

Lean as a Human Performance System

Washington State Government
Lean Transformation Conference

October 25, 2012

Welcome!

Exercise:

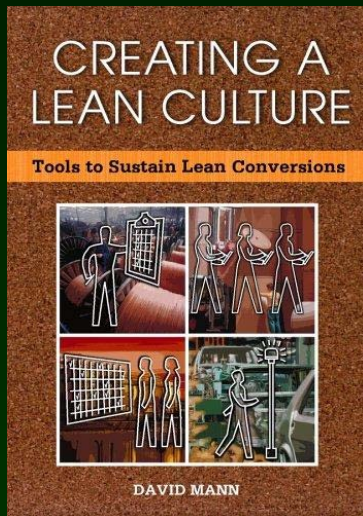
Take a minute and think about a person who has had a *significant* personal impact on your career.

What did they *do*. Write it down.

Let's begin with a
story...

You have the same problem they had – ‘how do you establish behaviors that support your business strategy?’

David Mann – *Creating a Lean Culture*



“A typical lean implementation focuses on physical/technical changes and only gets you 20% of the way (at best). It is the easiest 20% to accomplish...”

David Mann (continued)

The next 80% is a more difficult rearrangement to make. As a leader, many things have to change. These require a deeper level of change in *people and how they think and work...*

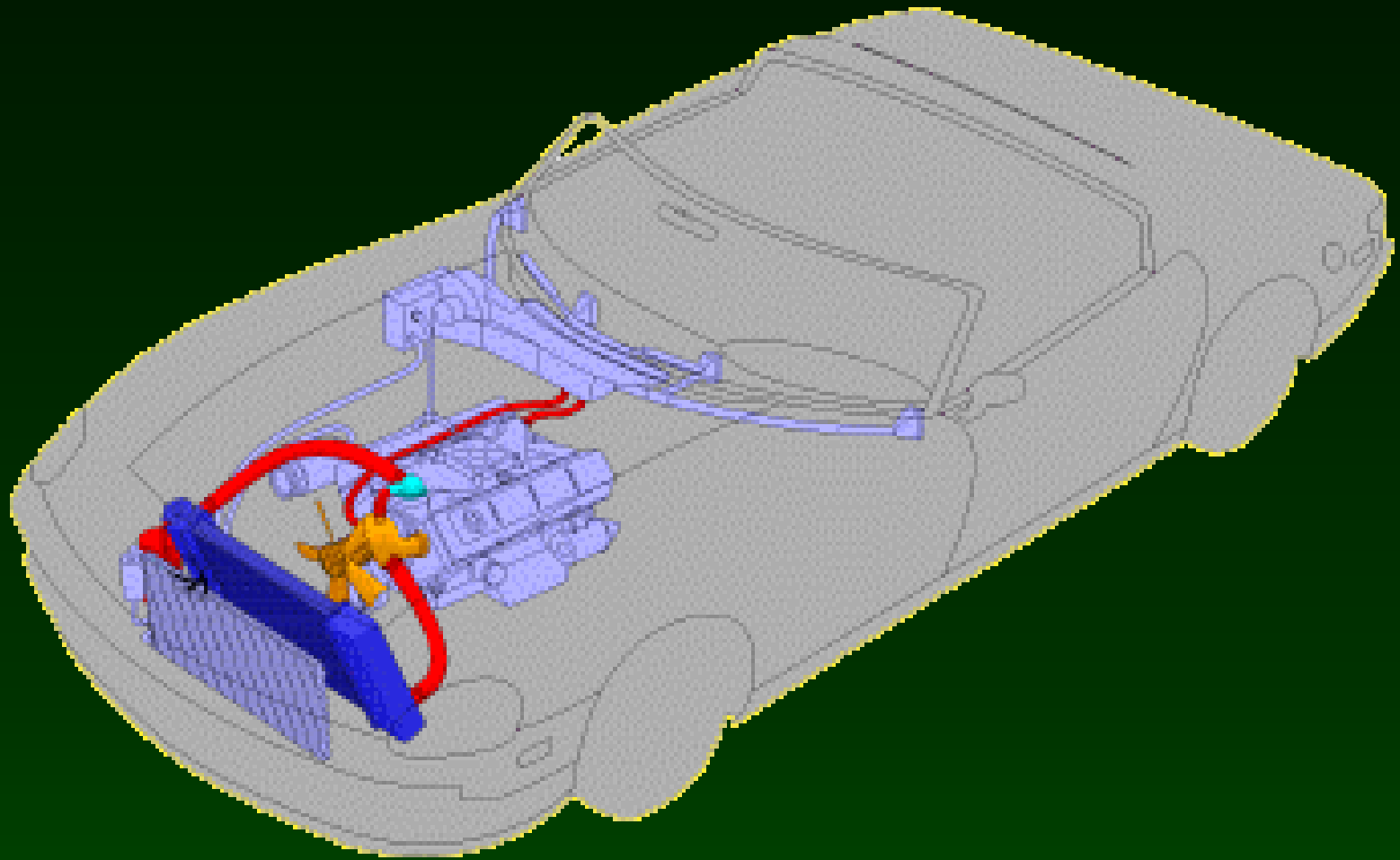
- The information you need to rely on
- Your deeply ingrained work habits
- Day-to-day and hour-to-hour routines
- The way you think about managing work and productivity

Transformation is a deeper
level of change...

My Proposition:

Hidden within the principles, tools and techniques of Lean is *a powerful human performance system.*

Understanding that system is essential to driving the deeper level of change in how *people think and work* necessary to establish and sustain both Lean value streams and a Lean culture.



Game Plan

My objectives...

- Raise awareness
- Challenge your paradigms
- Point you in the direction of a set of solutions
- Create a dialogue

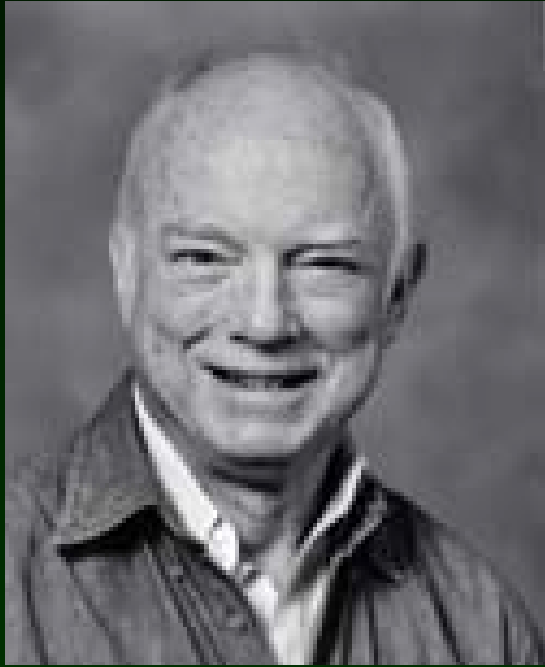
My 'lean' journey

So what is a '*human performance system*'?

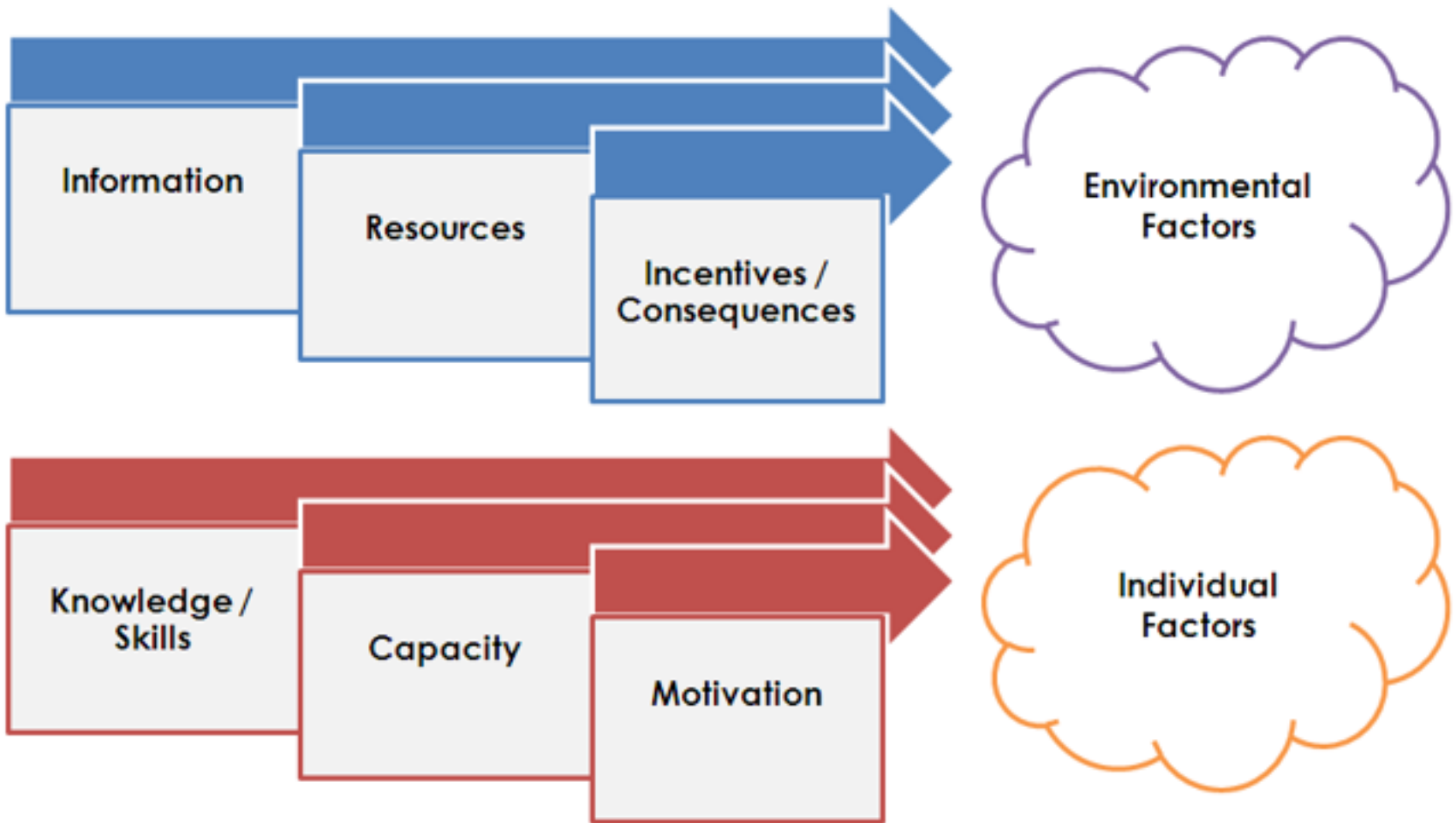


Taiicho Ohno

A Central Pioneer of Lean Systems



Dr. Thomas F. Gilbert



Gilbert's Behavior Engineering Model (Adapted)

Gilbert established a causal chain linking behavior and organizational results...

Gilbert's Equation

$$\mathbf{worthy\ performance} = \frac{\text{value of accomplishments}}{\text{costs of behavior}}$$

Figure 1. Equation for Worthy Performance.

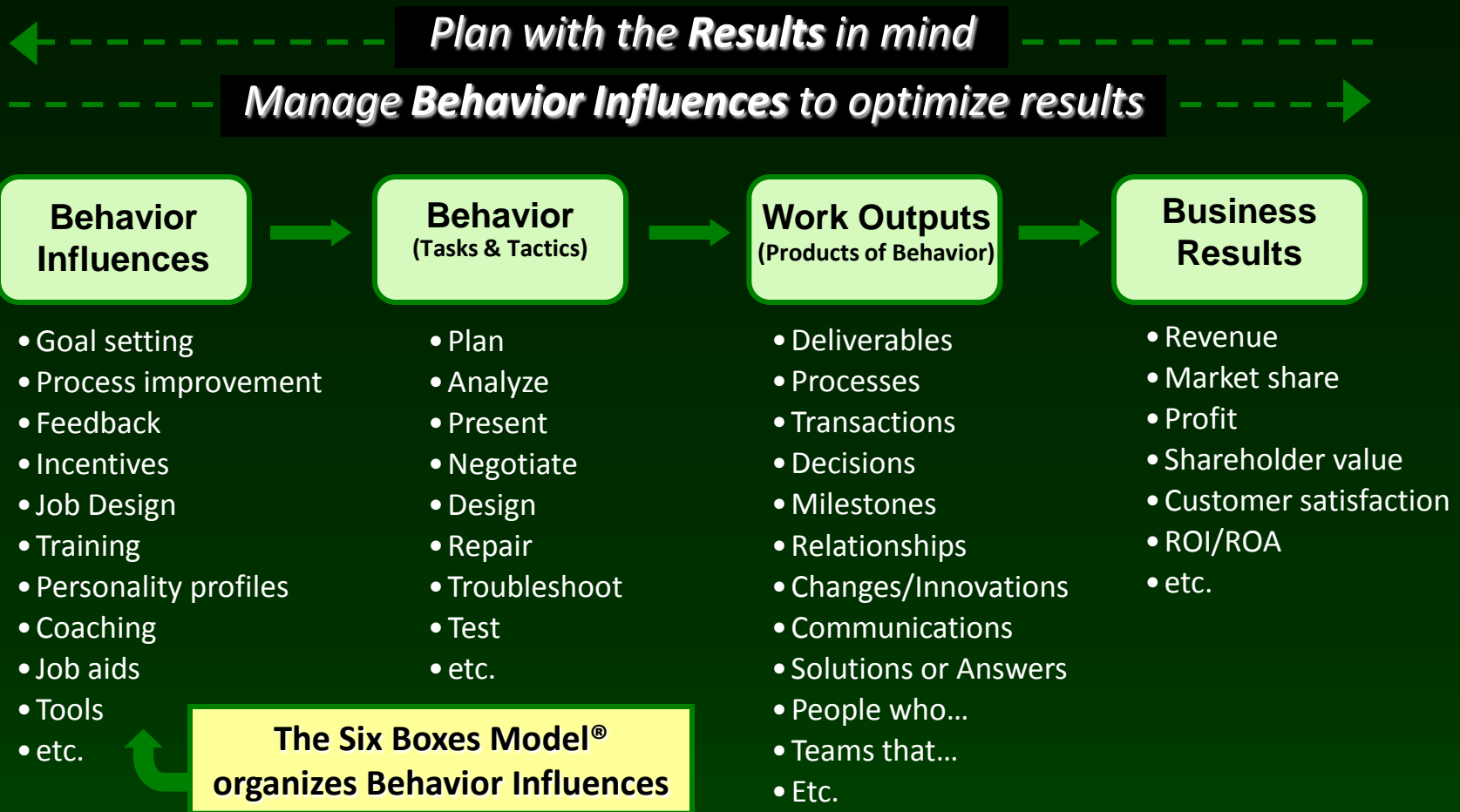


Dr. Carl Binder

Partner – Six Boxes Performance Thinking

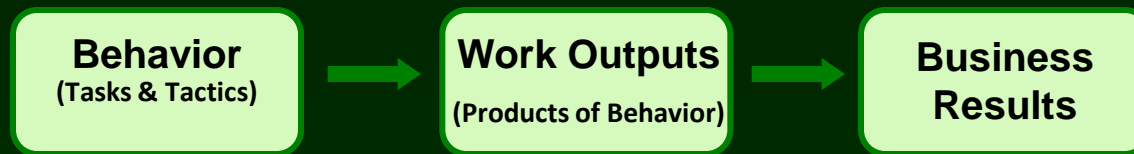
The Performance Chain®

How Behavior Produces Business Results



Definition: Performance

Behavior producing valuable **Work Outputs** which contribute to **Business Results**



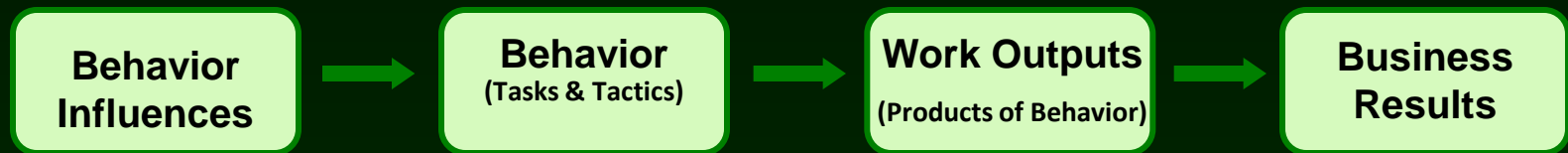
The Six Boxes[®] Model



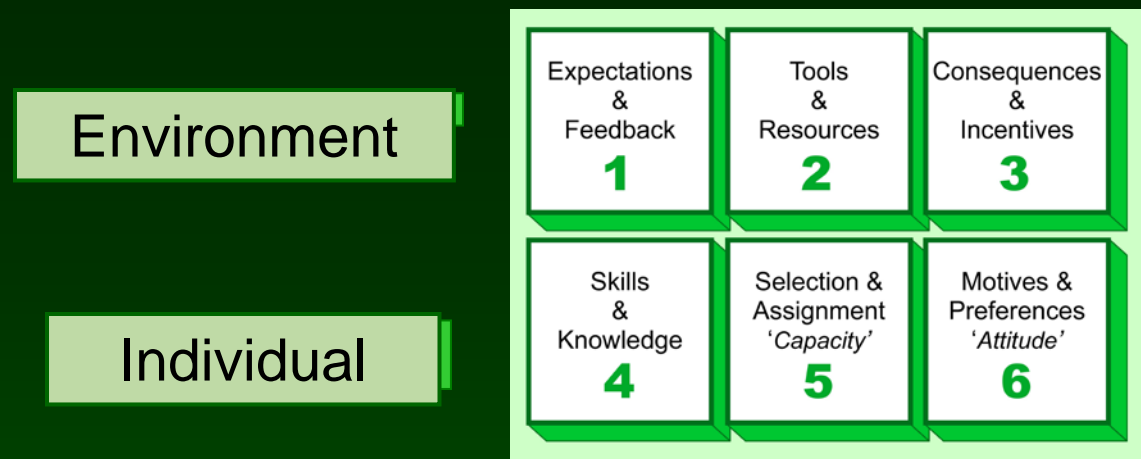
Six Categories of Behavior Influences

A Systematic Approach

Performance Chain



Six Categories of Behavior Influences



Implications

1. Human performance can be understood using two simple models
2. You can use a common language to talk about performance
3. You can begin to organize behavior influences into a cohesive, integrated system
4. You have tools to crisply address the human performance side of sustaining systems
5. Explains much of the power of lean systems

An example of this
approach in practice



Pos #1	Bryan			
Pos #2	Matt	5/31	113900	Tamb.
Pos #3	Frank	6/18	114275	GRN
	Jose	6/19	114948	
	Chuck	6/19	112811	GRN
		6/19	114268	
		6/20	114875	
	m	6/20	114812	
	David	6/20	114961	✓
	Paul	6/20	114911	✓
		6/20	113913	✓

- #1 Flattener
- #6 Debur
- #14 Vinyl
- #12 Large Buffer
- #10 Long Bolt





FRACKER

4

Etch			Rinse			DEOX Rinse		
Time	PH	Conductivity	Time	PH	Conductivity	Time	PH	Conductivity
6:11	5.9	97.6				6:15	6.1	130.9
6:38	6.2					6:41	6.8	
7:04	7.2					7:05	8.5	141.
8:00	5.8					8:00	7.0	
8:30	5.7	114.				8:30	6.9	
8:53	5.4					8:55	7.0	
9:18	5.5					9:19	6.1	
9:48	5.3					9:49	6.3	
11:02	5.7	123.7				11:03	6.7	117.5
11:17	5.6					11:19	6.2	
11:35	5.7					11:57	6.0	
12:14	5.6					12:15	6.3	
12:37	5.8	103.8				12:38	6.4	62.2
1:01	6.3					1:03	6.3	
1:27	5.9					1:28	6.4	
1:43	6.0					1:44	6.5	
2:11	5.8					2:12	6.2	
2:46	5.7							

Often, the problem we are trying to solve is NOT a workflow design problem, but a behavior problem...

Evidence?

Lean tools

A powerful set of behavior influences designed to drive lean behaviors

Gallup 12 Questions for Employee Engagement

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

Gallup 12 Questions for Employee Engagement

7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

The 12 Elements of Great Managing

1 Expectations & Feedback

- *I know what is expected of me at work.*
- *In the last 6 months, someone has talked to me about my progress.*
- *Fellow employees are committed to doing quality work*

2 Tools & Resources

- *I have the materials & equipment I need to do my work right.*
- *There is someone who encourages my development.*
- *I have a best friend at work.*

3 Consequences & Incentives

- *In the last 7 days, I have received recognition or praise for doing well.*
- *My supervisor, or someone at work, seems to care about me as a person.*
- *My opinions seem to count*

4 Skills & Knowledge

- *In the last year, I have had opportunities to learn & grow.*

5 Selection & Assignment

- *I have the opportunity to do what I do best every day*

6 Motives & Preferences

- *The mission or purpose of my organization makes me feel my job is important.*

Back to Our Exercise...



Challenges

“It’s not ‘lean’.”

Horizon Problem

Where leaders
focus:



Global Financial Ind.

What



Product Performance



Departmental



How

Individual Performance

Job Descriptions

Where value is
added



Specific Behaviors

Integration

What do we mean by 'lean behaviors?'

Example 1:

‘Uses visual controls to pick up abnormalities in the workplace. Maintains a neat and orderly process to make abnormalities easy to see.’

Example 2:

‘When encountering abnormal conditions, begins steps to return process to normal and puts controls in place to minimize the impact on downstream processes.’

Questions?

Thank You!

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