Are Middle Managers Really the Biggest Obstacle to Lean?

Hope Wiljanen, Wiljanen and Associates
Carlos Venegas, Lean Office Innovation

IMMEDIATE RELEASE
New Survey: Middle Managers Are Biggest Obstacle to Lean Enterprise

Nearly 40 percent of those polled cite middle management resistance, according to Lean Enterprise Institute

Cambridge, Mass., July 18 -- Middle management resistance to change is now the number one obstacle to implementing …lean production, according to a new survey … conducted by the Lean Enterprise Institute, a nonprofit management research center.
Middle management
resistance is a symptom

The problem is know-how

know-how
The Middle Manager Role in Lean

know-how
Your Agency

Execs
MM’s
Workers
know-how

Integrate Lean Strategy into the work
- Track value stream performance
- Coach leaders and employees using Lean principles
- Integrate with other value-stream owners
- Sponsor Lean projects and training
- Translate strategy into action

The Workplace Walk

Workplace Walks: What It Isn’t
- Fault-finding or blame
- Drive-by public relations visit
- Spontaneous, free-flowing event
- Problem-solving
- Checking on managers
- Just a meeting
**Role of Management**

<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
<th>When</th>
<th>Response</th>
<th>Critical Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the process meet standards?</td>
<td>Check the workplace: is standard work being followed?</td>
<td>Daily</td>
<td>Root Cause Thinking</td>
<td>Maintain the discipline of standard work</td>
</tr>
<tr>
<td>Is it capable?</td>
<td>Check the visual display: is the process meeting output control points?</td>
<td>Defined by the Measurement Plan</td>
<td>Root Cause Thinking</td>
<td>Understand customer requirements</td>
</tr>
<tr>
<td>Is there room for improvement?</td>
<td>Check the work: where can waste be removed?</td>
<td>Quarterly or as defined by the team</td>
<td>Root Cause Thinking</td>
<td>Use an in-process measure to identify a contingency plan</td>
</tr>
</tbody>
</table>

**Organizing The Walk**

- Frequency
- Theme
- Communications
- Performance and metrics

**Start by Grasping the Situation**

- What is actually happening?
- What should be happening?
- What is the ideal?

**Start by Grasping the Situation**

Do we have a problem? If so, why?

Ask “why” five times—or as many times as it takes to drill down to the root cause.
1. What is the gap? (What are we trying to improve?)
2. What’s preventing us from meeting our target(s)?
3. What are the causes in order of importance?
4. Which actions will address the most important causes?

<table>
<thead>
<tr>
<th>Cause #1</th>
<th>Cause #2</th>
<th>Cause #3</th>
<th>Cause #4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Action</td>
<td>Timeline</td>
<td></td>
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</tbody>
</table>

**Teaching: A3 Thinking**

**What does it look like?**

**Video**

*Gemba [Workplace] Walks with Joel Suelzle, VP*

GroupHealth

Part 1: Quality of Care Team
Part 2: Certificate of Coverage Team

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**While you watch the video**

- Identify 3 questions you thought were key in engaging the front-line staff
- Identify 1 or 2 key enablers for successful workplace walks

**Discussion**

Please turn to the person next to you and...

- Identify 3 questions you thought were key in engaging the front line
- Identify 1 or 2 key enablers for successful workplace walks

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**The Challenge for Leaders**

- ✔ Discipline
- ✔ Follow Through
- ✔ Commitment

**Getting Better Each Year**

- ✔ 2013
- ✔ 2014
Booth # 15
Hope Wiljanen
khwiljanen@gmail.com
Carlos Venegas
carlos@LeanOfficeInnovation.com
LeanOfficeInnovation.com