



# Purpose-Driven Leadership: Sustaining Lean Transformation

Lean Enterprise Institute Summit 2025

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## Our objectives for today

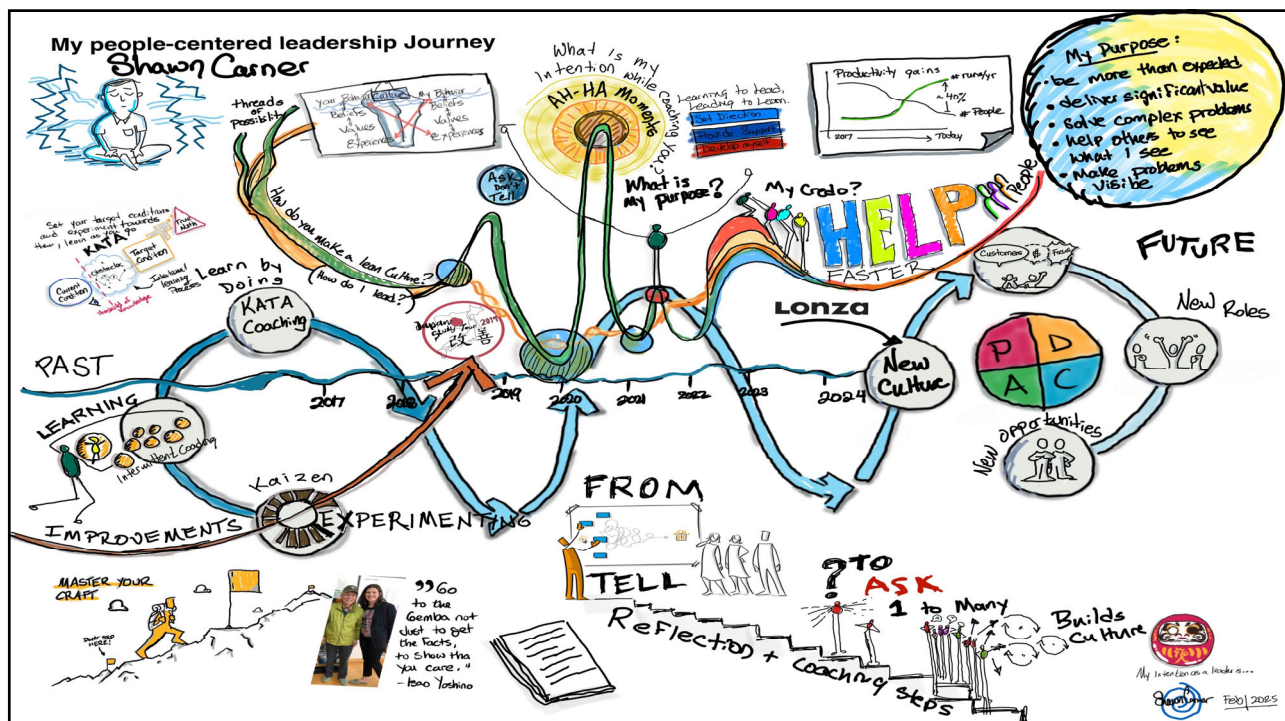
- Explain how a culture-driven transformation, supported by leadership behaviors and tools, can improve productivity and sustainability.
- Recognize that organizational results are the outcome of focusing on people and culture, not just tool implementation.
- Identify the core purpose of a leader and the behaviors that drive a successful lean transformation.
- Describe coaching and leadership practices that foster an effective lean system, leveraging tools like Leader Standard Work to support behavior change.

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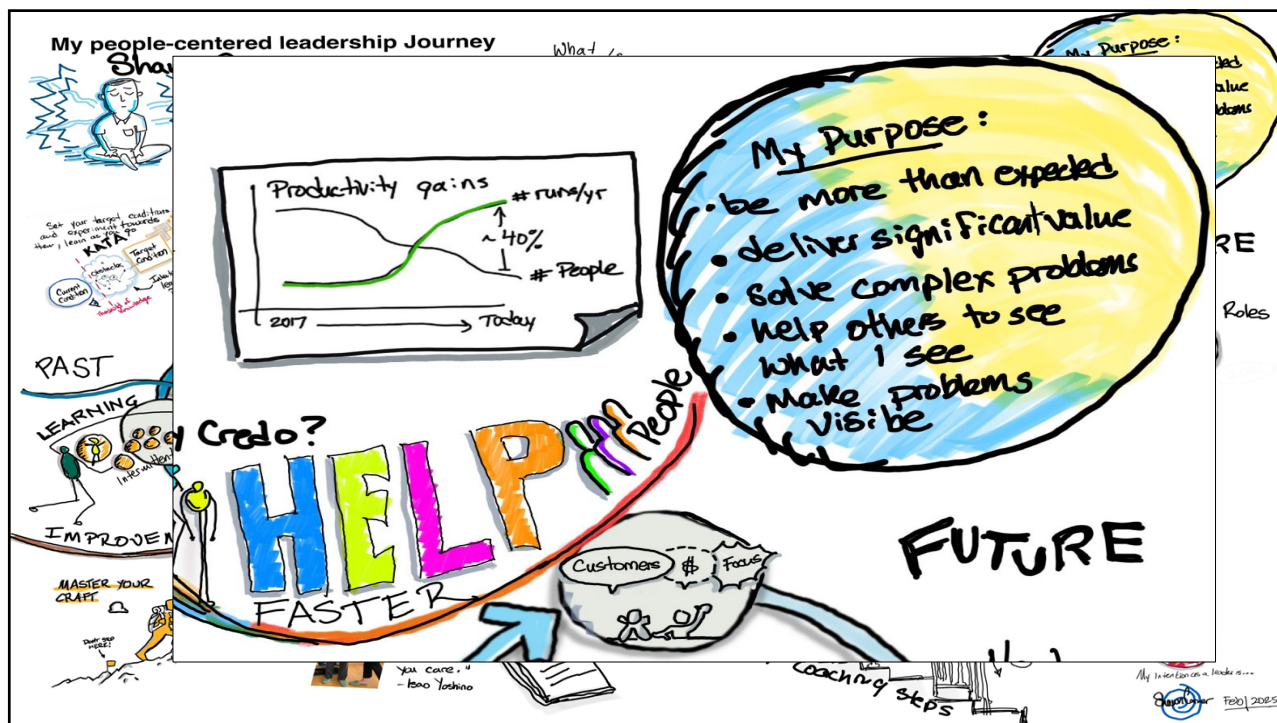
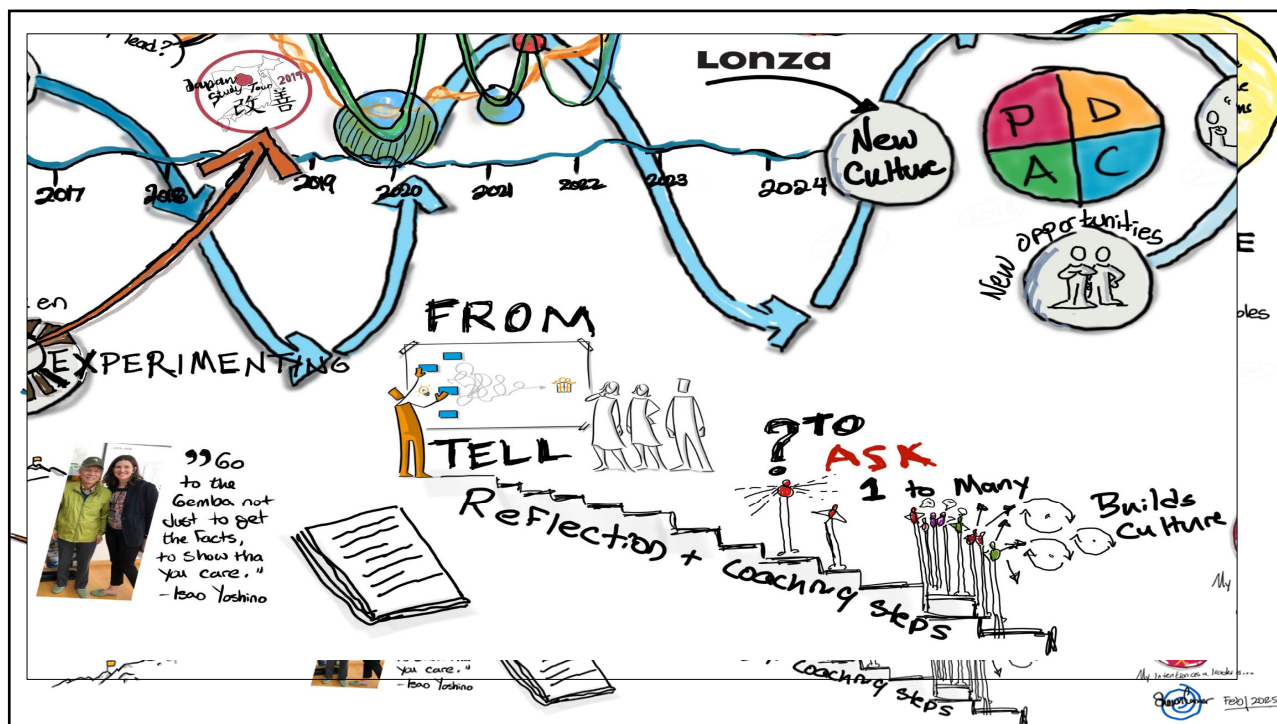
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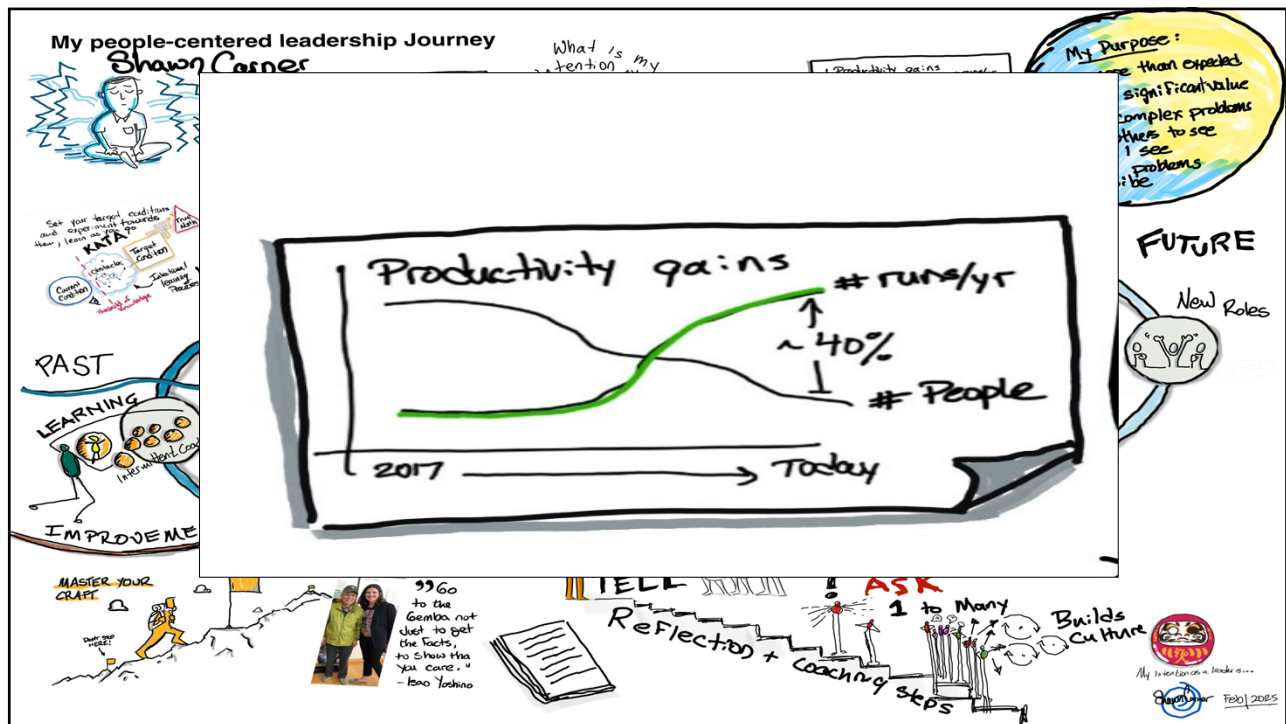














“My aim was to develop John by giving him a mission or target, and supporting him while he figured out how to reach the target.

And as I was developing John, I was aware that I was developing myself as well.”

– Isao Yoshino



## Leading to Learn<sup>®</sup>

1

Set the direction

2

Provide support

3

Develop yourself

1

Provide direction, challenge, or target

**“Seemingly  
impossible.”**

Based on what is  
***needed***,  
not what is  
***achievable***.



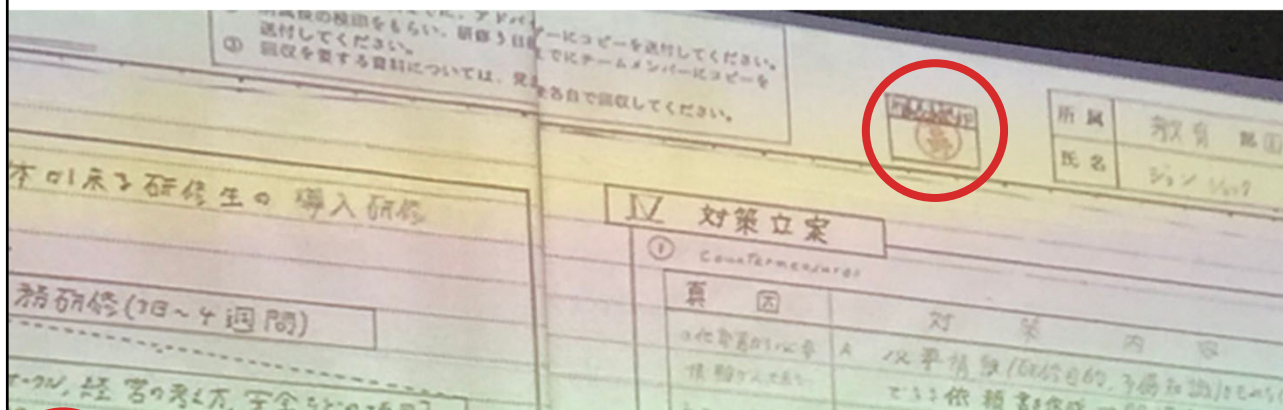
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2

Own the thinking *process*

...not the *thinking*



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3

**"I am a business condition that requires improvement."**

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## Create a Chain of Learning



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# Intention= Align with Purpose



**Heart**

+



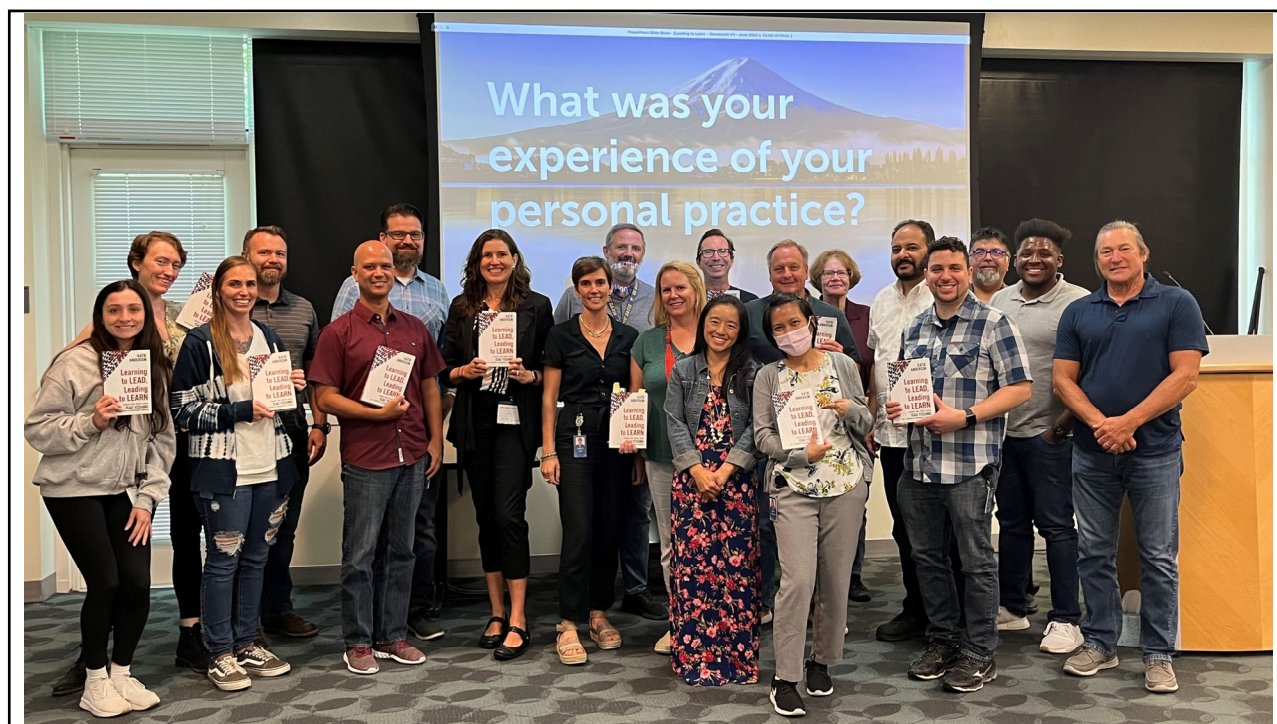
**Direction**

# Draw!

What is your purpose?  
What gives you passion?







**What's a Leadership Credo?**



**cre·do**  
**/'krēdō, 'krādō/**

**Noun**

**A statement of the beliefs or aims  
which guide someone's actions.**

**Why create a leadership credo?**

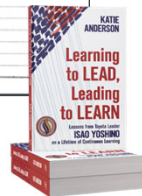
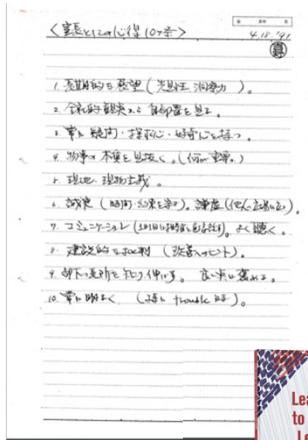
**“It’s the blueprint for the culture  
you want to create.”**

– CEO Leading to Learn course participant

**Your leadership credo is a way to make  
the invisible visible.**

It makes *explicit* the actions that you intend to take to be  
the leader you aspire to be.

## Isao Yoshino's Leadership Credo - 1991



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1. Take a long-term perspective and have foresight.
2. Look at your own job from a company-wide view.
3. Always carry a questioning mind and sense of curiosity.
4. Try to see through the true nature of things.
5. Practice *genchi-genbutsu-shugi* (go to gemba).
6. Be conscientious (keep your promises, be punctual) and humble (take someone else's view).
7. Communicate (talk to subordinates at least once a day). Listen to them carefully.
8. Give constructive criticism (a clue to kaizen).
9. Try to find out your subordinates' strong points, give praise, and develop them.
10. Stay cheerful (particularly when you are in trouble).

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Start to draft  
YOUR Leadership Credo

# Shawn Carner - Personal Leadership Credo -2021

**My Purpose: Be more than expected. Deliver significant value. Solve complex problems. Coach others to learn. Make problems visible.**

1. Be courageously authentic, challenge the stinky fish, never satisfied by current norms, leaders show the way by being first
2. Swim in the blue water: take calculated risks
3. Don't forget your effect on people. Inspire 1 person at a time. Invest in people.
4. Communicate purpose everyday. Set a challenge for each person where they are at.
5. Make the world a better place. Put good work out into the world. Be more than expected.
6. Share generously. Help people to learn.
7. Draw a picture, you might surprise yourself.
8. Show that you care, be vulnerable, show emotion, and communicate my intent and purpose
9. Use my systems thinker power to see connections and help teams faster by asking more questions
10. Develop myself intentionally, reflect deeply, Improvement Kata to learn, learn by doing, kindness



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NAM Shawn Carner		MONTH: March 2025		Legend: T=Task (what), B=Behavior (how), O=Outcome	
TARGET Core: Enable daily improvement with problem solving and standardization (See and solve the right problem)		1. Communicate purpose everyday 2. Set Directional Challenge 3. Develop myself		<input type="checkbox"/> Very Good <input checked="" type="checkbox"/> Good <input type="checkbox"/> So-So <input type="checkbox"/> Not Good	
<b>Standard 11</b> What is your big safety challenge? 2. Are we working at the right pace? What's the real challenge for you? And what else? <i>What have you learned today?</i>					
<b>Task (T) - Behavior (B) - Outcome (O)</b>					
Safety	T Act on Personal Kanban & Take 5-training B Demo Safety as Priority (KYT/STAR Check) O Hazard Prediction, what are my safety risks for today? T Verify Intel: Records (Monday)	<b>Context</b> What leads you to focus on this? How does this impact you? Others? Customers? How does this align with your goals? The company's goals or strategy? How important is this to address now?	<b>Good A3 8-step Problem Solving Coaching Questions</b> <b>Intention:</b> To provide real help faster to develop a site full of problem solvers. You have to be emotionally ready to want to help and you have to truly care about the person. Reflect frequently and ASK YOURSELF humble inquiry questions. See with your own eyes with your own go-see experience. Go to the place, talk to the people Take a "Clarify Pause" and set your coaching intention, how am I most helpful in this situation? Make sure you watch your intention. Remember: "I know things anecdotally because of my experience but I don't know where the truth is in this story" Ask first, before telling your thinking (You will hear yourself say "I THINK", you should stop there). Do not offer your great idea. Ask questions <input type="checkbox"/> inquiry. Offer support without taking back responsibility, if you solve the problem, you have taken away an opportunity for learning.		
Quality	T FABRIQ Updates O VLT SQDCIP review / OE Fabriq Review O Coach to LBMS team	<b>Assessment</b> What is the opportunity here? What is the challenge? What is actually happening? What is the current condition? What evidence do you have? What do you know? <input type="checkbox"/> How do you know it? What do you need to know? <input type="checkbox"/> How can you learn it? What does that situation look like today? How could you draw it?	<b>Good A3 8-step Problem Solving Coaching Questions</b> What is the problem you are trying to solve? How would you describe what is happening (WIAH) vs. what should be happening (WISH)? What else is happening? What have you looked at or heard? What do you know? How do you know it? What do you need to know? How can you learn it? What evidence do you have for the certainty you just gave? What makes you think you have a cause/effect link? What have you thought of trying? What impact do you expect that counter-measure to have? What obstacles might you run into?		
Deliver / Cost	G eVSM Modeling - Opportunity Projects G Deliver 5% YoY Cost Per Unit- Innovation G LBMS Maturity Target 3.0 in 2025 (Clar) DRS, KPI, Hoshin G LBMS Capability (WB, YB, Tracking)	<b>Clarification</b> What do you mean? What is that part that is not clear yet? Say more... What do you need to do next to learn more? What do you want? How could you draw that?	<b>Reflections:</b> Until I heard where your thinking was at, I didn't know what questions you needed. It is more important to provide an effective questions, than with (what we believe is) the right answer. When you problem solve you get limited ideas. If we always have "the expert" solve the problem we don't have any more problem solvers. Try asking questions that start with What and How. Don't paraphrase, rather ask them to quickly say it again. Watch out words for you to probe: I think, I heard, my gut, my sense, I feel.		
People / Innovation	T Align Hoshin Strategy Deployment process B Provide direction and purpose connection Lonza O Get Better as a Leader, 1% Over Time T Practice effective Questions in 3 convo B Daily Hansei to understand deeply B Deliberate Recognize & Feedback - PISSE O Grow up-incoming Leaders on their lean journey T Monthly review of team Goals/obstacles B Find the Kindness & Dilute the Negative G team to get better/Clarify/Feedback O DE team Mastery - Autonomy - Purpose Career, Capability, Connections, Contribution	<b>Specificity</b> What is one specific example? Such as? For instance? Like what? What would that look like? What is one idea that you have about that? If there is only one thing that you could focus on, what is it?	<b>Drama Loop:</b> BMW (Bitching, Moaning, Whining) SBAR: Situation, Background, Assessment, Recommendation What do you know for sure? What could be most helpful in the situation?		



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**“Fall down seven times,  
get up eight.”**

**-Japanese proverb**



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## **Set your Intention**

**What is one leadership  
practice, tool, or behavior  
you'll put into practice  
when you are back?**



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What  
**one word**  
describes your **top**  
**takeaway** from this  
session?



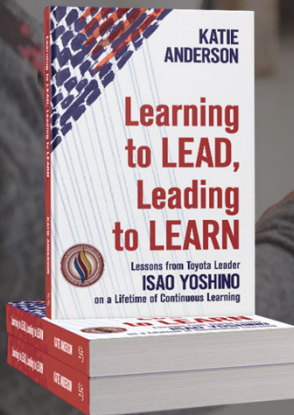
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Come to the book signing today  
~5pm by the bookstore!



And join me – and Isao Yoshino – in  
Japan November 2025

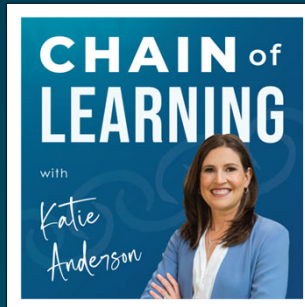
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Episode 10: "Unleash your Leadership Superpower with  
Shawn Carner

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## Questions?



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**THANK YOU!**

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