

José Ferro

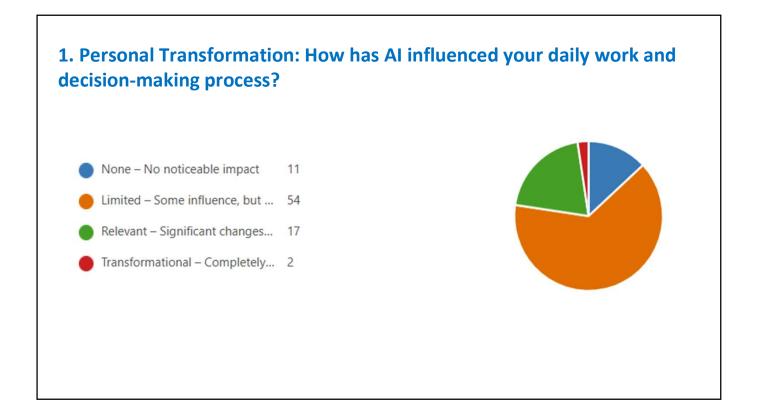
Founder Lean Institute Brasil

John Shook

Semi-retired Industrial Anthropologist Cesar Gon CEO CI&T

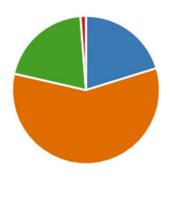
Reflecting on AI and Lean – an Exploratory Inquiry



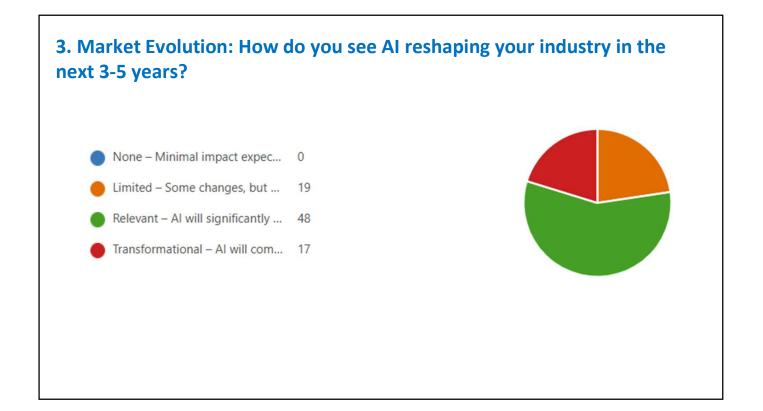




None – No real impact so far
 Limited – Some efficiency gain...
 Relevant – Noticeable improve...
 Transformational – Al is redefi...

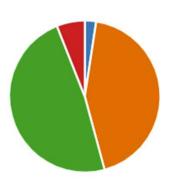




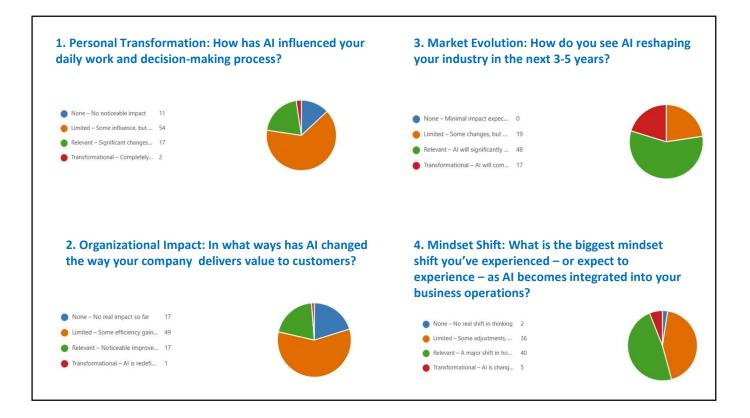


4. Mindset Shift: What is the biggest mindset shift you've experienced – or expect to experience – as AI becomes integrated into your business operations?

None – No real shift in thinking 2
Limited – Some adjustments, ... 36
Relevant – A major shift in ho... 40
Transformational – Al is chang... 5







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- I would love to see some examples of AI applications within Lean systems/organizations.
- Is there an AI focussing on Lean Management Principles for example visualizing value streams or processes?
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- What are the best practices for integrating Al into Lean problem-solving methodologies like A3 and PDCA? How should Lean leaders adapt their approach to problem-solving in an Al-augmented workplace?
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- Comment: as agents of change, we must adjust our paradigm about AI emerging. AI is here! Solutions are popping up faster than any other technology that I've experienced in my lifetime. There are already solutions in the marketplace geared towards problems our audiences seek to solve, such as efficiency, productivity, workforce challenges (language, augmenting shortages). AI solutions in the marketplace that I'm experience dia with line balancing, quality inspections, supply chain management, developing SOPs, agents to supplement work and provide insights to new users, accelerate knowledge management, and more. It is critical that we address concerns with adoption so that we can ensure the machine learning considers not just the tools, but the principles that make our love and experience with lean so valuable.
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- programs for AI translating SOP or training. Most effective AI to reach the manufacturing floor or to hear what the manufacturing floor has to say.
- Sort of like the conversation on industry 4.0. Meaning, how can we take advantage of AI to eliminate tedious and redundant tasks in an effort to value the team members more.
- How can Lean- AI help our marketing department to deliver customer-centric strategic campaigns? (context of our retail health care industry branch)



CI&T'S AI-FIRST TRANSFORMATION: A LEAN PERSPECTIVE



Special for: Lean Summit 2025, Atlanta, USA





Sharing successes with **OUR CLIENTS** • Johnson&Johnson **A**astellas \odot bradesco (oca:Cola \mathbb{Q} SONOS Kraft Heinz ABInBev Google Ford Nestle itaŭ CI&T





WHY AI-FIRST? WHY NOW?



The last 24 months have marked an existential shift for Cl&T and the entire software engineering industry.

4

Al is disrupting traditional software development, requiring a radical rethinking of how we deliver value.



Cl&T's response: A transformation guided by Lean principles—leveraging Al to drive innovation, efficiency, and competitive advantage.

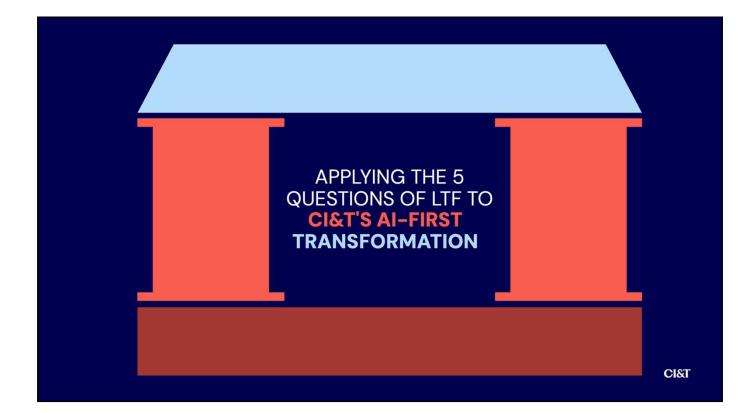


A disciplined change using the LEI's Transformation Framework (LTF)













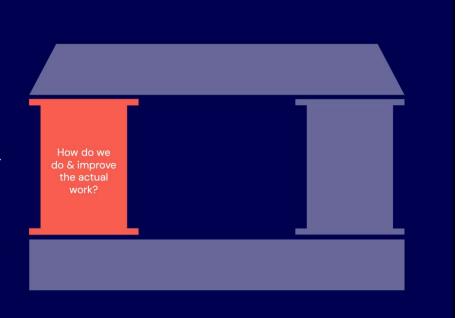
2

Rebuilding Workflows for Al Augmentation

Automation vs. Augmentation — we focused on enhancing efficiency in the whole flow of producing digital solutions while keeping human touch and oversight.

New development framework and team topologies powered by CI&T/FLOW platform

We redefined Value Stream Management by integrating Al-powered analytics to optimize flow ('Flow OPS')



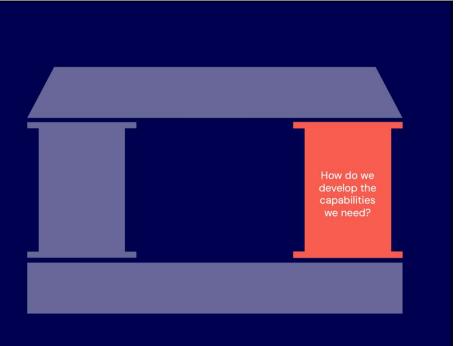


Upskilling & Enabling Al-First Teams

Invested in Al literacy programs for coders and non-coders, including business teams and enterprise service teams.

Built internal Al engines and agents (accelerators) — enabling teams to experiment with Al use cases, extend and create new ones for specific contexts

Created an Al Center of Excellence ('FLOW core team') to build and evolve the platform and drive adoption, knowledge-sharing and best practices.





4

Transforming Leadership for an Al Era

Leaders became **entrepreneurs** and **experimenters**, enhancing their problem-solving capabilities (A3 thinking) with AI to radically accelerate learning.

Rebuilt KPIs and performance measurement: From human-effort-driven metrics to Al-augmented productivity indicators.

Introduced AI Governance — enforcing responsible AI guardrails while maximizing adoption and efficiency

 What management system

 & leadership behaviors are

 required to support the new

 way of working?



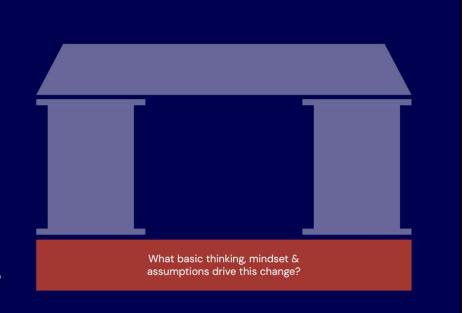
A Cultural Shift to an Al-First Mindset

Al is not a' tool' — it is reshaping the fundamental nature of digital product development.

Overcoming the fear of AI as a replacement and embracing it as an enhancement.

Moving away from old-school agile software development paradigms to adaptive, Al-driven workflows.

Establishing an Al ethics framework to ensure responsible innovation.





NEXT GEN AI EDITION

OUR AMBITION: TO DEVELOP THE FIRST GENERATION OF AI-NATIVE CODERS.

"You can't put tomorrow's talent in yesterday's jobs"







CI&T AI-Powered Innovation

Al-powered chat interpretation reduced contact rates in the Customer Service Center, improving efficiency and customer retention.

18% cost savings 86% customer retention through chat support (June 2020)

sami

An Al-powered Human Assistant CoPilot enhances user experience by automating interactions, optimizing medical referrals, and personalizing patient care.

900+ hours saved monthly 50% increase in daily coordinator interactions

Nestlé

An Al-driven smart order recommendation app that personalizes product assortments, forecasts quantities, and optimizes sales reps' efficiency, enhancing customer relationships and omnichannel strategy.

Revenue Uplift: 8.4% Incremental Revenue: +USD 25 million

ănima EDUCACÃO

A modernized, scalable platform leveraging GenAl for automated question and essay correction, plagiarism detection, and academic chat interaction, surpassing market standards in quality.

95% reduction in operational costs 340,000 platform accesses with zero downtime

YDUQS

YDUQS improved service efficiency and accuracy with an Al copilot for agents, streamlining operations and enhancing customer satisfaction in under a month.

3% of rephrased questions answered by AI in real-time 5% improvement in scores after AI-driven adjustments

CI&T

CI&T AI-Powered Innovation

[**B**][°]

CI&T partnered with B3 to develop a Generative Al-powered financial education chat, providing beginner investors with accessible and reliable learning support.

Gradual public rollout by February 2024 Integrated AI chat within the "Bora Investir" platform

D • BASF

CI&T partnered with BASF to develop AI Lab Mixer, an interactive 3D AI-powered experience led by the robot Mixy, enabling personalized beauty product creation and market insights.

90-day end-to end implementation Real-time generation of personalized concept products



CI&T designed a pilot mobile app for VicEmergency, enhancing accessibility through Al-powered real-time translations, ensuring critical emergency information reaches diverse communities.

30% overseas-born, 27% multilingual, 17% with disabilities

Al-powered real-time translation in English, Arabic, and Simplified Chinese



Cl&T helped Itaú streamline project management by implementing Backlog Refiner from the FLOW solution, automating backlog creation and improving efficiency.

20% reduction in lead time 30% improvement in story quality



Alelo partnered with Cl&T to integrate the Flow platform, optimizing software development by refining user stories, accelerating development, and enhancing testing efficiency.

61% faster user story creation 51% faster development with 2x speed increase



CI&T AI-Powered Innovation

Bulla[®]

Bullla partnered with Cl&T to drive digital financial inclusion using Generative AI, enhancing software development speed and efficiency.

3x increase in team efficiency Faster and higher-quality product launches

BAYER ER

CI&T helped Bayer transform its data organization for the Latin American agribusiness sector, enabling predictive insights and reducing reliance on manual processes.

65% reduction in AWS development costs 70 working days to deliver a comprehensive data platform

cielo

Al technology was implemented to analyze chat interactions from Reclame Aqui and SAC, reducing costs and enhancing efficiency in customer service operations.

90% cost reduction Relevant increase in customer service satisfaction



Cl&T accelerated the migration from PowerCenter to Databricks using a Gen Al-powered Flow accelerator, boosting efficiency and agility in the insurance market.

46% improvement in operational efficiency Development lead-time reduced by 37%

Johnson&Johnson

 $Cl\&T\ implemented\ a\ legacy\ modernization\ strategy\ for\ J\&J,\ migrating\ solutions\ to\ a\ more\ robust\ platform\ with\ the\ Flow\ methodology,\ reducing\ timelines\ and\ costs.$

Timeline reduced from 12 to 7 weeks 37% of cost reduction

CI&T

EINSTEIN HOSPITAL: AI-FIRST TRANSFORMATION JOURNEY

WH/	AT .		
PRO	BLE	M	
ARE	WE	TRY	ING
TO S	OL	/E?	

Transformation Territories: [1] Healthcare System [2] Education [3] R&D

Example: Organizing Clinical Information to Enhance Clinical Decision-Making and Personalize Treatment Plans

TRACKS	ERSTACT EXPERIMENTATION DECENTRALIZED USE CASES AI-Powered Experiments	ACCELERATION ALIGNED GOVERNANCE	THIRD AGT DISRUPTION EXPONENTIAL SCALE AI-Powered Organizations
RESKILLING	Al-Empowered Leadership and Early Adopters	Al-Ready Teams with Updated Skills	Hybrid Human+Al Team Topologies
GOVERNANCE	Responsible Al Policies & Al Transformation Committee	Responsible Al Council and Ethical Al Process	Sustainable Al Practices & Reinvestments
STRATEGY	Al Portfolio Strategic Roadmap	Al Portfolio Strategic Dashboard and Feedback Loops	Impact Monitoring & Strategic Review
	Al-ready Technology and Data Platforms	Al Platforms and Operating Models Ready for Scale	Organic AI, present in everything
			CI&T



FORRESTER NAMES CI&T A LEADER

The Forrester Wave: Modern Application Development Services Q1 2025



CI&T

Gartner. Peer Insights... CI&T was recognized as a Strong Performer in the Gartner Peer Insights[™] Voice of the Customer for Custom Software Development Services

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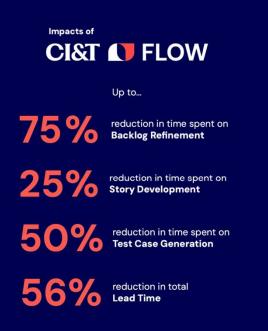
CI&T FLOW is our proprietary, enterprise-ready AI platform that significantly enhances our teams' productivity, efficiency, and quality.



Al agents exist on the CI&T Flow platform



events per month on CI&T Flow



CI&T

KEY TAKEAWAYS



The AI-First transformation is not just a technological shift but a deep operational and cultural shift.



Lean thinking and LTF helped us avoid blindly automating without understanding the work. Al-driven innovation can flourish on top of a robust Lean culture, ensuring that the future of work (with AI) remains purposeful, creative, efficient, and people-centric.



THANK^{‡‡} YOU



ciandt.com

"GenAl is a tool that requires skilled people to generate value. We focused on people's interaction with the technology for our initial adoption actions, diversifying the approach. We started with prompt engineering training, followed by schedules for experience exchanges, dojos, and gamification involving the entire contract.

At the end of 2 months, we achieved an 80% adoption rate with one of our largest clients."



lurilo Patutti ystems Architect, CI&T "I believe leadership plays a crucial role in this adoption process, setting an example, motivating the team, creating opportunities, and ensuring an environment where people can learn. **It's very much about learning and engagement**, and how leadership can promote this within the environment in which it operates."



Márcia Tessarollo Executive Manager CI&T

"Al is being trained with the biases of the past, so it will reproduce those biases (...). The journey begins by using technology to highlight what the data is revealing about reality. This is a task for data and technology governance, to make this data available in an actionable way. These problems won't solve themselves."



Marcelo Marciano Head of Innovation & Impact | Cl&T



"The hard skill becomes a technological commodity.

The leader needs to have more human skills to be able to translate the world's ambiguity into a consistent business vision.

This Al-boosted leader is paradoxically pushed to be a much more human leader. The leader becomes this representative of human consciousness in a world where artificial intelligence will be making many decisions."



Cesar Gon Founder & CEO CI&T "Engaging software development teams in an AI First approach **yields impressive results in time to market**, **quality, and productivity.** At scale, we've achieved





quality improvement,



productivity increase.

CI&T/FLOW covers all phases, leading to satisfied tech teams using top-tier technology."



Gustavo Concon CTO & Director of Engineering, CI&T

CI&T

"With the AI revolution "knocking" at our doors, our work, our kids, our beliefs, our hopes, and our fears, we can have two very different approaches to it that will determine our future.

Either we avoid it the most we can, and we fail and do not contribute to it, or we embrace it, benefit from it and transform ourselves and – most importantly of it all – we co-build it in a way it becomes a good disruptive movement for civilization.

I cannot promise we will succeed, but we know where we will be headed if we don't try."



Bob Wollheim Partner/ EVP of Growth & People, Cl&T "The path to being Al-Ready shines brightly with communication, empathy, and collaboration.

By focusing on these key elements, we can shift from hesitation to excitement. We also need to prioritize our people because authentic innovation flourishes when they are fully engaged."



Bob Wollheim Partner/ EVP of Growth & People, CI&T

"The lesson to be learned is that, in this increasingly advanced and seemingly trustworthy false reality, **it is not enough to just create defensive mechanisms; it is essential to adopt emerging technologies to stay one step ahead of criminals.**"



Leonardo Horvath Head of Cybersecurity | Cl&T



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- How can Lean- AI help our marketing department to deliver customer-centric strategic campaigns? (context of our retail health care industry branch)

Prompt: We submitted a survey to the participants of the Lean Summit 2025 regarding the use of AI, including an open-ended question:

'Do you have any specific questions or comments about Lean and AI that you would like us to address during the presentation?'

Please, create a max of 5 clusters. The questions are in the pdf attached.



Here are five key clusters based on the responses from the survey:

- 1. Al Integration into LeanPractices
 - How AI can be applied to Lean systems and organizations.
 - Best practices for integrating AI into Lean problem-solving methodologies (A3, PDCA, etc.).
 - Al's role in visualizing value streams and processes.
 - How AI can support Lean principles without adding wasteor complexity.
 - How AI can be used for line balancing, quality inspections, and supply chain management.

2. Human-AI Collaboration & Workforce Impact

- Balancing AI-driven decision-making with Lean's focus on human problem-solving.
- How to integrate AI without losing the human touch.
- Skills needed for Lean practitioners to work effectively with AI.
- Addressing fears of job displacement and encouraging AI-driven innovation.
- How AI can enhance employee capability development without replacing critical thinking.



3. Use Cases and Industry-Specific Applications

- Real-world examples of AI in Lean implementations.
- Al's role in product development within Lean frameworks.
- The best AI models for specific Lean applications.
- Al's use in highly regulated industries and the need for proprietary models.
- Al in marketing and customer-centric strategy (e.g., retail healthcare).

4. Challenges & Risks of AI Adoption in Lean

- How to mitigate risks when introducing AI into Lean workflows.
- The pace of AI adoption vs. Lean principles.
- Overcoming limitations of AI tools currently available in Lean systems.
- Potential AI bias and ensuring machine learning aligns with Lean values.



5. Future of AI & Lean Community Development

- Are there plans to develop an AI model specifically trained on Lean principles?
- Can AI facilitate better knowledge sharing within the Lean community?
- Al's role in accelerating learning and summarizing key Lean insights.
- How AI can support frontline workers in continuous improvement initiatives.

Prompt: Great! Now, please select the three most interesting questions to be answered during the event.

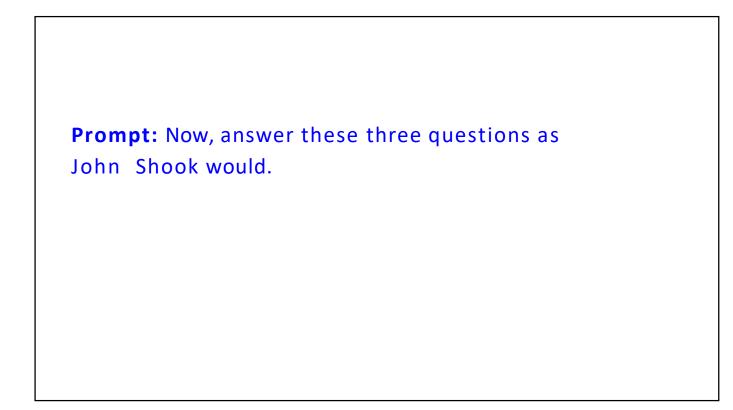


Here are the three most compelling questions to address during the Lean Summit 2025 presentation:

- How can Al support Lean principles without creating waste or complexity?
 This question directly challenges the fundamental alignment of Al with Leanthinking, ensuring Al-driven solutions enhance efficiency rather than introduce unnecessary layers of complexity.
- 2. How do organizations balance AI-driven decision-making with Lean's focus on human problem-solving? →This question addresses a critical concern: maintaining the human element in Lean while leveraging AI for insights and automation.
- What are the best practices for integrating AI into Lean problem-solving methodologies like A3 and PDCA?
 →This provides a practical approach for attendees looking to apply AI within structured

Lean frameworks for continuous improvement.

These questions not only tackle strategic concerns but also provide actionable insights for the audience. Let me know if you'd like me to help with structuring responses or presentation materials.





John Shook, a renowned Lean expert and former Toyota executive, would likely approach these questions by emphasizing **Lean principles**, **respect for people**, and **practical problem-solving**. Here's how he might answer them:

1. How can AI support Lean principles without creating waste or complexity?

John Shook:

"Lean is about reducing waste, improving flow, and creating value for the customer. Al, like any tool, must be applied in a way that supports these principles rather than working against them. The key question isn't 'Can Al help?' but 'How can it help without adding unnecessary complexity?'"

- Start with the problem, not the technology. Al should be deployed only when it helps solve a real problem. If Al introduces more waste (e.g., over-processing, unnecessary data collection, or difficult-to-maintain systems), then it's working against Lean.
- Keep it simple and human-centered. Al should enhance people's ability to do their work, not replace thinking. Tools like Al-powered visual inspection systems in manufacturing or predictive maintenance can eliminate waste without making processes more complicated.
- Make learning cycles faster. Al can be a powerful tool for continuous improvement—helping analyze patterns in data, testing hypotheses, and accelerating PDCA cycles. But it should be treated as an enabler, not as an excuse to skip Leanthinking.

"In short, AI should be deployed in service of Lean principles, not as an excuse to abandon them."

2. How do organizations balance Al-driven decision-making with Lean's focus on human problem-solving?

John Shook:

"Lean is fundamentally about people. Al can assist, but decision-making should remain human-led. The most powerful Lean organizations recognize that technology should support, not replace, human problem-solving."

- **Respect for people remains central.** Lean thinking values the insights of those closest to the work. Al can provide data, but people must interpret and act on it. If Al makes decisions in a black-box manner, it removes learning opportunities from the workforce.
- Use Al to augment, not automate, problem-solving. Al can help with real-time data analysis, recognizing patterns, and suggesting solutions, but Lean organizations should still use structured problem-solving methods like A3 to ensure human engagement.
- Lean leaders must develop digital literacy. Just as Lean leaders have always needed to understand the work deeply, they now need to understand how AI works—where it helps and where it falls short.

"The organizations that will thrive with AI are those that use it as a tool to empower their people, not as a crutch to replace them."



3. What are the best practices for integrating Al into Lean problem-solving methodologies like A3 and PDCA?

John Shook:

"A3 and PDCA are problem-solving methods that emphasize deep understanding, experimentation, and learning. AI can enhance these methodologies, but only when used as part of a disciplined approach to improvement."

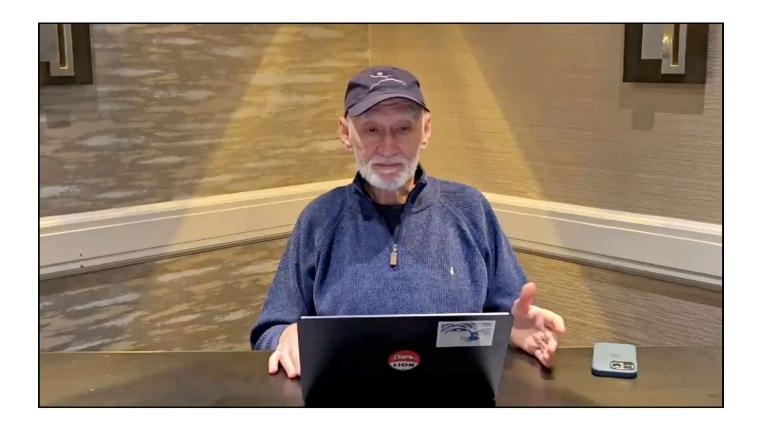
- Use AI for problem identification and root cause analysis. AI can rapidly analyze large datasets to uncover hidden patterns, but Lean thinkers still need to apply the "go to the gemba" principle—observing the work firsthand.
- Al can accelerate PDCA cycles, but it doesn't replace them. Al can quickly test multiple hypotheses and provide predictive insights, but teams still need to validate and implement changes through rapid learning cycles.
- A3 storytelling remains a human skill. AI can provide data, charts, and insights, but the process of structuring a problem, aligning stakeholders, and driving consensus through an A3 report is something AI cannot replace.

"Best practice? Use AI to enhance, not bypass, the learning process of A3 and PDCA."

Final Thought from John "Al" Shook:

"Lean is about thinking, learning, and improving. Al can be a powerful tool—but only if it is used in a way that reinforces, rather than replaces, the fundamental principles of Lean."





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