How to use bookclubs to become self-reliant on your lean journey

Michael Ballé, PhD.
Housekeeping

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- Ask questions at any time during the presentation by using the question box on your console. We will answer them during the Q&A part of the webinar.
Meet Today’s Presenter, Michael Ballé

• Lean management practitioner & researcher for 20+ years

• Gemba Coach columnist at lean.org

• Co-author most recently *The Lean Strategy*

• Co-author “lean trilogy” *Lead With Respect, The Lean Manager, The Gold Mine* & related learning platform at [https://thegoldmine.jimdo.com](https://thegoldmine.jimdo.com)

• PhD from the Sorbonne in Social & Knowledge Sciences
How can we create a lean culture?
“If we continue to see lean through traditional management thinking we will only get traditional results”
Three typical paths to “lean transformation”

- Savings-driven initiatives
- Roll-out programs
- Spill-over lean teaching
Where to start

• Is your CEO supportive but not committed?
• Do you have access to a sensei?
Gemba lean and program design:

My last 10 years

<table>
<thead>
<tr>
<th>YEARS</th>
<th>TS/LEAN CULTURE</th>
<th>SUCCESS LEVEL</th>
<th>TYPE</th>
<th>TYPE</th>
<th>CAUSE FOR STOP</th>
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www.michaelballe.org
### Roll-out program

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<tr>
<th>Focus</th>
<th>First Level KPI</th>
<th>Target</th>
<th>Second Level KPI</th>
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<td>Customer</td>
<td>Quality (complaints)</td>
<td>Cut customer complaints by half</td>
<td>People in quality unit</td>
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<td>8D audit compliance</td>
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<td></td>
<td>Service to customer</td>
<td>Cut product delivery time by half</td>
<td>Sales and operations compliance</td>
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<td>management or MPA</td>
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<td>Procurement batch size (receiving frequency)</td>
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<td></td>
<td>People</td>
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<td>Production batch size (every part every interval)</td>
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<tr>
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<td>Safety (accidents)</td>
<td>Cut accidents by three quarters</td>
<td>Suggestions</td>
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<td>Absenteeism</td>
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<td>Team-based organization</td>
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<td>compliance</td>
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<td>Turnover</td>
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<td>Cost and cash</td>
<td>Supply chain (plant flow time)</td>
<td>Cut flow time by half</td>
<td>Aging of inventory</td>
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<td>Improvement</td>
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<td>Indirect delivery</td>
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<td>Distribution center flow</td>
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<td>time</td>
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**Figure 7.7** Varying Speed of Continuous Improvement Across FCI Work Sites
Spill-over transformation
There is a lean plan…

- Go to the gemba everywhere to see concrete kaizen efforts;
- Spot the leaders who "get it" and come up with great kaizen initiatives to improve the quality of care;
- Connect them together in a community of practice;
- Link them together through pull systems to tighten the interfaces;
- Challenge and support them as they tackle wider cross-functional issues;
- Create a critical mass of people who know what they're talking about and are keen to make things work for patients and staff;
- Keep orienting towards improvement and focusing on learning.
Lean is a personal journey

1. Find a sensei and learn to lead kaizen first-hand
2. Master JIT/jidoka system to engage all people all the time in kaizen
3. Develop and connect lean leaders through challenge, respect, and teamwork
The big difference

See the problem, calculate a solution on paper, and then find ways (people, resources) to implement it.

Respond to a challenge with allies and learn by trying new stuff with them until you figure out what is going on and how to address it.
Which learning theory?

Apply?
- Best practice
- Activity/tool
- Do & control

Transfer?
- Principle / ideal (why?)
- Try something and reflect
- Observe and discuss

Apply set standards in any situation

What does the standard mean in this situation?
How do we support transfer?

**Ideal**
- Find a sensei
- Go with sensei to the shop floor
- Look where the sensei points (no argument)
- Try something
- Discuss results with sensei

**What if we don’t have a sensei?**
- Create a book club
- Read the books together chapter by chapter
- Go to the gemba to see how this applies in your conditions
- Try something
- Discuss with book club members
A platform for autonomous learning

New! The Gold Mine Trilogy Guide + Gold Mine + Lean Manager + Lead with Respect (set)
by Michael Ballé and Freddy Ballé with Tom Ehrenfeld

The Way to Lean
Originally presented: November 4, 2016 (permalink)

Listen to the podcast »
Download the slides »
Purchase the related book: The Gold Mine Trilogy Study Guide
New exploration: on-line classes

https://thegoldmine.jimdo.com
Book clubs create space to think and to experiment but require far more autonomy from individuals to actually experiment in their environment.
Book clubs are great ways to create a lean culture

Hit them!

Link them!
Clear leadership
• Customers first
• Go to the gemba
• Explain the business challenges
• Show respect
• Kaizen now!

Clear leadership
• Customers first
• Go to the gemba
• Explain the business challenges
• Show respect
• Kaizen now!
Develop self-reliance through teamwork

Creating Lean Leaders... with a Book

FEATURE – When they realized their lean efforts had overlooked the crucial aspect of management behavior, AkzoNobel senior leaders turned to a great lean book for help with leadership development.

A New Chapter in Our Lean Journey

FEATURE – Upon realizing they were struggling to engage people in continuous improvement, Fuji Xerox Australia’s IT team found a unique way to breathe new life into its lean efforts... a book club.
How to run a successful book group

• Keep the group between 6-12 (preferably a working team)
• Focus on how the book relates to their current lean work (rather than making it about a "quiz" on the contents)
• Start the meeting with 5-10 minutes for members to review this week’s material
• Encourage every person to participate; emphasize that the purpose is to reflect on how the material applies to what they are doing
• Rotate discussion leaders
• Stick to a regular cadence of meetings (weekly or twice a month)
Next, get started ...

- Go to the Gold Mine Master Class at https://thegoldmine.jimdo.com
- Read the Introduction under the Chapter Plan tab to begin
Type your question in the question box for Michael Ballé
Now Available on Amazon

"This important book goes beyond teaching the lean tools that have been widely embraced today and reveals the complete—and revolutionary—lean strategy."
—James P. Womack, coauthor of *The Machine That Changed the World* and *Lean Thinking*, and founder of the Lean Enterprise Institute

**THE LEAN STRATEGY**

*Using Lean to Create Competitive Advantage, Unleash Innovation, and Deliver Sustainable Growth*

Michael Ballé, Daniel Jones, Jacques Chaize, Orest Fiume
Lean Coaching Summit

July 19 & 20, 2017 | San Antonio, TX

John Shook
Join John Shook, Chairman and CEO of the Lean Enterprise Institute, as he engages in conversation with Dan Prock. He and Dan will reflect on the current state of lean and then offer insights and a way forward based on their personal learning experiences with sensei. Plus, they will draw upon what may be viewed as an unexpected tradition!

Cliff Hazell
Cliff Hazell, system and product improvement manager at Spotify, recently spent two days with fellow team members sharing diversity and inclusion experiences from around the company. He’ll report on the latest diversity efforts happening inside the music, podcast, and video streaming company. How might this guide your coaching efforts?

Jim Benson
Jim Benson will explore two fundamental lessons that we know to be true: 1) Neuroscience teaches us our cognitive processes are imperfect, and 2) Lean teaches us our working processes are imperfect. What’s a Lean knowledge worker to do? With some effort though, both are coachable and improvable, particularly when they are in the service of the other.