



## Learning Session

A New Role for Executives, Managers, and Leaders: Developing a Problem Solving Culture – and Yourself!

David Verble and Jim Luckman

Wednesday, March 5<sup>th</sup> 1:00 PM – 2:15 PM

Thursday, March 6<sup>th</sup> 1:00 PM – 2:15 PM

**Location:** Palm Ballroom 4

### About the session:

A major theme of this year's Summit's is "Develop People." But if you are an executive trying to move from a traditional management style to a role in a lean problem-solving culture, who develops you? What target condition do you aim for and how do you reach it?

Or if you support an executive or manager who's trying to make this transition how can you help him or her?

In this eye-opening session, LEI faculty members Jim Luckman and David Verble will prepare you for the transition to management practices that sustain a problem-solving culture. They'll explain what you must experience – and DO - to develop these new leadership practices into behaviors. (You can't think – or read - your way there. You have to plan do, check, and reflect to create a self-development process for yourself. )

After this session you will better understand:

- Why behavior change is a transition, not a transformation.
- How to design and run small experiments that let you practice the new skills you need.
- What it takes to transition from being the knower/problem solver to the curious and humble questioner who develops people's problem-solving capabilities.
- How to create a nonthreatening problem review process for employees so they are clear on what problems to solve, how to solve them, and what their roles are.
- Why your target state goal must aim for 4 critical keys:
  - Learning how to do problem solving based on grasping actual conditions so you can insist on it from others
  - Focusing on value-stream thinking aimed at removing barriers to flow, delivery, and first-time quality, over short-term results
  - Learning how to analyze performance issues and deploy responsibility for solving the right problems at the right level to the right people, and developing the problem-solving capabilities needed to do it
  - Building performance capability in your operation or organization by developing people's job-handling and problem-solving capabilities as well as process capability.

**Plus!** Hear from an executive who is doing it! Jim and David, who have spent years helping leaders change their management behaviors and company cultures, will be joined by an executive who has been using this process to take charge of his development and that of his organization.

The lessons in this session apply to leaders at every level -- including managers, directors, vice presidents, C-level leaders, and continuous improvement professionals.



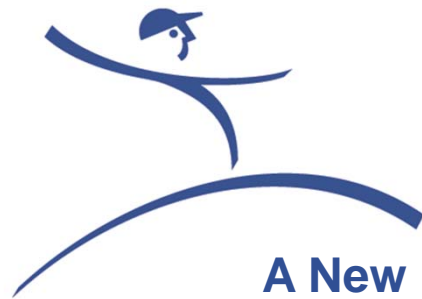
**David Verble**

David applied his organizational skills at Toyota's Georgetown, KY, plant where he worked in management and organizational development during the facility's startup phase and beyond. During his 10 years at Toyota, David became the manager of Human Resource Development at Georgetown and then manager of Human Resource Development for North American Manufacturing at Toyota's manufacturing headquarters in Erlanger, KY. Before his tenure at Toyota, David was responsible for organizational development as assistant to the Dean of the College of Education, University of Kentucky. He currently aids companies implementing lean through Lean Transformations Group.



**Jim Luckman**

Jim Luckman has had the unique experience of leading three separate lean transformations, as a Plant Manager, as a Director of a Research and Development Center, and as a CEO of a small start-up company. Jim is the Past President and CEO of iPower Technologies, a company serving the distributed generation market of electrical power. Luckman has worked in the auto industry for 34 years working at Delphi Automotive (formerly part of General Motors). Jim current efforts include leadership coaching, application of lean in R&D and application of lean to software development. He currently coaches companies interested in company-wide lean transformation. Jim is a partner in Lean Transformations Group, LLC



## **A New Role for Executives, Managers and Leaders: Developing a Problem Solving Culture – and Yourself!**

*Instructors: Jim Luckman  
David Verble*

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## **Intent – Process - Outcome**

- Our Intent: Share some of what we have learned about what is required for the transition to leading a continuous improvement culture
- The Process – engage you in some experiences to prompt you to consider the kind of leadership required to build a CI culture
- The Desired Outcome: - help you be aware of the transition in thinking and behaviors leaders have to make to contribute to creating and sustaining a CI culture and prompt you to reflect on your situation and aspirations

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## Agenda

- ➔ • Transformation for Organizations (from John Shook)
- A New Role for Executives and Managers: Developing a Problem Solving Culture – and Yourself!
- Experience the New Role through the process of Reflection
- Video – Mike Crooks of Red Gold
- Practice – Practice - Practice

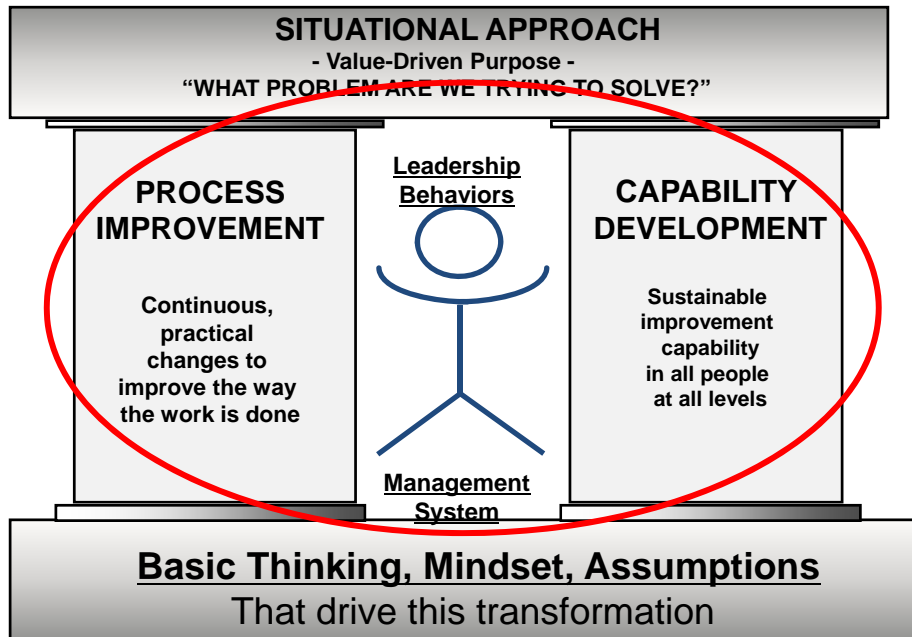


## Lean Transformation

***Enterprise transformation is the process of an organization shifting its “business” model to a desired future state. A lean transformation requires learning a new way of thinking and acting, characterized not by implementing a series of steps or solutions but addressing key questions of purpose, process and people.***



# Lean Transformation Model



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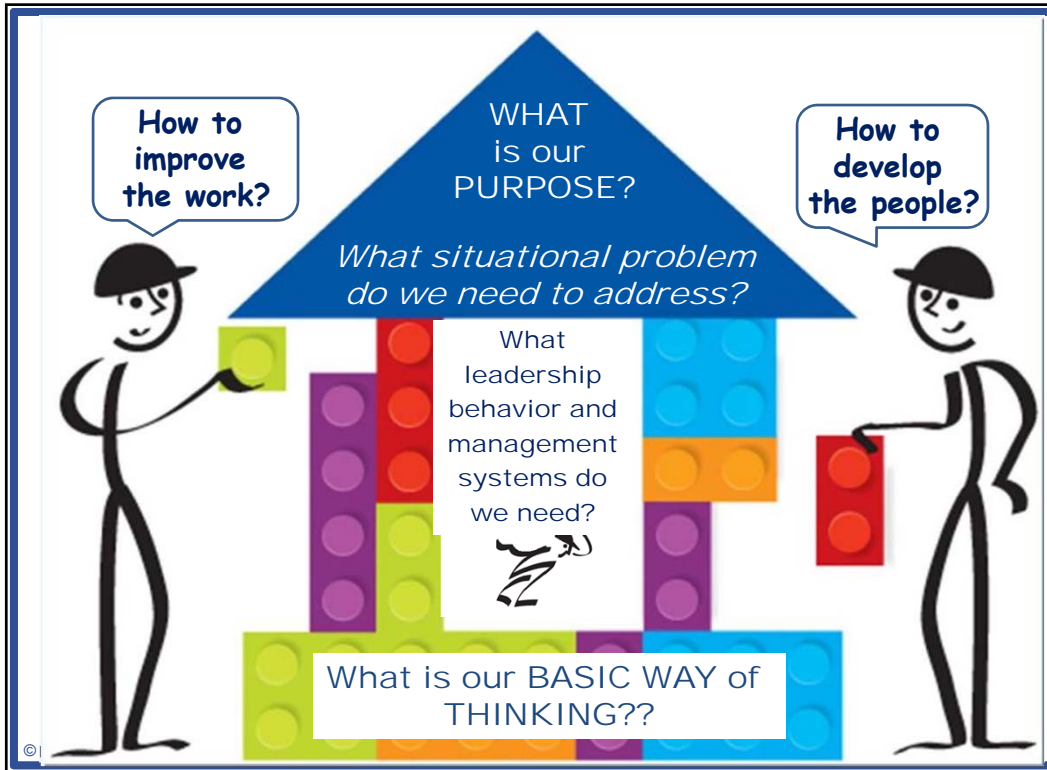
## Transformation Model Questions

1. What is our *purpose, what value to create* – our *True North* – or what *problem* are we trying to solve?
2. How do we *improve the actual work*?
3. How do we *develop the people*?
4. What *management system* and what *leadership behaviors* are required?
5. What *basic thinking* or assumptions underlie this transformation?



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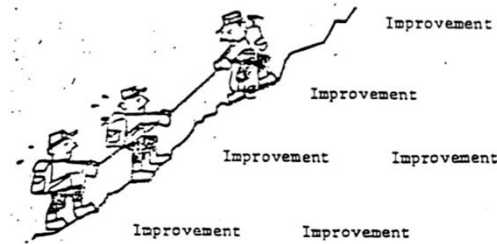


*"Lean management is less about providing the right answers than asking the right questions and trying things or encouraging others to try things."*



## Lean Leaders Do Two Things

- Get each person to take responsibility to solve problems and improve his or her job
- Ensure that each persons' job is aligned to provide value for the customer and prosperity for the company



Get the work done and Develop Your People - at the **SAME TIME!**



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## Who Do We Mean as a Leader?

- Anyone who is responsible for the primary value streams of the company
  - Operations
  - Product Development
  - Acquiring new Customers
- Anyone who is responsible for supporting the primary value streams
  - Supply Chain
  - Finance
  - Sales
  - Engineering
- Anyone in a role to support those above through leading or coordinating continuous improvement and lean

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## The Mark of an Engaging and Developing Leader

He or she pays attention to:

- The actual conditions of problem situations (before worrying about solutions or results)
- How people are talking to him or her about problems and how they are talking to one another
- Whether or not problems are being exposed as they occur

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## Where is a good place to see an executive or manager's leadership style demonstrated?

In a management review of:

- The report from a problem solving team
- A check on the status of a project
- The presentation of an A3

... **Or in a one-on-one discussion with an operator, team member or peer**



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## We Need Volunteers to Help Us Simulate Two Short Management Reviews

- Two Volunteers to present reports on problem solving or continuous improvement activities of their own (or ones we provide if needed)
- Two Volunteers to be the executives or managers in both reviews and just act naturally



## Process for the Simulations

- 1st problem owner presents
- Two leaders ask questions and make comments at the end of his/her report
- Facilitators capture the questions and comments
- Audience follows discussion and pays attention to the leaders' comments and questions and the problem owner's responses
- Audience completes brief questionnaire on what was heard and observed
- Facilitators lead review based on:
  - Intent → Action → Outcome
- Facilitators will share their reflections



## Reflection on First Simulation

- Intent (in speaking or acting) **Leaders**
- Behavior (What did you see said, asked or done ) **Audience**
- Outcome (Impact of Actions/ Behaviors) **Audience/ Problem Owner**
- Outcome (What was intended or not) **ALL**



## Questionnaire for First Simulation

Extent to which Problem Owner:

- Better understands the conditions in the problem situation
- Better understands why he/she chose the solution
- Has a sense of additional things he/she needs to learn
- Felt defensive about his/her thinking
- Still feels responsible for solving the problem

Less Same More

	Less	Same	More



## Reflection on Second Simulation

- Actions/Behavior: **Audience** is asked for its observations of what it saw, heard and sensed when the Leaders were responding to the report
- Outcome/Impact: **Problem Owner** is asked what he/she felt during the exchange with the Leaders as to their openness to his/her knowledge and thinking and how safe he/she felt in sharing his observations and ideas
- Intent: The **Leaders** are asked to reflect on their observations from the simulations



## Questionnaire for Second Simulation

Extent to which Problem Owner:

- Feels confident in sharing what she/he knows
- Feels safe to expose problems she/he see
- Feels safe to acknowledge failure and mistakes
- Feels trusted to act with best intentions
- Feels she/he can trust the leader(s) in the future

Less Same More

	Less	Same	More

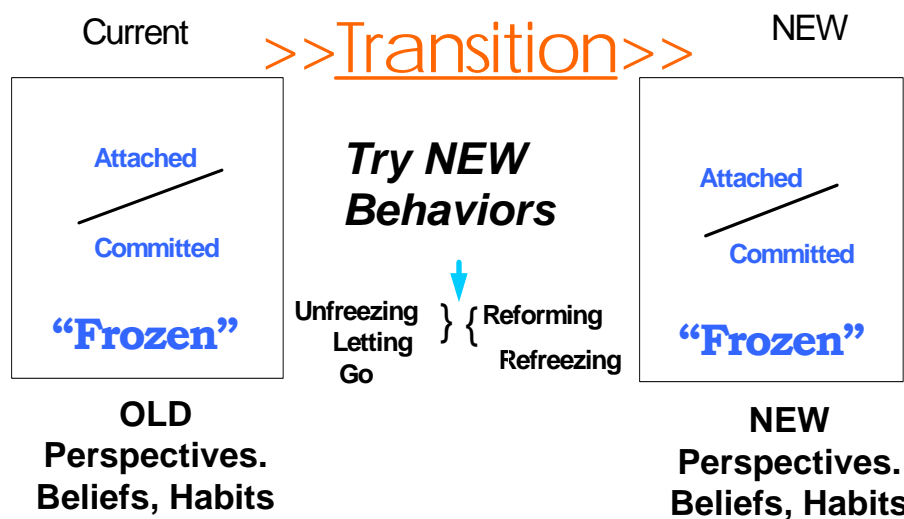


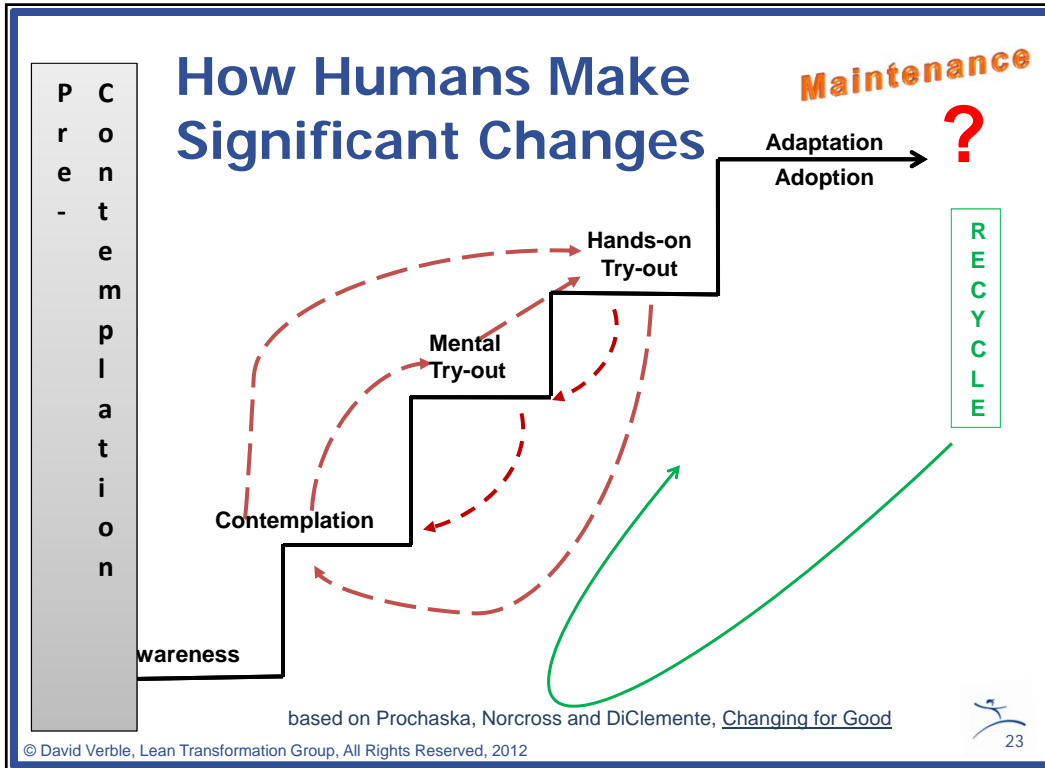
## Leaders Must Practice and Model the Behaviors of the NEW Culture

- Our Behaviors are Habits
- Our Habits are deeply engrained and hard to change
- Changing habits requires a conscious effort to practice
- Regular and frequent practice is required

## Change as a Process of Transition

(based on William Bridges, Managing Transitions)





## Self-Development Questions for Leaders

**(becoming a Learner through Intention, Action/Awareness and Reflection)**

- Am I trying to understand the conditions of the problem before seeking solutions and results?
- Am I modeling discussion that is open, honest, and respects the capabilities of everyone?
- Is the organization becoming more effective at exposing the issues, clarifying problem situations, and responding quickly?
- Do my questions and comments help employees develop their problem solving capabilities



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- ➔ • Video – Mike Crooks of Red Gold
- Wrap UP: How do you get to be a Lean/CI Leader: *Practice - Reflect – Practice – Reflect Practice – Reflect*



## Mike Crooks Vice-President – Manufacturing Red Gold Tomatoes



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## The Essentials for Transforming Leader Behavior and Culture

- First-hand experience (Intention-Behavior/Action-Outcome)
- Increased Awareness (Intent vs Actual – Link of Outcome to Behavior)
- Reflection (on outcome-behavior/action-intent) → Self-Reflection





## What To Look For in the Organization and Culture as OUTCOMES of Transformed Leadership

1. Better Grasp of Problem Situation (focused on conditions before solutions)?
2. Feeling of Respect (that maintains/enhances sense of problem solving responsibility and capability)?
3. A Culture of Trust and Safety is created (to expose problems and try experiments)



## What You See in Organizations with Lean/CI Culture

- Increased engagement
- Greater sense of personal responsibility
- More energy and creativity
- Increased capability
- More self-management
- Greater personal satisfaction
- Overall higher performance and productivity

