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None of us is as smart as all of us.

# Zombieization: The Archenemy of Lean Thinking

Robert Brown, PhD

Author of *The People Side of Lean Thinking*  
and *To Touch and Be Touched*

# *Lean Thinking*-Womack and Jones

- Value
- Value Stream
- Flow
- Pull
- Perfection

# Lean Thinking's Ultimate Goal

Every employee  
continually increases  
customer value



# ZOMBIES



- Dead inside
- No value creation
- Hurt people
- CANNOT reproduce

# ZOMBIES



- Semi-dead inside
- No value creation
- Hurt people
- CAN reproduce

# Why Are We Concerned About Zombies?

- 30 percent success rate for change
- 73 percent of employees are NOT emotionally engaged in their work
- Lean requires an investment by employees

# Zombieization

A work environment that fosters  
the employee attitude:

Why should I care?

# How Does This Happen?

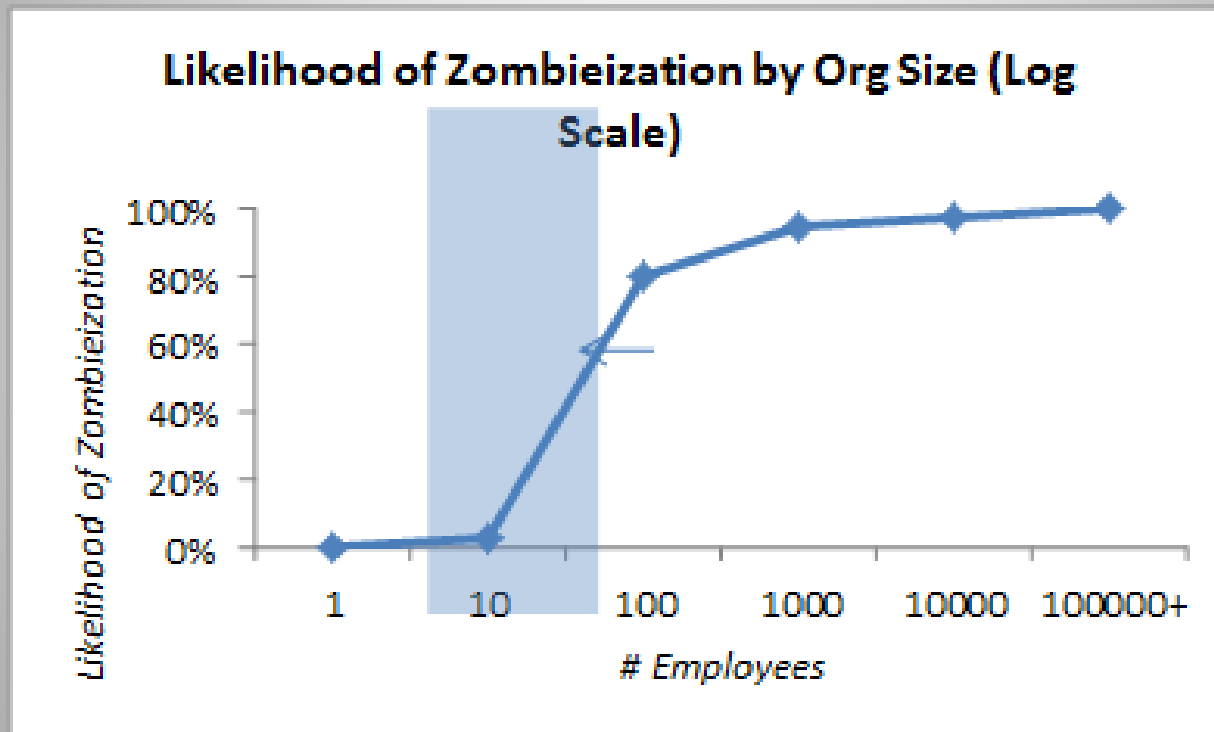
**Hired**

**Suppressed**

**Ignored**



# How Big is the Problem?



# What Must We Do Against the Zombies??

Make zombies human  
again; and enable people  
to be the best they can be.

# Cause and Effect

People at their best, can create  
the best processes. T F



Processes at their best can  
develop the best people. T F

# Therefore, priorities should be...

Develop people first

Improve processes second



# We Are Not Talking About

## Two Pillars of Lean

Continuous Improvement

Respect for People

# People Interactions



We Are Talking About

Lean Thinking

With the Organ That Thinks™

# Expanding Lean Thinking

People interactions  
can be processes



Chihiro Nakao

“Every process  
should have a tool”



# Mistake-Proofing Processes (People)

- Poka-yoke
- Standard Work
- Self-Check
- Successive-Check



# Important Digression

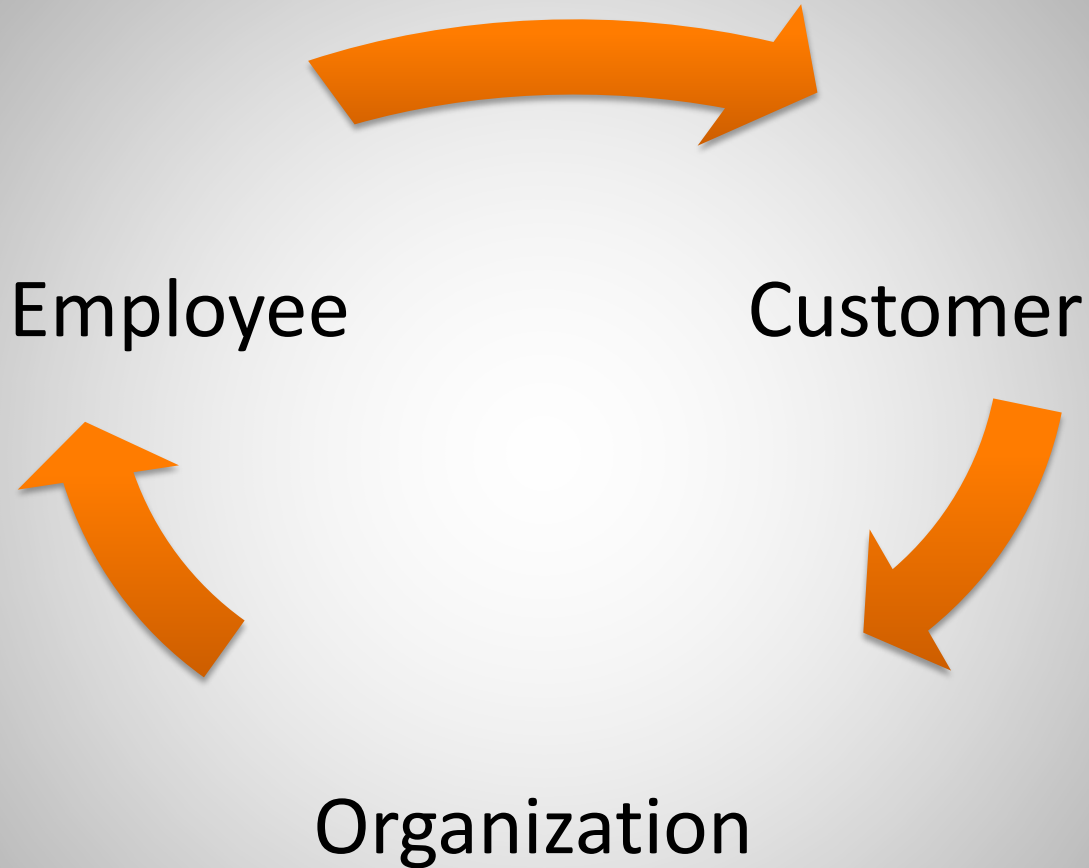
- As children we are rule followers
- As adults we should become independent rule makers

# People Interactions Are Complex

## Control vs. Enhance



# Organization Dynamics



# Anti Zombieization Environment

Employees support Customers:

S I R      Service (and/or product)  
Information  
Respect

4Cs      Connect Human-to-Human  
Collaborate  
Contribute  
Confirm

# Anti Zombieization Environment

Customers support the Organization

**Payments, Loyalty, Promotion**

# Anti Zombieization Environment

Organization supports the Employees (People Interactions)

The Lean Thinking Seven People Assets™

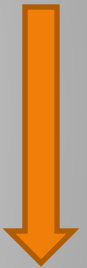
# Eliminate the Seven Wastes

T	Transportation
I	Inventory
M	Movement
W	Waiting
O	Over-production
O	Over-Processing
D	Defects



# Enhance the Seven People Assets

- T Teamwork
- L Leadership
- C Communication
- P Problem-Solving
- E Engagement
- R Rewards
- K Knowledge



# Teamwork

## Four-Part Teaming model™

- Compelling Task
- Sense of Membership
- Influence on the Team
- Personal Reward

# Leadership

Create a compelling vision

“Beat Coke!”

# Communication

- Feedback loops
- Medium is the message
- Meetings should change behavior

# Problem-Solving

## Harnessing the Speed of Thought®

- Identify the Issue
- Define the Goal
- List Hurdles
- List Possible Solutions
- Choose Best Solution

# Emotional Engagement

## Personal Mission Statement

At end of day customer says:  
“Thank you, Bob.”

# Rewards

Meaningful, frequent and team based, mostly via team input

# Knowledge

Staff Member	Feedback	Personal Mission	Personal Reward
Tom	X		
Sue		X	
Ted	X		X
Ali		X	



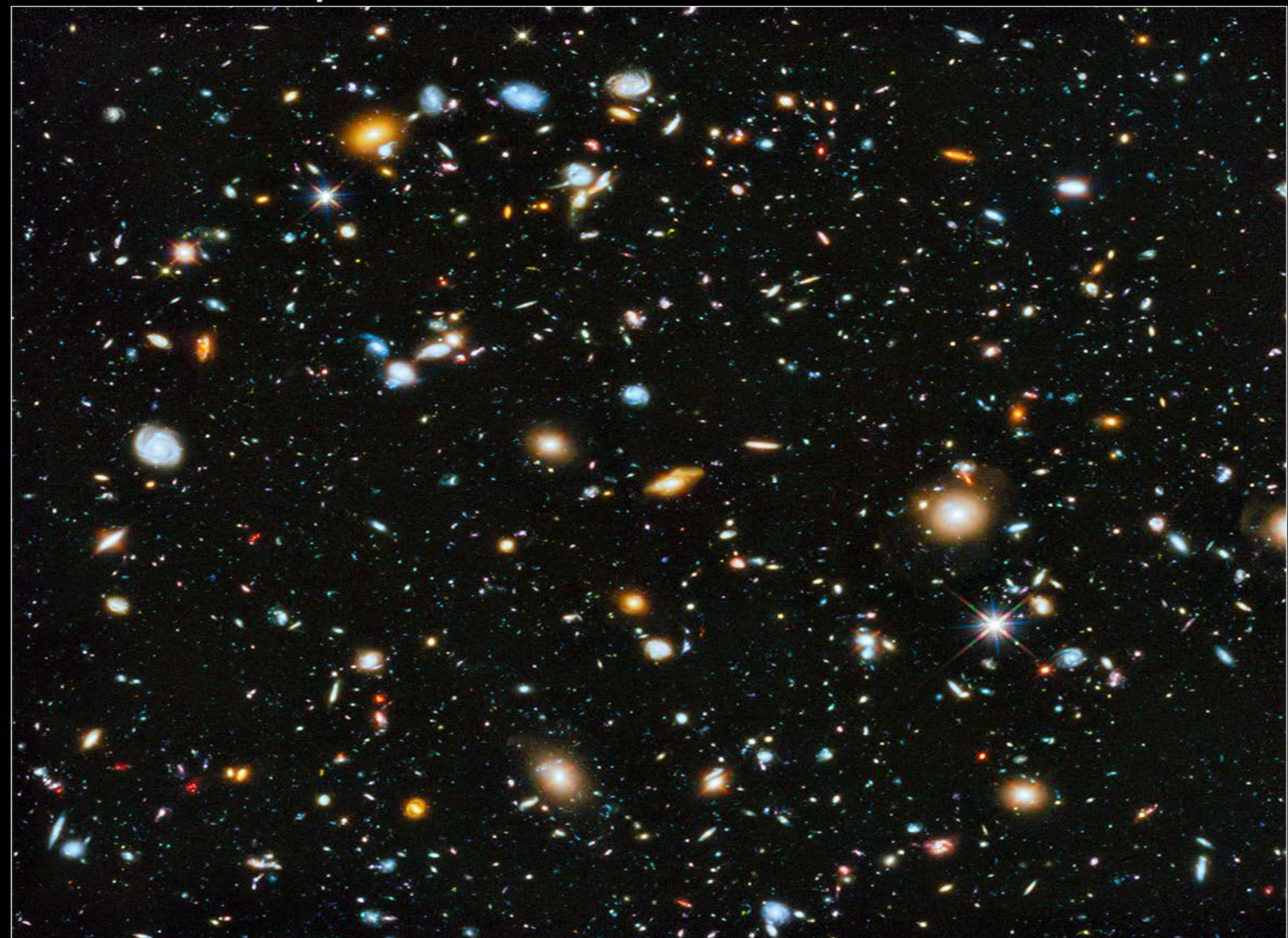
# Question

How often should you measure process improvement compared to people development?

# Distilled Non-Zombieization

## Seek Perfect Handoffs



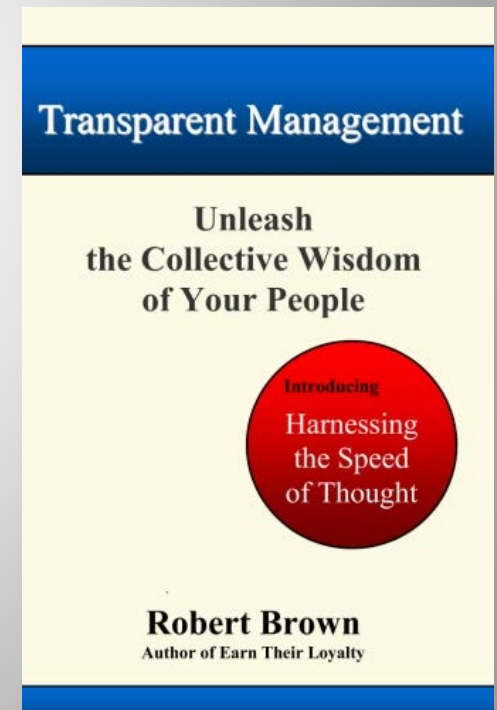
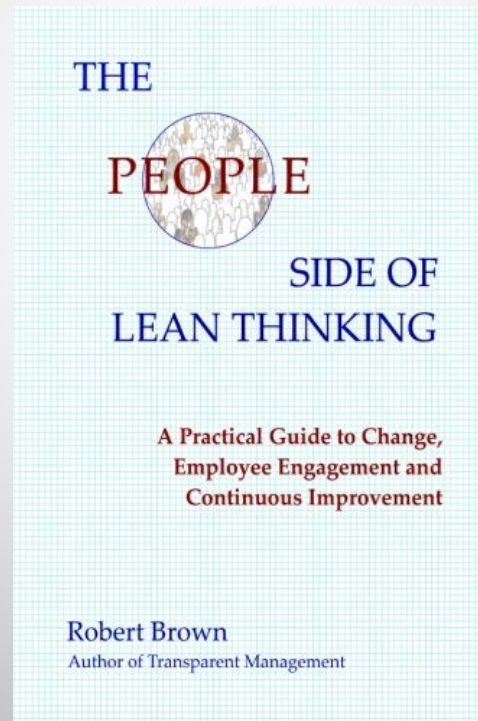
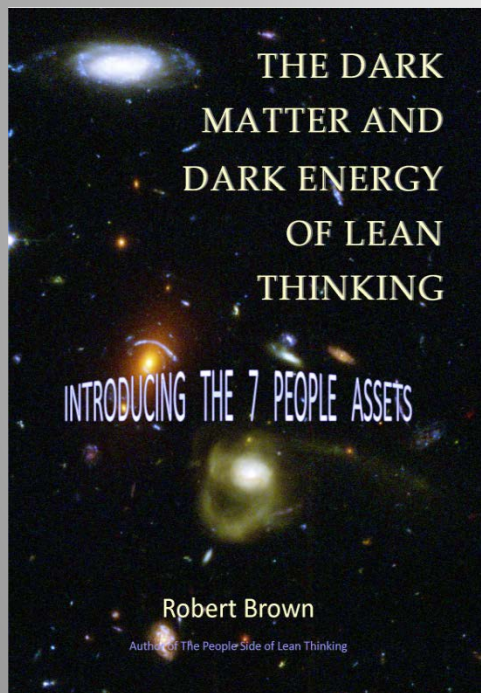




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**Thank you, and have a  
wonderful conference**