



RESILIENCE—BOUNCE, DON'T BREAK!!!

HOW YOUR LEAN SKILLS WILL HELP YOU BE MORE RESILIENT

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TO PREPARE FOR TODAY

Now is the time to
get paper and pen
(or anything else
you use to take
notes)



WHY RESILIENCE?



TARGET FOR TODAY

- Personally explore essential skills for finding resiliency in challenging times
- Understand how lean technical skills will help you be more resilient
- Complete a “Personal Action Plan” for getting started

RESILIENCE—THINGS TO KEEP IN MIND

Resilience is a continuum

Resilience can be situational

Building resilience is a journey

ENGAGE IN SELF CARE WITH NO SHAME



WHAT IS RESILIENCY TO YOU?

Tell us in the CHAT!



5 CHARACTERISTICS OF RESILIENCE

Focused: Clarity about what is most important; use that clarity as a beacon to move through change

Proactive: Action in the face of uncertainty; take calibrated risks rather than seeking comfort with status quo

Organized: Use structured approaches to manage ambiguity; create an action plan to move forward one step at a time

Positive: Identify opportunities in turbulent environments; have personal confidence in your ability to succeed

Flexible: Rely on internal and external resources to develop a creative, pliable approach to responses to change

LEARNING ABOUT YOUR PREFERENCES

- ❑ Easy assessment tool for each characteristic—based on research that indicates people have a preferred response/behavior during change that tends to fall towards one end of the continuum or the other.
- ❑ Share specific ideas for how to grow/develop resiliency “muscle”—specifically highlighting lean skills related to each of the resiliency characteristics
- ❑ Develop a personal plan to build resiliency

FOCUS

Focused: Clarity about what is most important; use that clarity as a beacon to move through change

	Scale	
Feels pulled in many directions with trouble deciding what's most important	1 ← → 5	Has a clear sense of priorities
Says yes to most things and feels overwhelmed	1 ← → 5	Spends energy on the most important priorities
Gets easily distracted by incoming tasks or alternatives	1 ← → 5	Stays focused on principles and uses that to prioritize options
Spends time and energy on actions unconnected to purpose	1 ← → 5	Purpose, priorities, and time/energy all align
Leaves many tasks uncompleted	1 ← → 5	Completes tasks on time
Has trouble seeing big picture through details	1 ← → 5	Can sort through details to see larger picture

HOW LEAN SKILLS HELP WITH FOCUS

Clarity---Lean
Guiding
Principles:

- 1) Continuous improvement of customer value
- 2) Respect for people



FOCUS

Focused: Clarity about what is most important; use that clarity as a beacon to move through change

Some ideas you can use RIGHT NOW!

1. For yourself or your team, select a “one word” focus or theme for today/this week/this month/this year
2. When you feel overwhelmed, stop and ask, “What is mine to own here?”
3. Whenever possible, remove distractions and give yourself FOCUSED TIME to just work on one thing (practice one piece flow)

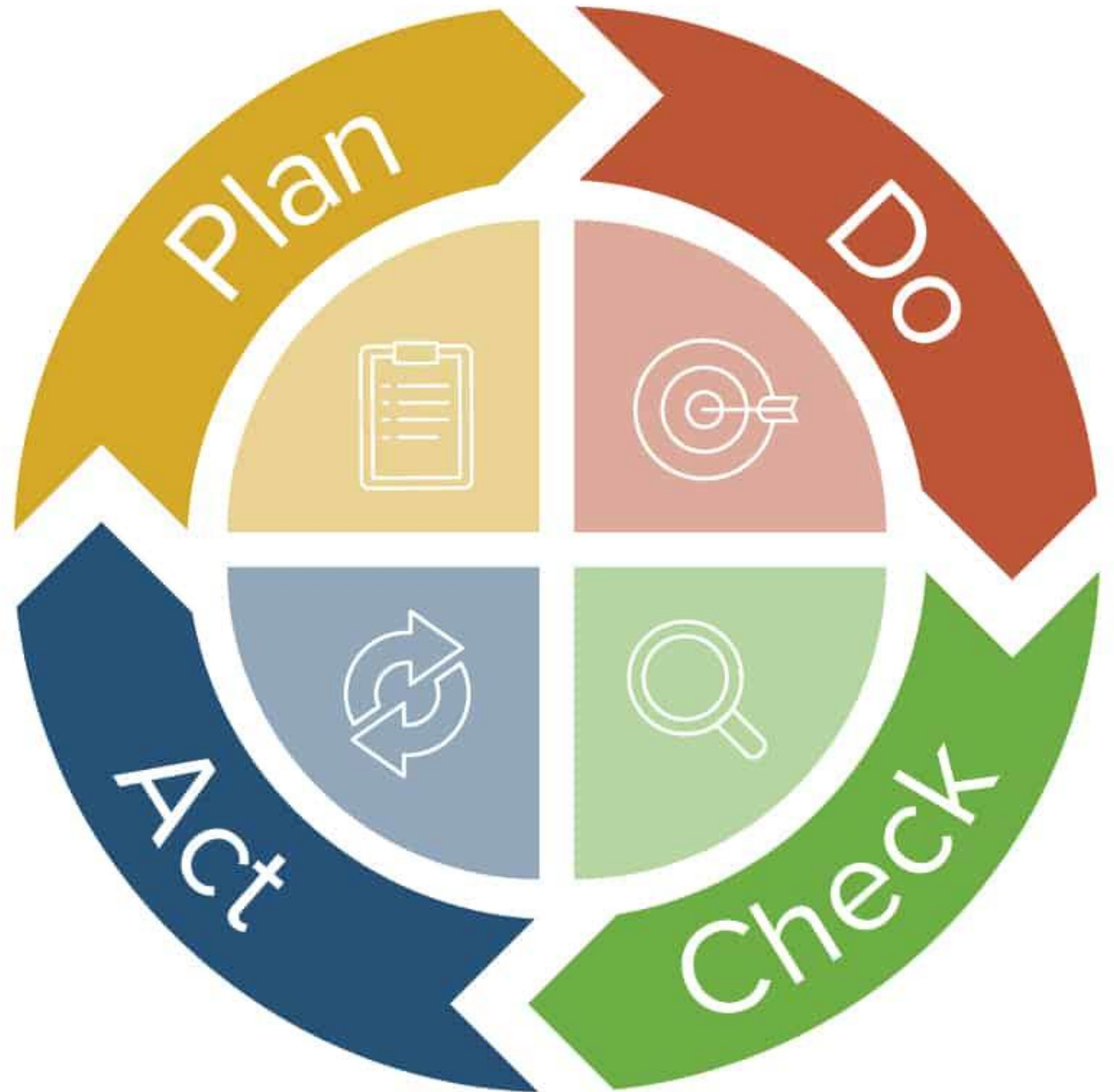
PROACTIVE

Proactive: Action in the face of uncertainty; take calibrated risks rather than seeking comfort with status quo

	Scale	
Experiences stress when plans go awry	1 ← → 5	Recognizing the act of planning is essential, despite plans being disrupted
Gets stuck in inaction until clarity is achieved	1 ← → 5	Moves into action before all pieces are in place
Stays in comfort zone regularly	1 ← → 5	Steps outside comfort zone readily
Sticks with familiar routines, even if circumstances have changed	1 ← → 5	Willing to explore many approaches
Avoids experimenting or trying new things	1 ← → 5	Experiments frequently
Risk averse	1 ← → 5	Takes thoughtful risks

HOW LEAN SKILLS HELP WITH PROACTIVITY

- 1) PDCA
- 2) LEARN FROM
EXPERIMENTS



PROACTIVE

Proactive: Action in the face of uncertainty; take calibrated risks rather than seeking comfort with status quo

Some ideas you can use RIGHT NOW!

1. Proactively book “PDCA” time in your calendar
2. Look at your calendar for some time in the distance and book something you can work towards
3. Disrupt 1 habit

ORGANIZED

Organized: Uses structured approaches to manage ambiguity; creates an action plan to move forward one step at a time

	Scale	
Experiences stress when plans change suddenly	1 ← → 5	Recognizes the act of planning is essential, despite plans being disrupted
Feels “stuck” when faced with ambiguity	1 ← → 5	Quickly responds to ambiguity with options
Has trouble sticking with organization efforts	1 ← → 5	Keeps organizational rhythms to time/space
Frequently has no “plan b”	1 ← → 5	Has multiple options as a response to change
Avoids efforts to bring people and processes together to develop action plans	1 ← → 5	Brings people and processes together to develop action plans
Lacks structured approaches to moving things forward during times of change	1 ← → 5	Brings discipline to moving things forward during times of change

HOW LEAN SKILLS HELP WITH ORGANIZATION



Visual Management



Kamishibai Boards/Personal
Kanban



5S



Kanban Board		
To Do	In Progress	Done
Task 1 Task 2	Task 3 Task 5	Task 6
Task 4 Task 7		



ORGANIZED

Organized: Use structured approaches to manage ambiguity; create an action plan to move forward one step at a time

Some ideas you can use RIGHT NOW!

1. Create a “personal Kanban” to help you stay organized (three columns—to do, doing, done—one sticky note per item)
2. Use this time to 5S one area in your home or at work that doesn’t meet the “at a glance” criteria (junk drawer, garage, pantry, electronic files)
3. Pick one future event and create a “Plan B”

POSITIVE

Positive: Identify opportunities in turbulent environments; have personal confidence in your ability to succeed

	Scale	
Interprets world as linear and sequential	1 ← → 5	Interprets world as multifaceted/overlapping
Expects future to be orderly/predictable	1 ← → 5	Expects future to be filled with variables
Sees major change as uncomfortable and a problem to avoid	1 ← → 5	Sees change as uncomfortable, yet also as presenting opportunities to pivot
Feels most challenges are unfair and serving no purpose	1 ← → 5	Believes there are usually lessons to be learned from challenges
Interprets unmet expectations as personal affronts	1 ← → 5	Views disruptions as the natural result of a changing world
Spends time resolving many contradictions	1 ← → 5	Accepts and understands paradoxes

HOW LEAN SKILLS HELP WITH POSITIVITY



Go See as a Planned Response
to Abnormal Conditions



A3 Thinking as a Planned
Response to Abnormal
Conditions

POSITIVE

Positive: Identify opportunities in turbulent environments; have personal confidence in your ability to succeed

Some ideas you can use RIGHT NOW!

1. Plan a GO SEE to better understand (can't actually go due to COVID?)
2. "7 Ways" to solve a problem
3. Feed the voice you want to WIN!

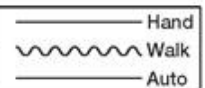
FLEXIBLE

Flexible: Rely on internal and external resources to develop a creative, pliable approach to responses to change

	Scale	
Approaches change as a mysterious event	1 ← → 5	Believes change is a manageable process
Has low tolerance for ambiguity	1 ← → 5	Has high tolerance for ambiguity
Needs a long recovery time after adversity or disappointment	1 ← → 5	Needs only a short time to recover after adversity or disappointment
Feels victimized during change	1 ← → 5	Feels empowered during change
Fails to break from established ways of seeing things	1 ← → 5	Challenges/modifies one's own assumptions or frames of reference
Doesn't develop/maintain nurturing, supportive relationships	1 ← → 5	Relies on nurturing relationships for support

HOW LEAN SKILLS HELP WITH FLEXIBILITY

Standardized Work 2: Standardized Work Combination Table

Standardized Work Combination Table	From:		Date:	Required Units per Shift:																						
	To:		Area:	Takt Time:																						
	Work Elements		Time (sec.)			Seconds																				
	Hand	Auto	Walk			5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
1																										
2																										
3																										
4																										
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10																										
11																										
12																										
13																										
14																										
15																										
Totals			Waiting				5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

Kaizen Express

FLEXIBLE

Flexible: Rely on internal and external resources to develop a creative, pliable approach to responses to change

Some ideas you can use RIGHT NOW!

1. WW_D
2. Write out a list of your strengths somewhere you can access easily. When a situation presents itself, pull out your strengths and decide which one you'll be leaning on for this effort.
3. External Resources—What are yours?

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WHICH ATTRIBUTE DID YOU CHOOSE
TO FOCUS ON?

Take the Poll, Please

YOUR PERSONAL PLAN

What is one thing you will do before THIS WEEK ENDS to build resiliency in the competency you selected?

my plan



Q&A WITH JENNIFER
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