About Me

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What is Lean?
Lean Principles

• RESPECT FOR PEOPLE
• LEAD WITH HUMILITY
• LEARN CONTINUOUSLY

ENGAGE

• CONSTANCY OF PURPOSE
• CREATE VALUE FOR THE CUSTOMER
• SYSTEMS THINKING

ALIGN

• ALWAYS STRIVE FOR PERFECTION
• SOLVE PROBLEMS SCIENTIFICALLY
• EMBRACE STANDARDIZATION

IMPROVE
Behavior Based Model
for Organizational Transformation
Have you ever experienced...

- A series of point improvements without an overall strategy?
- Resistance to continuous improvement efforts?
- Leaders dictating the use of a tool?
“Driving Results”
“Quick Wins”
“The Program”
Traditional outcomes

"Big & Fast" Improvement
A new path
Principles
Lean Principles

ENGAGE

• RESPECT FOR PEOPLE
• LEAD WITH HUMILITY
• LEARN CONTINUOUSLY

CONSTANCY OF PURPOSE

CREATE VALUE FOR THE CUSTOMER

SYSTEMS THINKING

ALWAYS STRIVE FOR PERFECTION

SOLVE PROBLEMS SCIENTIFICALLY

EMBRACE STANDARDIZATION

IMPROVE
Behaviors Rooted in Principles
Systems Support Behaviors
Tools are “Pulled”
Tools
Improve
Results
Results
Inform
Behaviors

KBI

CULTURE

KPI

PSYCHOLOGICAL SAFETY
Example

How the model can actually work in real life
Example
Role Clarity
Principle-Centered and Behavior Based
<table>
<thead>
<tr>
<th><strong>Behavior Based Role Clarity</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respect for People</strong></td>
</tr>
<tr>
<td><strong>LEADERS</strong></td>
</tr>
<tr>
<td>Routinely provide employees with opportunities to grow.</td>
</tr>
<tr>
<td>Proactively resolve issues of health, safety and environment.</td>
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<tr>
<td>Encourage &amp; reward safety issues brought forward.</td>
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<tr>
<td>Seek to understand patterns that impede results</td>
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<tr>
<td><strong>MANAGEMENT</strong></td>
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<tr>
<td>Involve front-line staff in improving the work in their area.</td>
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<tr>
<td>Provide coaching for problem solving, by first listening to understand.</td>
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<tr>
<td>Proactively resolve issues of health, safety and environment.</td>
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<tr>
<td><strong>VALUE CREATORS</strong></td>
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<tr>
<td>Proactively resolve issues of health, safety and environment.</td>
</tr>
<tr>
<td>Engage in active listening to understand and show respect.</td>
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<tr>
<td>Help develop and document current best processes (standards) representing the agreed current best way to do the work as a basis for improvement.</td>
</tr>
</tbody>
</table>
Behavior Based Role Clarity

Lead with Humility

LEADERS
Maintain open and honest communication with everyone. Treat all ideas as equal in value, no matter whose idea it is. Ask supportive questions rather than giving answers. Seek input to encourage solutions built by collaboration.

MANAGEMENT
Maintain open and honest communication with everyone. Treat all ideas as equal in value, no matter whose idea it is. Ask supportive questions rather than giving answers. Identify and communicate trends about what is working.

VALUE CREATORS
Listen to and communicate feedback from the customers, fellow staff members, and stakeholders that may impede the value-creation process.
Learn Continuously

<table>
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<tr>
<th>LEADERS</th>
<th>Embrace continuous learning by asking questions and listening emphatically to understand. “what did you learn?” Learn and teach managers how to better engage and support their areas of responsibility in achieving goals.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT</td>
<td>Emphasize what they and others are learning on a daily basis, especially learning about experiments that failed. Identify learning as ongoing and actively seek ways to help the value creators develop their talents and skills.</td>
</tr>
<tr>
<td>VALUE CREATORS</td>
<td>Discuss the learning in improvement experiments. Engage in peer to peer idea sharing on a routine basis.</td>
</tr>
</tbody>
</table>
Lean Principles

- Respect for People
- Lead with Humility
- Learn Continuously

Engage

- Constancy of Purpose
- Create Value for the Customer
- Systems Thinking

Align

- Always Strive for Perfection
- Solve Problems Scientifically
- Embrace Standardization

Improve
Sustaining the Cycle

PSYCHOLOGICAL SAFETY
Where to Start?

Leaders set the tone.
Leaders learn by doing.
Leaders share their learning.
Resources

- Shingo Institute  [Shingo.org](http://Shingo.org)
- Institute for Enterprise Excellence  [InstituteForExcellence.org](http://InstituteForExcellence.org)
- Lean Enterprise Institute  [Lean.org](http://Lean.org)
Q & A