LEADING LEAN FROM THE INSIDE OUT

WASHINGTON STATE GOVERNMENT
LEAN TRANSFORMATION CONFERENCE
OCTOBER 21-22, 2014
HISTORY IN THE MAKING...

World Class Education
Prosperous Economy
Sustainable Energy and a Clean Environment
Healthy and Safe Communities
Efficient, Effective and Accountable Government
THIS TRANSFORMATION NEEDS YOU...

What is your role in the big picture?
Why Change?
Deliver his mission better without barriers and bureaucracy
LEADERSHIP POINTILLISM™

The legacy created by every interaction - every day.
WHAT ARE YOU WILLING TO DO FROM WHERE YOU ARE?
Back to Basics
Learning something new can be awkward…

“Adjust yourself accordingly”
Attitudes
Behaviors
Choices

Start to lead Lean from the inside out...
REFLECTION…

• What to let go?
• What skills to leverage?
• What gaps to close?
• What capabilities?
• What issues?
• Where to start?
We’ve done this before.

I have to have all of the answers.

We did a project; it didn’t work.

I know better.

I can’t control anything.

I can’t worry about them; I have enough to do.

I don’t have time for this.
Attitude Shift
STRIVE FOR PROGRESS, NOT PERFECTION
Attitudes
Behaviors
Choices
Lean Concepts Board

- Muda (fancy word for waste)
  - Defects
  - Overproduction
  - Waiting
  - Not utilizing people
  - Transportation
  - Inventory
  - Motion
  - Excess processing

What is WASTE? Part #1

- Mura (fancy word for variation waste)

Work Flow

Eliminate the Variation
It is up to us

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Coach with curiosity... mentor from experience
• **Directive Statements** *(What/Why)*
• **Learn the Art of Questions**
• **Listen**
• **Contribute Your Wisdom**
LOOK BEYOND YOUR AREA…


Step 1 → Step 2 → Step 3 → Step 4 → Step 5
YOU ARE MY CUSTOMER, HOW CAN I HELP YOU?
Are you on “crazy pills”

What is wrong with you – you’re different?
WHAT IDEAS DO YOU HAVE?
“You have to be humble when you screw up.”

-- Mac
GEMBA...

“What do I do there?”
GOING TO GEMBA...

10 at 10
Title: What are you talking about?

**BACKGROUND**
- Why are you talking about it?
- What is the business case? What business problem are you trying to solve or analyze? Be very concise – communicate WHY you are addressing this issue.

**CURRENT CONDITIONS**
- What is going on?
- Use facts, data,
- Be visual – use Pareto charts, pie charts, sketches
- Make the problem clear

**GOAL**
- State the specific target(s). State in measurable or identifiable terms.

**ANALYSIS**
- Use the simplest problem-analysis tool that will suffice to find the root cause of the problem: Five whys, fishbone diagram, problem or process analysis tree, 7 QC tools (old or new), tools from the Six Sigma, Kepner-Tragoe, Shainin, Taguchi, TRIZ or other toolbox of your choice.

**PROPOSAL**
- Your proposed countermeasures

**PLAN**
- Timeline with who, what, when, where, how

**FOLLOW UP**
- What issues or remaining problems can you anticipate?
Long haul lifestyle change

• Daily discipline
• Winning mindset

• Frustration at speed of results and resistance are part of the process

• What can I do?
YOU ARE NOT ALONE...
#GoLeanWA #LeanforDummies

Tweet one thing you have learned OR what you appreciate about the 2015 LeanTransformation Conference so far

#GoLeanWA #LeanforDummies Tons of Enthusiastic & committed people here!
WHAT ARE YOU WILLING TO DO?

- World Class Education
- Prosperous Economy
- Sustainable Energy and a Clean Environment
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