

Improve the Work,
Develop the People

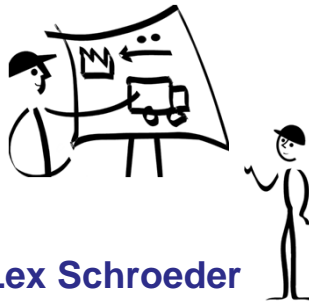
Lean Transformation
Summit 2014
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THE BUILDING BLOCKS FOR CONTINUOUS INNOVATION

Lean Enterprise Institute

The Summit and You - OPEN SPACE!



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*Design
your
own
Learning
Session*

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Welcome to Open Space

(a conversational leadership tool)

This is your opportunity to have the conversations you want and need to have related to Lean thinking and practice in your organization and the world

• The agenda/flow for this session:

- **3:15-3:25** What is Open Space? Why use it? Then we'll co-create a "marketplace" of conversations you'll be able to choose from
- **3:25-4:10** Break out into small groups (hosts will lead groups to various locations)
- **4:10-4:30** Return to general session room and report back to the full group





- **What is Open Space?**

- An innovative approach to structuring large and small group conversations
- A tool that creates the conditions for the conversations that need to happen in any given group to actually happen
- An opportunity for you to take the lead and “host” your own conversation, listen and learn, or participate in 2 or 3 different conversations



Principles for Conversation

- Whoever comes are the right people.
- Whatever happens is the only thing that could have.
- Whenever it starts, it starts.
- When it's over, it's over.

+ *“the Law of Two Feet” (If you aren't contributing or learning, consider moving to another group)*





- **Why use Open Space to learn about Lean?**

- Lean is about seeing the work (and the problem) clearly...
- Individuals at different levels within organizations or groups see, understand, and articulate problems differently...
- Open Space is one way to communicate across levels in the organization, across organizations and communities



- **Why use Open Space to learn about Lean?**

- Think about the conversations we began having at the welcome reception last night... this is your opportunity to continue those conversations (around a challenge or question about Lean)
- Open Space conversations are about our common struggles and opportunities...





- **What is a good conversation topic?**

- Offer your topic in the form of question if possible
- Think “shared inquiry”, not your personal business problem – we’re looking for questions we can discuss together!
- A good question might be, “How do we build a culture of problem solving when leadership is more interested in fire fighting?”

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- **What does it mean to “host” a conversation?**

- Raise a topic of interest to you (and others) and invite others to join you in conversation
- Keep the conversation focused and ask questions of the group, but refrain from directing the conversation too much
- Listen for one “headline” or key take-away that you can share with the full group later

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Thank you to all of the LEI coaches who have agreed to support individual Open Space conversations! Please join us now.

Hosts: These folks will be on hand to help host your conversations, if needed!

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• **Let's review "What if..." scenarios for hosts!**

- What if my group is too large...
 - Break up into 2 smaller groups
- What if my group is too small...
 - No such thing! You only need 2 people to have a conversation ☺
- What if one conversation topic is similar to another conversation topic...
 - Group hosts can decide to merge groups

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Let's return to those principles...

- Whoever comes are the right people.
- Whatever happens is the only thing that could have.
- Whenever it starts, it starts.
- When it's over, it's over.

+ *“the Law of Two Feet” (If you aren't contributing or learning, consider moving to another group)*



Your visual tool for this session: the “marketplace”

(We'll ask you to post topics for conversation on the physical marketplace. Kendra will also project all conversation topics and locations on this big screen)

Topic A	Topic B	Topic C	Topic D	Topic E	Topic F
Topic G	Topic H	Topic I	Topic J	Topic K	Topic L





How to introduce a topic! (we'll invite you to come to the front of the room and post your topic):

**CONVERSATION
TOPIC/QUESTION GOES HERE**

→ YOUR NAME



• Things to remember for hosts!

- Take notes and encourage others to take notes with you
- Listen for a “headline” or key take-away you can bring back with you to the report out
- As host, you are responsible for lightly leading the conversation, but you will have a coach on hand, should you need facilitation support!



Conversations...



	Topic	Location
A		International
B		International
C		International
D		International
E		International
F		International
G		Grand
H		Grand
I		Grand
J		Grand
K		Grand
L		Grand
M		?
N		?

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Conversations...



	Topic	Location
A	How to manage multiple projects?	International
B	Running a daily huddle meeting with direct reports	International
C	How do we deliver complex work instructions in a just in time fashion?	International
D	Strategy Deployment: How do we get started? What should we expect?	International
E	Growing Lean in a Process Adverse culture	International
F	How do team leaders get enough time to problem solve when they are totally immersed in daily fire fighting?	International
G	How do I suggest process improvement to someone who needs no help? How do I handle nay sayers?	Grand
H	Clarify some conflicting information that has been shared?	Grand
I	How to overcome leaders mindset of "we are too busy for lean?"	Grand
J	How can corporations better support and develop lean specialists that drive change within their orgs?	Grand
K	Applying lean into knowledge work and what metrics help make the work visible and indicate productivity?	Grand
L	How do we get senior level engagement in lean where it doesn't exist?	Grand
M		?
N		?

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