How to Use Lean to Develop Leaders
Online

Lean

Leadership
Online training?
NO!
Why not?
In person

Online
Participants liked the training

94% recommended the training
The training was effective

81% reported successful work with teams
Build an online training from the ground up
Build an online training from the ground up

Goal: better than in-person
Online training design: features

• Online delivery
• Immediate, measurable results
• Train on a real process
• Simple, clear methods and tools
• No jargon, plain English
Online training design: leader skills (1)

- Strengthen the working relationship between the manager and the work team
- Inspire engagement, inclusion, trust
Online training design: leader skills (2)

• Lead process-improvement teams with confidence
• Encourage resourcefulness and adaptability
• Minimize trainer dependency
Online training design: enemies

- Time
- Motivation
- Distraction
- Self-doubt
Pilot #1: what worked (1)

Able to improve a process without direct guidance or coaching from me
Pilot #1: what worked (2)

Overall rating: 9.2
Pilot #1: what didn’t work (1)

Online platform difficult to navigate

2.5
Pilot #1: what didn’t work (2)

The managers needed more support
The challenge with Lean: Sustaining
Top 5 justifications for not sustaining

- Middle management resistance: 36%
- Lack of implementation know-how: 31%
- Employee resistance: 28%
- Supervisor resistance: 23%
- Lack of crisis: 18%

Source: Lean Enterprise Institute, 2007 State of Lean Survey
Change is hard
Gym memberships: 85% drop out within 6 months

90% of coronary bypass surgery patients don’t change their lifestyle

Source: *Change or Die*, by Alan Deutschman. Harper Collins, 2007
Interviews:

What my clients and other high performers told me about change
The pattern: an attitude

- Curious
- Self-directed
- High performer

Yes!
What one interviewee told me

• Loves to fix things
• New patient process: reduced the number of steps

Before: 25
After: 6
A department in Kitsap County:

“We’re doing Lean anyway.”
The challenge:

How to enable the pattern of success
Online Lean Leadership
Back to the drawing board
Pilot #2 goal

- A platform easy to navigate
- Leadership development: how to lead teams in changing work processes
The biggest change:

a supportive manager cohort
Pilot #2: Seattle Public Utilities
Pilot #2: Results
# Pilot #2: Results

## Process & Results

<table>
<thead>
<tr>
<th>Activity</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and interpret system reports</td>
<td>saved 412 hours per year</td>
</tr>
<tr>
<td>Review and interpret system reports</td>
<td>saved 412 hours per year</td>
</tr>
<tr>
<td>Emergency street use permitting</td>
<td>saved 37 hours per year</td>
</tr>
<tr>
<td>Inspecting new warehouse inventory</td>
<td>saved 10 hours per year</td>
</tr>
<tr>
<td>Contract intake &amp; assignment</td>
<td>saved 110 hours per year and reduced lead time from <strong>3-days to 22 min.</strong></td>
</tr>
<tr>
<td>Monthly water &quot;Vital Signs&quot; meeting</td>
<td>increased value-added tasks from <strong>3% to 75%</strong></td>
</tr>
</tbody>
</table>
Pilot #2: Participant comments

“The online training platform was easily accessible and easy to understand the progression of steps.”

“Definitely a great chance to learn from others’ successes and failures.”

“Encourages us to finish, when other trainings did not.”
Critical success factors

• Clear
• Simple
• Easy to follow
TIP: clear, simple, easy to follow

Apply Lean principles to training:

- Overproduction
- Over-processing
- Just-in-time
- Wasted talent
- One-piece flow
The power of culture

Q: What is culture?

Put your answer in the chat box.
Culture

What people do

+ 

How people treat each other
Decision-making
Problem-solving

What people do
+

How people treat each other

Values
Social skills

Culture
Culture

Lean makes inclusion and engagement concrete.
The power of groups:

small cohort size
The power of the individual manager:

- Manager learns the material
- Guides team through material
• Motivation
• Relevance
• Self-reliance
• Adaptability
• Engagement
• Manager identity
• Manager identity
• Lean leadership training is a perk
• Manager identity
• Lean leadership training is a perk
• Skills are portable
• Manager identity
• Lean leadership training is a perk
• Skills are portable
• Career investment
Bring Lean leadership development to your organization.

Carlos@CarlosVenegas.com

CarlosVenegas.com