Zombieization: The Archenemy of Lean Thinking

Robert Brown, PhD

Author of *The People Side of Lean Thinking* and *To Touch and Be Touched*
Lean Thinking - Womack and Jones

• Value
• Value Stream
• Flow
• Pull
• Perfection
Lean Thinking’s Ultimate Goal

Every employee continually increases customer value
ZOMBIES

• Dead inside
• No value creation
• Hurt people
• CANNOT reproduce
ZOMBIES

• Semi-dead inside
• No value creation
• Hurt people
• CAN reproduce
Why Are We Concerned About Zombies?

• 30 percent success rate for change
• 73 percent of employees are NOT emotionally engaged in their work
• Lean requires an investment by employees
Zombieization

A work environment that fosters the employee attitude:
Why should I care?
How Does This Happen?

Hired

Suppressed

Ignored
How Big is the Problem?

[Graph showing the likelihood of zombieization by organization size]
What Must We Do Against the Zombies??

Make zombies human again; and enable people to be the best they can be.
Cause and Effect

People at their best, can create the best processes. T  F

Processes at their best can develop the best people. T  F
Therefore, priorities should be...

Develop people first

Improve processes second
We Are Not Talking About

Two Pillars of Lean

Continuous Improvement    Respect for People

People Interactions
We Are Talking About

Lean Thinking

With the Organ That Thinks™
Expanding Lean Thinking

People interactions can be processes
“Every process should have a tool”
Mistake-Proofing Processes (People)

• Poka-yoke
• Standard Work
• Self-Check
• Successive-Check
Important Digression

• As children we are rule followers

• As adults we should become independent rule makers
People Interactions Are Complex

Control vs. Enhance
Organization Dynamics

Employee

Customer

Organization
Anti Zombieization Environment

Employees support Customers:

S I R  Service (and/or product)
       Information
       Respect

4Cs   Connect Human-to-Human
      Collaborate
      Contribute
      Confirm

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Anti Zombieization Environment

Customers support the Organization

Payments, Loyalty, Promotion
Anti Zombieization Environment

Organization supports the Employees (People Interactions)

The Lean Thinking Seven People Assets™
Eliminate the Seven Wastes

- Transportation
- Inventory
- Movement
- Waiting
- Over-production
- Over-Processing
- Defects
Enhance the Seven People Assets

- Teamwork
- Leadership
- Communication
- Problem-Solving
- Engagement
- Rewards
- Knowledge
Teamwork

Four-Part Teaming model™

• Compelling Task
• Sense of Membership
• Influence on the Team
• Personal Reward
Leadership

Create a compelling vision

“Beat Coke!”
Communication

- Feedback loops
- Medium is the message
- Meetings should change behavior
Problem-Solving

Harnessing the Speed of Thought®

• Identify the Issue
• Define the Goal
• List Hurdles
• List Possible Solutions
• Choose Best Solution
Emotional Engagement

Personal Mission Statement

At end of day customer says: “Thank you, Bob.”
Rewards

Meaningful, frequent and team based, mostly via team input
# Knowledge

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<tr>
<th>Staff Member</th>
<th>Feedback</th>
<th>Personal Mission</th>
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Question

How often should you measure process improvement compared to people development?
Distilled Non-Zombieization

Seek Perfect Handoffs
Thank you, and have a wonderful conference