Lean Thinking 4.0

Robert Brown, PhD

Author of *The People Side of Lean Thinking* and *The HST Model for Change*
People Working Together
Why Are We Here?

- Many do not like Lean Thinking
- Lean Thinking should be constantly improved
- Lean Thinking is operating at maybe 30 percent efficiency

- What about people interactions?
What We’ll Cover

• Survey of Lean 1.0, 2.0 and 3.0
• Define Lean 4.0
• Implement Lean 4.0
Lean 1.0

The Toyota Production System
Shigeo Shingo

Taiichi Ohno

Henry Ford
Shigeo Shingo

“The most dangerous kind of waste is the waste we do not recognize.”
Taiichi Ohno

Seven Production Wastes

Transportation
Inventory
Movement
Waiting
Over-processing
Over-production
Defects
Lean 1.0
Meager People Interaction Elements

• A3
• “Respect for People” (change jobs)
• “Decide slowly; act quickly”

But on the **plus side**, the effort is to have machines work, while people problem solve
Lean 2.0

The Toyota Production System exported to US production companies.
Primary Resource

Womack and Jones:
*The Machine that Changed the World*
*Lean Thinking*

Bob Emiliani:
Just about anything he has written
The Promotion of Lean Thinking

Chihiro Nakao
Shingijutsu
Lean 2.0
Meager People Interaction Elements

• Used to reduce head counts, supplies and other resources
• Little “respect for people” efforts
Lean 3.0

The Toyota Production System applied to nonproduction companies, healthcare, government, retail, etc.
The Errant Medical Assistant
Please comment on the waste created by bad bosses.
Lean 3.0
Meager People Interaction Elements

Same as Lean Thinking 2.0

But on the plus side, we have hints as to what should be included in Lean Thinking 4.0
Is there waste in this photograph?
The eighth waste: Under use of human potential
Significant Differences

VS.

VS.
The **CRITICAL** DIFFERENCE
Process Improvement
The CRITICAL DIFFERENCE

In my opinion...
People Interactions

?
Every process should have a tool
LEAN FOR PROCESS IMPROVEMENT

AND

LEAN FOR PEOPLE INTERACTIONS
Lean 4.0

1. “Lean Thinking” created in-house

2. Lean Thinking tools and concepts (and culture) applied to people interactions.
Mistake-Proofing People Interactions

• Use a tool
• Make it standardized
• Self check
• Successive check
Covey Delegation Model

- Desired Results (not methods)
- Guidelines
- Resources available
- Accountability
- Consequences
Lean Thinking 4.0

Our approach balances the seven Production wastes with seven People Assets.
The Seven People Assets

TEAMWORK
LEADERSHIP
COMMUNICATION
PROBLEM SOLVING
ENGAGEMENT
REWARD
KNOWLEDGE
Asset: Teamwork

Tool: The Four Part Teaming Model™

1. Compelling Task
2. Sense of Membership
3. Influence on the Team
4. Personal Reward
Asset: Communication
Tool: Feedback

Dr. Bob’s *Glorious* Feedback System

<table>
<thead>
<tr>
<th><strong>Giver</strong></th>
<th><strong>Receiver</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask</td>
<td>Answer</td>
</tr>
<tr>
<td>Describe behavior</td>
<td>Listen</td>
</tr>
<tr>
<td>Describe outcome</td>
<td>Keep listening</td>
</tr>
<tr>
<td>Ask relevant question</td>
<td>Thank</td>
</tr>
<tr>
<td></td>
<td>Decide action</td>
</tr>
</tbody>
</table>
Asset: Problem Solving
Tool: Harnessing the Speed of Thought®

1. Identify the Issue
2. Define the Goal
3. List Hurdles/Concerns
4. List Possible Solutions
5. Choose Best Solution
7 People Assets and Tools

Teamwork
Leadership
Communication
Problem-solving
Engagement
Reward
Knowledge

4-Part Teaming Model
Ob-Quest
Feedback
Harnessing the Speed of Thought
Personal mission statement
Personal Reward (team)
Skills map (including leadership)
Implement Lean 4.0
Is it hard to do?
Most Cited Issues

• People don’t like change
• Poor leadership
• Tepid buy-in
Negative Emotions of Change

• Sense of loss
• Anger
• Frustration
• Helplessness
• Anxiety
• Fear
Positive Emotions of Change

• Inclusion
• Comfort
• Excitement
Change Models

- John Kotter’s eight steps
- Jeff Hiatt, ADKAR
- Bob’s HST Model
HST Model for Change

- Change has to make logical and emotional sense from beginning to end to everyone involved.
- Change has to be led by informed leaders and implemented by high-performing teams
HST Two Essentials

1. The Change must make logical and emotional sense *from beginning to end* to everyone involved.
IMPORTANT FIRST STEP OF EVERY CHANGE

Sell the Gap

Between where you are now and where you would like to be
Asset: Problem Solving
Tool: Harnessing the Speed of Thought®

1. Identify the Issue
2. Define the Goal
3. List Hurdles/Concerns
4. List Possible Solutions
5. Choose Best Solution
HST Two Essentials

2. The change must be guided though teams and leaders.
Teams

• Mutual goal
• In it together
• Peer accountability
Leaders

• Make logical and emotional sense of the change
• Lead teams
• Ensure sustainability
Leaders

• Has the best leadership skills
• Gets constant feedback
• Is highly motivated
• Has lofty goals that make the effort worthwhile
• Knows when to lead and when to follow
• Has confidence that the goal will be reached
• Is willing to make mistakes, but not horrible ones
• Maximizes the leadership of everyone
• Acts from a set of universal values
Implement

• Pick an Asset (after defining the GAP)
• Discuss enhancing it
• Decide how to enhance it (tool, standard work, etc.)
• Do it
• Repeat as desired
STOP!
What is Really Happening?

• Not suppressing or containing ideas, but

• Enabling more effective presentation and implementation of ideas
Conclusions

• People interactions are important
• People interactions can be improved
• Lean tools and concepts can be used to improve people interactions
Inspiring Video
Athena Group
Thank You!

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Comments? Questions?

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