



COLLECTIVE
WISDOM INC

None of us is as smart as all of us.

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

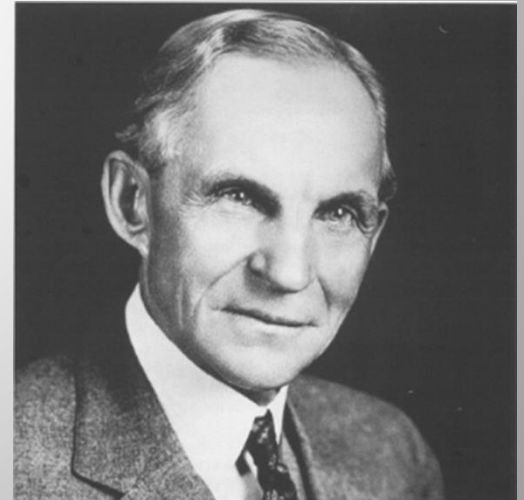


Shigeo Shingo



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:

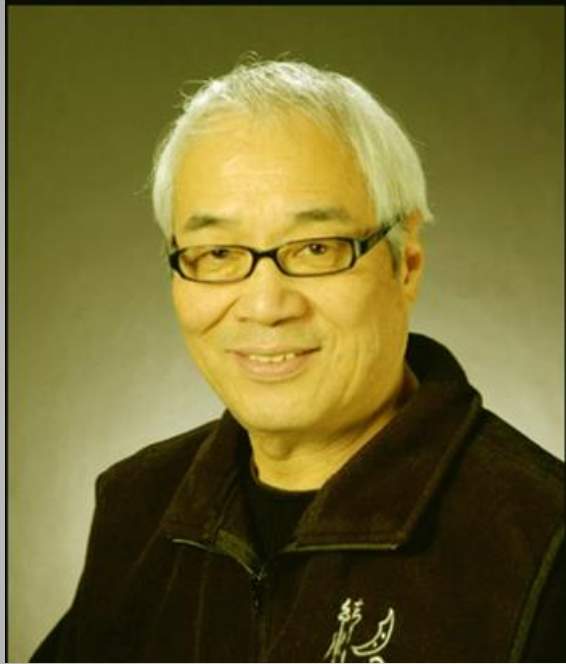
Just about anything he has written

Norman Bodek



Productivity Press

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

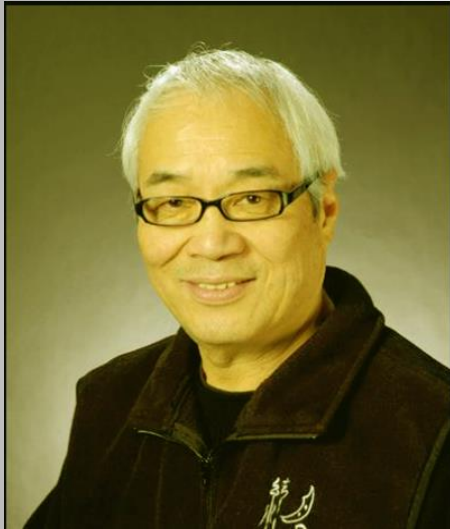
Lean 3.0

The Toyota Production System
applied to nonproduction
companies, healthcare, government,
retail, etc.

The Errant Medical Assistant



Chihiro Nakao



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

Typical Meeting



Is there waste in this photograph?

Norman Bodek



The eighth waste:
Under use of
human potential

Significant Differences



VS.



VS.



The **CRITICAL** DIFFERENCE



Process Improvement

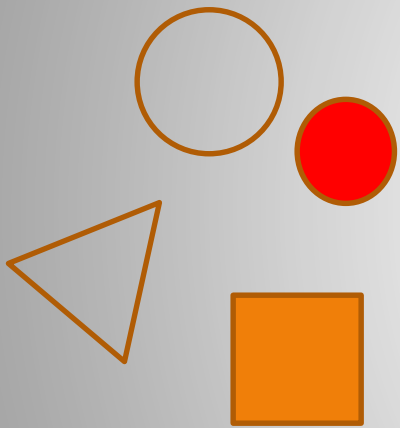


The **CRITICAL** DIFFERENCE



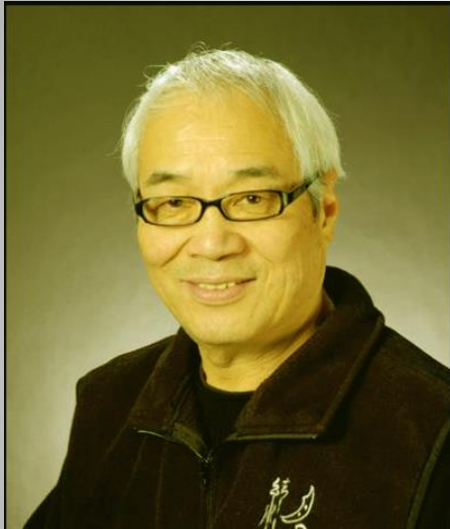
In my
opinion...

People Interactions



?

Chihiro Nakao



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

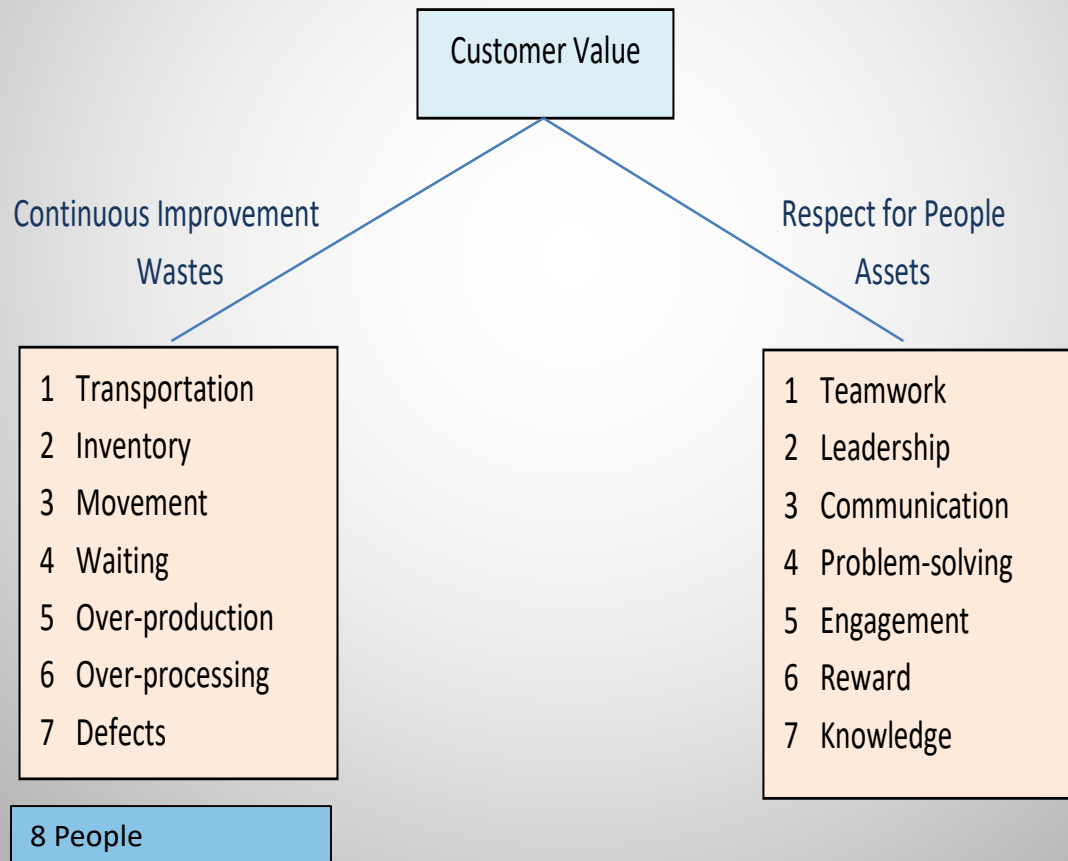
- Use a tool
- Make it standardized
- Self check
- Successive check

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

Giver

Ask

Describe behavior

Describe outcome

Ask relevant question

Receiver

Answer

Listen

Keep listening

Thank

Decide action

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

4-Part Teaming Model

Leadership

Ob-Quest

Communication

Feedback

Problem-solving

Harnessing the Speed of Thought

Engagement

Personal mission statement

Reward

Personal Reward (team)

Knowledge

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





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Athena Group



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Thank You!

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Comments? Questions?

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