How to Lead With Respect

Webinar with Michael Ballé, PhD, lean management practitioner, columnist, co-author *Lead With Respect*
Housekeeping

• To enlarge slides, use the “expand window” icon just beneath the slides on your display console

• To adjust the sound, use the volume control on the console or on your computer

• 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.
Just Published!

**Lead With Respect**, a Novel of Lean Practice by Michael Ballé and Freddy Ballé

Read the other lean management novels by Michael and Freddy:

*The Gold Mine*  *The Lean Manager*

Pick up a copy right after the webinar at lean.org/bookstore
Ask the Gemba Coach!

A weekly column with observations & answers from the shop or office “gemba” by Michael Ballé.

Ask your question at lean.org/balle

Recent Columns:
• What’s different between hoshin and strategic planning?
• What does developing people mean?
• What? My pull system is supposed to fail?
• Are computer screens okay for visual management?
Meet Today’s Presenter

Michael Ballé

- Lean management practitioner and researcher for 20 years
- Coaches sr. execs in lean culture & behavior change
- Co-author Lead With Respect, The Lean Manager, The Gold Mine
- PhD from the Sorbonne; Social Sciences & Knowledge Sciences

@thegembacoach
Q: How to cope with ever changing business conditions?

Company’s success

Individual fulfillment
Once upon a time...
And then: SALES & EBIT TDA

Loss of historical market, start lean

Burning platform!
Achieve objectives by developing people

Monozukuri: Better products from better processes

Through JIT/JIDOKA

Hitozukuri: Develop people’s skills in mutual trust

60 years of suggestions, more than 40 million suggestions, 700 000 implemented yearly

michaelballe.org
The approach

• Improve Safety, Quality, Lead-time, Productivity every day to discover what our real problems are

• Involve the management line in problem solving and teach standards/kaizen to all employees

• Look at large challenges, solve small problems
Quality - days without returns
And then: SALES & EBI TDA

<table>
<thead>
<tr>
<th>Year</th>
<th>EBE</th>
<th>Total CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>500</td>
<td>800</td>
</tr>
<tr>
<td>2005</td>
<td>700</td>
<td>900</td>
</tr>
<tr>
<td>2006</td>
<td>800</td>
<td>1000</td>
</tr>
<tr>
<td>2007</td>
<td>900</td>
<td>1100</td>
</tr>
<tr>
<td>2008</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>2009</td>
<td>900</td>
<td>900</td>
</tr>
<tr>
<td>2010</td>
<td>800</td>
<td>800</td>
</tr>
<tr>
<td>2011</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td>2012</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>2013</td>
<td>500</td>
<td>500</td>
</tr>
</tbody>
</table>

Loss of historical market, start lean
Until...
The Lead With Respect Model
The model

Seven Practices of Lead with Respect

Challenge  Teach  Teamwork
Listen   Support  Learn

Results and Relationships

Sustained Performance

Go and See for Yourself
Learning to learn

1. Learning can only be proven by results
2. Improvement can only happen within relationships
3. Both results and relationships drive performance
GO AND SEE FOR YOURSELF:

“Look with your feet, think with your hands”
Go and see for yourself to experience facts first hand
CHALLENGE:
Link small problems to large questions
Link the customer’s smile to OK vs. NOK in the production process
LISTEN:
Visualize problems, listen to obstacles
Visualize the gap between the plan and what actually happens, real-time
Teach people to express the problem, look for the cause, confirm the countermeasure
Listen to obstacles people encounter
TEACH:
How to work, how to improve
Dojos to train operators to operational standards and standardized work every day
Teach PDCA-based kaizen in various forms: workshops, A3s, etc.
The discipline of pull and one-piece-flow kanban reveals problems and supports learning-by-doing
The teaching cycle

- Improve Processes
- Improve Test Methods
- Improve Visual Control
- Improve Individual skills

michaelballe.org
SUPPORT:
Start small, develop people
**T-development**

*Leadership*: working better with upstream and downstream colleagues

*Technical Excellence*: constantly improving core competency competence

- Formulate problems
- Study countermeasures
- Seek root cause
- Visualize activities
Try and see, try and see
T-development: develop individual deep expertise (deep roots) then broaden to learn to lead across boundaries (branching out)
Accept that people run into personal difficulties, be patient and help them through.
TEAMWORK: Intensify collaboration
What they are doing is creating a Buddha image and forgetting to inject soul in it.

Agree on the problem, brainstorm (build on each other’s ideas) and trystorm (try and see, try and see).

Hajime Oba
Kaizen to work together at solving cross-functional problems
LEARN:
They learn, you learn
Every one partakes in creation: Implemented suggestions are the ultimate proof for employee engagement and management respect.

michaelballe.org
50% of what we think is wrong

Misconceptions

Waste for customers

Waste in the production and delivery process

Overall waste in running the company

michaelballe.org
Create an organization to support every person’s spark to come up with a new idea.
Value flows through the people
Unless we stop it
LEAN = KAIZEN + RESPECT

STRATEGY
STRUCTURE
SYSTEMS

+ CONTINUOUS
IMPROVEMENT
INITIATIVE

LEAN TOOLS

IMPROVE:
SAFETY
QUALITY
FLEXIBILITY
PRODUCTIVITY
COST

LEAN TOOLS to
involve EVERY
ONE EVERY DAY

STRATEGY
ORGANIZATION
SYSTEMS

michaelballe.org
Obeyas help to focus on improvement targets and discuss PDCA efforts to develop leadership
The leader’s job is to develop more leaders:
Manage for change,
Organize for learning
Just Published!

Lead With Respect, a Novel of Lean Practice by Michael Ballé and Freddy Ballé

Read the other lean management novels by Michael and Freddy:

The Gold Mine    The Lean Manager

Pick up a copy right after the webinar at lean.org/bookstore
Questions & Answers with Michael Ballé, PhD