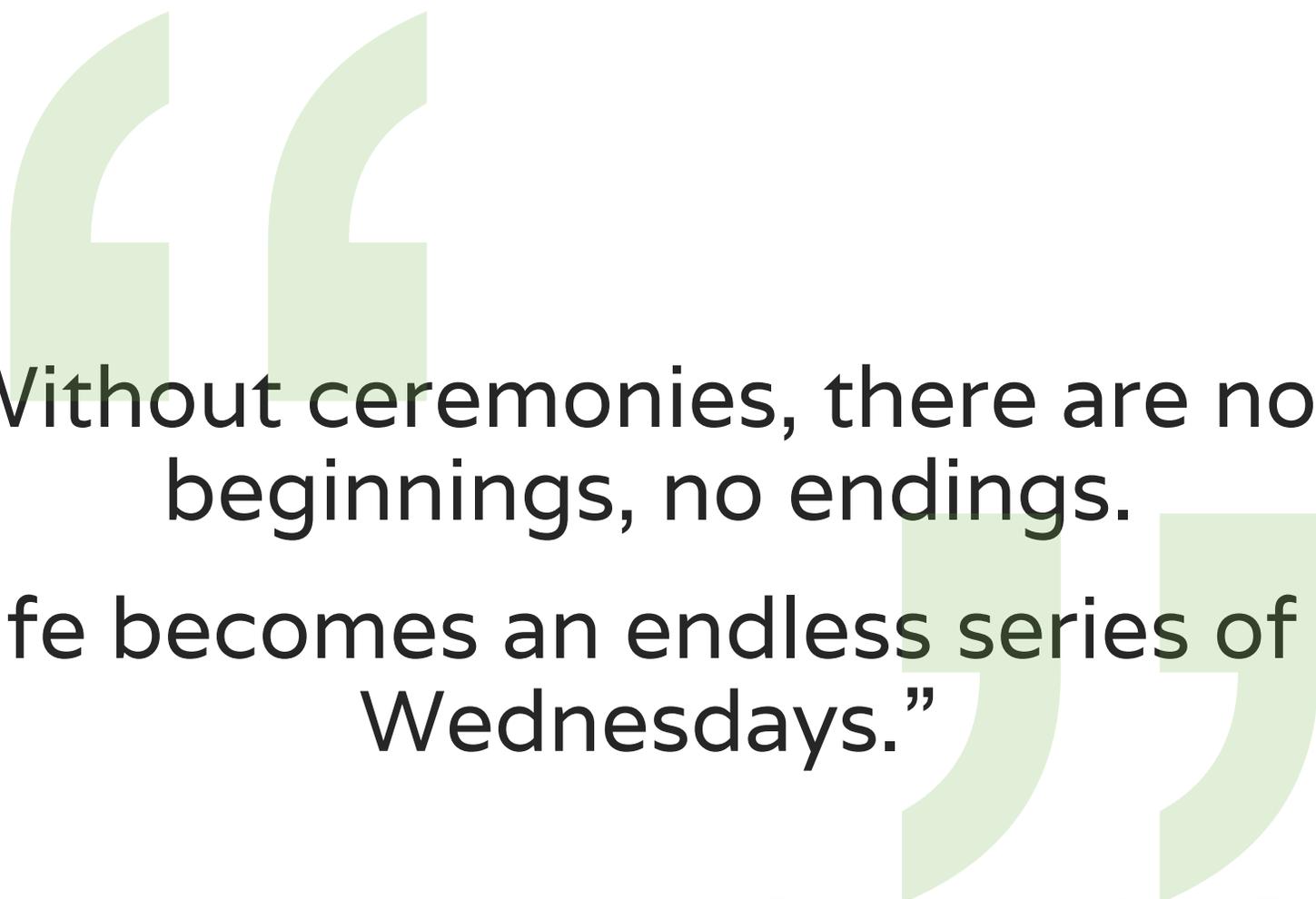


**Keep up the good work,
whatever it is,
whoever you are.”**



ENCOURAGE THE HEART





“Without ceremonies, there are no beginnings, no endings.

Life becomes an endless series of Wednesdays.”

– David Campbell, Senior Fellow
Center for Creative Leadership

Do you need encouragement to perform at your best?

60%

When you get encouragement, does it help you perform at a higher level?

98%

Encourage the Heart



5. Praises people for a job well done
10. Makes it a point to let people know about his/her confidence in their abilities
15. Makes sure that people are creatively rewarded for their contributions to the success of projects
20. Publicly recognizes people who exemplify commitment to shared values
25. Finds ways to celebrate accomplishments
30. Give the members of the team lots of appreciation and support for their contributions

The Essentials of Encourage the Heart



- ◆ Expect the best
- ◆ Personalize recognition
- ◆ Create a spirit of community
- ◆ Be personally involved

And don't forget:

- ◆ Focus on clear standards
- ◆ Set the example

Lean Requires “Encouraging the Heart”



- ◆ Show patience with the learning process
- ◆ Let people know it's ok to make mistakes, we're here to learn
- ◆ Tell employees “Thanks” for participating in workshops and project activities
- ◆ Be excited about continuous improvement
- ◆ Recognize and celebrate success. Be creative about recognition – have fun!
- ◆ Share compelling stories about continuous improvement success or lessons learned



“Without the **heart**,
the other systems
don’t matter.”



What can we do to build the
“People Culture”
to enable Lean to thrive?



JOIN THE VOYAGE OF DISCOVERY.





“You can **act** your way to a new
way of **thinking**
easier
than you can **think** your way to a
new way of **acting.**”

– *Millard Fuller*
Founder, Habitat for Humanity

What would happen if every leader in your agency – **execs, managers, supervisors, team leaders, front line staff** – made a focused effort to practice these 30 behaviors?

Model The Way



1. Sets a personal example of what he/she expects of others
6. Spends time and energy making certain that the people he/she work with adhere to the principles and standards we have agreed on
11. Follows through on the promises and commitments that he/she makes
16. Asks for feedback on how his/her actions affect other people's performance
21. Builds consensus around a common set of values for running our organization
26. Is clear about his/her philosophy of leadership

Inspire A Shared Vision



2. Talks about future trends that will influence how our work gets done
7. Describes a compelling image of what our future could be like
12. Appeals to others to share an exciting dream of the future
17. Shows others how their long-term interests can be realized by enlisting in a common vision
22. Paints the “big picture” of what we aspire to accomplish
27. Speaks with genuine conviction about the higher meaning and purpose of our work

Challenge The Process



- 3. Seeks out challenging opportunities that test his/her own skills and abilities
- 8. Challenges people to try out new and innovative ways to do their work
- 13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do
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- 23. Makes certain that we set achievable goals, make concrete plans, and establish measureable milestones for the projects and programs that we work on
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Enable Others to Act



- 4. Develops cooperative relationships among the people he/she works with
- 9. Actively listens to diverse points of view
- 14. Treats others with dignity and respect
- 19. Supports the decisions that people make on their own
- 24. Gives people a great deal of freedom and choice in deciding how to do their work
- 29. Ensures that people grow in their jobs by learning new skills and developing themselves

Encourage the Heart



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30. Give the members of the team lots of appreciation and support for their contributions

How Do Leaders Influence Engagement?



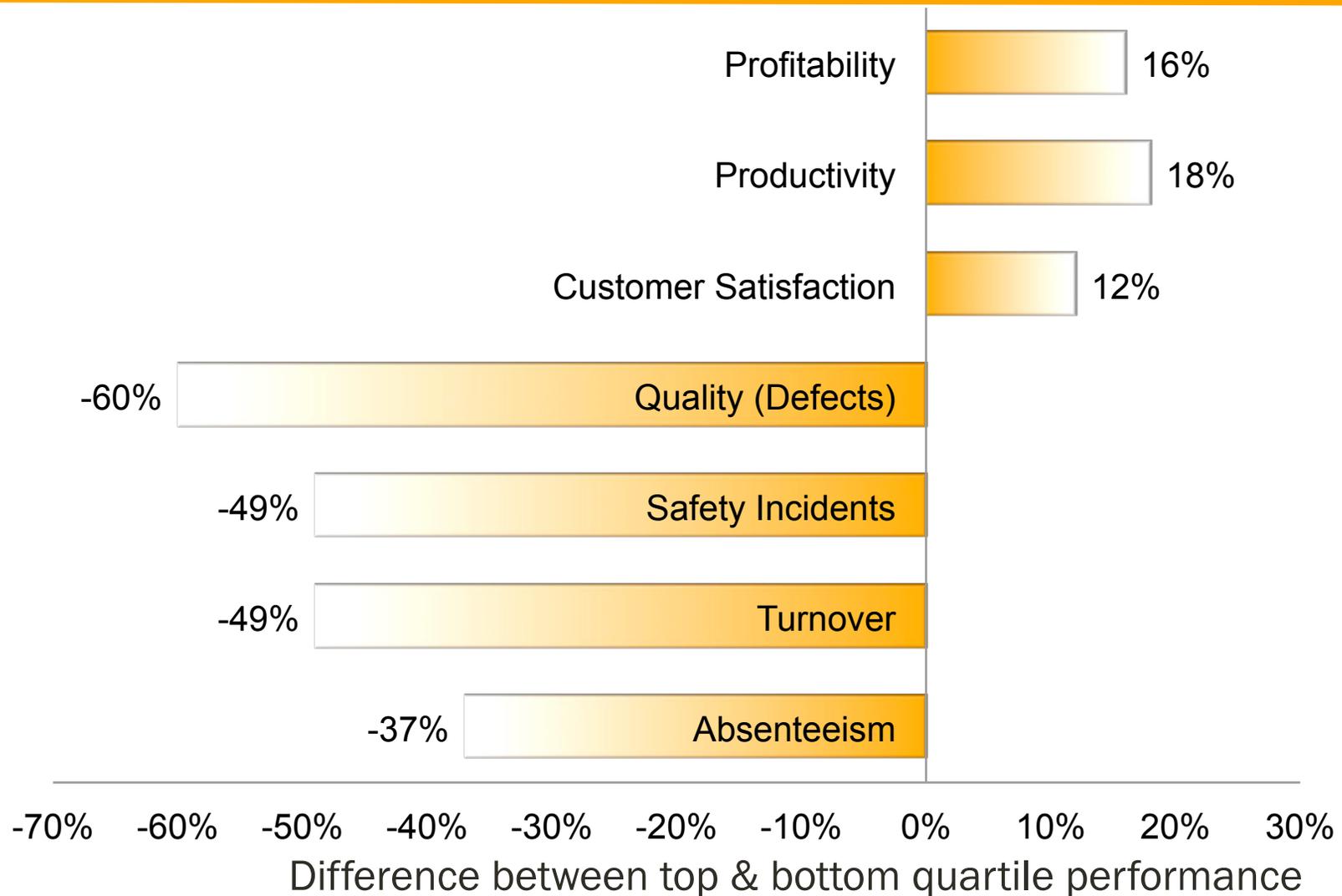
What is Employee Engagement?



“A heightened **emotional connection** that an employee **feels** for his/her organization, that in turn influences him/her to apply additional **discretionary effort** to his/her work.”

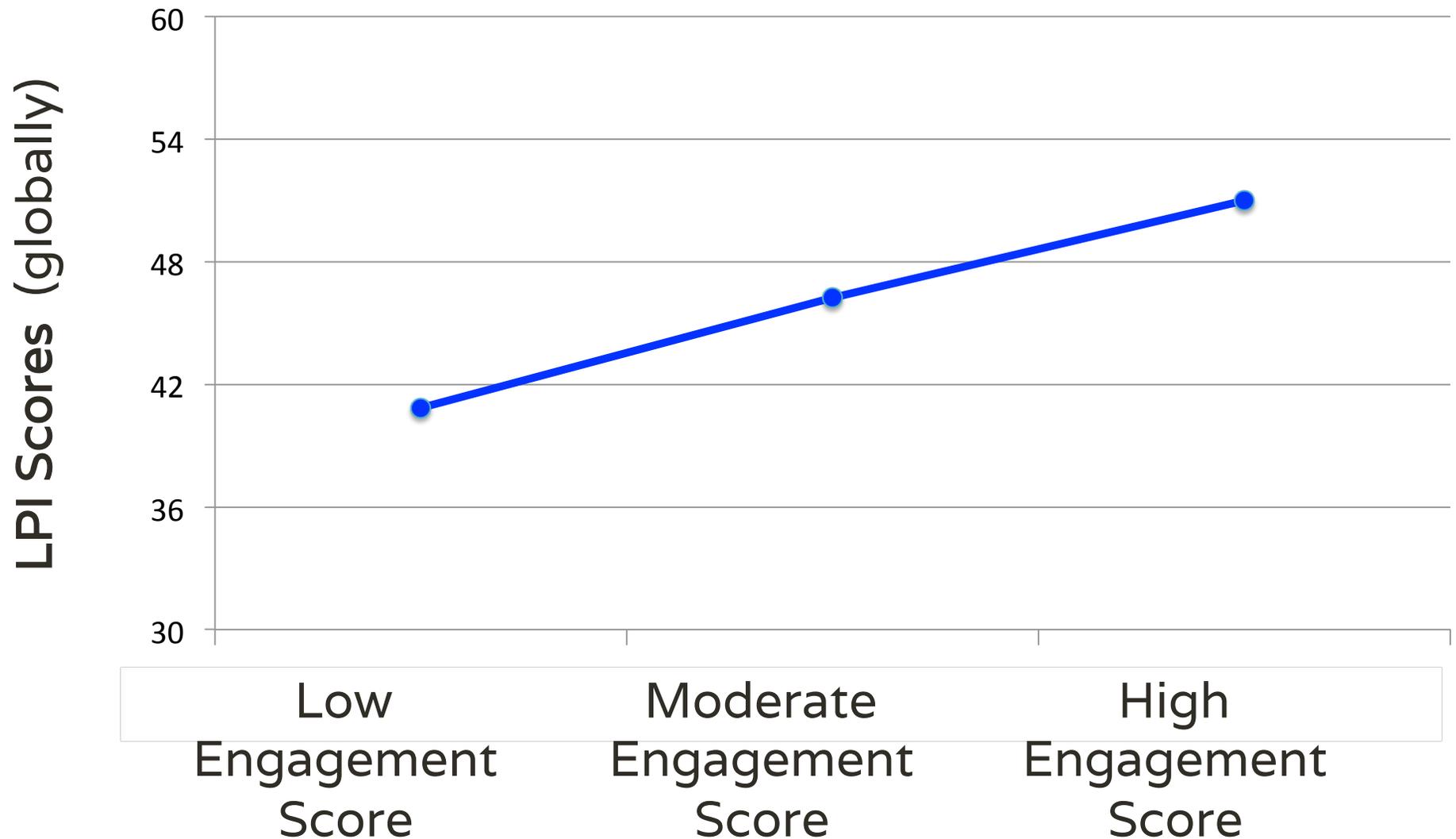
– The Conference Board

The Value of Employee Engagement



Source: Gallup research

Correlating Engagement & LPI Scores



Conclusion: Leadership Matters!



The **more frequently** leaders demonstrate each of the Five Practices, the **more engaged** people are in their workplace.

Employee engagement is central to creating a *Principle-Driven Lean Culture.*

YOU
are the
most important leader
in your organization!

YOUR ACTIONS
will help achieve Lean Culture
in the State of Washington



“Well, I would have exhibited more leadership qualities if someone would have told me to.”



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