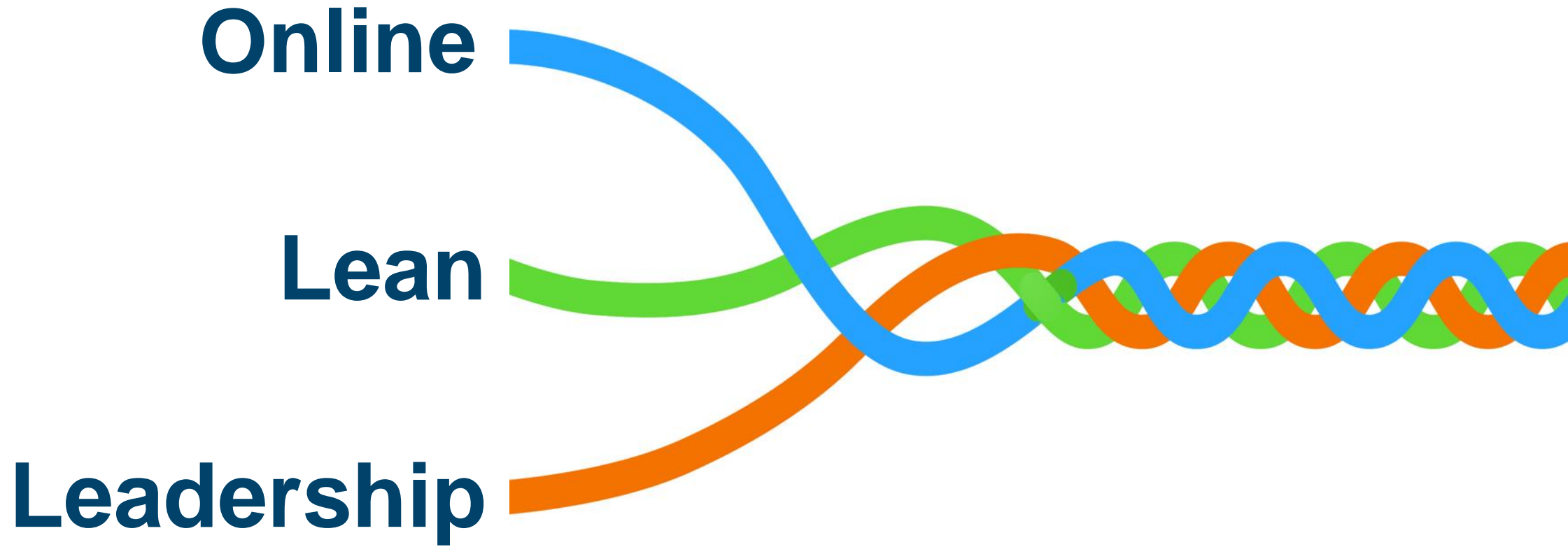


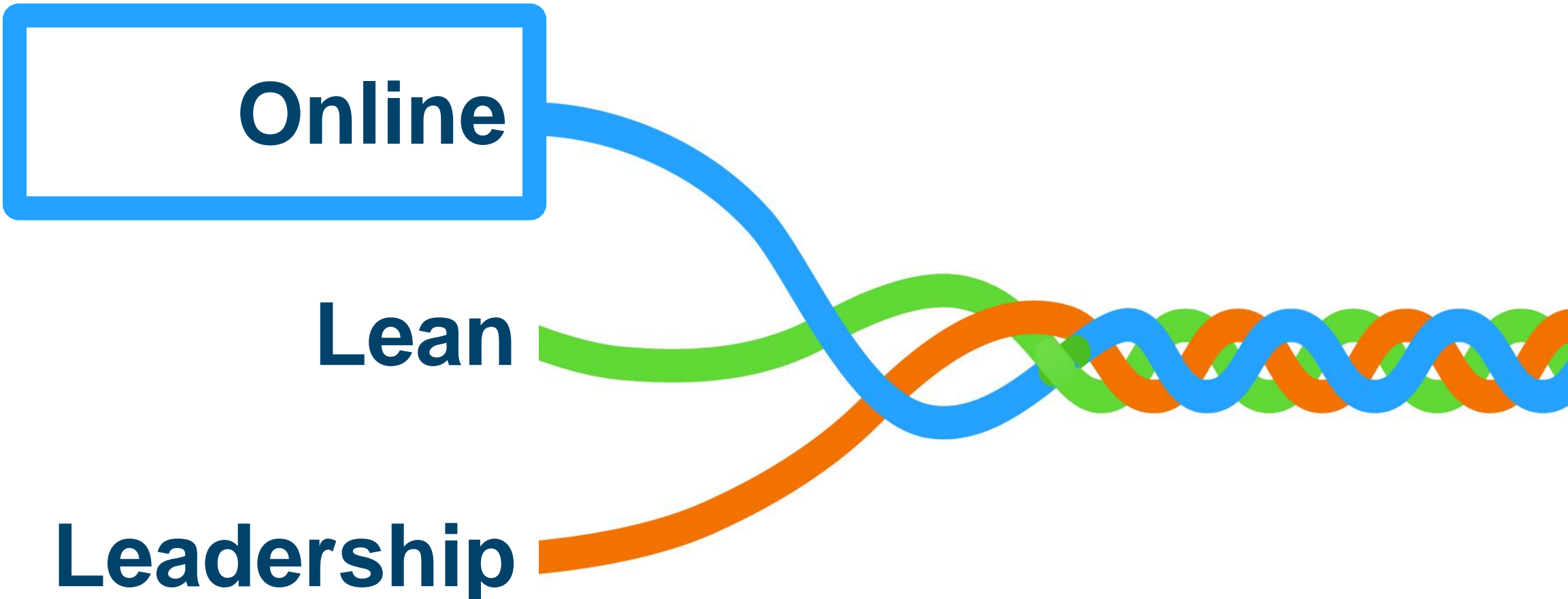
How to Use Lean to Develop Leaders

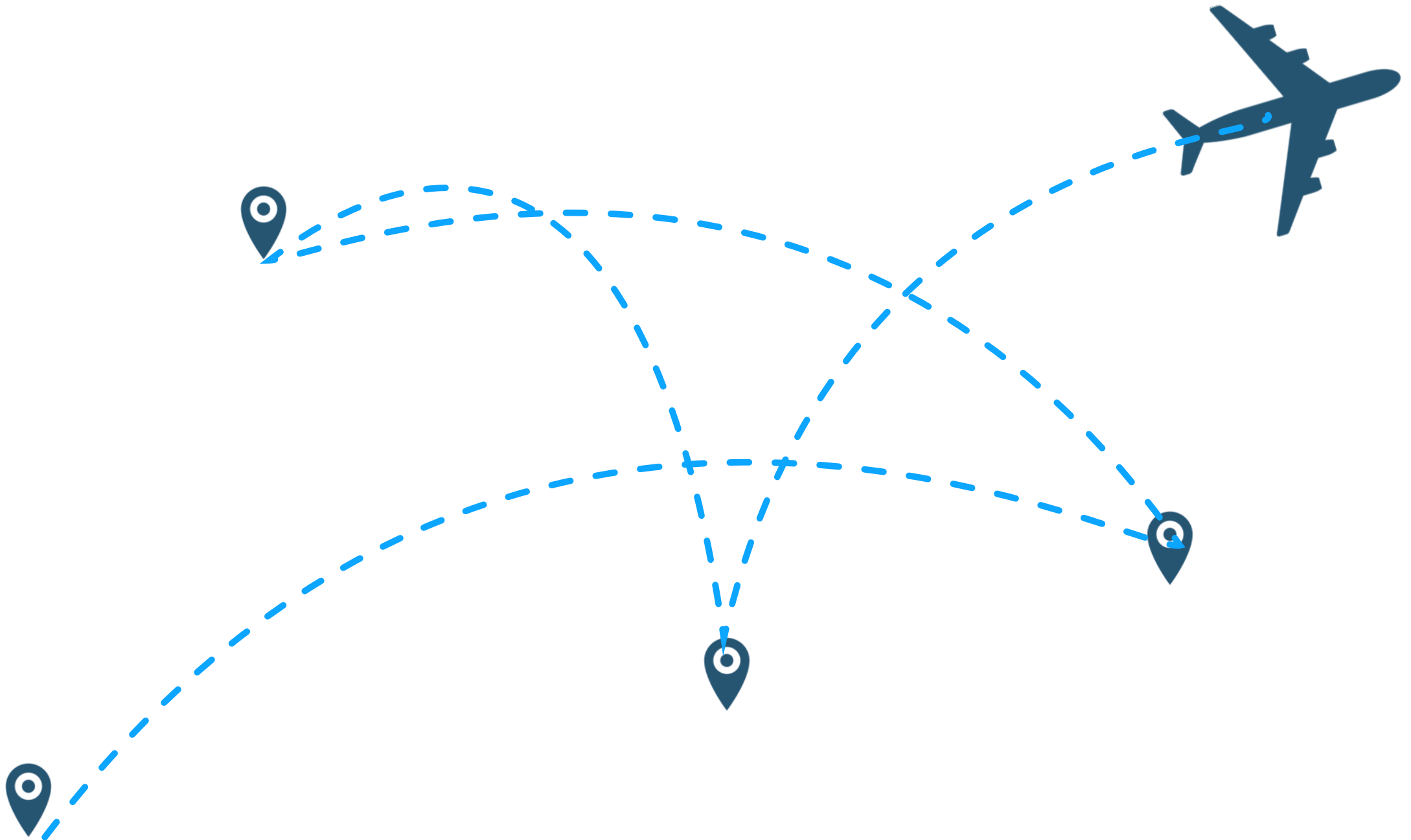


Online

Lean

Leadership





Online training?

NO!

Why not?

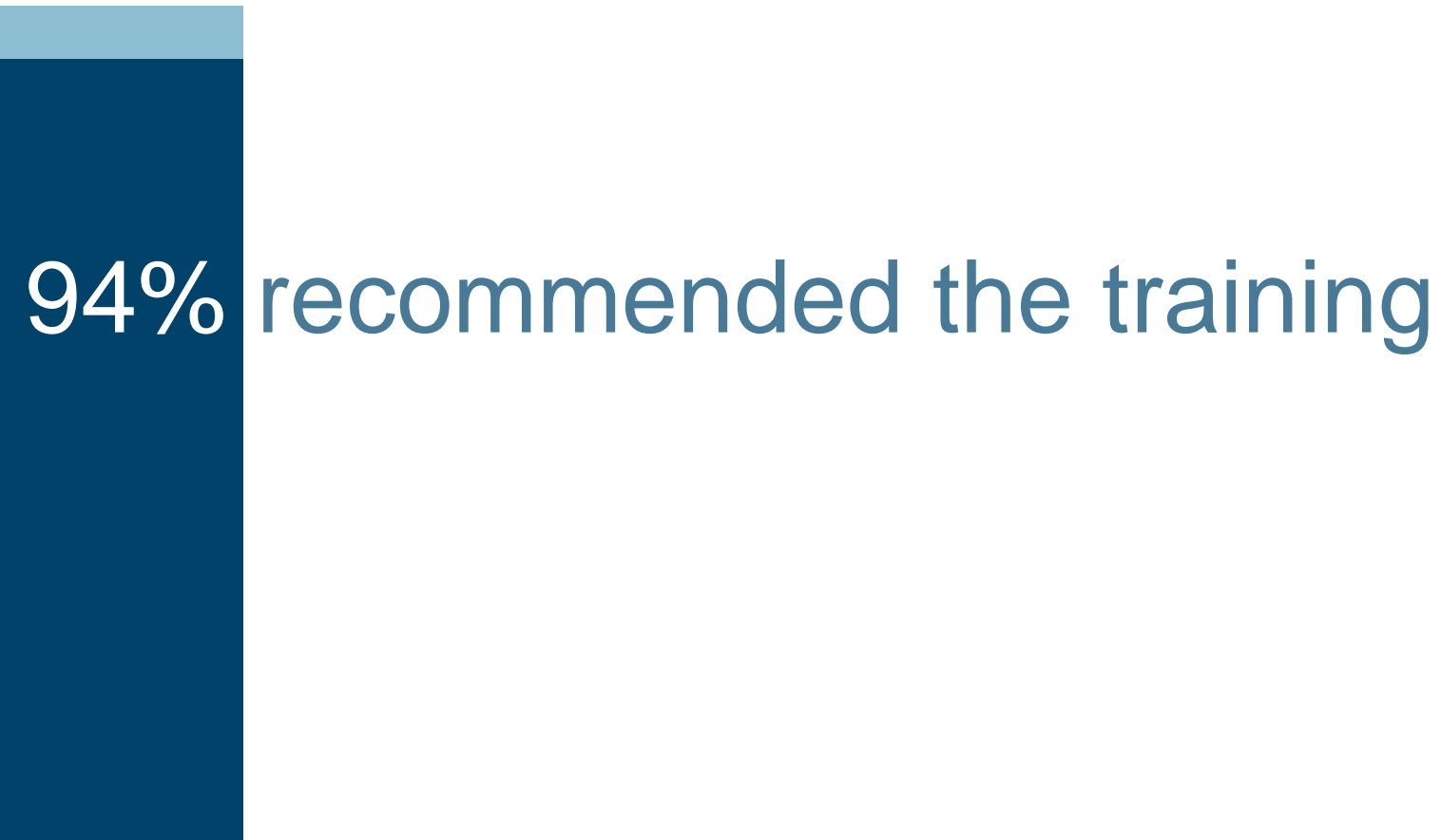
In person



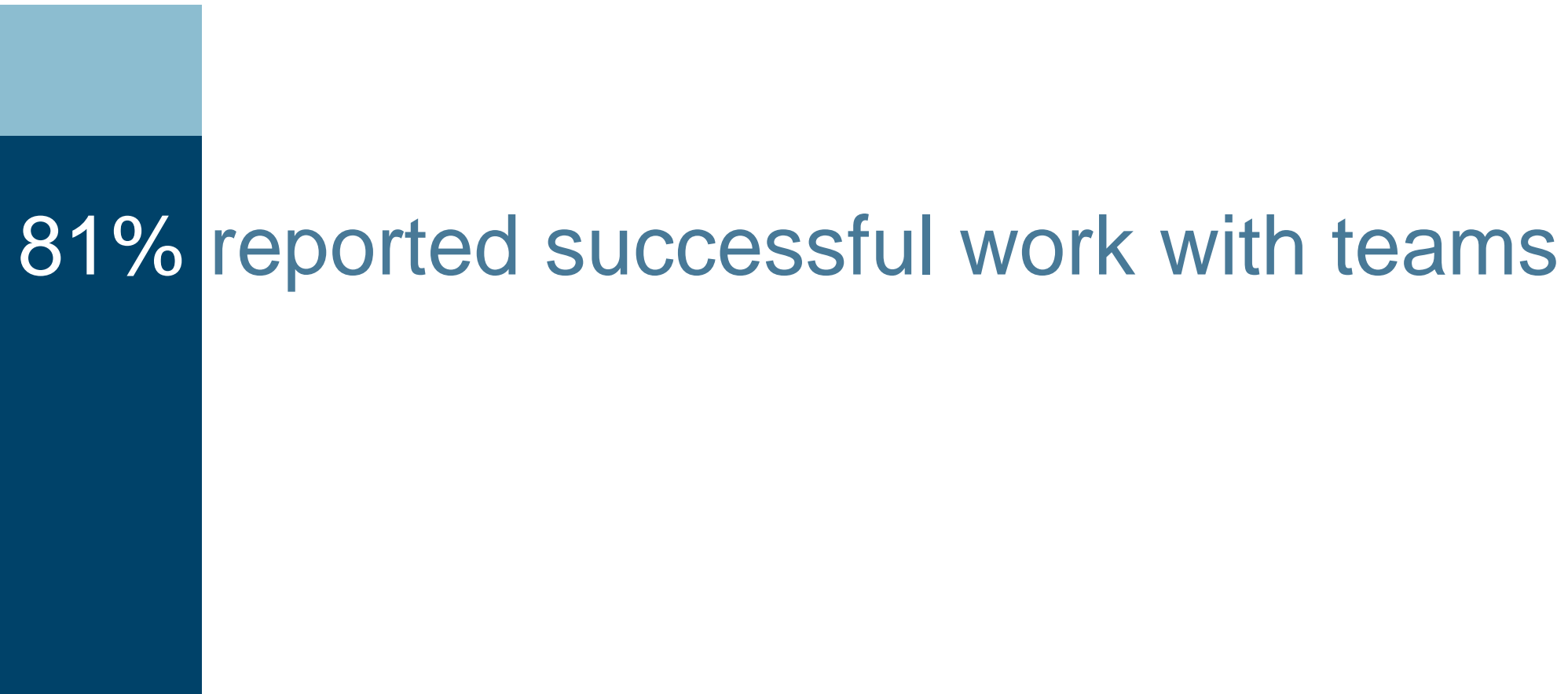
Online



Participants liked the training



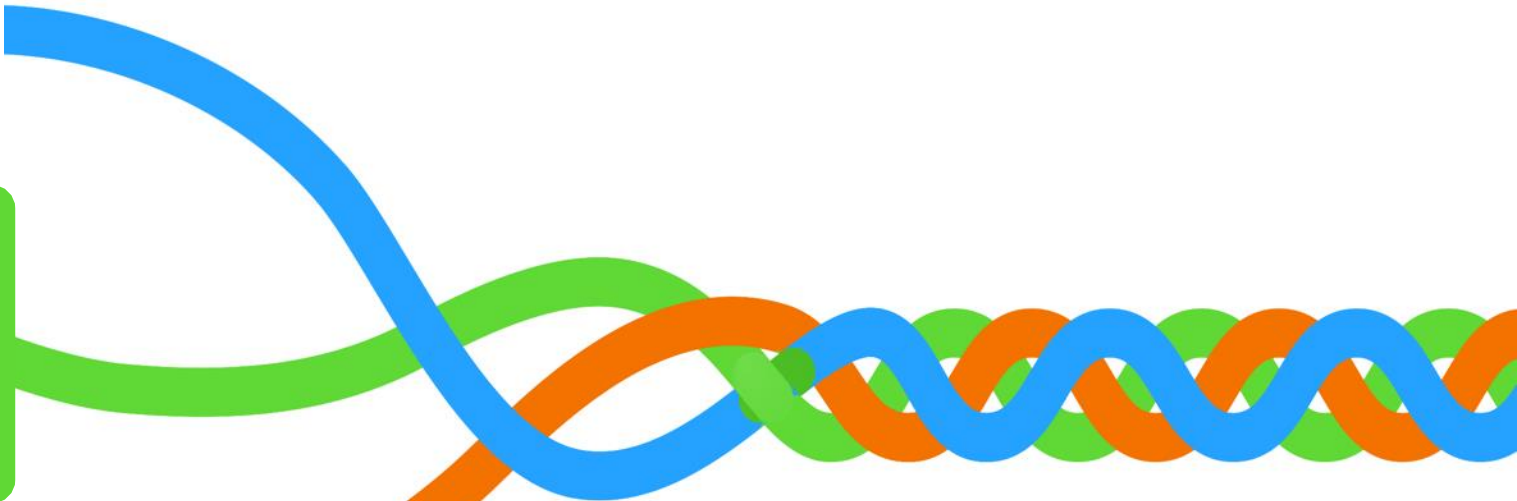
The training was effective



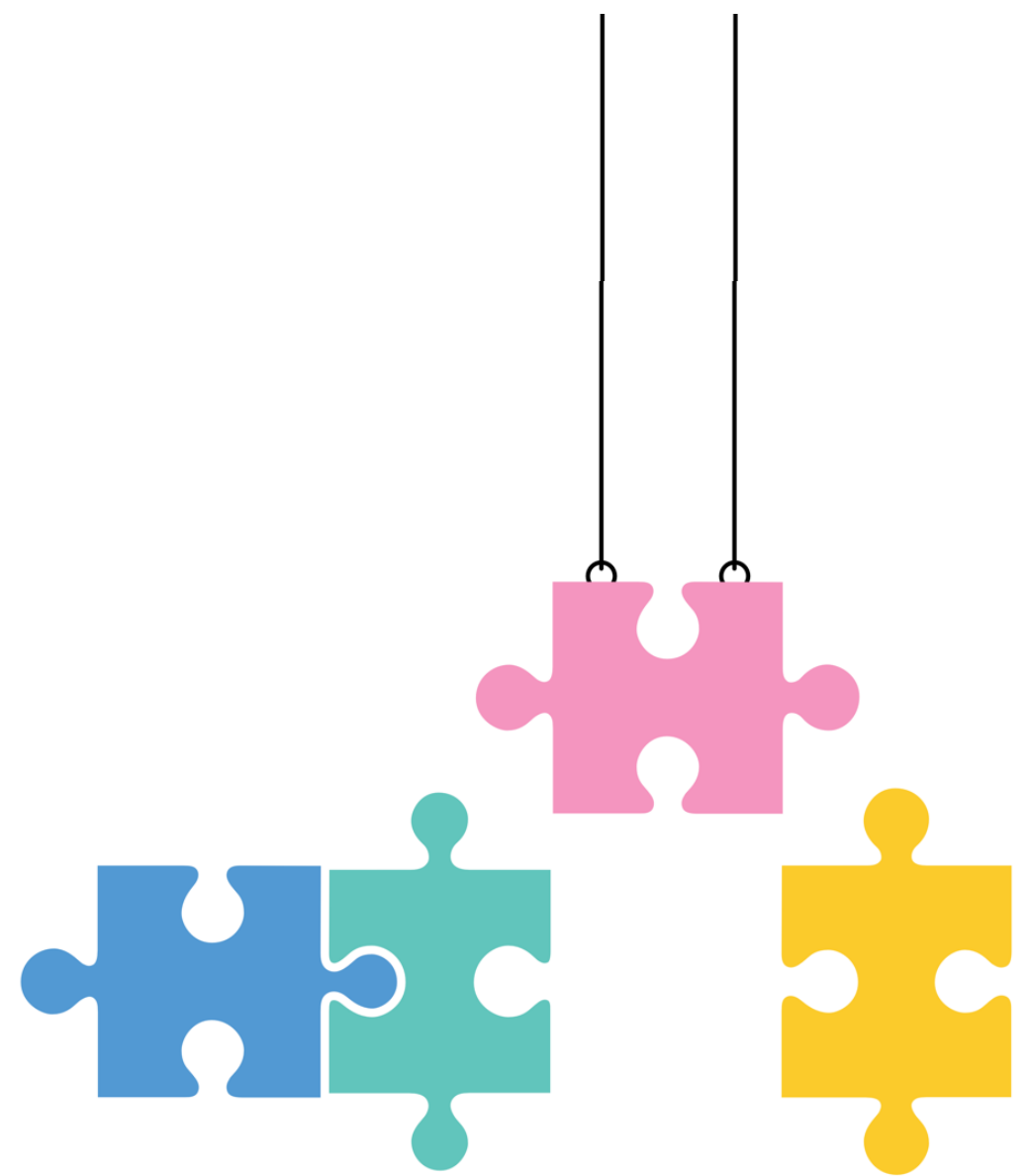
Online

Lean

Leadership

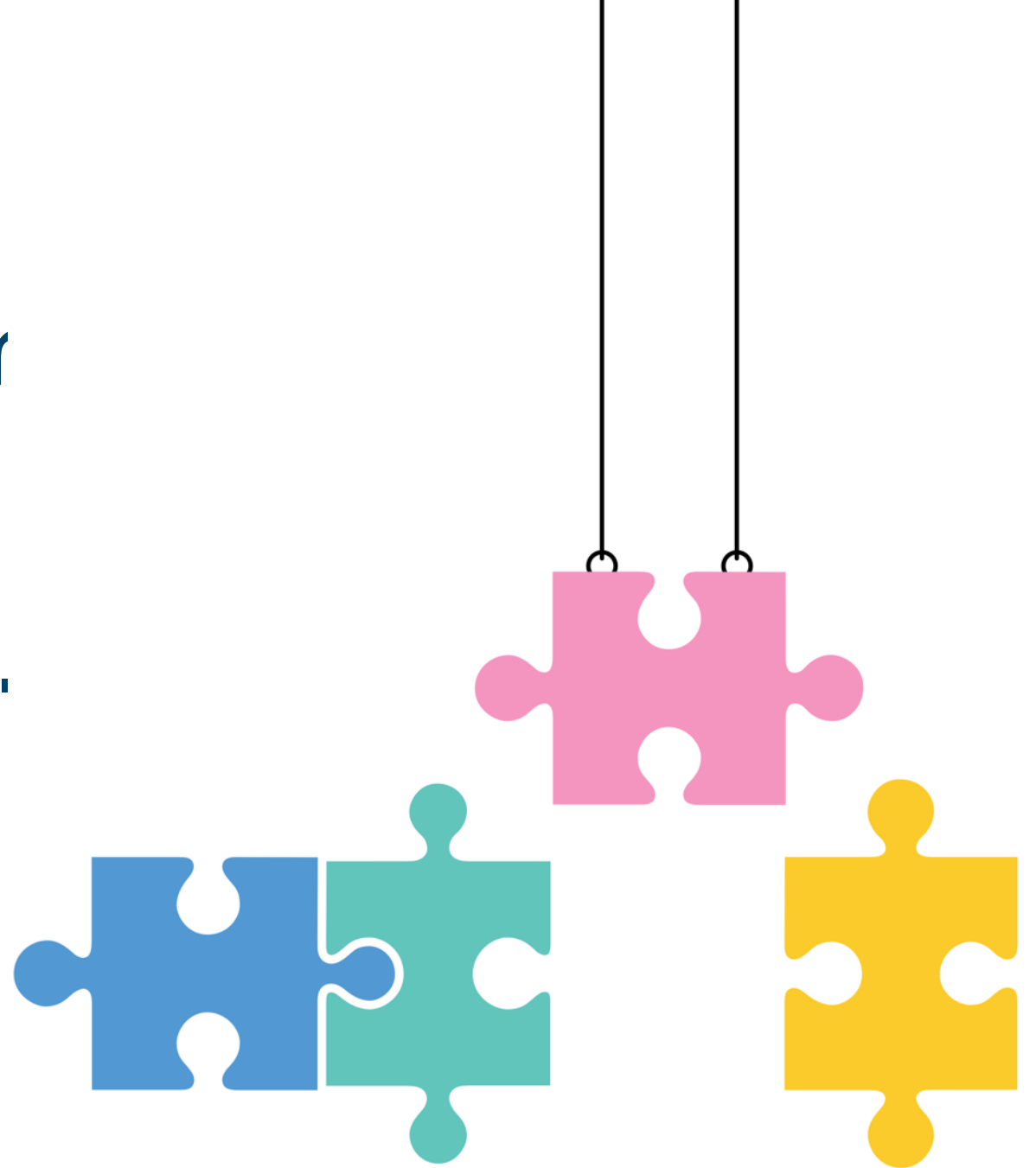


Build an online training from the ground up



**Build an online train
from the ground up**

Goal: better than in-



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

Low

1

High

10

Pilot #1: what didn't work (1)

Online platform difficult to navigate



Low

1

High

10

Pilot #1: what didn't work (2)

The managers needed more support

The challenge with Lean:

Sustaining


Top 5 justifications for not sustaining



Change is hard



**Gym memberships:
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

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Interviews:

**What my clients
and other
high performers
told me about
change**



The pattern: an attitude

- Curious
- Self-directed
- High performer



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.”**

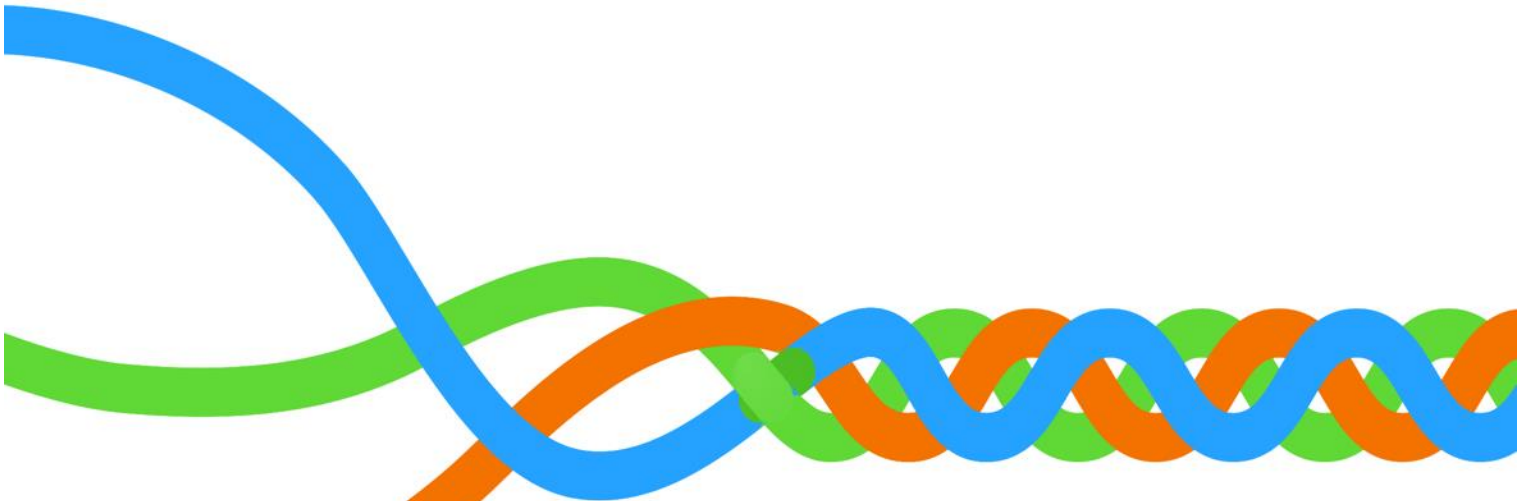
The challenge:

**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

9.3

Pilot #2: Results

Process & Results

Review and interpret system reports	saved 412 hours per year
Review and interpret system reports	saved 412 hours per year
Emergency street use permitting	saved 37 hours per year
Inspecting new warehouse inventory	saved 10 hours per year
Contract intake & assignment	saved 110 hours per year and reduced lead time from 3-days to 22 min.
Monthly water "Vital Signs" meeting	increased value-added tasks from 3% to 75%

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.”

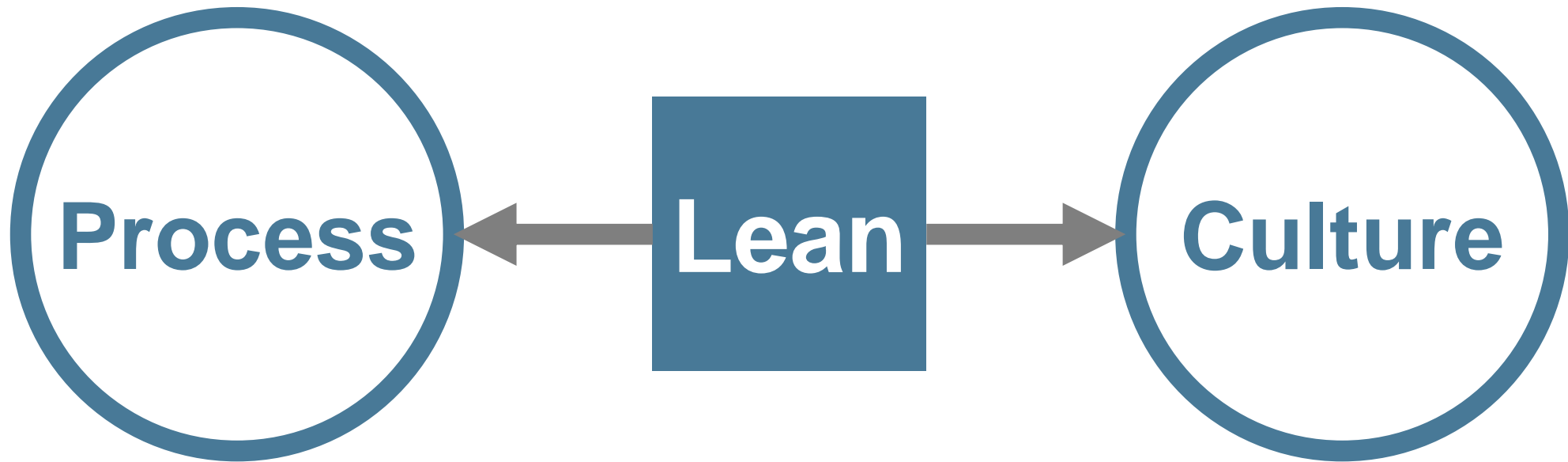
Critical success factors

- 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.



What people do

+

How people treat each other

Decision-making
Problem-solving



What people do

+

How people treat each other



Values

Social skills

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**



Individual Manager

- **Motivation**
- **Relevance**
- **Self-reliance**
- **Adaptability**
- **Engagement**



- **Manager identity**



- **Manager identity**
- **Lean leadership training is a perk**



Individual Manager

- **Manager identity**
- **Lean leadership training is a perk**
- **Skills are portable**



Individual Manager

- **Manager identity**
- **Lean leadership training is a perk**
- **Skills are portable**
- **Career investment**



Bring Lean leadership development
to your organization.

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