Lean as a Human Performance System

Washington State Government Lean Transformation Conference

October 25, 2012
Welcome!
Exercise:

Take a minute and think about a person who has had a significant personal impact on your career. What did they do. Write it down.
Let’s begin with a story…
You have the same problem they had – ‘how do you establish behaviors that support your business strategy?’
“A typical lean implementation focuses on physical/technical changes and only gets you 20% of the way (at best). It is the easiest 20% to accomplish…”

David Mann – *Creating a Lean Culture*
David Mann (continued)

The next 80% is a more difficult rearrangement to make. As a leader, many things have to change. These require a deeper level of change in people and how they think and work…

- The information you need to rely on
- Your deeply ingrained work habits
- Day-to-day and hour-to-hour routines
- The way you think about managing work and productivity
Transformation is a deeper level of change...
My Proposition:

Hidden within the principles, tools and techniques of Lean is a powerful human performance system.
Understanding that system is essential to driving the deeper level of change in how people think and work necessary to establish and sustain both Lean value streams and a Lean culture.
Game Plan
My objectives...

- Raise awareness
- Challenge your paradigms
- Point you in the direction of a set of solutions
- Create a dialogue
My ‘lean’ journey
So what is a ‘human performance system?’
Taiiicho Ohno

A Central Pioneer of Lean Systems
Dr. Thomas F. Gilbert
Gilbert established a causal chain linking behavior and organizational results...
Figure 1. Equation for Worthy Performance.
Dr. Carl Binder
Partner – Six Boxes Performance Thinking
The Performance Chain®
How Behavior Produces Business Results

Plan with the Results in mind
Manage Behavior Influences to optimize results

Behavior Influences
• Goal setting
• Process improvement
• Feedback
• Incentives
• Job Design
• Training
• Personality profiles
• Coaching
• Job aids
• Tools
• etc.

Behavior (Tasks & Tactics)
• Plan
• Analyze
• Present
• Negotiate
• Design
• Repair
• Troubleshoot
• Test
• etc.

Work Outputs (Products of Behavior)
• Deliverables
• Processes
• Transactions
• Decisions
• Milestones
• Relationships
• Changes/Innovations
• Communications
• Solutions or Answers
• People who...
• Teams that...
• Etc.

Business Results
• Revenue
• Market share
• Profit
• Shareholder value
• Customer satisfaction
• ROI/ROA
• etc.

The Six Boxes Model® organizes Behavior Influences

Performance Chain Model © The Performance Thinking Network (www.SixBoxes.com) used with permission.
Definition: Performance

**Behavior** producing valuable **Work Outputs** which contribute to **Business Results**

Performance Chain Model © The Performance Thinking Network (www.SixBoxes.com) used with permission.
The Six Boxes® Model

Environment

1. Expectations & Feedback
2. Tools & Resources
3. Consequences & Incentives

Individual

4. Skills & Knowledge
5. Selection & Assignment ‘Capacity’
6. Motives & Preferences ‘Attitude’

Six Categories of Behavior Influences

Six Boxes Model © The Performance Thinking Network (www.SixBoxes.com) used with permission.
A Systematic Approach

Performance Chain

Behavior Influences → Behavior (Tasks & Tactics) → Work Outputs (Products of Behavior) → Business Results

Six Categories of Behavior Influences

- Environment
  - Expects & Feedback
  - Tools & Resources
  - Consequences & Incentives
- Individual
  - Skills & Knowledge
  - Selection & Assignment 'Capacity'
  - Motives & Preferences 'Attitude'

Implications

1. Human performance can be understood using two simple models
2. You can use a common language to talk about performance
3. You can begin to organize behavior influences into a cohesive, integrated system
4. You have tools to crisply address the human performance side of sustaining systems
5. Explains much of the power of lean systems
An example of this approach in practice
Often, the problem we are trying to solve is NOT a workflow design problem, but a behavior problem...
Evidence?
Lean tools

A powerful set of behavior influences designed to drive lean behaviors
Gallup 12 Questions for Employee Engagement

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

Gallup Inc. 1998
Gallup 12 Questions for Employee Engagement

7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?
# The 12 Elements of Great Managing

<table>
<thead>
<tr>
<th>1 Expectations &amp; Feedback</th>
<th>2 Tools &amp; Resources</th>
<th>3 Consequences &amp; Incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- I know what is expected of me at work.</td>
<td>- I have the materials &amp; equipment I need to do my work right.</td>
<td>- In the last 7 days, I have received recognition or praise for doing well.</td>
</tr>
<tr>
<td>- In the last 6 months, someone has talked to me about my progress.</td>
<td>- There is someone who encourages my development.</td>
<td>- My supervisor, or someone at work, seems to care about me as a person.</td>
</tr>
<tr>
<td>- Fellow employees are committed to doing quality work</td>
<td>- I have a best friend at work.</td>
<td>- My opinions seem to count</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4 Skills &amp; Knowledge</th>
<th>5 Selection &amp; Assignment</th>
<th>6 Motives &amp; Preferences</th>
</tr>
</thead>
<tbody>
<tr>
<td>- In the last year, I have had opportunities to learn &amp; grow.</td>
<td>- I have the opportunity to do what I do best every day</td>
<td>- The mission or purpose of my organization makes me feel my job is important.</td>
</tr>
</tbody>
</table>
Back to Our Exercise…

Six Boxes Model © The Performance Thinking Network (www.SixBoxes.com) used with permission.
Challenges
“It’s not ‘lean’.”
Horizon Problem

Where leaders focus:

What

Global Financial Ind.
Product Performance
Departmental Performance
Individual Performance

How

Job Descriptions
Specific Behaviors

Where value is added
Integration
What do we mean by ‘lean behaviors?’
Example 1:

‘Uses visual controls to pick up abnormalities in the workplace. Maintains a neat and orderly process to make abnormalities easy to see.’
Example 2:

‘When encountering abnormal conditions, begins steps to return process to normal and puts controls in place to minimize the impact on downstream processes.’

Source: Human Systems for Lean Management Course 3.3, January 31-February 2, 2006 Revised by G Anderson 05/26/11
Questions?
Thank You!
Contact

Gordy Anderson
Impact Washington
206-714-5590
GAnderson@ImpactWashington.org

Roger Milliman
Impact Washington
360-589-3790
RMilliman@ImpactWashington.org

The Performance Thinking Network
800.358.3629
www.SixBoxes.com