



# Lessons in Leadership

## *Lean: It's Human*

August 21, 2014

Lacey, Washington

Jon Miller

# A Little About Me

1971: Born in Japan

1993: Began as Japanese-English interpreter

1998: Started company Gemba Research in Seattle

2011: Merged GR with Kaizen Institute

Today: Global leadership role with Kaizen Institute

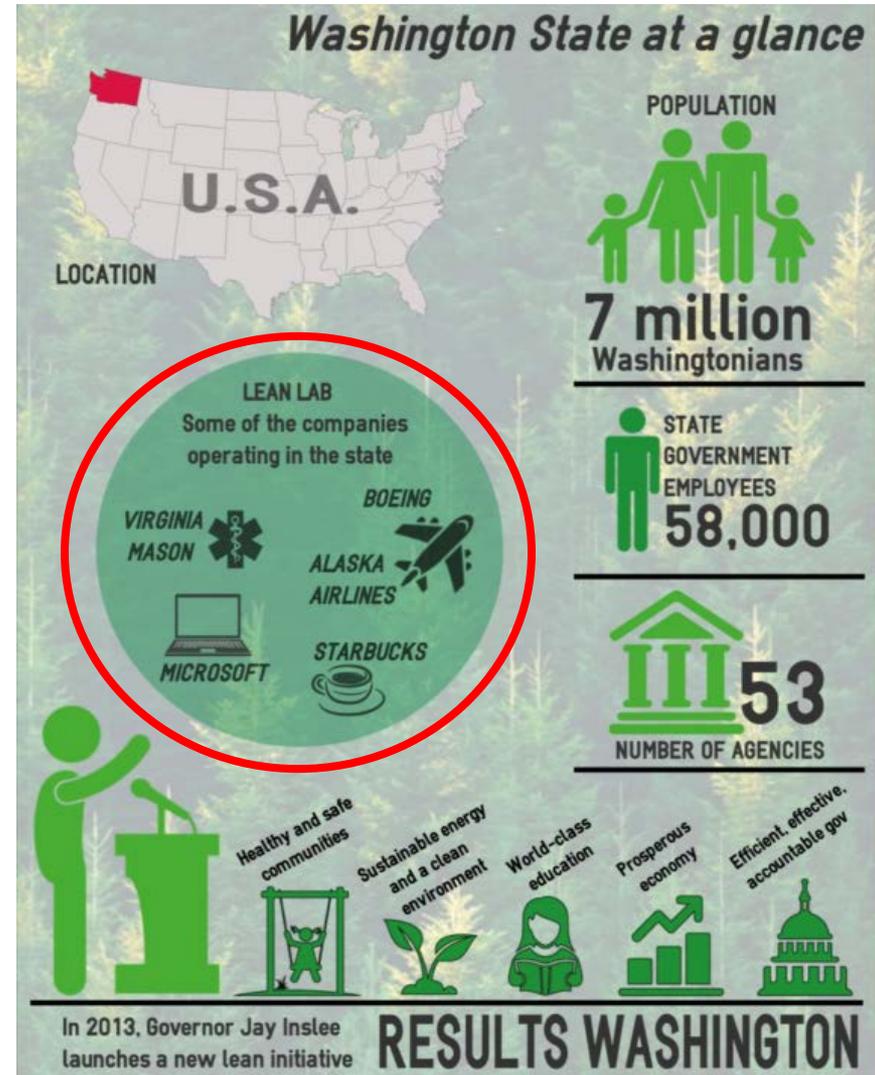
# How I Sold Lean, Back in the Day

- ✓ It's proven
- ✓ It's logical
- ✓ It's human

# It's Proven

Kaizen Institute...

- Enabling lean since 1985
- Offices & teams in 32 countries
- Customers in 50+ countries
- Serving industries including
  - Manufacturing
  - Construction
  - Logistics
  - Retail
  - Telecommunications
  - Food & beverage
  - Hospitality
  - Entertainment
  - Government
  - Healthcare
  - Farming
  - Mining
  - Oil & gas

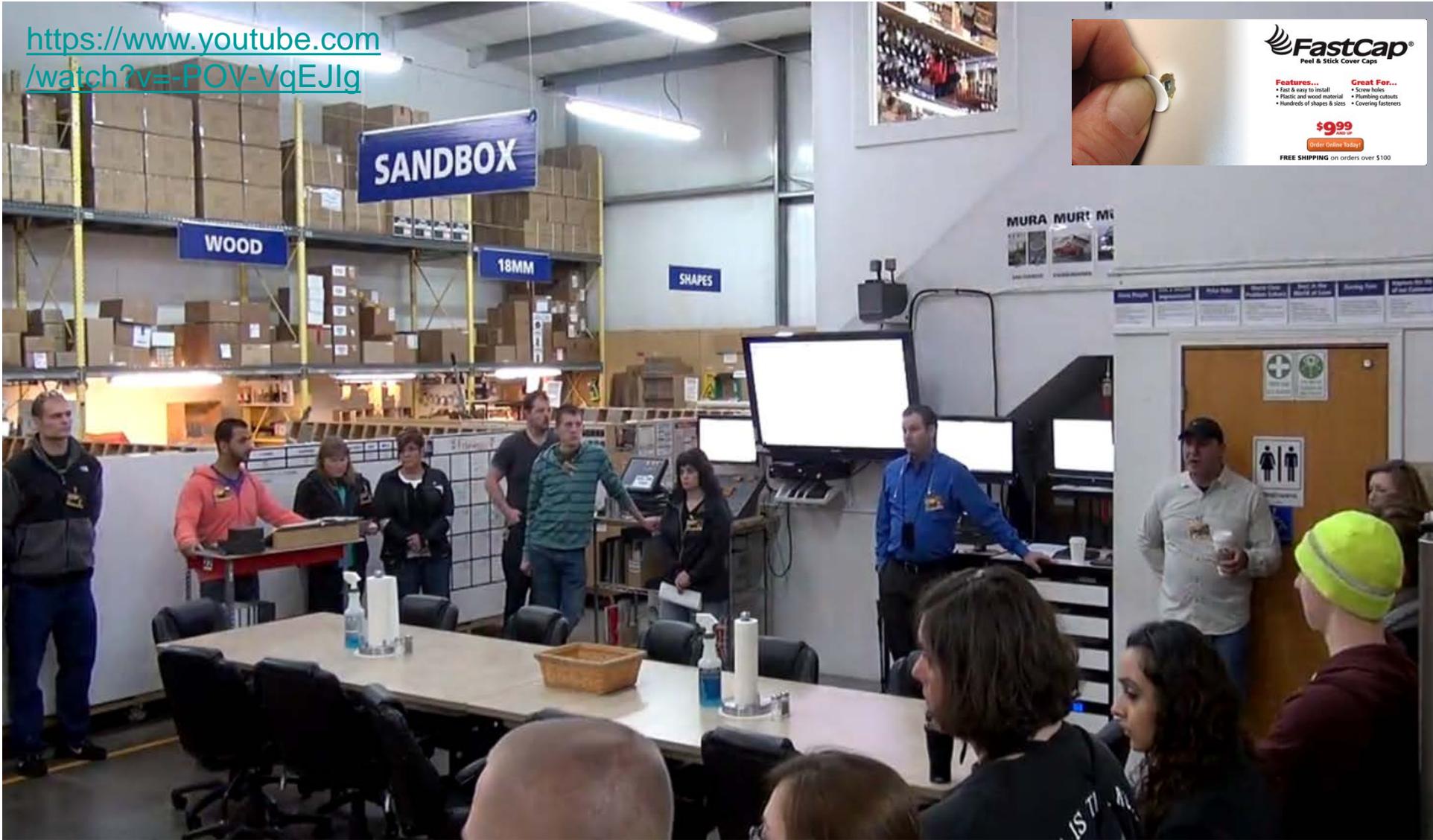


# Proof of Using the Power of Lean for Good



<https://www.youtube.com/watch?v=EedMmMedj3M>

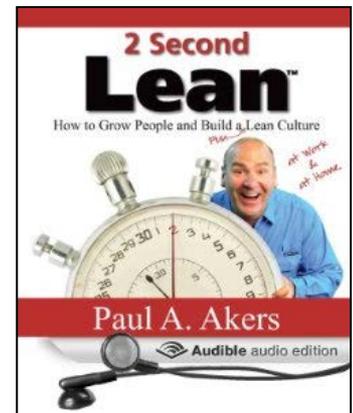
<https://www.youtube.com/watch?v=-POV-VqEJlg>



Local proof at FastCap. 56 employees. 1 hour daily morning meeting,  
2 second improvement by everyone

# Four Things a Lean Leader Must Say Regularly

1. Great job, I appreciate the work you are doing.
2. That is a great idea.
3. I like your idea better than mine.
4. I'm wrong, you are right, I learned something.



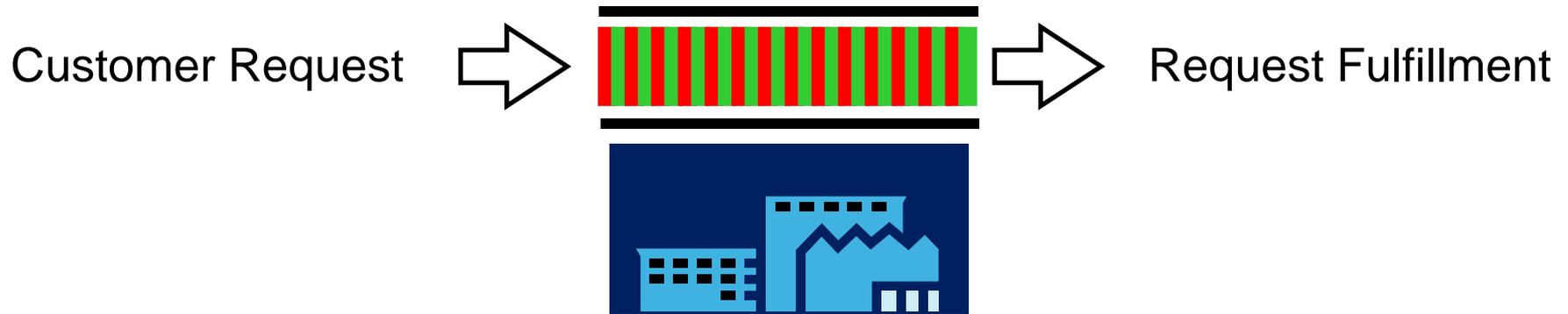
# Lean Leadership Lessons from FastCap

A lean leader is

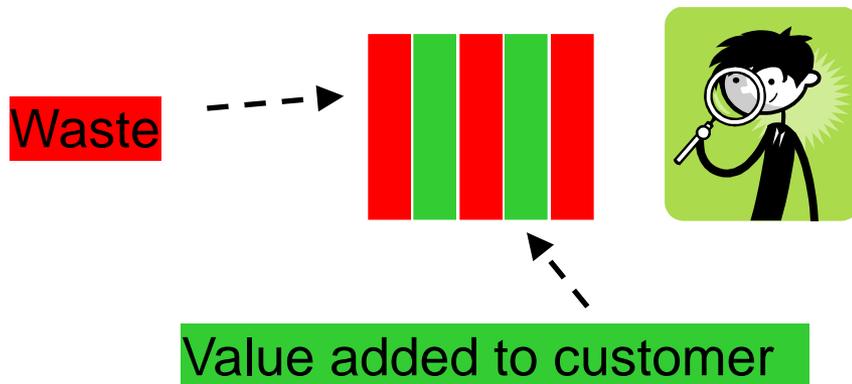
1. Very hands-on, leads by example
2. Empowers the whole team to make changes
3. Invests time every day to build the competence of his people
4. Clearly and simply communicates expectations  
– 2 second improvement
5. Not afraid to say, “I don’t know” or “I don’t understand”

# It's Logical

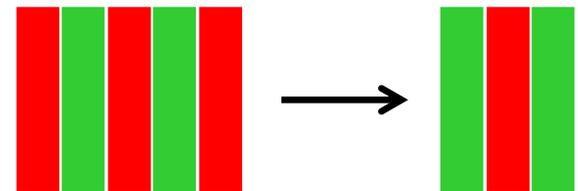
1. Examine the total work stream from the customer's viewpoint



2. Distinguish value from waste



3. Try a better way (less waste)



# Mise en place



“For A More Ordered Life, Organize Like A Chef”

<http://www.npr.org/blogs/thesalt/2014/08/11/338850091/for-a-more-ordered-life-organize-like-a-chef>

# Slow Down to Speed Up

"The world is a giant gerbil wheel right now. If we just became a little bit more organized, a little bit more *mise-en-place*, and understood what we really need to do and only did those things, we would have more time what's important".

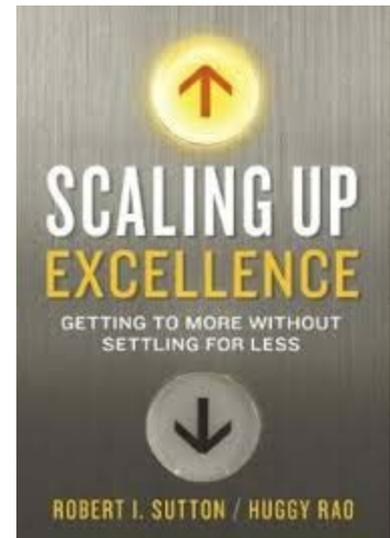
“For A More Ordered Life, Organize Like A Chef”

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# Sounds Simple. How to Scale it to 58,000 WA State Employees?

“The larger you become as an organization, the more likely the smart people in the company to become dumb.”

Huggy Rao, Stanford Professor of Organizational Behavior



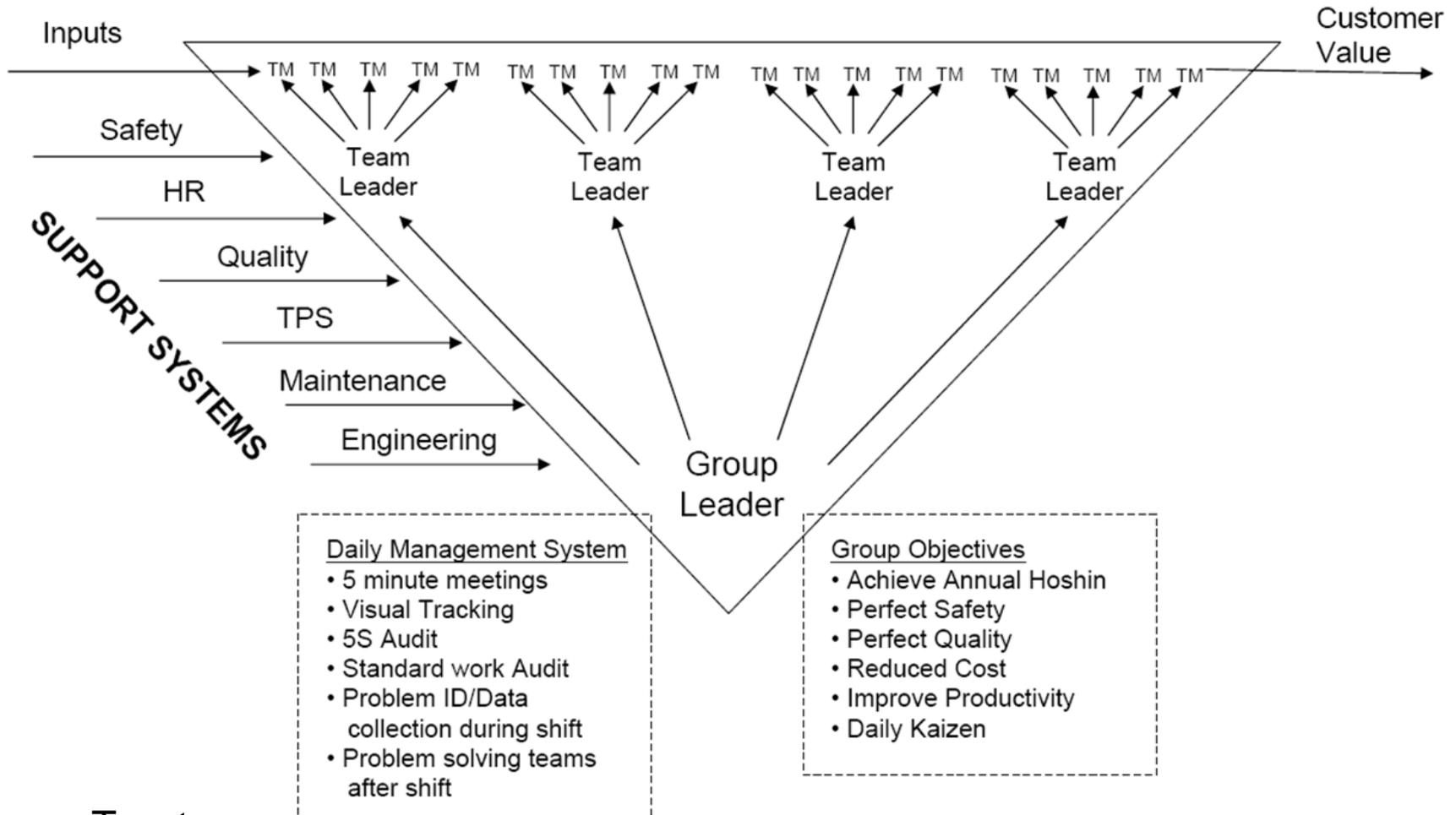
# Dunbar's Number



*The maximum number of people with whom you can have a meaningful relationship.*

Source: anthropologist Robin Dunbar

# Proven, Logical & Human-centered Team Design



Source: Toyota

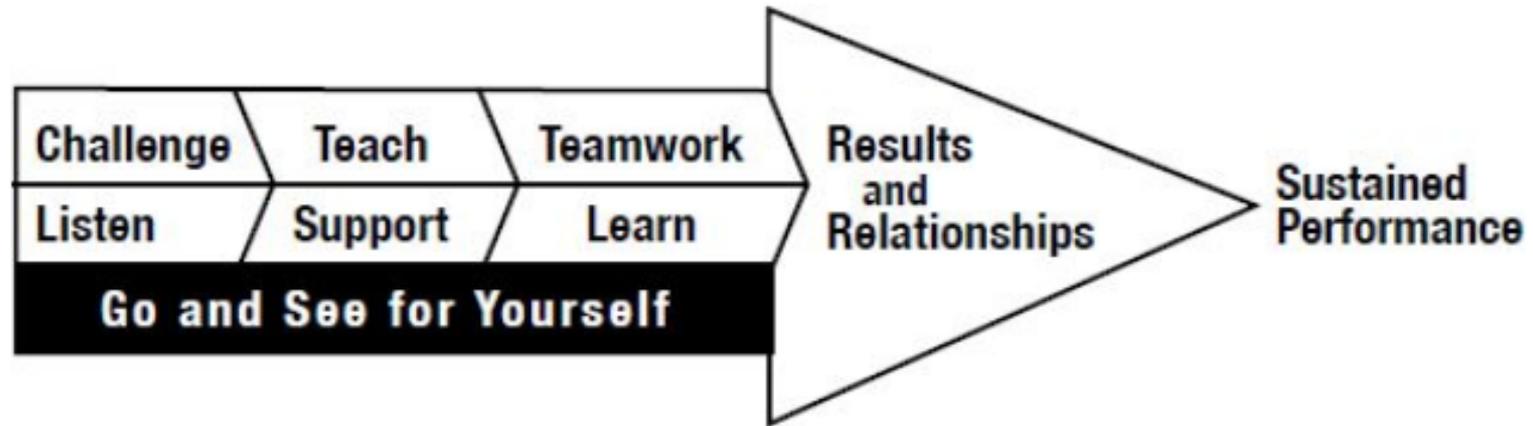
# Lean Leadership & Respect

“But practiced at its highest level, *mise-en-place* says that time is precious. Resources are precious. Space is precious. Your self-respect and the respect of others are precious. Use them wisely. Isn't that a philosophy for our time?”

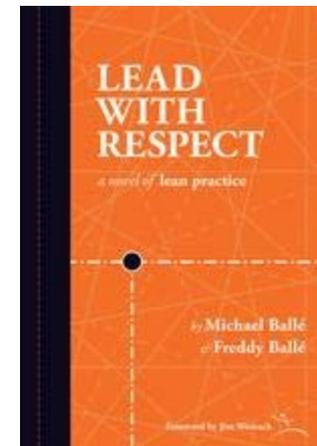
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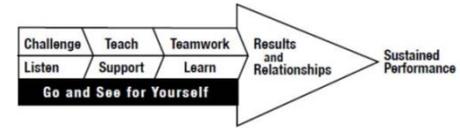
# Seven Practices of “Lead with Respect”



*Lead with Respect: A Novel of Lean Practice,*  
Michael Balle and Freddy Balle



# Seven Practices of “Lead with Respect”



#	Practice	Key Points
1	Go and see	recognize that work takes place within a context, and that people make results, lead from the front
2	Challenge	give clear direction, define success, get agreement on the problem to solve
3	Listen	see the obstacles through other people’s eyes – not always agree but understand / empathize
4	Teach problem solving	root cause analysis, think like leaders
5	Support	engage people, giving ownership, allow failure
6	Teamwork	develop people’s skill to work with other people
7	Learn	removing leader’s mental barriers about what is possible / what people can do, personal growth

*Lead with Respect: A Novel of Lean Practice*, Michael Balle and Freddy Balle

# Lean Leadership is Servant Leadership

## Taoism

“The wise leader is self-effacing and few of words. When his task is accomplished and things have been completed, all of the people say, ‘We ourselves have achieved it!’”

## Christianity

“Whoever wants to become great among you must be your servant, and whoever wants to be first must be servant of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”

## Islam

“The leader of a people is their servant.”

# Achieving Greatness



[http://www.youtube.com/watch?v=OqmdLcyES\\_Q](http://www.youtube.com/watch?v=OqmdLcyES_Q)

*Turn the Ship Around! A True Story of Turning Followers into Leaders, David Marquet*

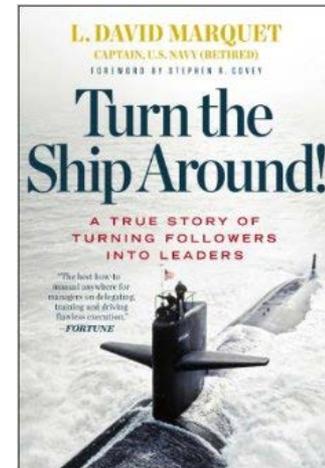
# Submarine Video Summary

- **Control**. Give control, don't take away control.
- **Competence**. Build technical competence in the workplace.
- **Clarity**. Be honest, public and clear about the organization's goals.
- **Courage**. Resist the urge to follow cultural stereotypes of the "in charge" leader.

Source: <http://davidmarquet.com/>

# Rewriting the “Organization’s Genetic Code for Control”

1. Collect the organization’s policy documents where decision-making authority is specified
2. Identify decisions that are candidates for being pushed down to the next lower level
3. Draft language that changes who will have decision-making authority
  - Large decisions may need to be broken down to smaller ones
4. Ask everyone to write down, “When I think about delegating this decision, I worry that...”
5. Sort, rank and address these concerns / obstacles



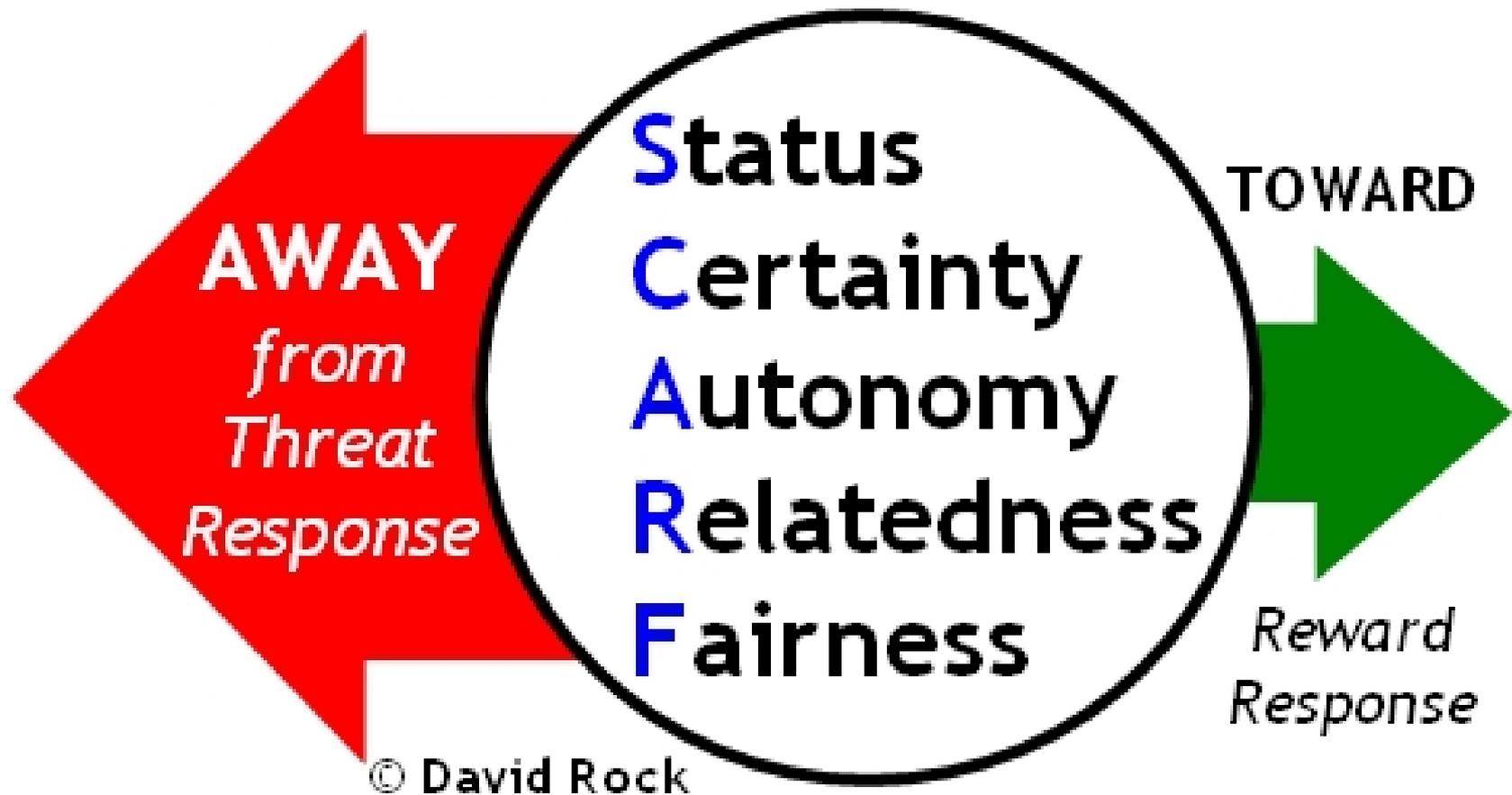
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- Why is it so difficult to give away control?
- How can we overcome our own resistance to this?

# Make Friends with a SCARF Model



# SCARF Model of Social Threats and Rewards



Source: <http://www.davidrock.net>

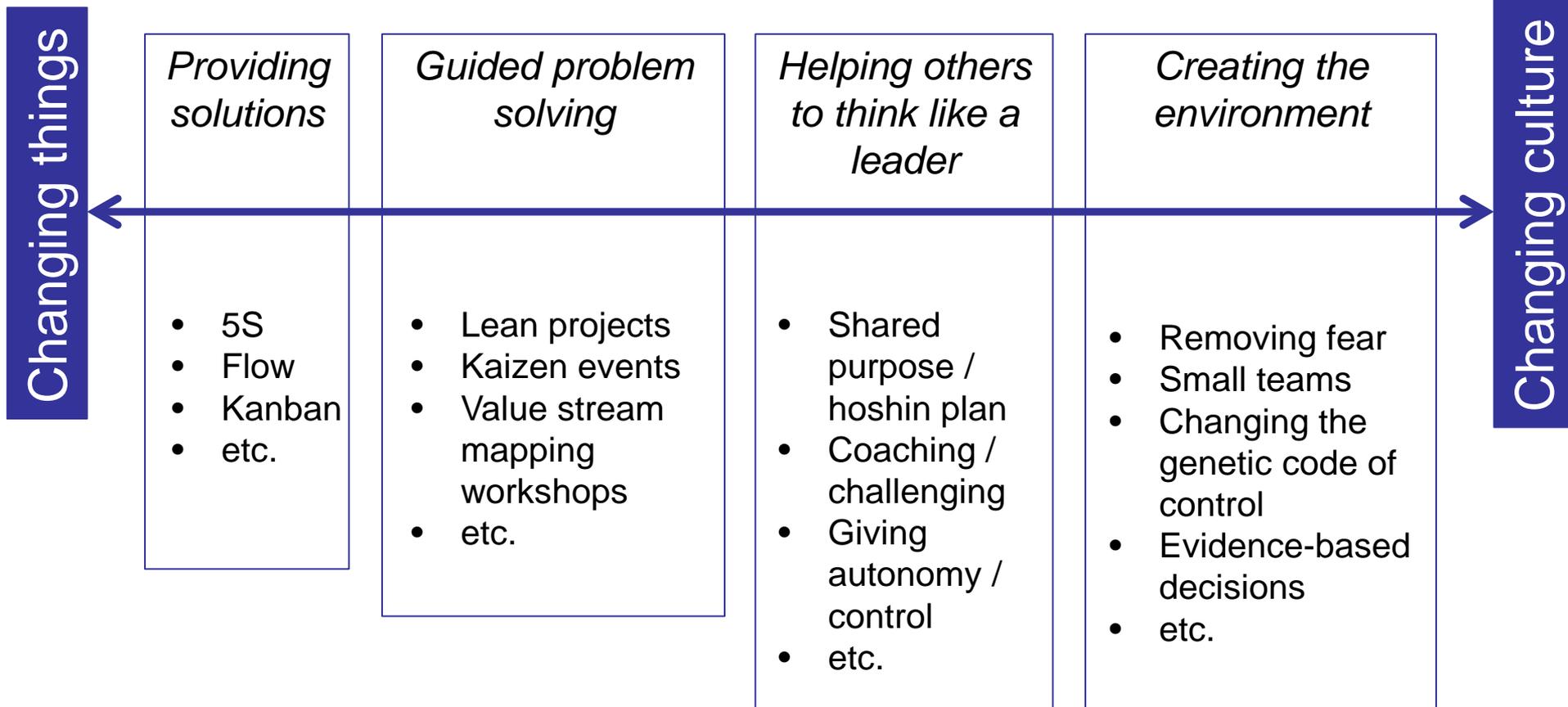
# SCARF Model of Social Threats and Rewards

# Social Need	Description	Lean Leadership Actions
1 <b>Status</b>	Relative importance to others	As servant leader replace “boss” status with “coach / teacher” status
2 <b>Certainty</b>	Ability to predict the future	Develop competent people you can rely on, clarity of mission
3 <b>Autonomy</b>	Sense of control over events	Decision-making at front lines
4 <b>Relatedness</b>	Sense of safety with others – friend or foe?	Smaller teams, customer-focused alliances (value stream teams)
5 <b>Fairness</b>	Perception of fair exchange with others	Be fair, communicate & listen

# Questions to Ask as a Lean Leader

- What is my appropriate team size?
- How well does my team show mutual respect?
- How clear is the mission to everyone?
- How competent are my team members?
- What is our genetic code for control?
- How can we develop people every day?
- Where can we apply *mise en place* better?
- How well do we minimize social threats?

# Where are You on the Spectrum of Lean Activities?



# It's Human



# 花よりも花を咲かせる土となれ

(hana yorimo hana wo sakaseru tsuchi to nare)

*Rather than a flower*

*You must become the soil that*

*Makes the flowers bloom*



Humility

Humilitas

Humus

# Thank you & good practice

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