



# New OrLEANS

Transformation Summit 2015

Professor Crawdaddy Bounce  
Conference Chair

# Big Easy's 1<sup>st</sup> Lean Parade





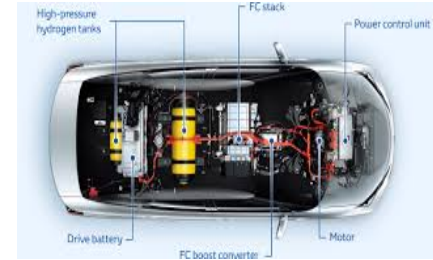
Transformation  
that gets to  
Organizational  
and Personal  
Purpose



# Lean from Fundamentals to Frontiers

Lean's  
Startup

**TOYOTA**



Lean  
Non-  
Profits



Lean in  
Retail

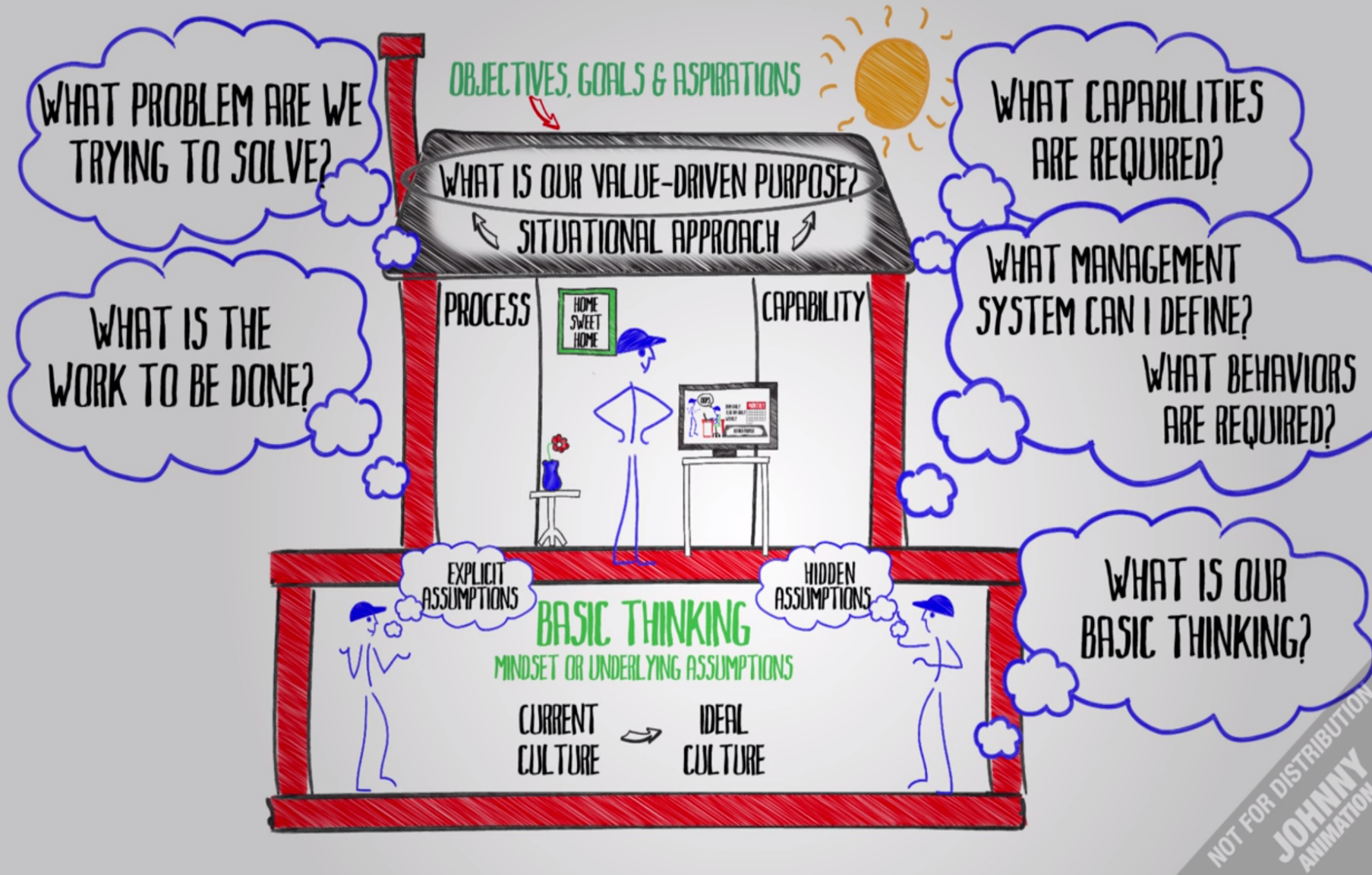


A Lean  
Tech World



The Power of  
**Purpose**

The Future of  
**Lean**



NOT FOR DISTRIBUTION  
JOHNNY ANIMATION

# Lean

Ever hear this:

***“I don’t care which process improvement tools we use, as long as it works...”***

Then:

**“...lean or six sigma or BPR or whatever...”**

What do you think of that?

Here’s my thought – I don’t disagree with the first part of it.

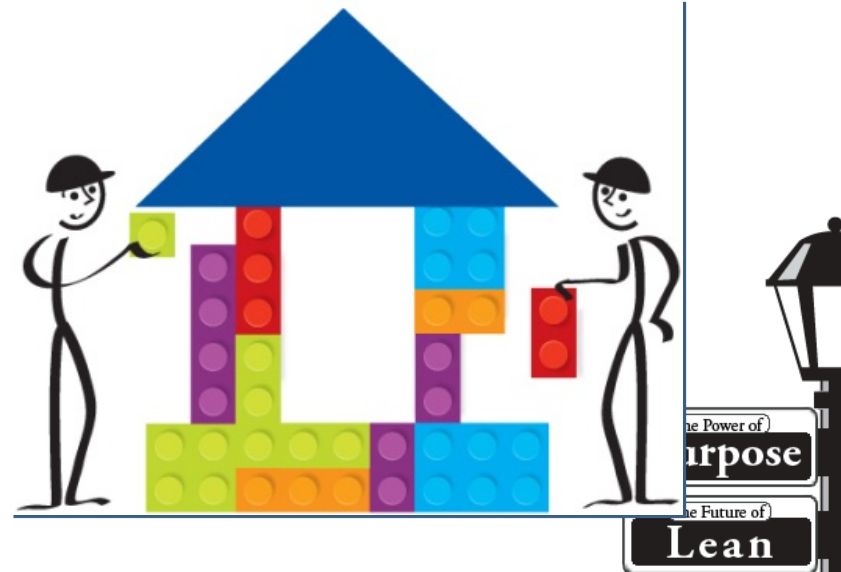
But,

**Lean is not just “process improvement”. If it were, we wouldn’t call it “lean thinking”; we’d call it “lean process improvement”.**



# Transformation Questions

1. What is our *purpose*, what *value to create*, or what *problem* are we trying to solve?
2. How do we *do and improve* the *actual work*?
3. How do we *develop the capabilities* we need?
4. What *management system* and *leadership behaviors* are required to support the new way of working?
5. What *basic thinking* or assumptions underlie this transformation?



How to improve the work?

**WHAT is our PURPOSE?**

How to develop the people?

*What situational problem do we need to address?*

**What leadership behavior and management system do we need?**



**What is our BASIC THINKING??**

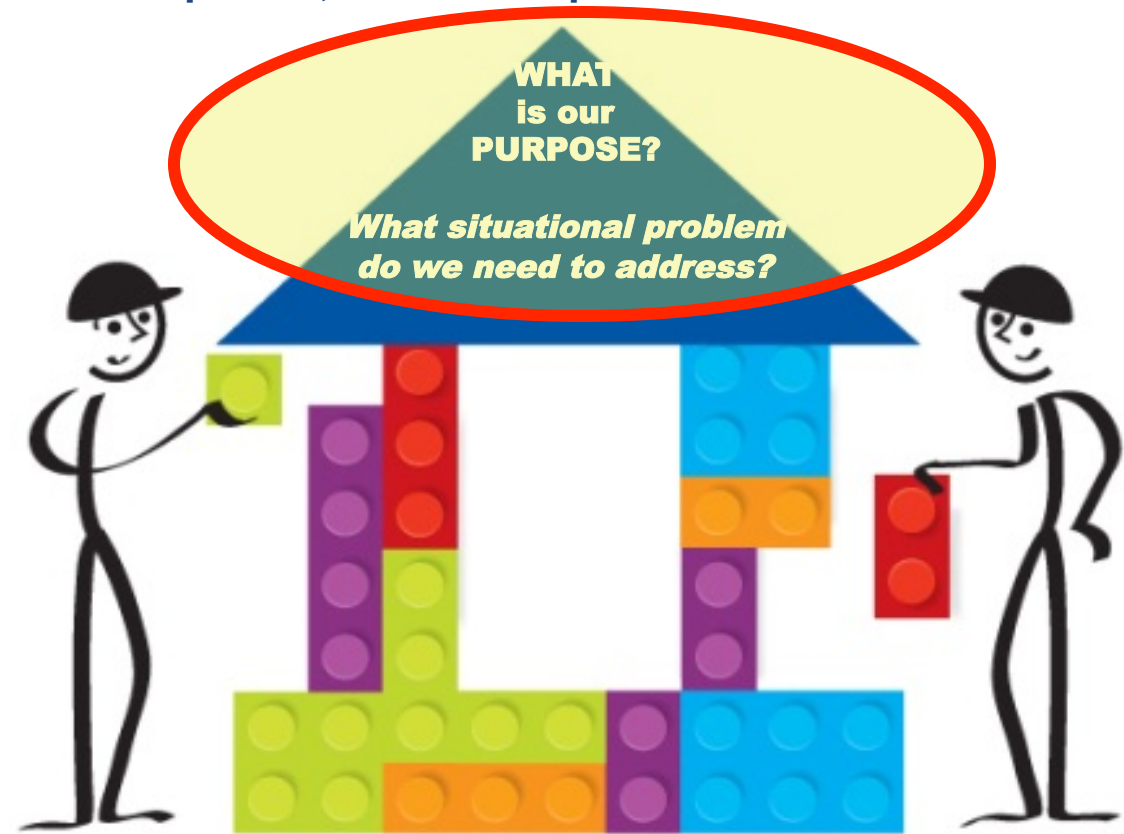


# Transformation Question #1

1. What is our purpose, what value to create or what situational problem are we trying to solve?



- Have you made the purpose or mission clear to everyone? Does everyone know their value to create?
- Does each person know their specific, situational problem to solve?



Power of  
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The Future of  
Lean

# What's Critical?

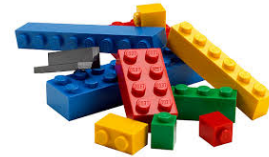
- ***“The scientific mind does not so much provide the right answers as ask the right questions.”***  
— Claude Levi-Strauss
- ***“You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions.”*** — Naguib Mahfouz  
(Nobel Prize Winner)
- ***“We started with that fundamental question:***



# What's Critical?

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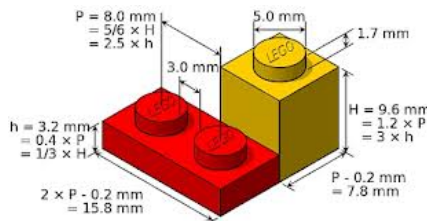


*“You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions.”*

— Naguib Mahfouz (Nobel Prize Winner)

*“We started with that fundamental question: ‘Why does Lego exist?’”*

— LEGO CEO Jorgen Vig Knudstorp



# Thinking About Purpose

“Purpose – not strategy – is the reason an organization exists. Its definition and articulation must be top management’s first responsibility.”

Bartlett and Ghoshal

“You’re only successful when you create value for the customer. Is it about efficiency or effectiveness? It’s about both. First of all, you have to have a purpose. Effectiveness is about getting the purpose achieved. And then you try to do it more efficiently.”

Nestle CEO Paul Bulcke



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The Future of  
**Lean**

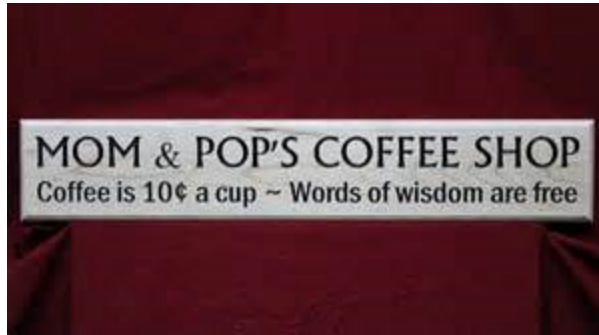
# We Pulled it off!



# What's in a Purpose?



VS.



VS.



# Purpose and Problems

- “The problem to be solved is...

...to understand and adopt “not what form of government is perfect, but which of the form is least imperfect.”

– James Madison

# What's Your "Problem to Solve...?"

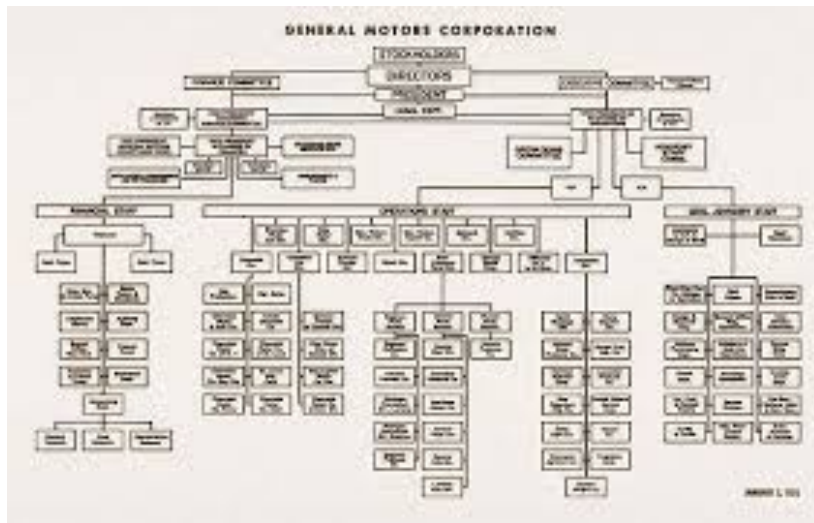
"Create production flow to answer limitless demand..."





# What's Your "Problem to Solve...?"

"Provide variety to the motoring public..."



Purpose

The Future of  
Lean

# What's Your "Problem to Solve...?"

"Create flow while providing variety..."



# What's Your "Problem to Solve...?"

"Take ½ second out of my 17 second cycle time..."



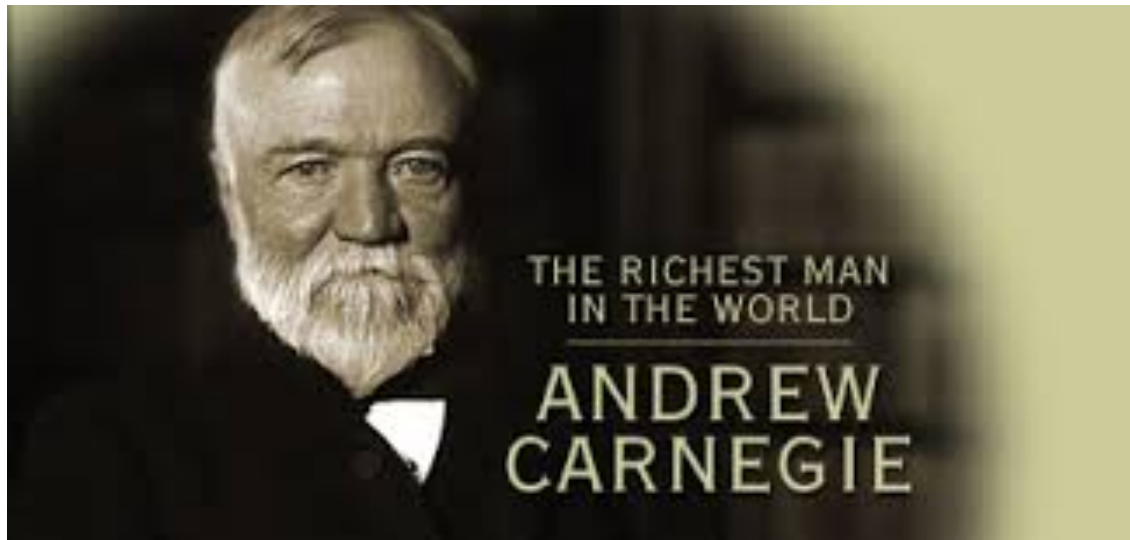
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**Purpose**

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**Lean**

# Lean Transformation is a Matter of Enterprise Purpose

“The surest foundation of a manufacturing concern is quality.

After that, and a long way after, comes cost.”



# Purpose of Newport News Shipbuilding

“We shall build good ships here.

At a profit—if we can.

At a loss—if we must.

But always good ships.”

- Collis Huntington

(Now Huntington Ingalls)



# Roots of Lean Thinking



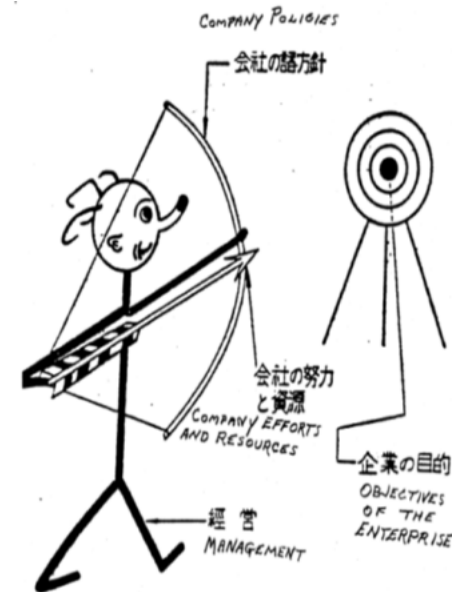
Ichiguro (Saitama) Kanai  
 Kawachima (Hokkaido) Ina (Aomori)  
 Ishikawa (Saitama) Yamashita (AISTO)  
 Kato (Aomori) Takahashi  
 Iwasaki (CCS)  
 Katsuyama (CCS) Kakutani  
 Koyama (CCS) Yamaguchi (TOYOTA)  
 Nishida (Saitama) Okamoto (MITSUBISHI)  
 Inoue (Saitama) Miyata  
 Iwata Nishimura (FUJIKAWA)  
 Koriuchi (CCS) Yano (OKI)  
 Suzuki (AISTO) Toyoda  
 Taniguchi (AISTO) Oni (FUJI DENKI)  
 Hisata  
 Nishikawa  
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 Kusunoki (OKI DENKI)  
 Ka (CCS)  
 Takimoto (AISTO)  
 Watanabe (AISTO)

SEPT, 1949 CCS SEMINAR CLASS AT WASEDA UNIVERSITY, TOKYO

KANEDA PHOTO STUDIO GINGA TOKYO

# “Fundamentals of Modern Management” Sarasohn & Protzman

1. Every company needs a concise, complete statement of purpose for its existence, one that provides a well-defined target for the idealistic efforts of employees.
2. Companies must put quality ahead of profit, pursuing it rigorously with techniques such as statistical quality control.
3. Every employee deserves the same kind of respect managers receive. Good management is democratic; lower-level employees need to be listened to by their bosses.

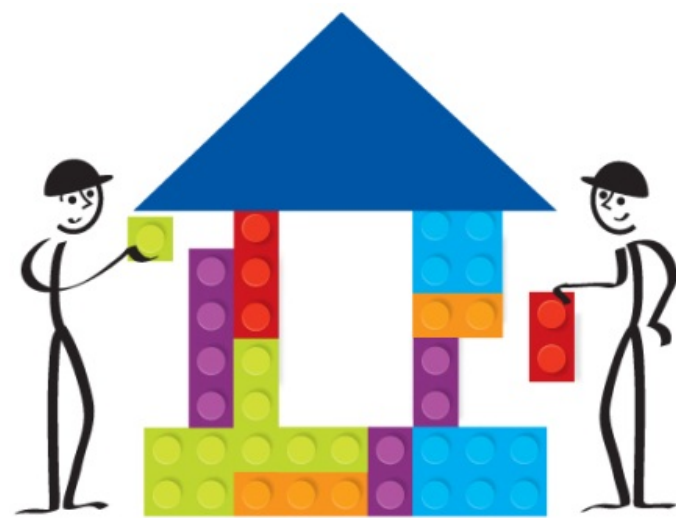


# We See Lean Transformation as Answering 5 Questions

1. What is our *purpose* ,what *value to create*, or what *problem* are we trying to solve,?
2. How do we *do and improve* the *actual work*?
3. How do we *develop the capabilities* we need?
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5. What *basic thinking* or assumptions underlie this transformation?



**What to do and  
how to do it**





# Lean Transformation



It's easier to act your way to a new way of thinking than to think your way to a new way of acting.

How to improve the work?

**WHAT is our PURPOSE?**

How to develop the people?

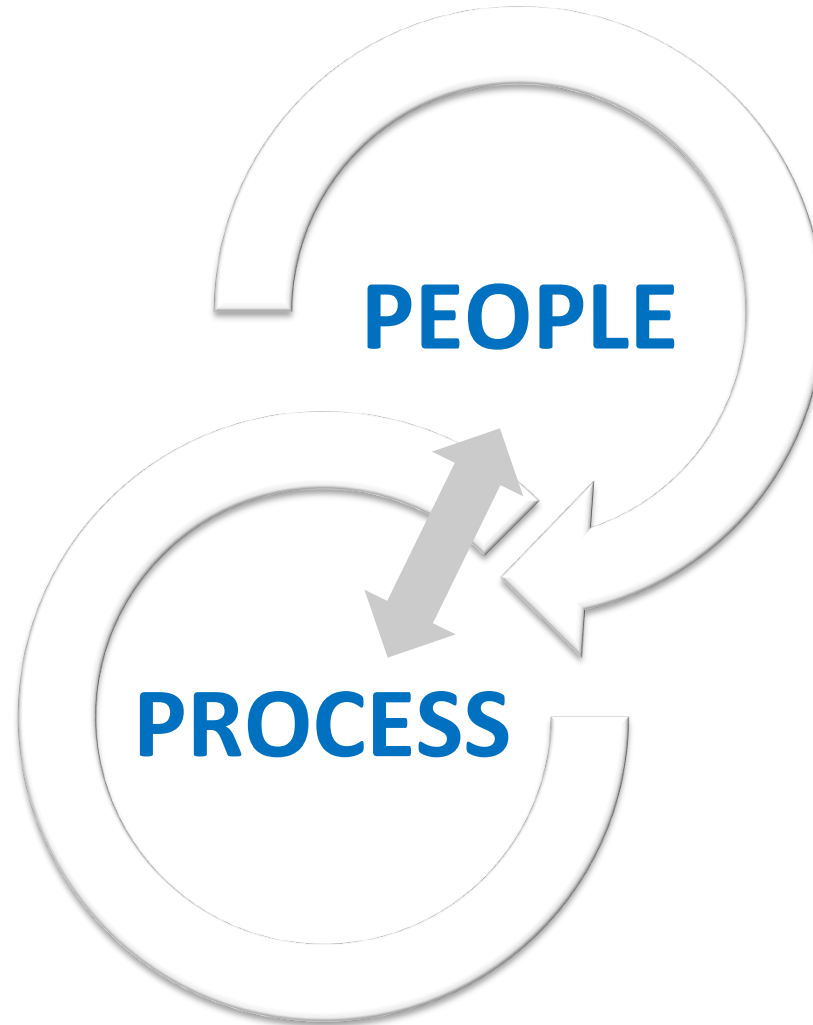
*What situational problem do we need to address?*

**What leadership behavior and management system do we need?**

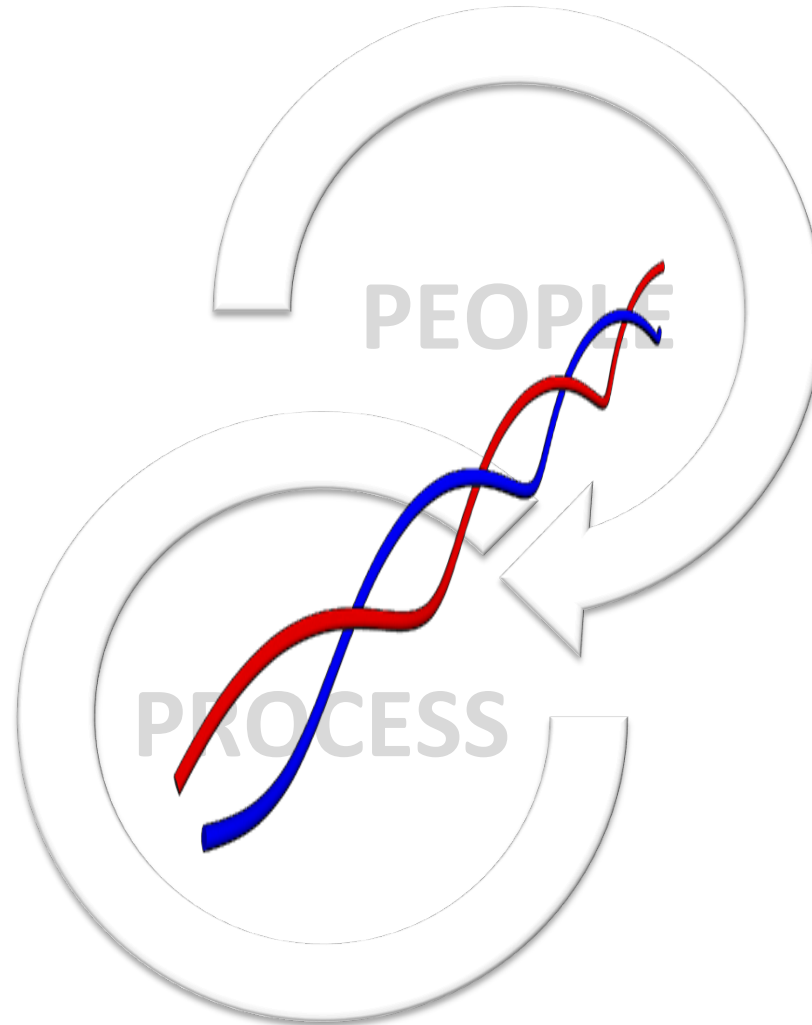


**What is our BASIC THINKING??**

# People and Process Development



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**What is our BASIC THINKING??**

# What is “Scientific Problem Solving” - and how can it be actualized?

**“countermeasures”**

**VS**

**“solutions”**

**Or: “questions vs answers...”**

**Or: “implementation vs investigation”**

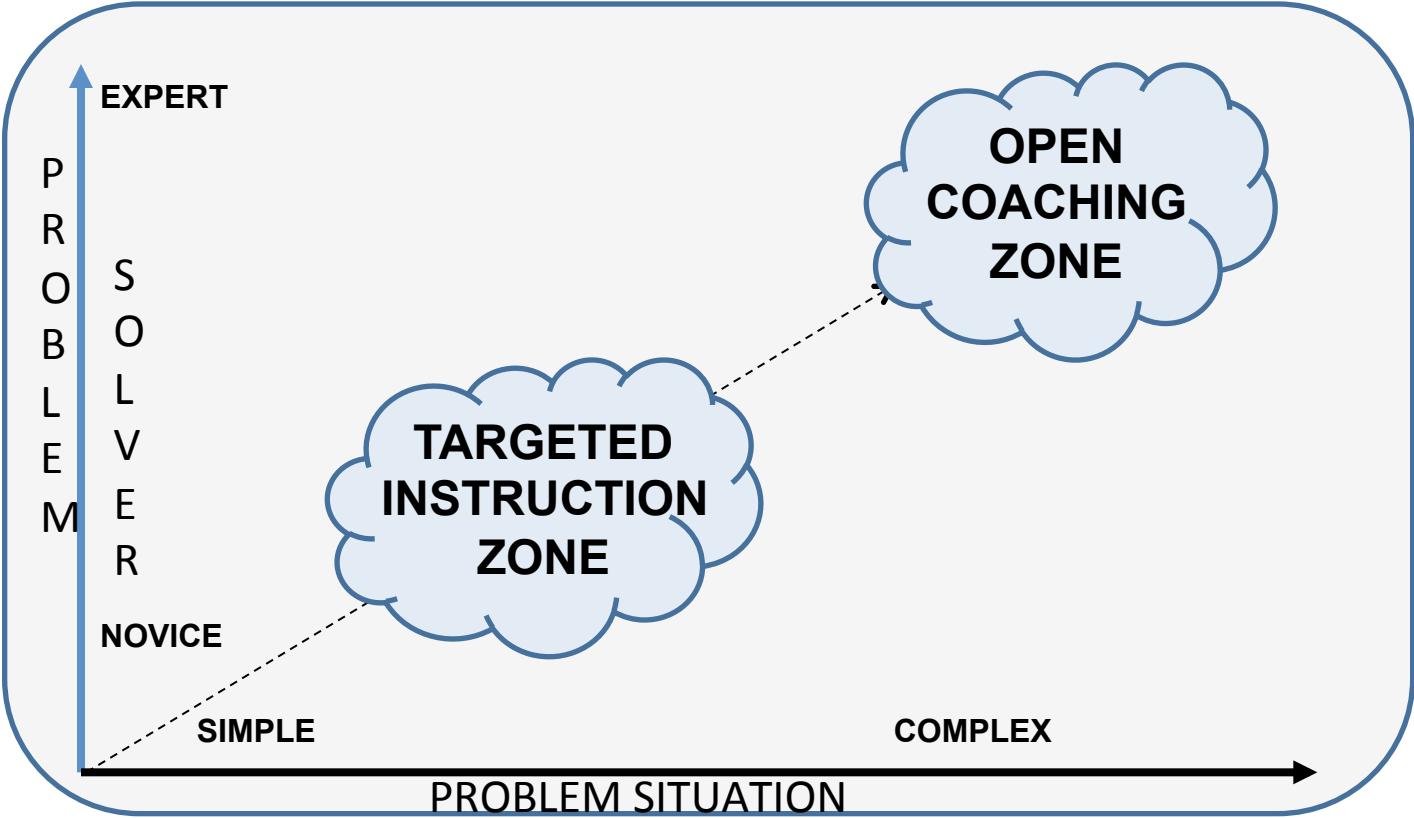
**Or: “knowing vs learning”**

# Lean Thinking



- Principle of “Just Enough”
- Practice of *Questioning* and *Investigating*

# Situational Lean Coaching





# Transformation: Organizational and Personal

- 1. Solution Provider**
- 2. Dispassionate Investigator**
- 3. Passionate Advocate**

# Personal Purpose

“He who has a why to live  
can bear with almost any  
how.”

Nietzsche

# Lean Learning is a Matter of Personal Purpose

In Toyota City I found exactly what I was looking for...the world's best production and management system



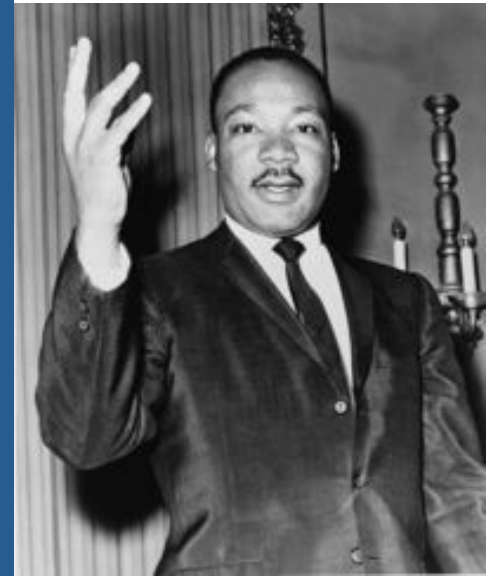
# Sense of Purpose Impact on Learning

- Simple intervention to introduce a sense of broader purpose to learning a subject matter has effect of students spending longer time on tedious tasks and raises GPA.
- Study by researcher David Yeager of U of Texas



# Personal Purpose

**“If a man is called to be a street sweeper, he should sweep streets even as a Michaelangelo painted, or Beethoven composed music or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause to say, 'Here lived a great street sweeper who did his job well.'”**



# Passionate Advocacy

**“It’s easier to act your way to a new way of thinking than to think your way to a new way of acting.”**



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**“It’s easier to act your way to a new way of thinking than to think your way to a new way of acting.”**

**“Acting. We are ACTING now. Eyes OPEN. Feet Positioned. Our hands are READY. ACTING. We are ACTING now.”**

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It's easier to act your way to a new way of thinking than to think your way to a new way of acting.



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*Margarett Purvis*

in aftermath of the Newtown Elementary School shooting





# LEI's First Volunteer Day



## Sold Out Volunteer Event:

- Meet in the Lobby at 6:15 AM
- Bagged-Breakfast will be provided
- Water coolers will be provided onsite
- Wear closed toe shoes, long sleeves, and jeans preferred

# How do we top this??



The Power of  
**Purpose**

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# Lean Summit 2016!



Join us next year,  
week of March 14, 2016  
at the Red Rock Resort  
(not on the Strip)



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# 2015 Lean Transformation Summit

