

TSSC Lean Transformation Model & Top Management Key Roles

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TOYOTA



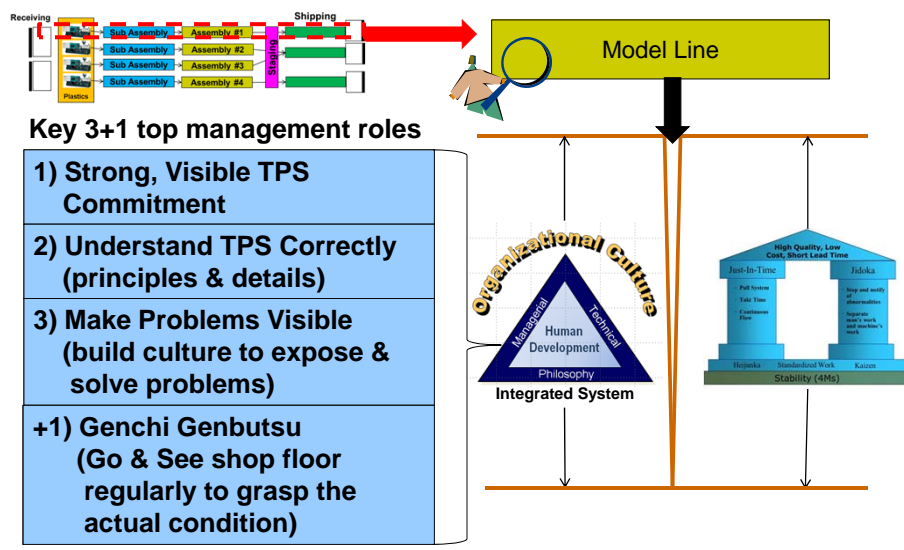
Breakout Session Agenda

- Top Management Role: Strategies to Develop 3+1 roles
- Panel Comments (Deublin, Herman Miller, TSSC)
- Q & A Top management Role & Strategies
- Non-profit Transformational Model example: NYC Food Bank video
- Q & A with Panel

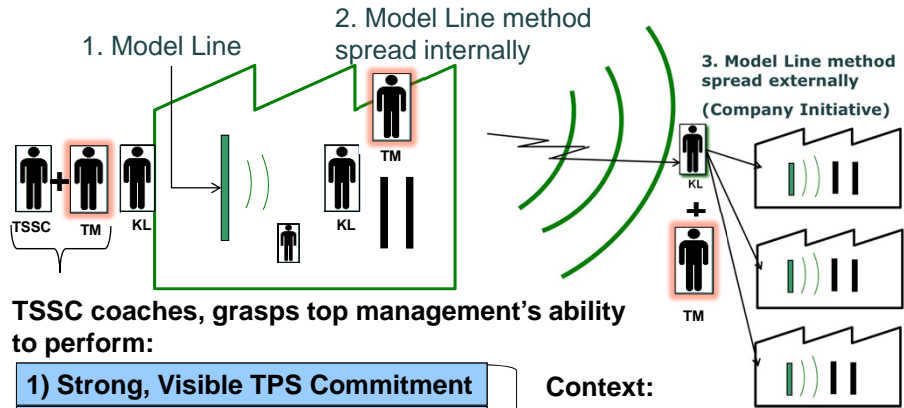
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The Model Line Approach: “Inch wide, mile deep”



TSSC's Transformation Model: Spreading the Model Line



- | |
|-----------------------------------|
| 1) Strong, Visible TPS Commitment |
| 2) Understand TPS Correctly |
| 3) Make Problems Visible |
| +1) Genchi Genbutsu |

Context:

- Small, contained area
- Strong improvement need
- Eager to learn by doing

Top Management Role struggles with TPS for the Model Line

3 organizational behavior models / perspectives

Using each model to explain 3 +1 Role Struggles

1) *Rational Actor*



- Examine alternatives using facts available (weights pros & cons)
- Make best logical choice (from facts/options reviewed)

1. TPS Integrated system image not clear
2. 3 + 1 role requirement not clear
3. Personal effort required not clear
4. Reasoning to learn TPS in detail is unclear (to top management)



*(3 models from [The Essence of Decision](#))

Rational Actor Perspective

Problem: Top Management (TM) does not fulfill the 3+1 roles effectively for the model line

Possible Causes

(A) Role is unclear to top management

Countermeasure Ideas

A1: TM seminar (early in model line project)

A2: Visit other firms & meet peers who do fulfill these roles

A3: Read articles or books

A4: Assure 3+1 roles are very clear in model line plan (esp. problem solving org. structure & skills)

A5: If TM changes, revisit A1-A4

*(3 models from [The Essence of Decision](#))

Rational Actor Perspective

Top Management (TM) does not fulfill the 3+1 roles effectively for the model line:

Possible Causes

(B) Task interference (eg. time, other business priorities, travel)

Countermeasure Ideas

B1: Grasp specific interferences:

- Consider 2-3 top management leaders to co-lead
- Consider re-scheduling model line implementation

B2: Plan effective, achievable weekly TM Activities (e.g. 2-4 hours/week, 5-10%)

- Be focused, efficient with TM time

*(3 models from [The Essence of Decision](#))

Rational Actor Perspective

Top Management (TM) does not fulfill the 3+1 roles effectively for the model line:

Possible Causes

(C) Lack skills to perform 3+1 roles

Countermeasure Ideas

C1: Show / explain each role as needed for Model Line very specifically

C2: Demonstrate roles. TM then replicates

C3: Acknowledge a casting error (TM unable to learn 3+1 role skills)

*(3 models from [The Essence of Decision](#))

Top Management role struggles with TPS for the model line

3 organizational behavior models / perspectives

Using each model to explain 3 +1 Role Struggles

2) **Dominant Organizational Process**

- Use pre-established organization lines, routines & plans/procedures

- Common Top Executive Routine;
 1. Strategy Setting & Alignment
 2. Resource Allocation (then delegate)
 3. Monitor progress
- No need to learn & teach details

*(3 models from [The Essence of Decision](#))

Dominant Organization Process Perspective

Problem: Top Management (TM) does not fulfill the 3+1 roles effectively for the model line

Possible Causes

(D) The organization's normal routine for leading major initiatives is being tacitly replicated for TPS and does not include all the 3+1 roles for TM

Prior initiatives like:

- Quality, environmental, safety or information systems
- New product development process or major launches

Countermeasure Ideas

D1: Investigate the history from prior initiatives:

- How were they managed?
- What was TM role?
- How does this role differ from 3+1?
- Were the results as planned?
- Is the TPS project following a similar pattern?

*(3 models from [The Essence of Decision](#))

Dominant Organization Process Perspective

Problem: Top Management (TM) does not fulfill the 3+1 roles effectively for the model line

Possible Causes

(D) The organization's normal routine for leading major initiatives is being tacitly replicated for TPS and does not include all the 3+1 roles for TM

Countermeasure Ideas

D2: Contrast TM role for prior initiatives with the 3+1 roles for TPS

- Share these contrasts with TM
- Grasp how the normal routine may help or hinder TPS

*(3 models from [The Essence of Decision](#))

Top Management role struggles with TPS for the model line

3 organizational behavior models / perspectives

Using each model to explain 3 +1 Role Struggles

3) *Political*

- Personal interests, Self-preservation, face saving



- May lose face, appear hypocritical, feel threatened, or reveal some weakness
- Problem solving is delegated, not developed, "Bring me solutions, not problems"

*(3 models from [The Essence of Decision](#))

Political Perspective

Problem: Top Management (TM) does not fulfill the 3+1 roles effectively for the model line

Possible Causes

(E) Personal interests, self-preservation or face saving may limit TM's ability to fulfill the 3+1 roles

Countermeasure Ideas

E1: Grasp the magnitude of political motives that may help or hinder TPS:

- Ask TM / KL explicitly "what political factors may help or hinder the 3+1 roles for the model line?"
- "Do people describe this organization as non political? highly political?"

Comment:
Politically motivated action or inaction may be difficult to directly observe

*(3 models from The Essence of Decision)

Political Perspective

Problem: Top Management (TM) does not fulfill the 3+1 roles effectively for the model line

Possible Causes

(E) Personal interests, self-preservation or face saving may limit TM's ability to fulfill the 3+1 roles

Countermeasure Ideas

E2: Share E1 findings with TM constructively to plan specific actions (Apply Jidoka thinking to surface problems constructively)

- Recognize 3+1 roles are difficult and often different from current TM roles
- Recognize some people may struggle to learn these 3+1 roles
- Grasp any casting errors

*(3 models from The Essence of Decision)

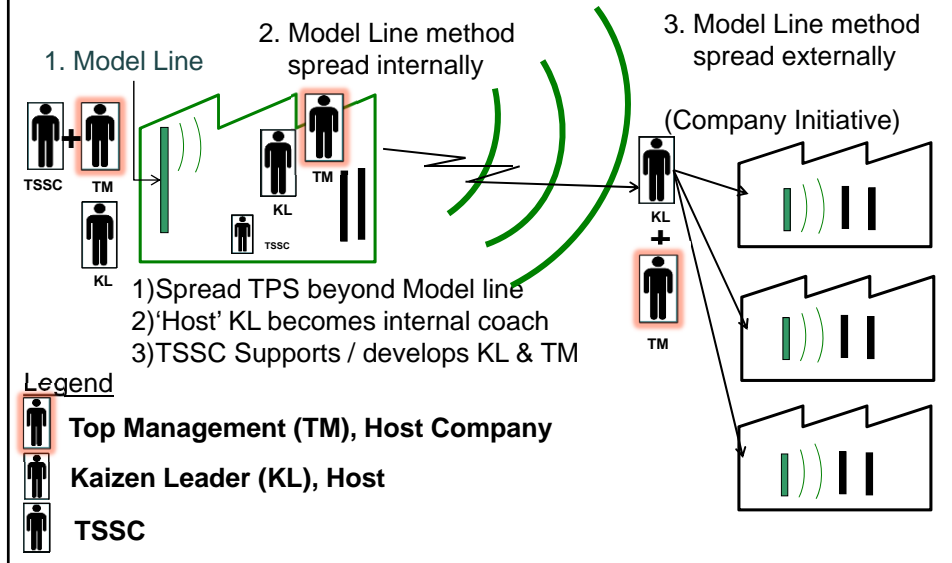
Panel Comments & Q/A

Top Management Role

*(3 models from [The Essence of Decision](#))

New York City Food Bank: Video (10 Minutes)

TSSC's Transformation Model: Spreading the Model Line



Panel Comment & Q / A TSSC Transformation Model