

Lessons in Leadership: Lean Leader's Role in Value Stream Mapping
Breakout Team (BOT) Question Responses
April 17, 2012

BOT #1: [What should leaders expect during a VSM workshop?](#)

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BOT #1: What should leaders expect during a VSM workshop?

The table below lists the prompt questions and the participant responses in BOT #1 breakout session.

Prompt Question	Participant Responses
Why are we doing this?	<ul style="list-style-type: none"> • see things differently • identify improvements and opportunities for decreasing inefficiencies and adding value
What does the pre-work look like? What's the level of senior leadership commitment?	<ul style="list-style-type: none"> • define scope, customer, and roles • collect data – baseline • identify team – engagement • education/communication
How do we build a team? Who is on the team?	<ul style="list-style-type: none"> • customer • SMEs • staff involved in the process – all critical workers represented
How do we kick off this event?	<ul style="list-style-type: none"> • senior leaders demonstrate support • commitment to scope • process charter • all included and involved
You have an investment in time and money in this effort. What are your expectations for an outcome?	<ul style="list-style-type: none"> • employees energized, feel time well spent • personal investment/buy-in • organizational learning • current and future state maps • implementation plan, key actions/steps • be totally involved (beginning, middle, and end), support • viable success

BOT #2: How can the leader best support the improvement implementation effort?

The table below lists the prompt questions and the participant responses in BOT #2 breakout session.

Prompt Question	Participant Responses
What do I do to make sure the improvement team has the best chance for success?	<ul style="list-style-type: none"> • kick-off message/cheerleading for the team • involve the right people • ask them what resources they need to be successful • project lead
What is my role in developing an atmosphere of success?	<ul style="list-style-type: none"> • positive attitude/humility • leaders educating themselves about Lean • help team to limit scope • check-ins • regular communication (multiple)
OK, so the team is done and has presented me with their recommendations. What now?	<ul style="list-style-type: none"> • prioritize • implement (who, what, when...) • empower the team to make and implement some decisions • schedule time
How do I recognize and celebrate their achievements?	<ul style="list-style-type: none"> • small gatherings (may bring food if appropriate) • public announcements (i.e. articles, kudos page, use of internet) • executive management thank yous • final team report outs • include potential additional focus areas

BOT #3: How do I help ensure stability of improvements?

The table below lists the prompt questions and the participant responses in BOT #3 breakout session.

Prompt Question	Participant Responses
What actions can I take to help make sure the improvements don't unravel?	<ul style="list-style-type: none"> • help to see value/investment • continue to measure success • have regular touchpoints • have future state map displayed in clear view • routine checks • own it, be an example • clear evaluation of changes and communicate to organization, especially those impacted
What kinds of Key Performance Indicators (KPIs) would I want?	<ul style="list-style-type: none"> • customer satisfaction • improve/get worse "smart" indicators • reduced waste/time "smart" indicators • profitability "smart" indicators • team morale • things that really matter – customer, employee, stakeholders, etc.
What are the cultural aspects of Change Management?	<ul style="list-style-type: none"> • communicate changes effectively <ul style="list-style-type: none"> ○ show successes/improvements ○ have employees help deliver the message, team present to management ○ keep customers involved, let them tell their story, "how are we doing?" • create a continuous improvement environment <ul style="list-style-type: none"> ○ recognize and celebrate employees who taking risks and being part of the team ○ team meetings to discuss metrics ○ publicize ○ add to job elements ○ leaders create culture • ask employees to identify other issues • press releases, etc. to tell the story, keep in forefront
How do I handle people who want to roll back change (spoilers)?	<ul style="list-style-type: none"> • understand why not wanting to change • identify personal barriers • one-on-one talk • give a specific role/empower

BOT #4: What are critical actions of leaders before, during, and after a VSM workshop?

The table below lists the prompt questions and the participant responses in BOT #4 breakout session.

Prompt Question	Participant Responses
What specific actions do I take at project conception/inception?	<ul style="list-style-type: none">• define scope, be willing to adjust
What specific actions do I take during team selection and team building?	<ul style="list-style-type: none">• identify participants – all levels• engage executive sponsor (decision making level)• include mid-management level
What specific actions do I take during the event?	<ul style="list-style-type: none">• include kickoff, tell people why you are doing it• address change management – be clear about commitment to making changes, may include cultural changes in addition to process changes
What specific actions do I take after the event (follow up and follow through)?	<ul style="list-style-type: none">• implementation plan and actions, identify who does what by when• check-ins defined• celebrate lessons learned

BOT #5: How do I manage cross-functional value streams?

The table below lists the prompt questions and the participant responses in BOT #5 breakout session.

Prompt Question	Participant Responses
<p>Matrix organizations provide unique challenges to the leader. How do we handle Value Streams that cross various silos?</p>	<ul style="list-style-type: none"> • build involvement, getting people from all “silos” involved • define roles • define what’s in it for them, help them see the value in participating • appeal to their interest in doing a good job (value) • who is the customer, what are we delivering to the customer • understand their stakeholders • create communication methods • be clear about your goals and objectives • communicate the problem as you see it • hear their view of the problem (understand their view) • identify mutual challenges • look for mutual wins • identify connection points between the “silos” • identify shared interest, goals • build trust in the process • ensure everyone is using common language with the same meanings • involve the right people from across staff levels • celebrate small successes • continue to check back to see if still aligned with issue, ensure there aren’t new problems • make sure there is adequate representation of both management and SMEs
<p>How do you handle leaders from disparate organizations?</p>	<ul style="list-style-type: none"> • ensure leaders understand how the project fits in with the strategic direction • create a place where people feel their concerns are being heard • focus on the actual service being delivered (value) vs. who is doing it (no assumptions) • value/recognize people’s input and create a safe environment for sharing ideas • have executive buy-in (in. empowerment) • provide clear charter • delegate decisions to make changes • giving up some of the traditional control • identify/include a VSM lead • celebrate successes often