



Using Human Resources to Develop Lean Managers

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Topics for the Session

- Define what “development” looks like
- Think about the competencies “lean” managers need
- Think about your model for developing lean managers
- Think about a process to translate individual development into organizational capability



Exercise

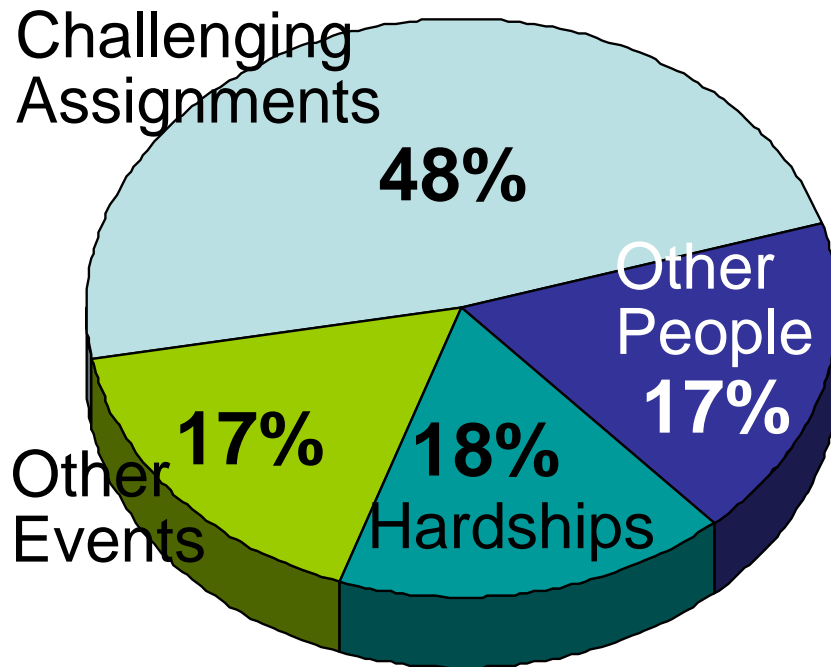
Please describe a specific event in your life that you feel has helped shape you as a successful manager.

Be Specific!

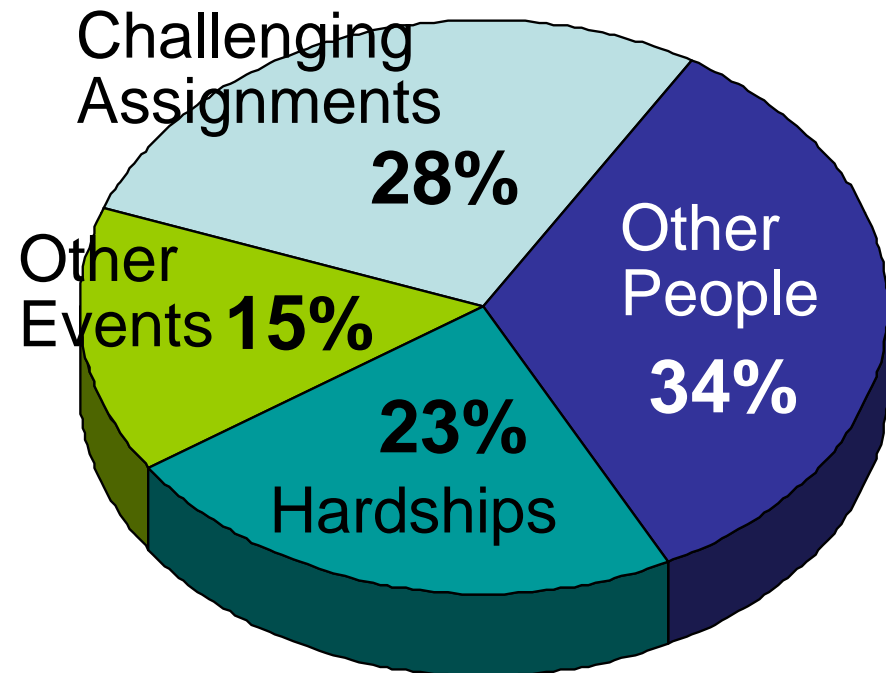


The Lessons of Experience

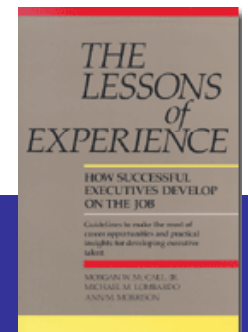
Men



Women



Lessons Of Experience – Center for Creative Leadership



The Importance of Experience

- People develop as a result of their experience On-The-Job
- People learn the most in situations that provide a significant degree of challenge
- Bosses matter. People look to others to learn from



Formula For Development

Variety, Diversity, Intensity & Adversity of Experience

X

Learning Ability & Willingness

= Competencies Needed For Success



Challenging Experiences

What does it take for an experience (from a job change to an education class) to provide a developmental challenge?



Developmental Challenges Checklist

- Success and failure were both possible and obvious to others
- Required the individual to “take charge”
- Involved working with new or a lot of people
- Created additional personal pressure
- Required influencing others without direct control
- Involved high variety and diversity – doing something very different
- Was closely watched by important people
- Required building a team, something from scratch or a turnaround
- Involved a big problem solving challenge

Lessons of Experience



Guiding Principles for Development

- People want to do a good job and be successful
- Knowledge and skills are insufficient to cause desired performance to occur
- The work environment of the individual must reward, hold accountable and support the specific performance desired
- People perform best when their performance is measured and they are provided feedback
- An individual's supervisor has the biggest potential impact on their development



What Do “Lean” Managers Do?

- Lean Managers live and teach PDCA
 - P** - Go to the gemba to see, ask why to understand, use scientific analysis to discover root cause
 - D** - Develop multiple, robust countermeasures as experiments, have a bias for action
 - C** - Measure outcomes not actions, fail fast and learn, show respect for others
 - A** - Make adjustments, standardize, teach others

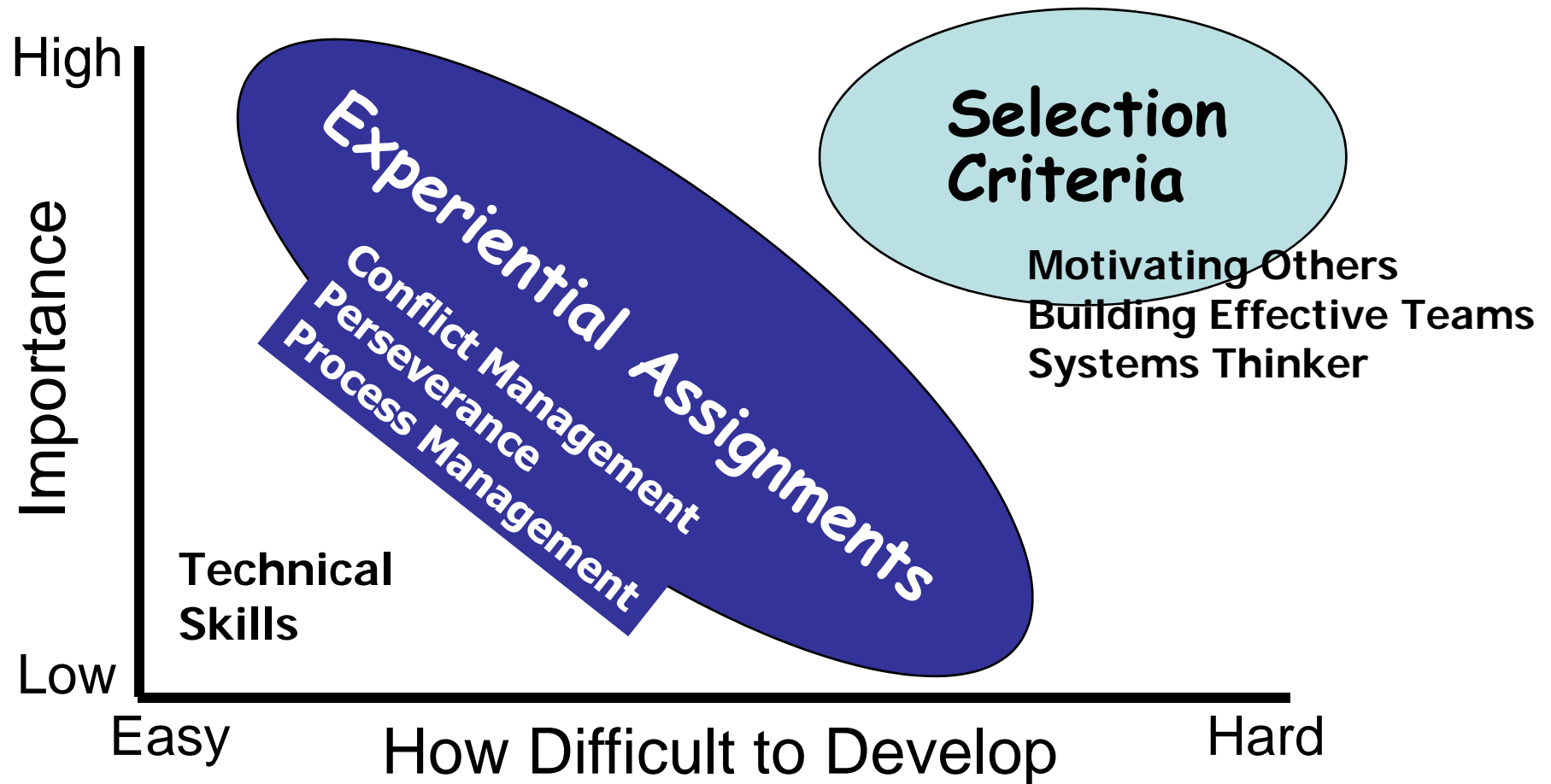


Competencies Required

What competencies are needed by “lean” managers?



Selection Versus Development



The Leadership Architect - www.lominger.com



Where is “Lean” in Your Organization?

- A program in Operational Excellence
- A small team of certified experts
- Concepts learned from training
- High potentials and fast job rotations
- Tools and techniques
- The way you do work - integral to your HRD process
- Part of everyone’s normal development
- Expertise developed through specific OTJ assignments
- Senseis with deep experience
- PDCA thinking and behavior



How Do You Think About HRD?

Orthodoxy

- Get education/training
- Certified (Black Belt)
- Expert with answers
- Credentials
- High Potential

Experience

- Learn by doing
- Has depth of experience
- Teacher/Coach with questions
- Behaviors & Competencies
- Veteran Player



Summary Ideas

- Capability and success is acquired through OTJ experience
- To be developmental experience must be challenging
- Lean managers must live and teach PDCA – manage through process
- Experience should be favored over Orthodoxy
- Developing lean managers needs to be an integral part of your HRD process
- Lean is a set of behaviors and processes that need to be how managers manage and leaders lead

