

# Lean Transformation

John Shook



## Let's Deal With The Work

March 17-18, 2016 | Las Vegas

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## 2016 Lean Transformation Summit

### 2016 Lean Transformation Summit

📍 Las Vegas, NV, United States

**yoram** | 13:16

2 👍

Hey John, what is your view on holacracy or wider on reinventing organization Teal culture concept ?

**Doria Chege** | 13:23

1 👍

Hi John, how do you get leaders to pay attention to the truth of what you are seeing in the Gemba? Instead of going to their solution without full understanding

**Anonymous** | 15:01

1 👍

Ask John - with Geographic constraints - What are your thoughts of using both visual on walls & virtual - where customer value is electronic

**J Riley** | 14:54

0 👍

Hey John, I am finding that the older Millennials entering the ranks of leadership seem to pick up lean very naturally. Is this common to other organizations?

**Tarang** | 16:27

0 👍

Hey John do think silo's get busted or reinforced when that adopt Lean practices?

**Anonymous** | 16:40

0 👍

Hey John, how are companies you are working with thinking about outsourcing, offshoring and reshoring?

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In your company, which of the five dimensions represents the biggest challenge?

☰ 284

leader behavior



developing capability, developing people



purpose - alignment around the "problem to solve"



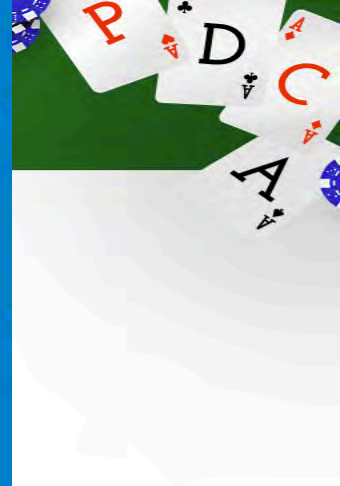
basic thinking



management system



doing and improving the work



# Dealing with the Work – the Lean Way

Lean Production, Lean Enterprise, Lean Thinking,  
Lean Solutions, Lean Startup,  
Lean Kanban, Lean Product & Process Development  
LeanUX – Design of User Experience

**LeanWX – Design of Work Experience**





# Purpose Driven Lean

Lean Transformation Summit 2016  
March 17-18, 2016



# LEAN IT OUTSIDE THE WORKPLACE

SHOULDN'T WE  
MEASURE HOW YOU  
ARE DOING?



# Guru's CLOSING THOUGHTS...



**Nationwide**<sup>®</sup>  
is on your side

## **“START BY CHANGING HOW PEOPLE BEHAVE – WHAT THEY DO”**

- Old Model: Change Thinking to Change Behavior
- New Model: Change Behavior to Change Thinking



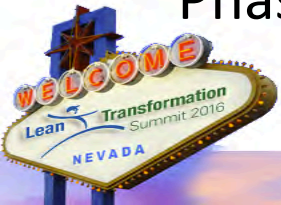
**2012-** Phase 2 was awarded the Job!



....and had to prove our ability -- increase capacity by 150% and cut cost by 50%.



**2012-** Medtronic offered to support Phase 2 with a lean project.





# Important Elements to Phase 2's Journey

Hearts, Minds & Partnership



Burning Platform



Tools vs Systems



Golden Triangle



# Sli.do Question Results



Would you say your organization's lean initiative has so far been "successful"?

 268

A - Yes



C - Neither

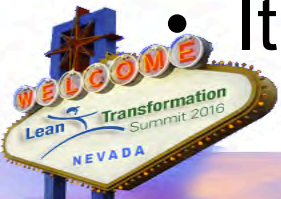


B - No

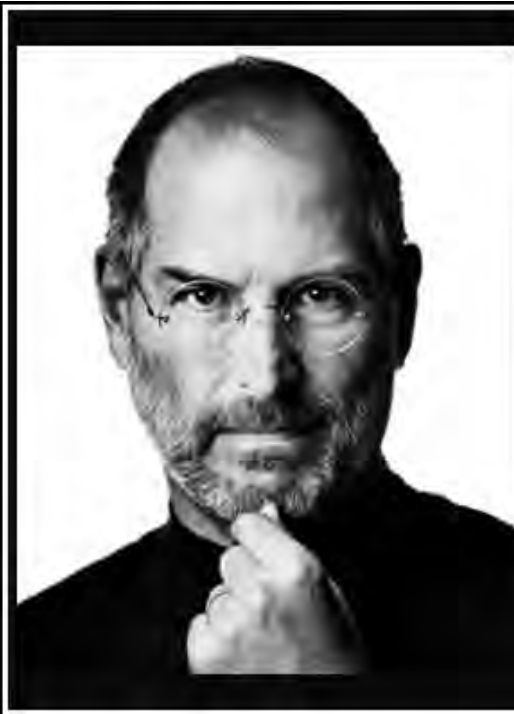


# “Failure vs Success”

- If improvement is never-ending, what does it mean to state xx percent of implementations fail?
- Like Edison, we all fail . If you want to call it “failure”.
- It’s not whether you get knocked down, it’s whether you get up.
- It’s not whether you fail, it’s whether you learn.



# Innovation, Failure and Learning



Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations.

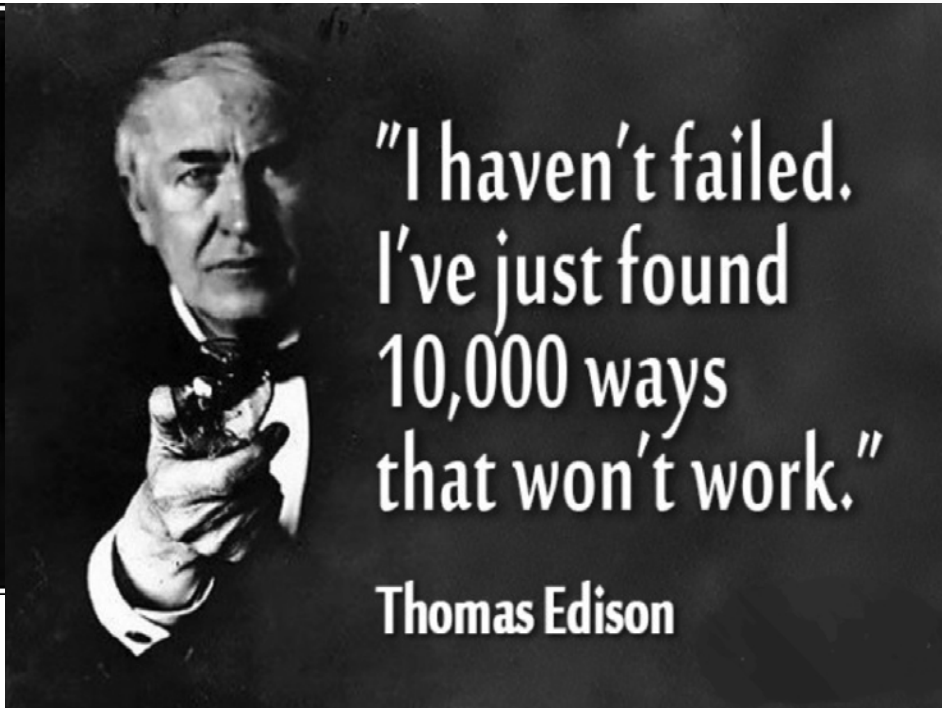
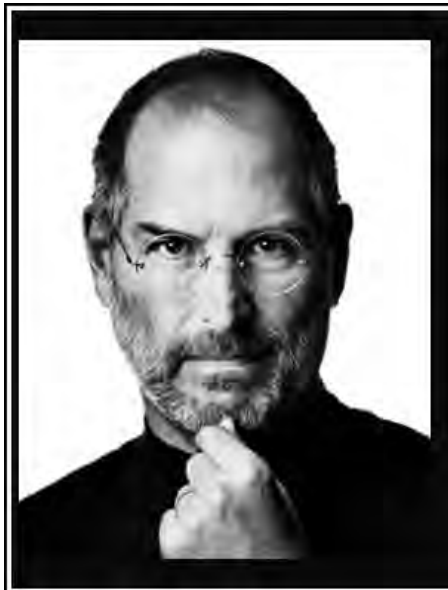
(Steve Jobs)

[izquotes.com](http://izquotes.com)



# Innovation and Failure

## – Jobs and Edison

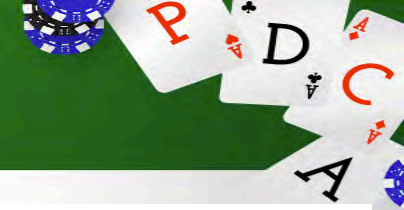


"I haven't failed.  
I've just found  
10,000 ways  
that won't work."

Thomas Edison

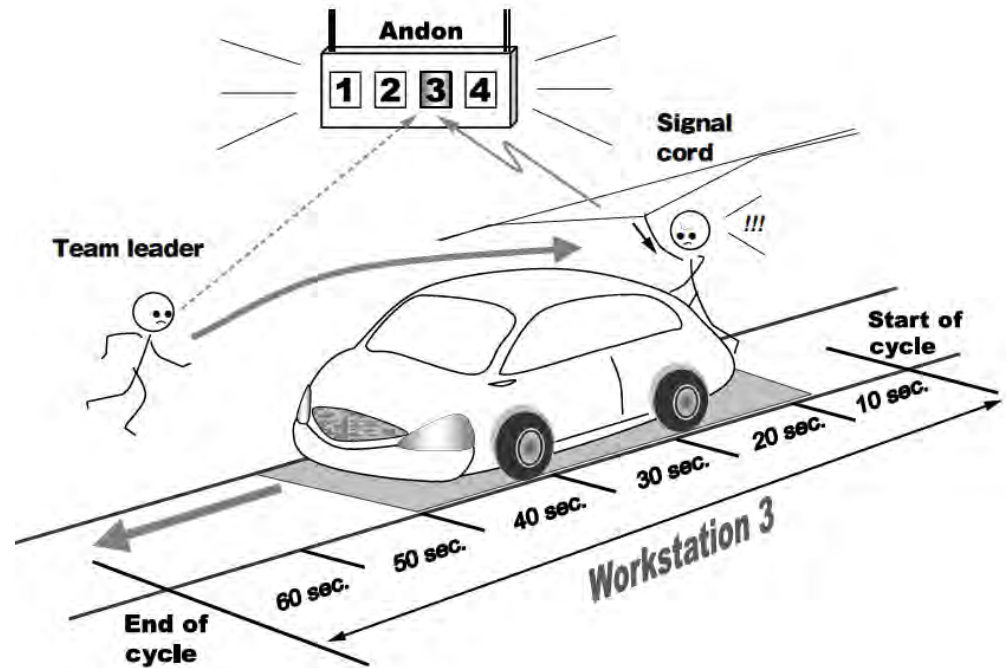


# Innovation of the Work

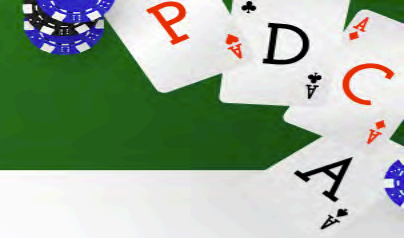


1914

2014

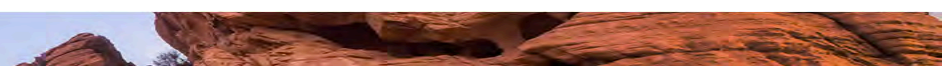


# Lean Learning, Learning Lean

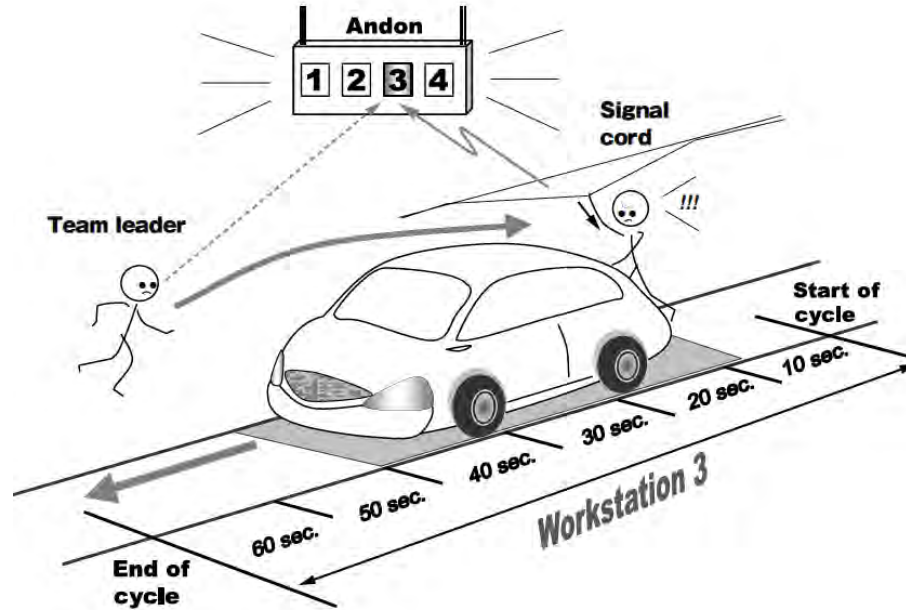


How to Create Organizations that  
Learn to Learn?

**The learning is to be found IN the work**



# Find Learning, Find Meaning



## Create Meaning IN the Work





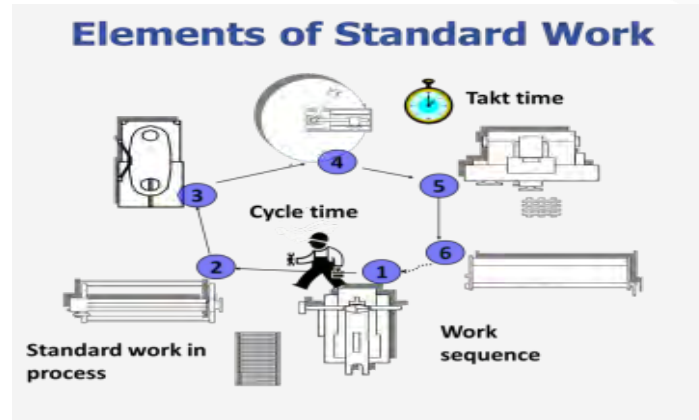
**“If we don’t engage the employees in the process, we will be dealing with resistance vs dealing with the work...”**



# Engaging People, Developing Capability

Implementing solutions to do things right...

versus



Testing to find things gone wrong



# Problems and Improvement

“Every product has a value stream. The challenge lies in seeing it.”

**“Every situation has a problem.  
The challenge lies in seeing it.”**

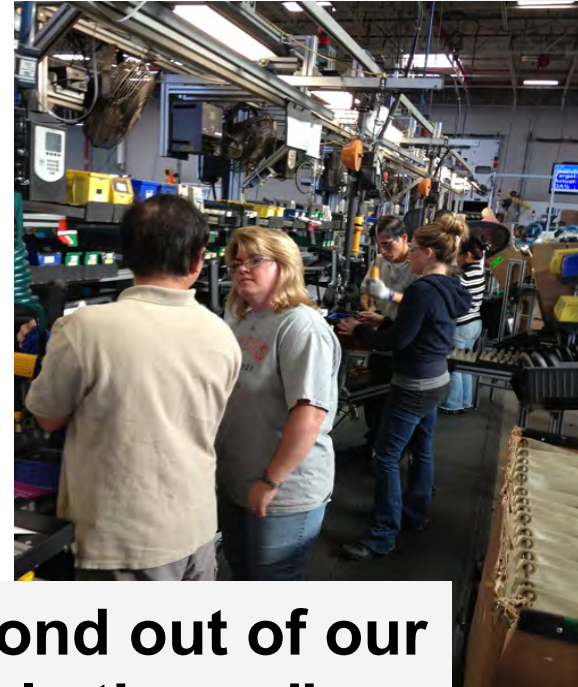


# Developing Problem Solvers



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

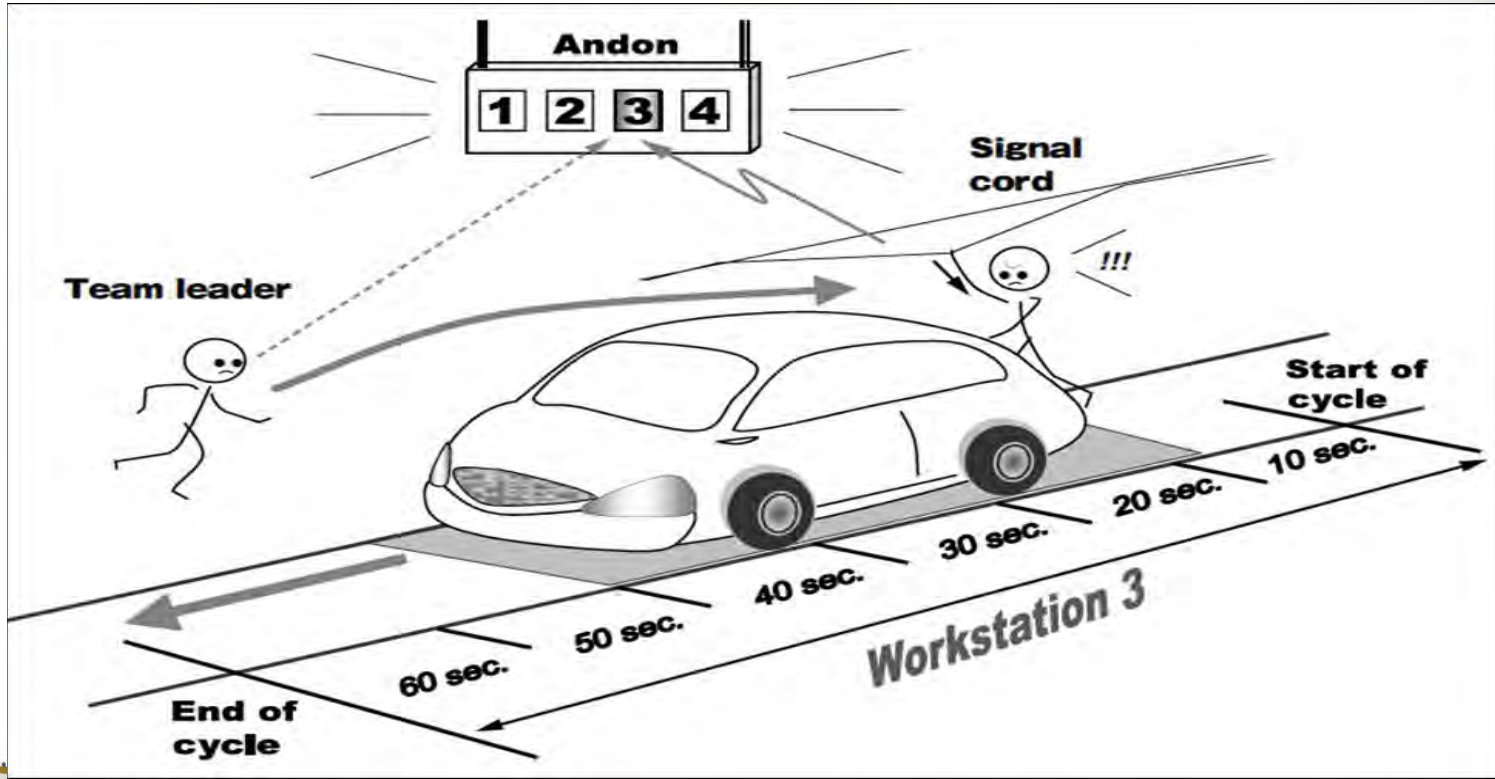
**Matt Long of the  
Herman Miller Company**



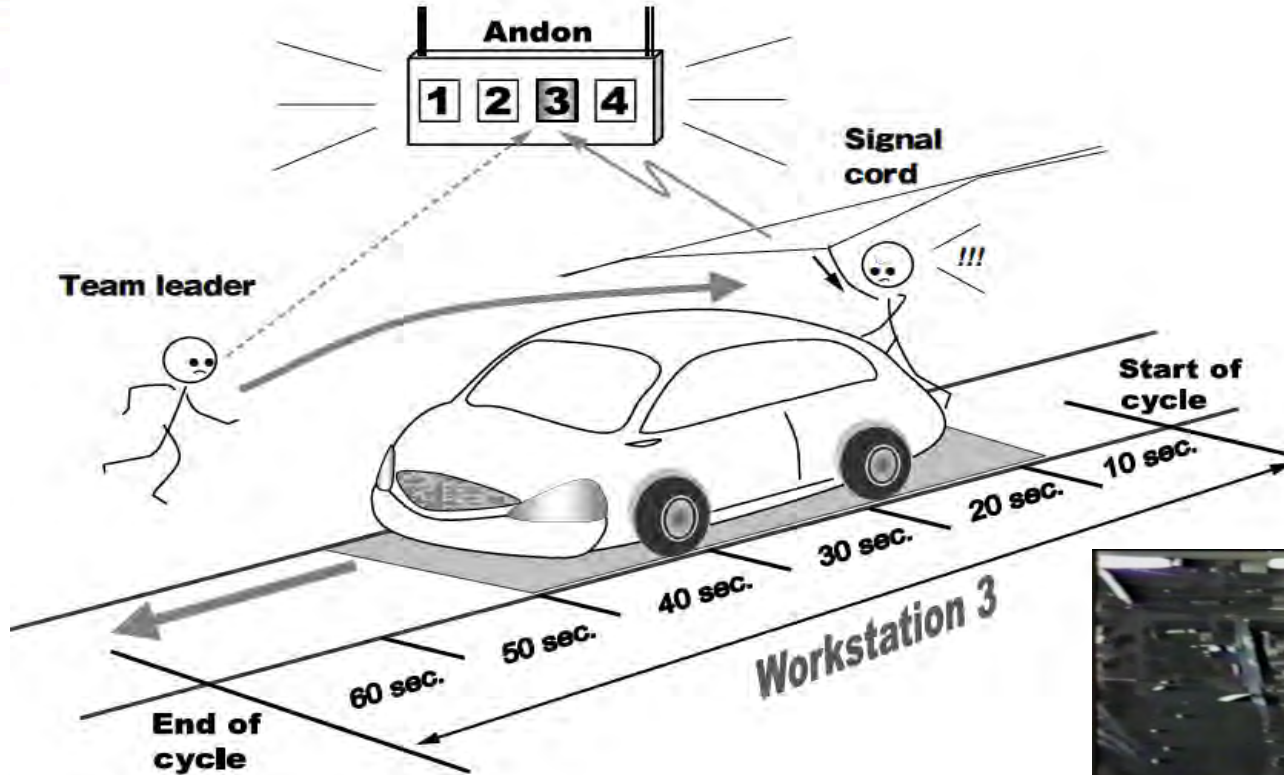
**“Let’s take 1/2 second out of our 17 second cycle time...”**



# Design of Work - Design of Experiment

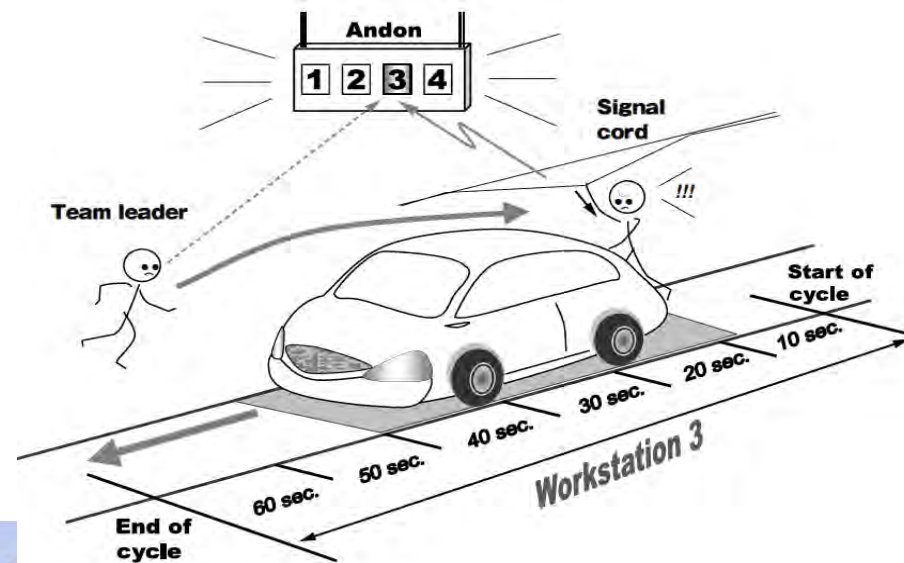


# Lean WX = Design of Work Experience



# Design of Work Experience

Learn through doing  
Do the work and  
improve the work  
...at the same time



In your company, which of the five dimensions represents the biggest challenge?

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doing and improving the work





# Its in the cards



4 "If a man is called to be a street sweeper, he should sweep streets even as a Michelangelo 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.'"

- Martin Luther King Jr.

