



Lean Leadership – What's My Role

Supporting Our People to Embrace Change ?

Did you Know ?



Did you Know ?

- ▶ My Thoughts

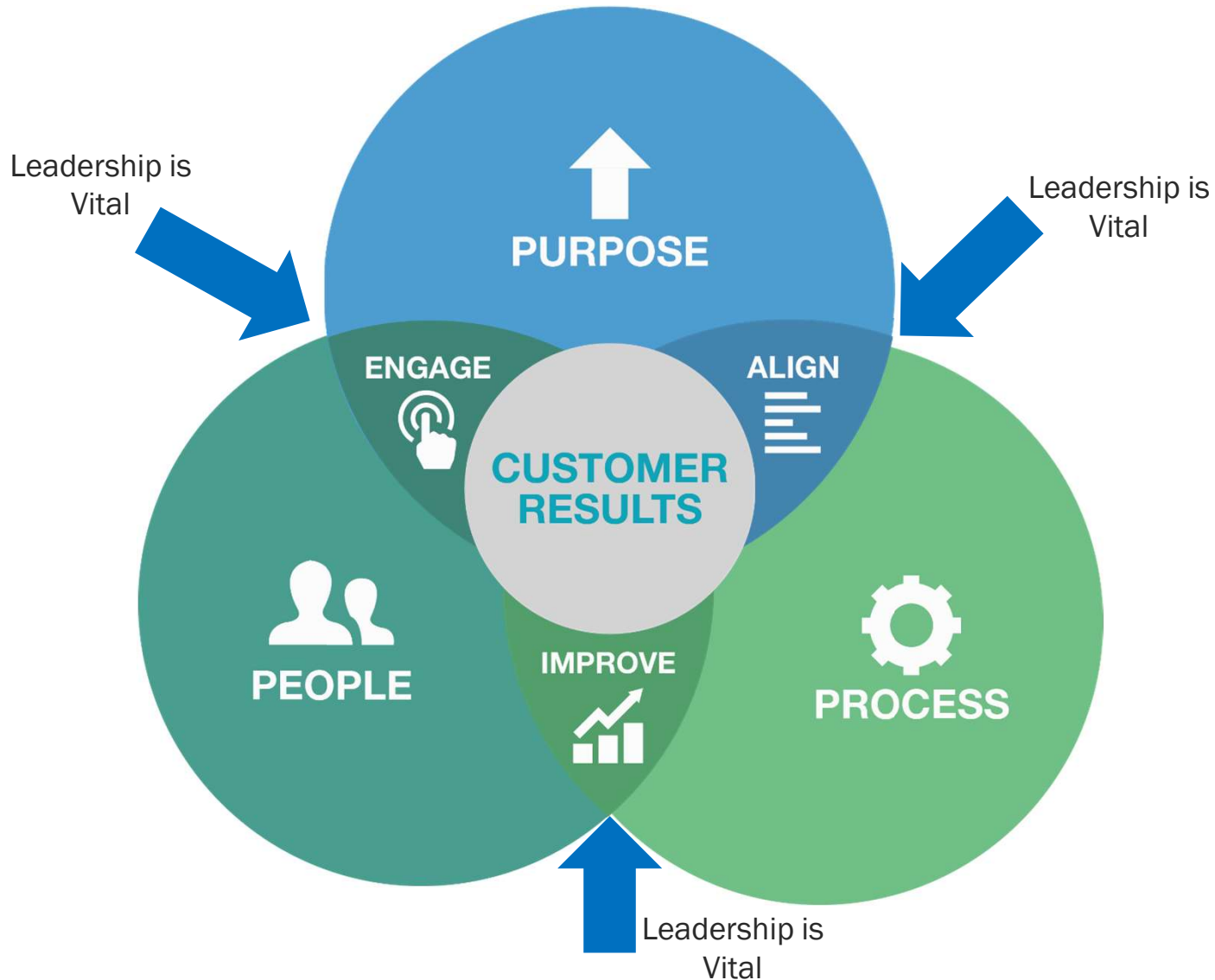
- ▶ Charles Darwin once said

 - “It is not the strongest nor the most intelligent that survives. It is the one that is the most adaptable to change”

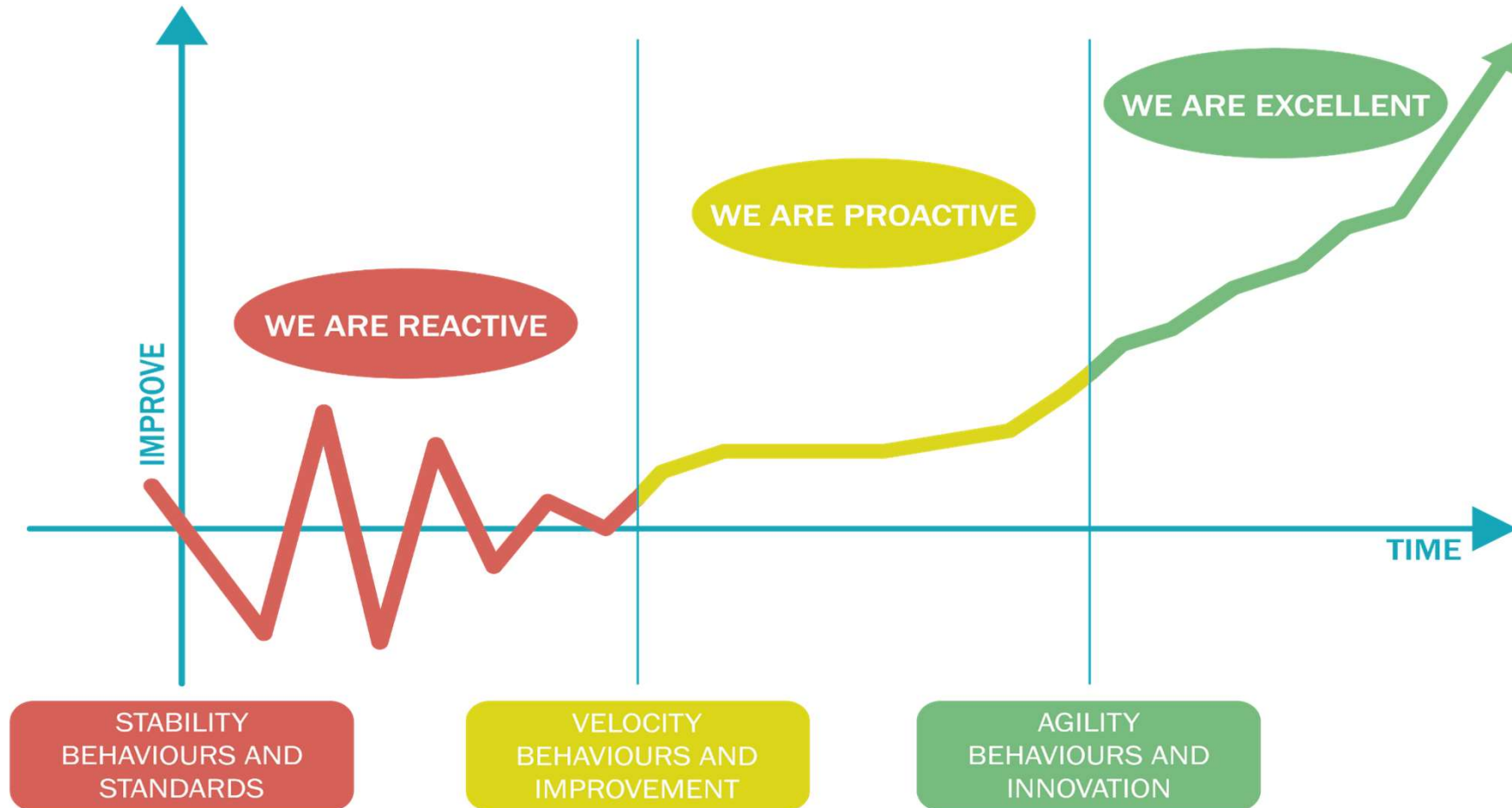
- ▶ He also said –

 - A Monkey, after getting drunk on brandy, would never touch it again, and thus is much wiser than most men.”

Our Enterprise Excellence Model



Where are you on your Journey ?



The S A Partners Improvement Journey Model [®]

Top 5 reasons for failure Enterprise Excellence Journey / Lean Journey

- Any ideas?
- What do you think is the No.1 reason?



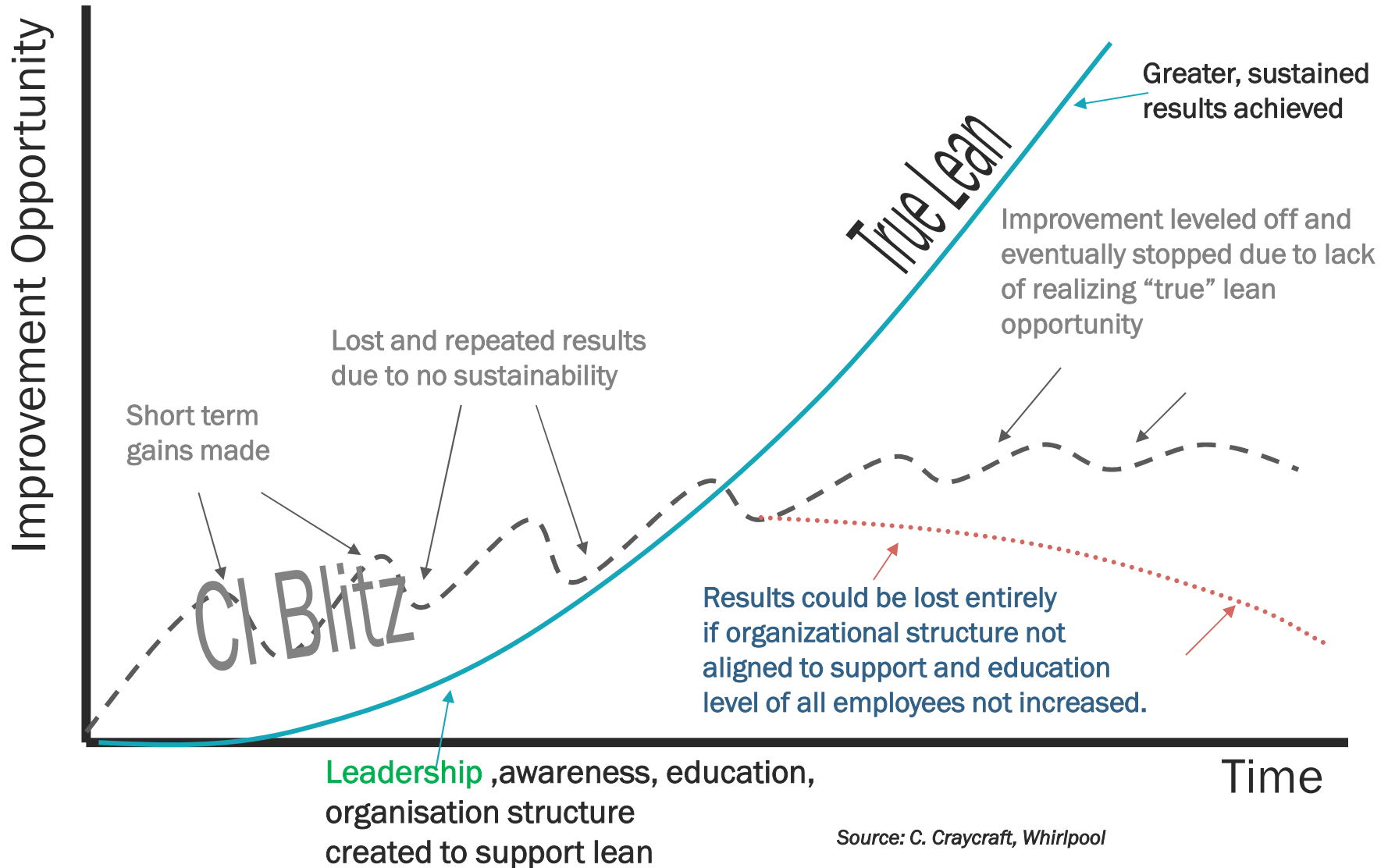
Positioning: Top reasons for failure!

- A. Lack of a clear executive vision.**
- B. Lack of an effective communication strategy.**
- C. Failure to create and communicate a real sense of urgency.**
- D. Failure to monitor and evaluate the outcome.**
- E. Failure to engage employees including champions**

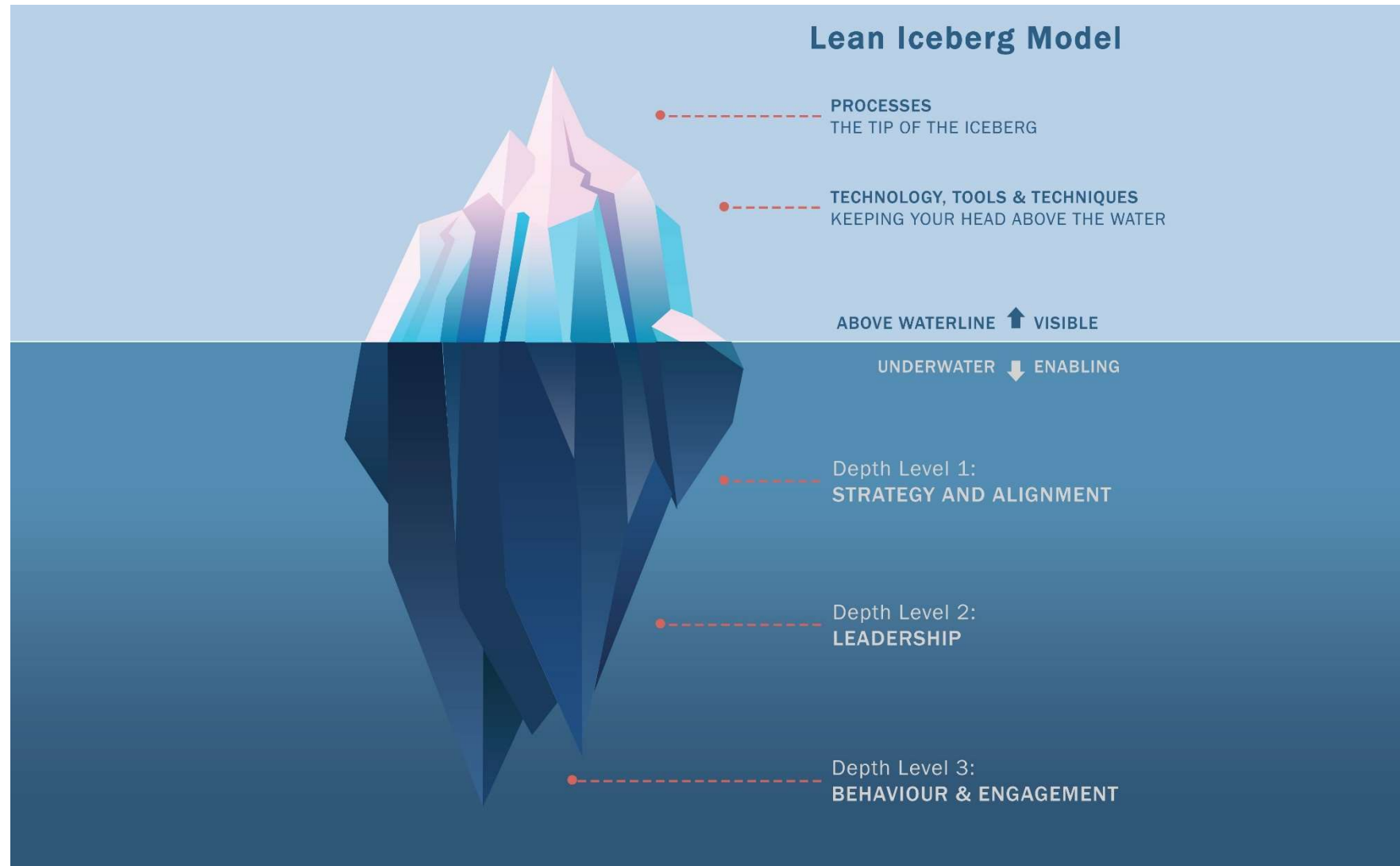
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▶ Source: Lucey, Bateman & Hines, 2005

Kaizen Blitz vs. Lean Management



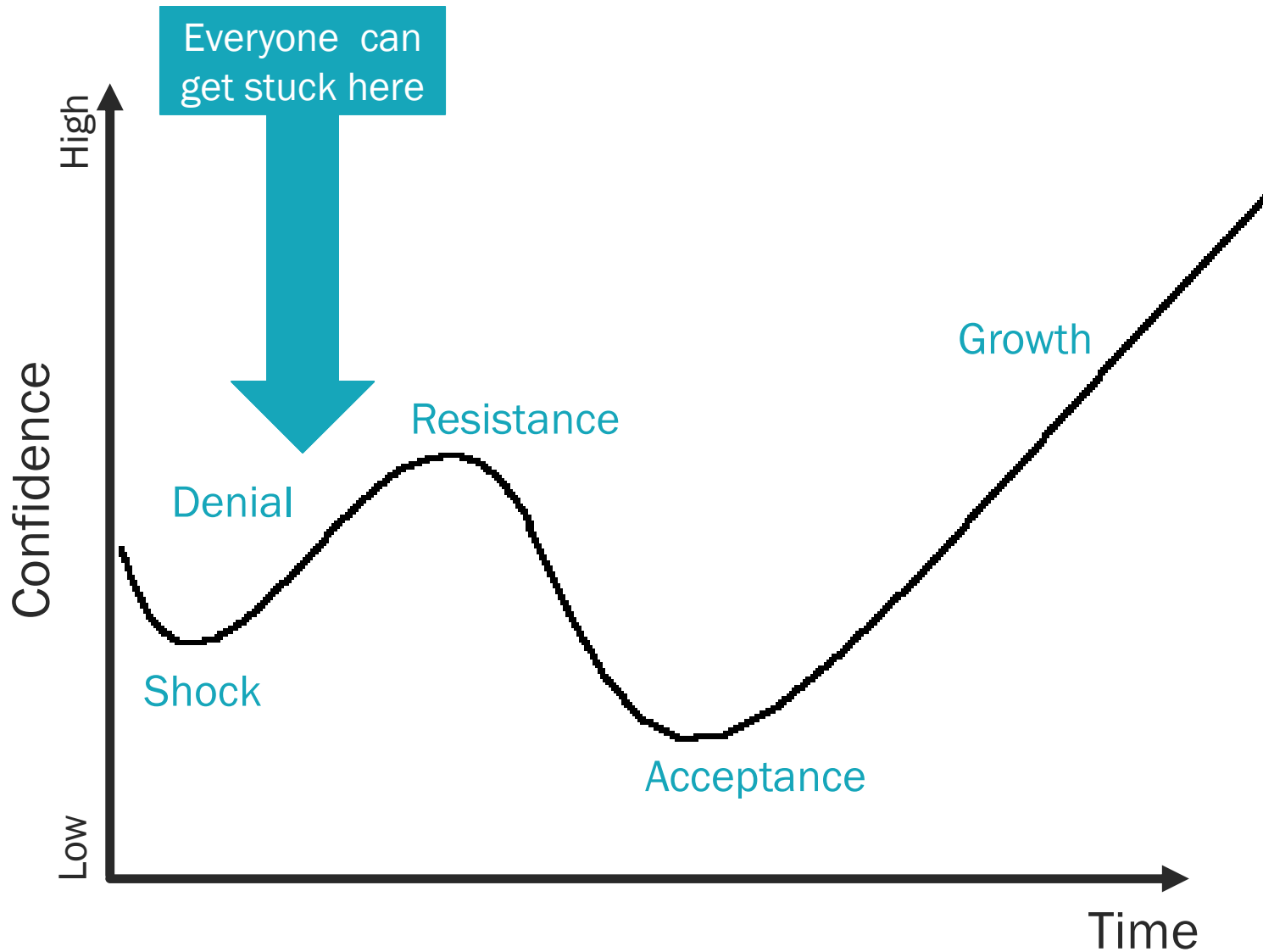
The Lean iceberg and Lean management





The Change Curve

Typical Response to Changes



Did you want to...

- ▶ Resist?
- ▶ Hide?
- ▶ Fight?
- ▶ Run?
- ▶ Comply?

Understanding Resistance

- ▶ Organisational Resistance
 - Underlying issues are lack of control & ownerships
 - Expressed as NIH (Not Invented Here)
- ▶ Political Resistance
 - When change is seen as a loss and / or a threat to the status quo
- ▶ Individualised Resistance
 - Expressed as WIIFM (What's In It For Me)
- ▶ Technical Resistance
 - That which is not understood is resisted
 - Expressed as becoming overwhelmed by highly specific details

Source: Eckes (2001)

Remember...

- ▶ Resistance is merely the expression of a lack of personal control
- ▶ If you concede control, you reduce 'resistance'
- ▶ Effective change might have more to do with 'you' than with 'them'!

How do you 'give' control for change ?

- ▶ By involving all stakeholders
 - In change – “Why”
 - In defining the nature of the problem or issue
 - In generating the solutions to the problem
 - In implement solutions

- ▶ By learning from implementation

- ▶ By encouraging stakeholders to continuously apply effort in pursuit of improvement

We need to strong
influencers ?



Lean Leader – What's my role

Excellent Lean Leadership

- ▶ What is it?
 - The 7 Habits of Excellent Lean Leadership

- ▶ Why is it important?
 - Creating the personal skill set to Lead Change underpins the Lean Toolkit.

- ▶ How is it used?
 - Define your Long Term Vision
 - Communicate it well through Policy Deployment
 - Create an Organisational Structure that supports Continual Improvement
 - Lead by Example
 - Set clear and practical Targets
 - Coach don't Fix
 - Go, Look and See your Business

The 7 Habits of Excellent Leaders

1. Long Term Vision

2. Policy Deployment (e.g.Hoshin Kanri)

3. Creating a Continual Improvement Structure

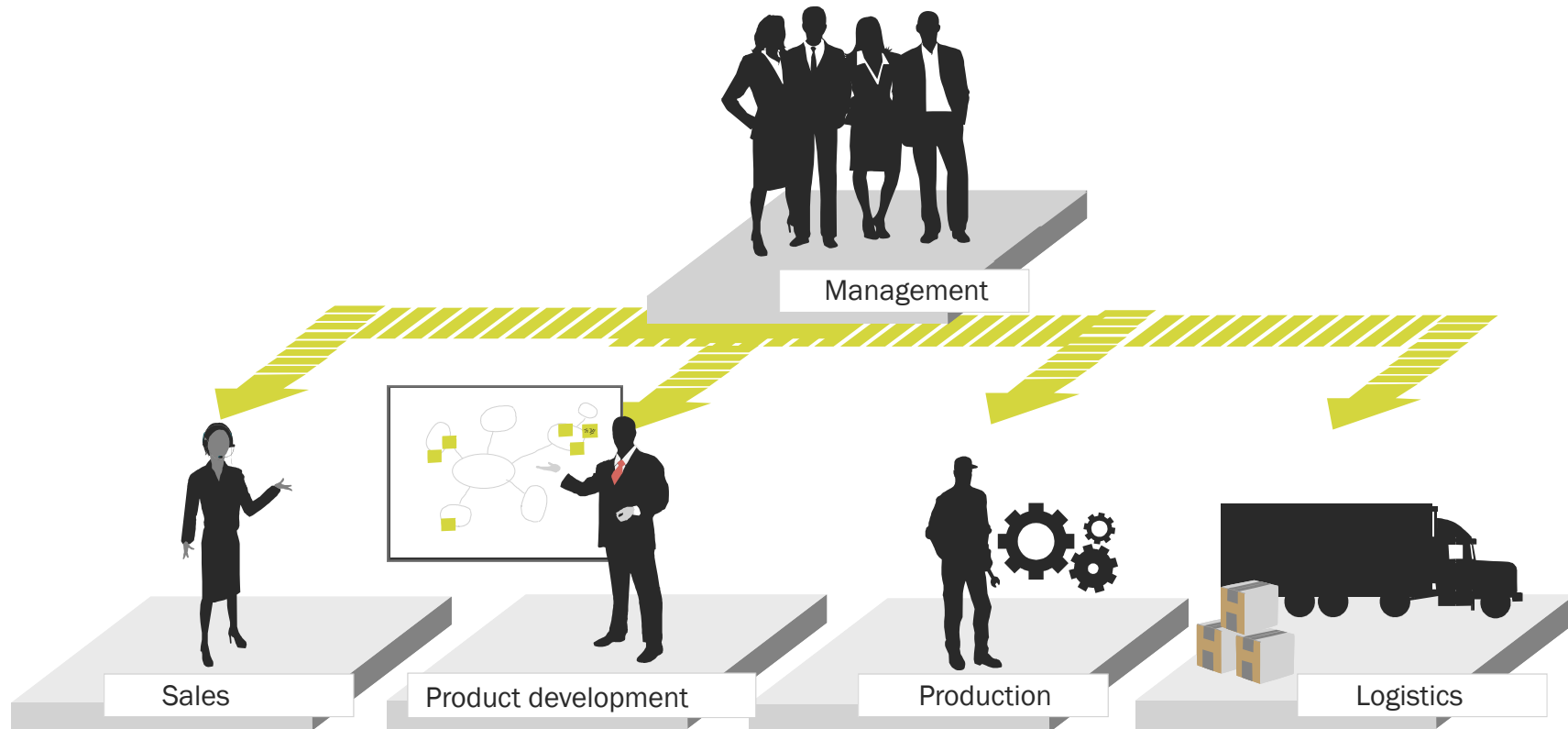
4. Leading By Example

5. Setting Clear Targets

6. Coaching for Success

7. Process Confirmation through Go, Look, See

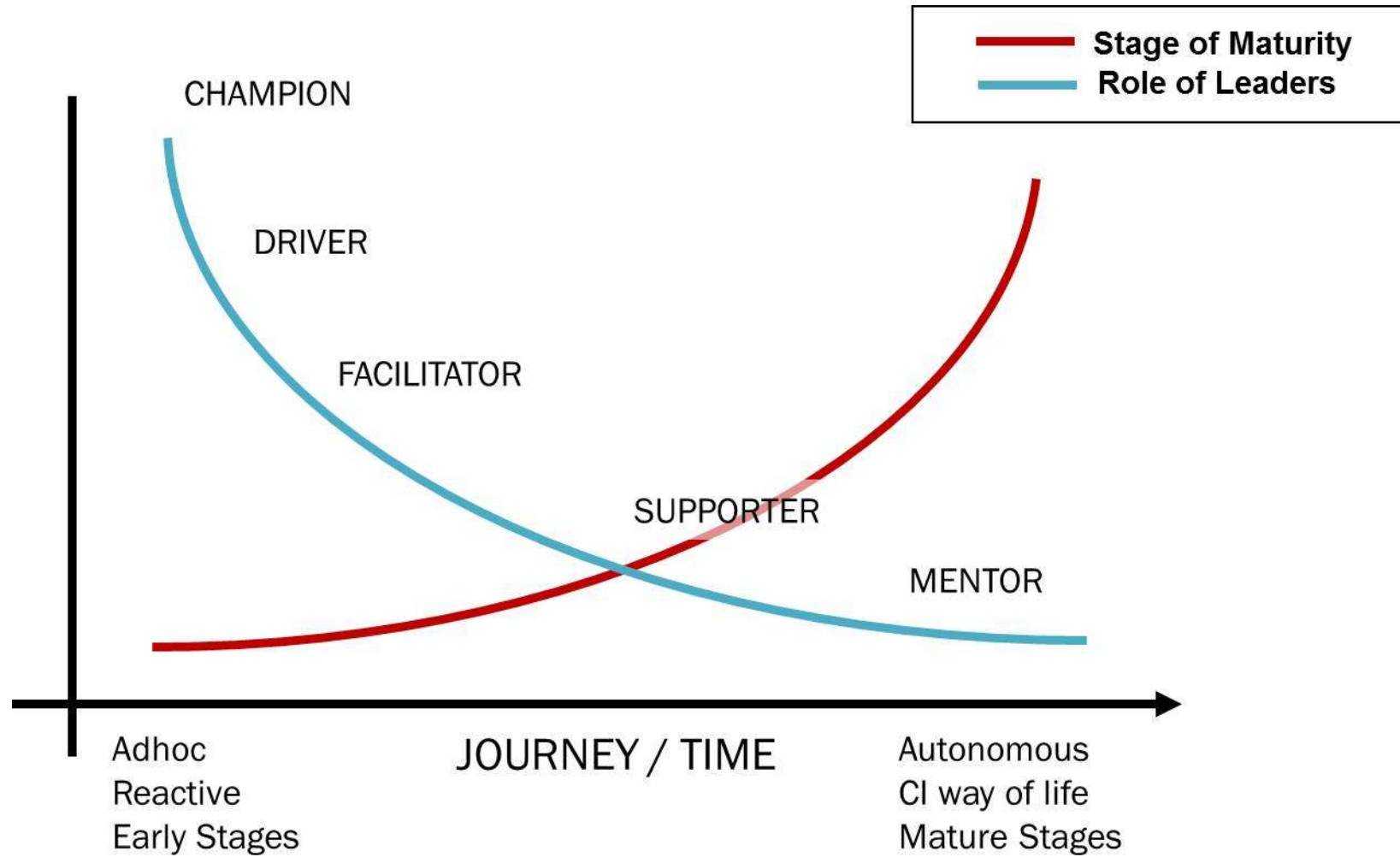
Leadership – The shadow you cast...



As leaders –

you are exemplars of the behaviours that are desired/undesired in your business

The Evolving Role of Lean Leaders





Lean Leadership

What I deliver-in leadership standards and behaviours effects culture

What Speed do you drive on the motorway ?

The standard - 70mph Maximum (In the UK)



Be honest And Truthful !!

You and Potentially Speeding

- ▶ What Speed do you routinely Drive at ?
- ▶ Why do you drive at that Speed ?



Speed on the motorway in the UK

1. >90 mph
2. 80- 90 mph
3. 71- 80 Mph
4. $< \text{ or } =70$ Mph

Background -A55 at Rhuallt Hill set for average speed camera trial

- ▶ A stretch of dual carriageway in Denbighshire experimented with an average speed camera to improve road safety without signs !
- ▶ The one-month study of cars travelling along the A55 westbound at “Rhuallt Hill” measured how many exceeded the 70mph speed limit (Standard).
- ▶ The study collected data from 394,326 vehicles
- ▶ How many were travelling at more than 70mph speed limit
- ▶ 65.2%

Why do we speed ?

- ▶ Impatience – just want to get places quickly
- ▶ Enjoy the experience of driving fast
- ▶ Racing to get to an appointment
- ▶ Believe they own the highway and do as they please
- ▶ Distracted or daydreaming
- ▶ Thrill seeking - Showing off for friends
- ▶ Curious about going really fast
- ▶ Road rage – racing someone else
- ▶ Just doing what everybody else is doing
- ▶ Poor judgement after drinking or taking drugs

What Speed do we drive when there are speed Cameras at 30mph?

The Standard is 30mph or below





Why don't we speed where there are cameras ?

Why don't we speed in a controlled area ?

Why don't we speed ?

- ▶ Our Beliefs or Attitude

 - ▶ Social pressure to confirm to the standard

 - ▶ Consequential management
 - Speed awareness
 - Speeding Fine
 - Involved in an accident
- } Only 50% effective
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- ▶ In reality its our Mindsets and Behaviours and the environment we operate in is the most important

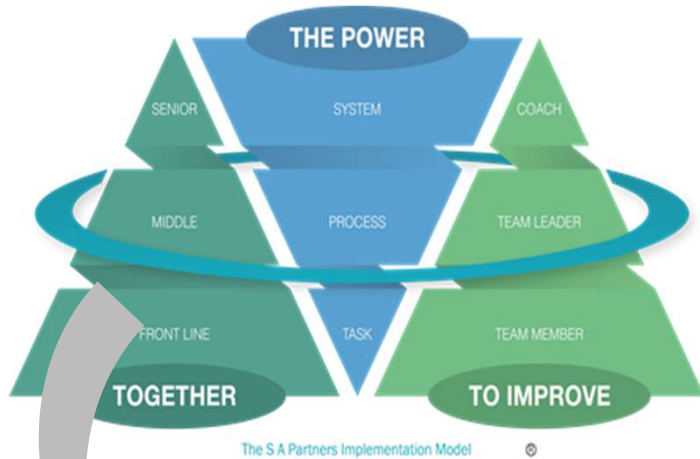
► Its about us

Taking accountability as a team or an individual in developing ,applying and maintaining standards

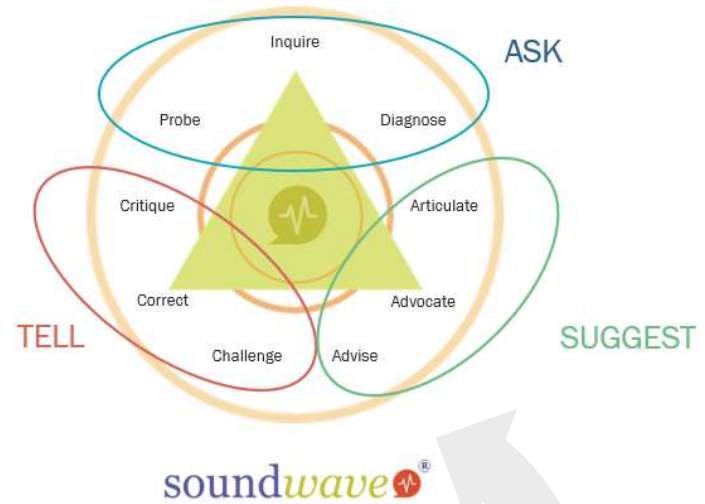
Supreme Court Justice - Oliver Wendell Holmes
“handwashing”

How We lead is a skill we can develop

Our Systems



How we talk and listen



Our Leadership



Quote...

“ Management is doing things right,
Leadership is doing the right things ”

Peter F Drucker
Writer and Social Ecologist





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