



A Roadmap to Lean


**Lean Associates, Inc.
P.O. Box 5448
Berkeley, CA 94705**

All materials copyright Lean Associates, Inc. No part of this presentation may be copied or reproduced without written permission of Lean Associates, Inc.

Discussion

- Why do we end up with “improvements” that don’t meet our needs?
- Why do we not get the desired results?
- Why don’t people buy-in to the process?
- Why is it difficult to sustain the “improvements”?

Common Mistake



PROBLEM

SOLUTION



Straight to the Tactical Tools



**IMPLEMENT
LEAN**

**HOW DO WE
.....?**



What's Missing

- Where do you want to go? (Based on purpose and needs)
- Why do you want to go there?
- When do you need to be there?
- Where are you now?
- What is in the way (the gap)?
- **HOW** will you close the gap? (Solutions)
- **HOW** will you maintain and continuously improve?

Going to the End

- Purpose, Values, Philosophies (Beliefs)

- ➔ The things we are taught and believe

- Principles and Concepts (Ideas and Way of Thinking)

- ➔ Thinking that orients our beliefs

What
people
Skip

- ➔ *➤ Strategies for execution (Our approach to things guided by our principles)*

- ➔ The method of executing our principles

- ➔ Tactical (HOW to apply Lean Tools)

What
everyone
jumps to

- ➔ The doing part (the solutions)

Strategic Thinking

- “Shock and Awe”
 - Great short-term strategy
 - Terrible long-term strategy
- What are the parameters?
 - Urgency
 - How much by when?
 - What is the long-term vision guiding your decisions?
- Clarify the Values, Principles and Strategies so that people can think about how to execute.

Example

- Purpose, Values, Philosophies (Beliefs)
 - ➔ Respect for people (Challenge them)
- Principles and Concepts (Ideas and Way of Thinking)
 - ➔ Engage in Continuous Improvement (Kaizen)
 - *Strategies for execution (Our approach to things guided by our principles)*
 - ➔ What are the choices for how to execute KAIZEN?
 - Tactical (Application of Lean Tools)
 - ➔ The actual application is based on the needs which determines the strategic approach

Example

- Purpose, Values, Philosophies (Beliefs)
 - ➔ Long-Term prosperity through Quality (by correcting problems)
- Principles and Concepts (Ideas and Way of Thinking)
 - ➔ No problem should be hidden (Create systems to surface problems)
 - *Strategies for execution (Our approach to things guided by our principles)*
 - ➔ Become aware of problems visually (make problems visual)
 - Tactical (Application of Lean Tools)
 - ➔ How do you create visual awareness so that no problems are hidden?

Strategic Thinking

- What is the ultimate purpose?
 - Think short term (results) and long term (development needs)
 - Are we clear on what the outcome should be?
 - Why do we want to do it?
- What are the options (there is more than one way)?

Where do Leaders go Astray?

- Why do people under-perform?
- Why can't we get people to go where we want them to go?
- Why don't people "buy in"?



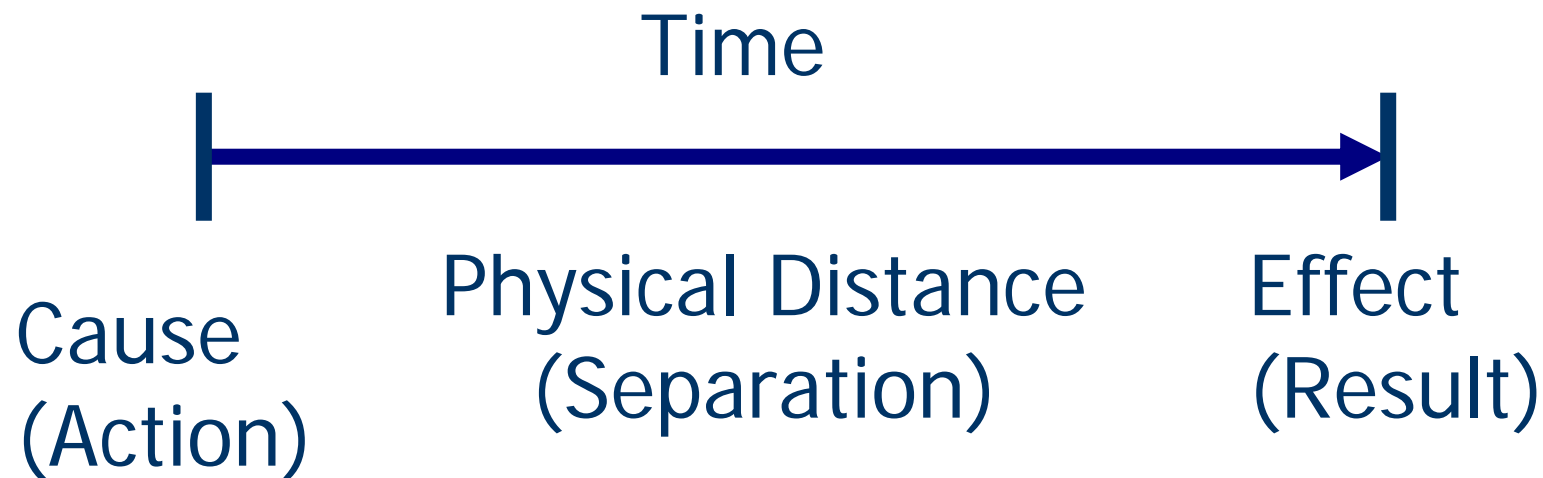
- Relevance Gap too large
- Possibility Gap too large

Cause of Possibility Gap

- Making a leap that is too large (underestimating the challenge)
 - Why would you want to go from base camp to the summit in one step?
 - The challenge exceeds belief in success
 - Exceeding normal evolutionary capability of humans
 - People are unable to adapt and learn during the journey

Cause of Relevance Gap

- Poor awareness of Cause/Effect relationship when time and/or distance is great



What do People Want and Need?

- The majority want to do good work
- To feel a sense that what they do matters (sense of meaning)
- To feel successful (to accomplish targets and goals)
- To be part of a winning team

Questions?

