

Zombieization: The Archenemy of Lean Thinking

Robert Brown, PhD

Author of The People Side of Lean Thinking and To Touch and Be Touched

Lean Thinking-Womack and Jones

- Value
- Value Stream
- Flow
- Pull
- Perfection

Lean Thinking's Ultimate Goal

Every employee continually increases customer value



ZOMBIES



- Dead inside
- No value creation
- Hurt people
- CANNOT reproduce

ZOMBIES



- Semi-dead inside
- No value creation
- Hurt people
- CAN reproduce

Why Are We Concerned About Zombies?

- 30 percent success rate for change
- 73 percent of employees are NOT emotionally engaged in their work
- Lean requires an investment by employees

Zombieization

A work environment that fosters the employee attitude:

Why should I care?

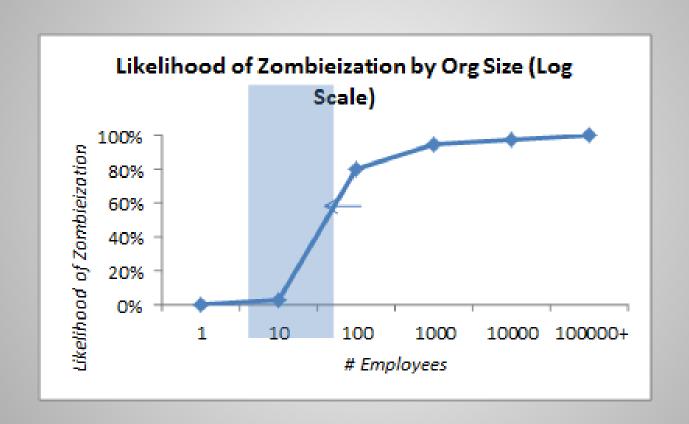
How Does This Happen?

Hired

Suppressed

Ignored

How Big is the Problem?



What Must We Do Against the Zombies??

Make zombies human again; and enable people to be the best they can be.

Cause and Effect

People at their best, can create the best processes. T



Processes at their best can develop the best people. T F

Therefore, priorities should be...

Develop people first

Improve processes second



We Are Not Talking About

Two Pillars of Lean

Continuous Improvement

Respect for People

People Interactions





We Are Talking About

Lean Thinking With the Organ That Thinks™

Expanding Lean Thinking

People interactions can be processes



Chihiro Nakao

"Every process should have a tool"

Mistake-Proofing Processes (People)

- Poka-yoke
- Standard Work
- Self-Check
- Successive-Check



Important Digression

- As children we are rule followers
- As adults we should become independent rule makers

People Interactions Are Complex

Control vs. Enhance



Organization Dynamics



Employee







Organization

Anti Zombieization Environment

Employees support Customers:

S I R Service (and/or product)

Information

Respect

4Cs Connect Human-to-Human

Collaborate

Contribute

Confirm

Anti Zombieization Environment

Customers support the Organization

Payments, Loyalty, Promotion

Anti Zombieization Environment

Organization supports the Employees (People Interactions)

The Lean Thinking Seven People Assets™

Eliminate the Seven Wastes

Transportation

Inventory

M Movement

W Waiting

O Over-production

O Over-Processing

D Defects

Enhance the Seven People Assets

Teamwork

L Leadership

C Communication

P Problem-Solving

Engagement

R Rewards

K Knowledge

Teamwork

Four-Part Teaming model™

- Compelling Task
- Sense of Membership
- Influence on the Team
- Personal Reward

Leadership

Create a compelling vision

"Beat Coke!"

Communication

- Feedback loops
- Medium is the message
- Meetings should change behavior

Problem-Solving

Harnessing the Speed of Thought®

- Identify the Issue
- Define the Goal
- List Hurdles
- List Possible Solutions
- Choose Best Solution

Emotional Engagement

Personal Mission Statement

At end of day customer says: "Thank you, Bob."

Rewards

Meaningful, frequent and team based, mostly via team input

Knowledge

Staff Member	Feedback	Personal Mission	
Tom	X		
Sue		X	
Ted	X		X
Ali		X	

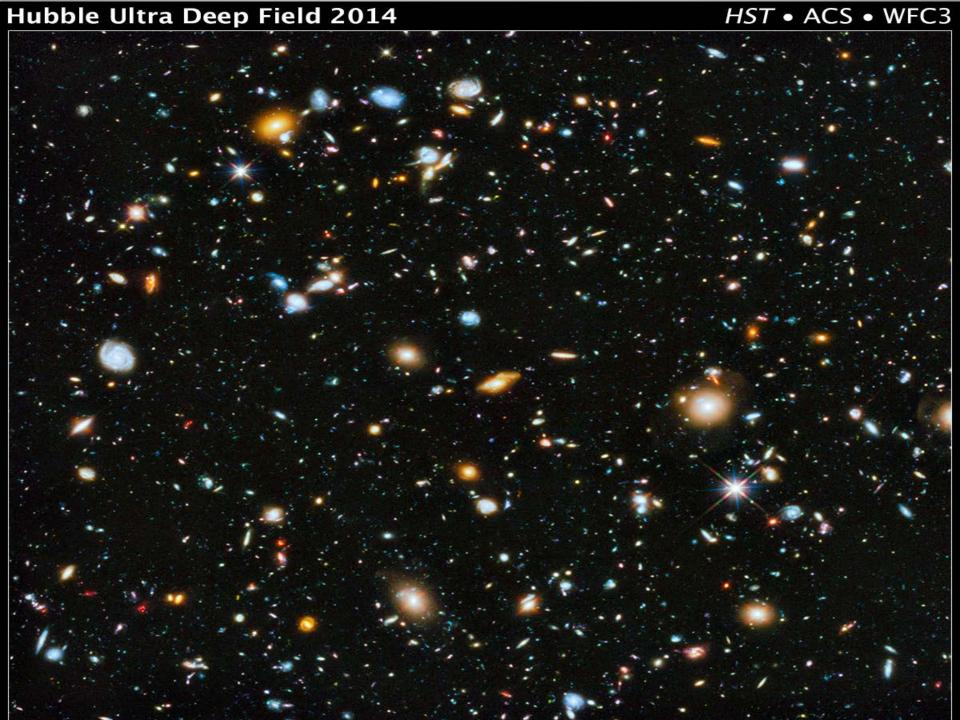
Question

How often should you measure process improvement compared to people development?

Distilled Non-Zombieization

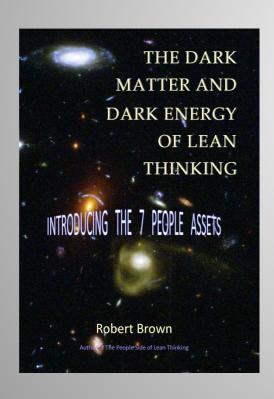
Seek Perfect Handoffs

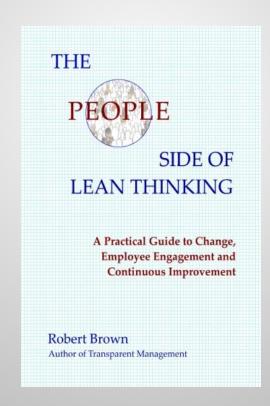


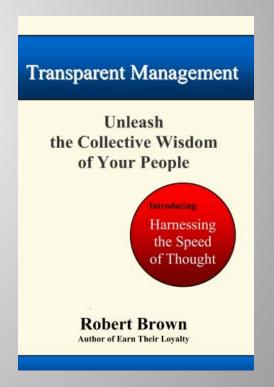




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Thank you, and have a wonderful conference