



# Managing To Create Problem-Solvers

**Lean Transformation**  
Summit 2017  
Carlsbad, CA | March 7-8, 2017

# Closing Plenary for Summit Day One AKA: Between You and Evening Beverages

John Shook



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# AKA: Returning to the Theme of “Managing to Create Problem Solvers”



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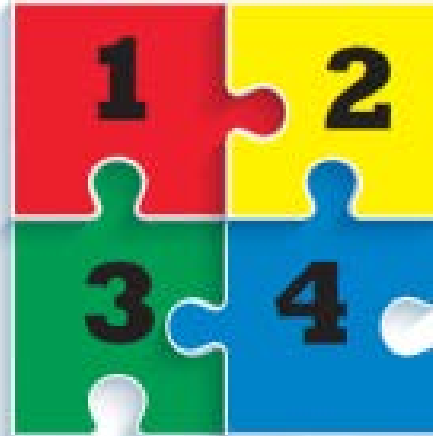
# Managing to Create Problem Solvers

- We heard from two organizations exerting exemplary effort to manage in a way that creates a problem solving organization and problem solving individuals.
- They are exerting great effort and they are getting great results.
- We also experienced six outstanding learning sessions on topics that relate yet from widely varying perspectives.
- And just now Art Smalley presented a fresh view of how to think about problems and problem solving capability from a management system perspective.



REACTIVE / CAUSED

Trouble-Shooting



Gap From Standard

Target Condition

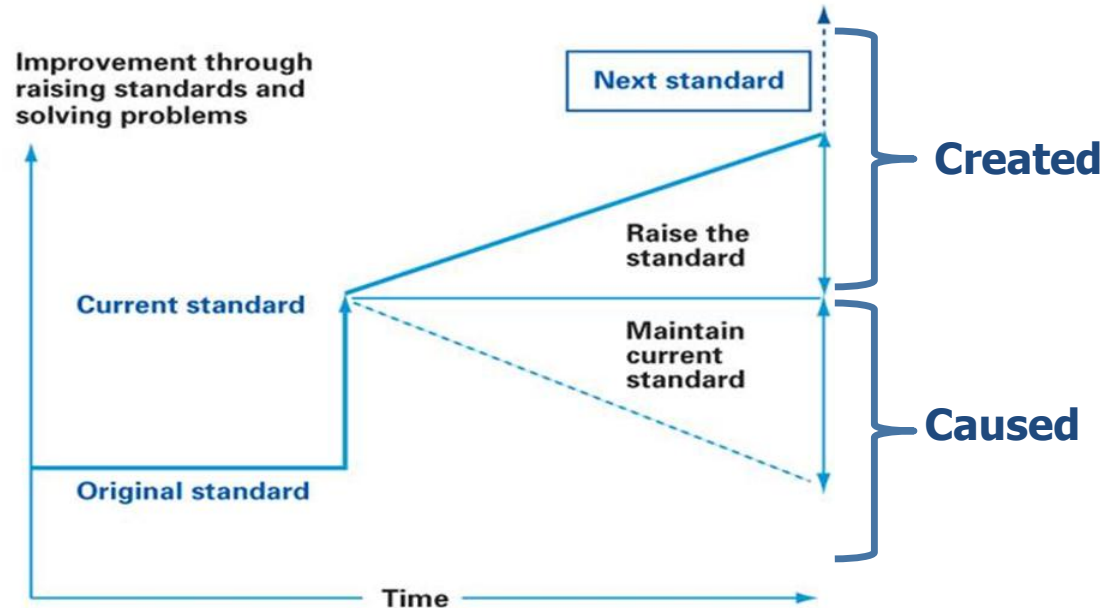
Open Ended Innovation

PROACTIVE / CREATED



# Improvement or Deterioration: Is Your Problem Caused or Created?

What is the Problem?



A problem is any performance other than desired performance at any given time.



# Speaking of Perspectives...

How to design,  
do and improve  
the work?

**WHAT  
is our  
PURPOSE?**

*What situational problem  
do we need to address?*

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



**What is our BASIC THINKING??**

How to develop  
the people?

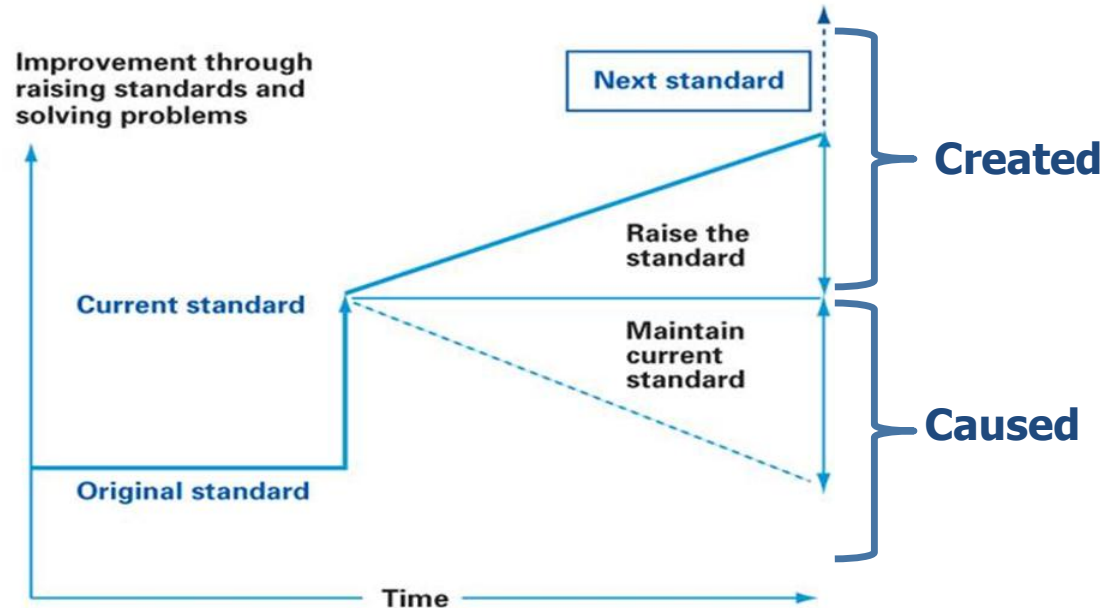


If Lean improvements are not impacting your income statement and you have little time for improvement work, maybe you don't have an improvement problem, maybe *you have a deterioration problem.*



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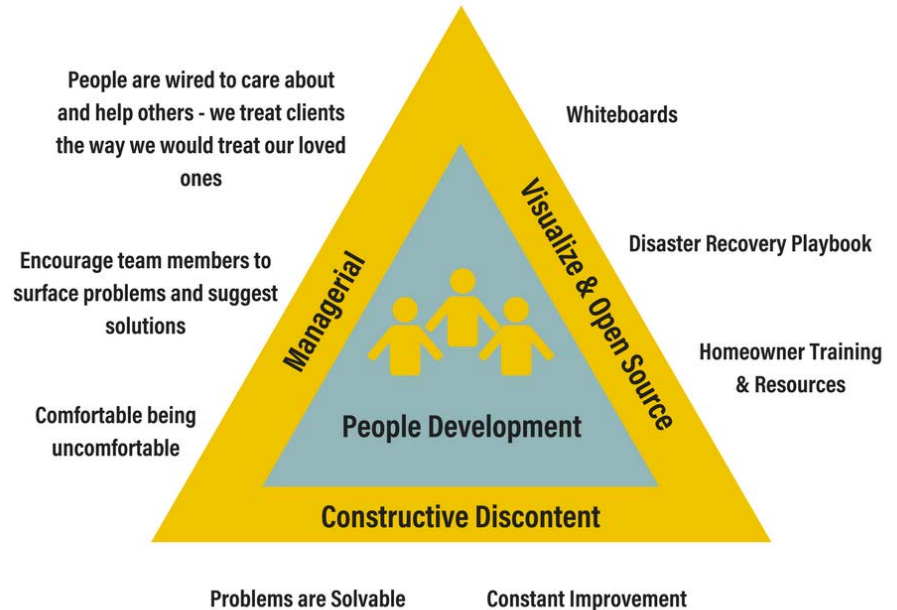


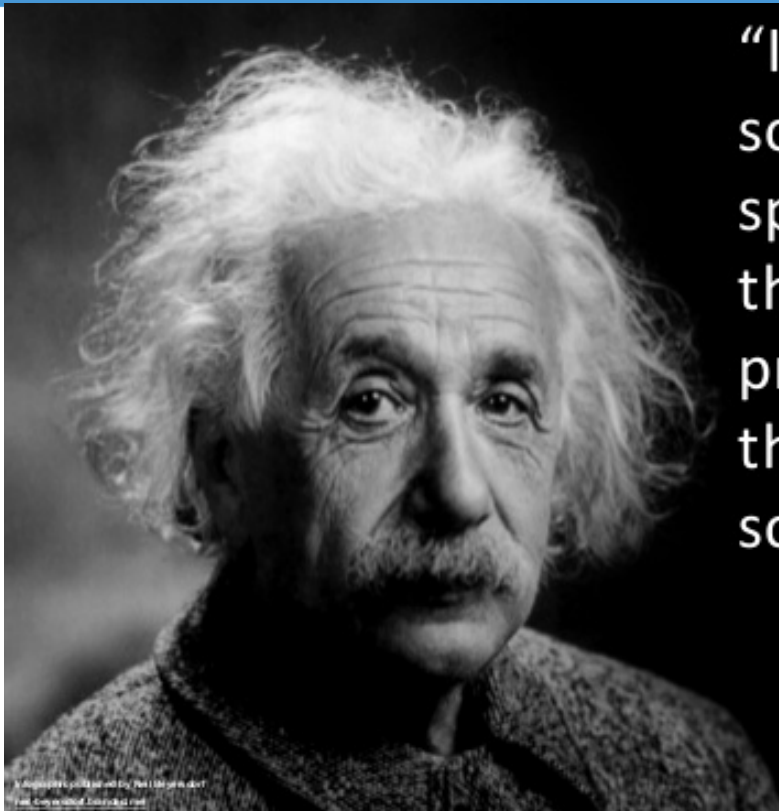
# Constructive Discontent

SBP's success due to our culture and ethos:

## **Constructive Discontent**

This enables SBP staff and AmeriCorps to fully utilize TPS





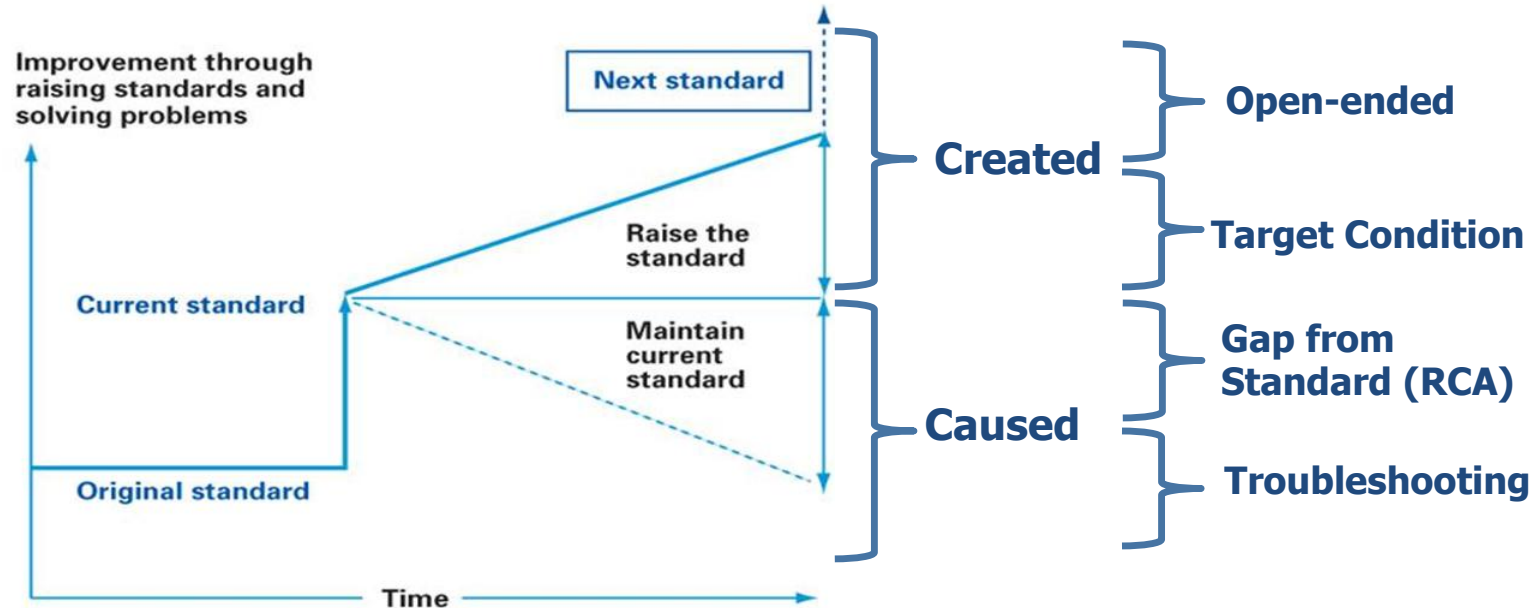
“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”

*Albert Einstein*



# Is Your Problem Caused or Created?

What is the Problem?

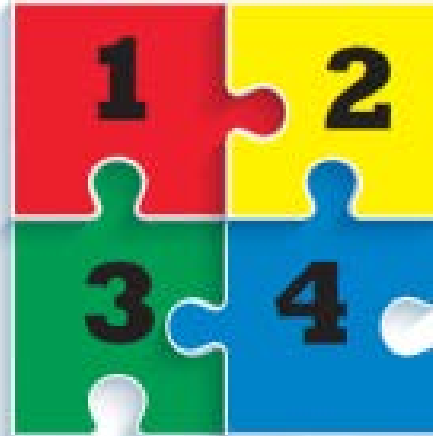


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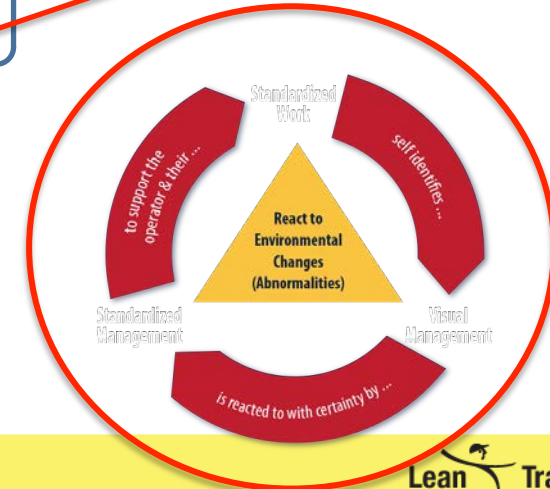
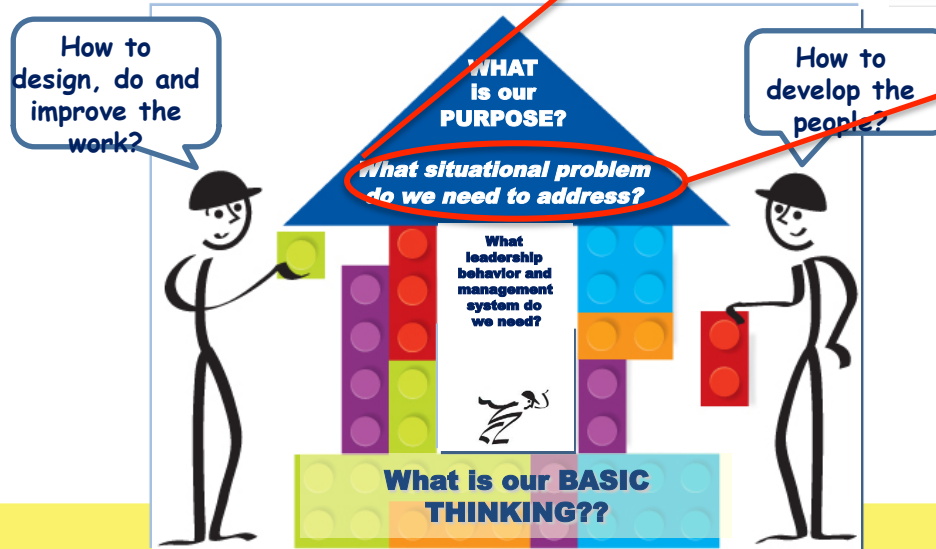
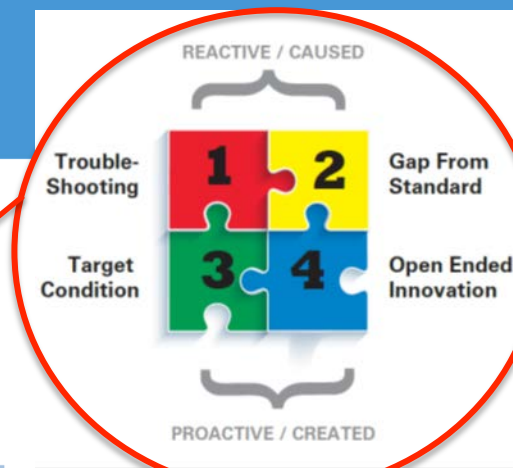


**What is our BASIC THINKING??**

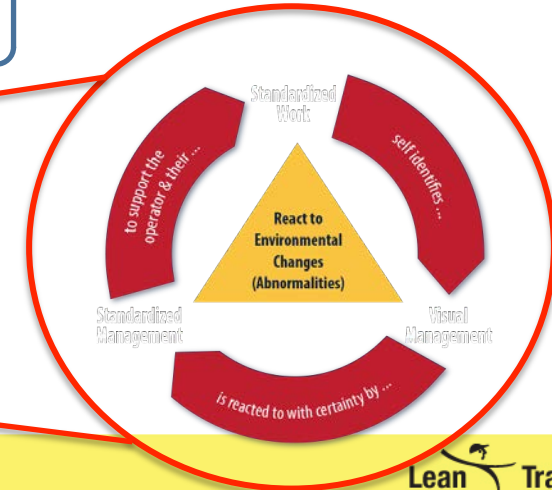
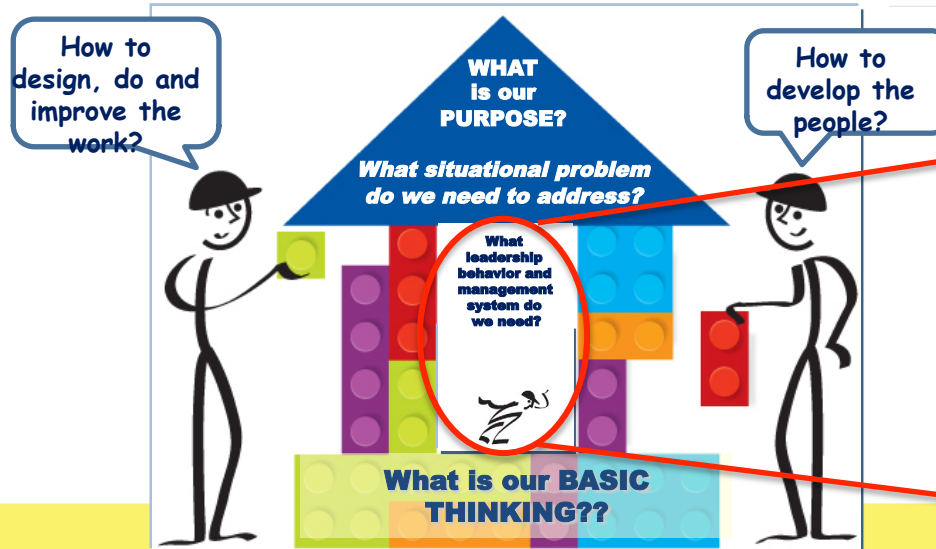
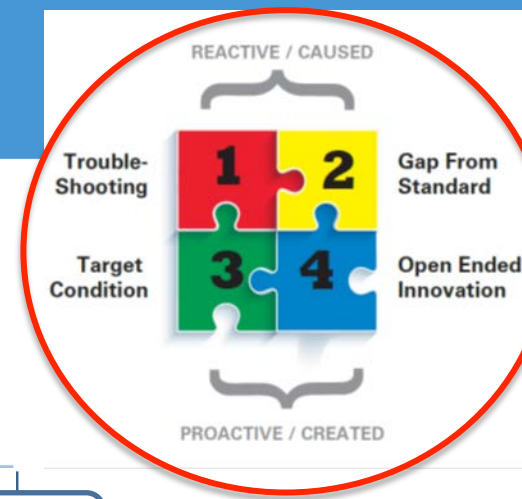
How to develop  
the people?



# Speaking of Perspecitive



# Speaking of Perspective





# Managing to Develop Problem Solvers

**“We aren’t just solving problems, we’re developing problem solvers”**

**Matt Long of the  
Herman Miller Company**



**“Let’s take ½ second out of our  
17 second cycle time...”**



# It's About the Work!!

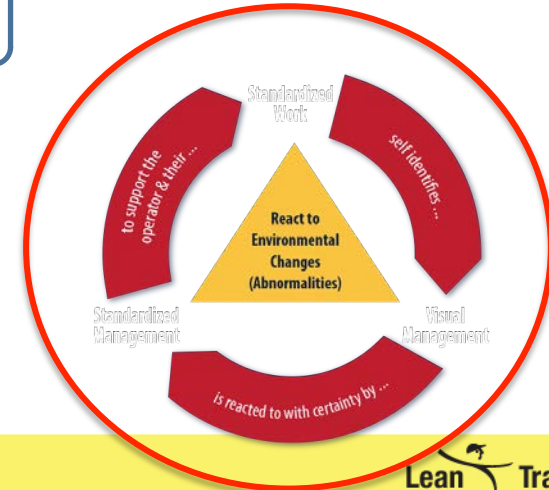
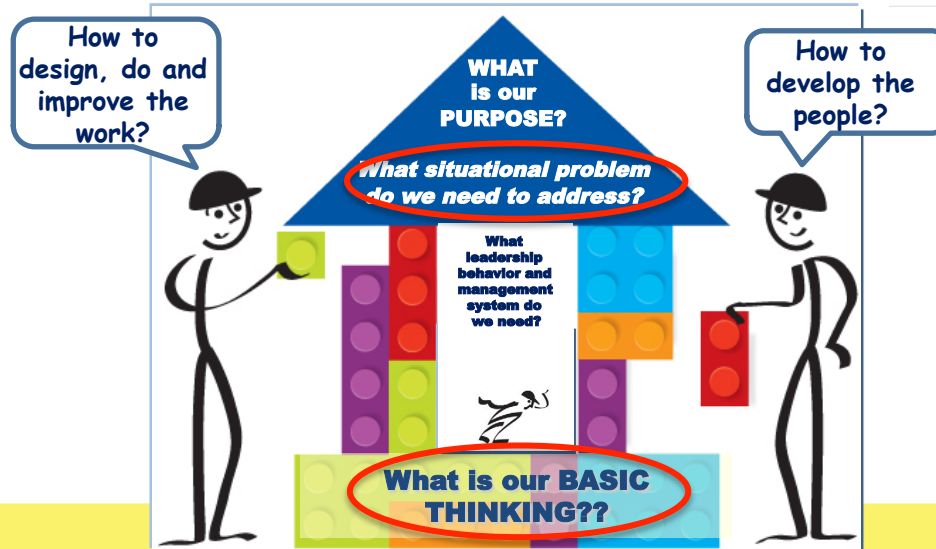
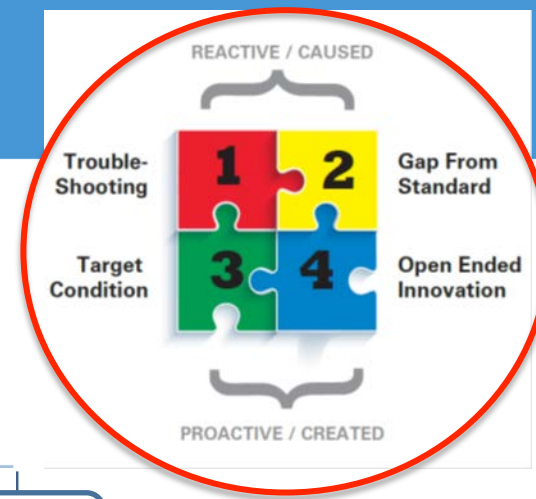


⇒ LEARNING to *SEE* it

⇒ LEARNING to *DESIGN* it

⇒ LEARNING to *MANAGE* it

# Speaking of Perspecitive



# Summit Streaming in Russia







News



News

11 February 2015



By: Yalcin Ipbuken

## Studying Israeli Agriculture



**NEWS** - Our institutes in Turkey and Israel have collaborated closely for years. A few weeks ago, the President of Lean Institute Turkey flew to Tel Aviv to learn about Israeli agriculture.

- **Peace Through Prosperity**
- **Prosperity Through ... ?**

# Next Between You and Evening Beverages...



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