

THE LEAN COACH

LEAD Lean

Improving Engagement

www.theleancoachinc.com



Objectives

- You will learn why connecting to the business objectives is simply not enough to drive sustainability.
- You will learn how to assess your leadership level as compared to that of a pinnacle leader
- You will learn how to observe the behaviors that might indicate an improvement opportunity with your people management systems
- You will learn to understand how to manage up in the organization to address the lean disconnects that often lead to organizations 'failing' at lean
- You will learn how to develop leaders at every level in the organization

Agenda

- I. Value Proposition for Connecting Business & CI Objectives to Talent Development and Engagement Objectives
- II. LEAD Lean
- III. Pinnacle Leadership

About Crystal Y. Davis

"I'm a passionate leader committed to helping people and organizations reach their full potential."

- *Led award winning teams and garnered COI industry recognition*
- *Deep manufacturing and supply chain knowledge professional*
- *Delivered "hard" savings to the bottom-line (over \$100 million over career span)*
- *Coached 100s of mid-senior level and executive leaders*
- *Developed distinct training programs and boot-camps*
- *Recipient of Delphi's Lean Supplier Development Engineer of the Year Award*
- *Coached by leading industry experts*

Brands Impacted:



Lean Fails?

What organization or leader intentionally sets out to fail?

State of Business

Technological Advances

War for Talent

Consumerism & Choice



Understand 'Why' Before 'What'?

Forward Thinking Organizations

Growth

Think Outside the Box

Driven to Succeed/Thrive

Meaningful Work

Engagement



Business Shifts

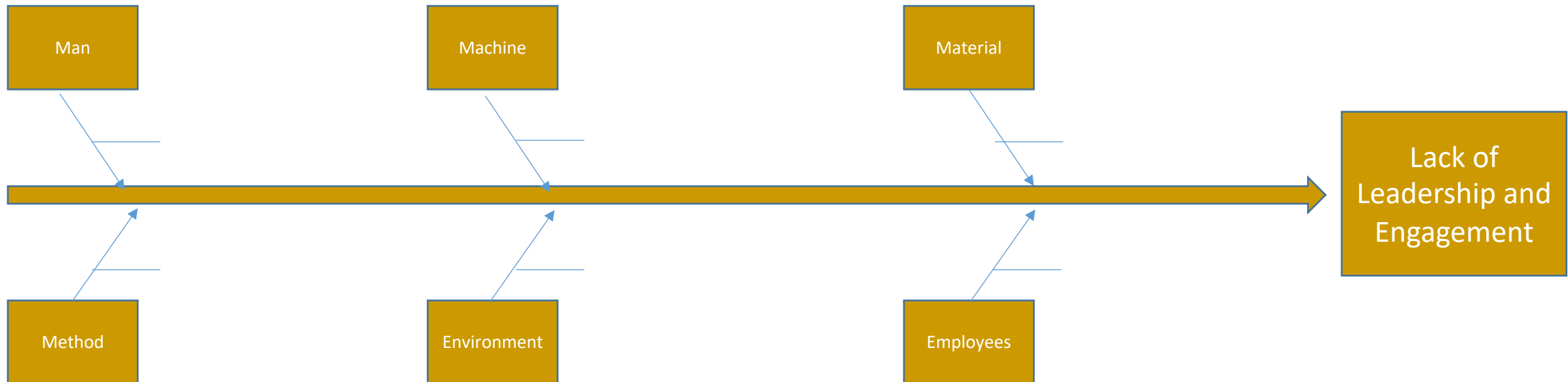
Did You Know?

Of the 90% of HR professionals who said that engagement is important ... only 50% are utilizing data to truly understand what drives their workers.

Source: mercer.com

How do we get people deeply engaged?

What are some causes of lean failures related to leadership and engagement?



INFLUENCE

IS POWER

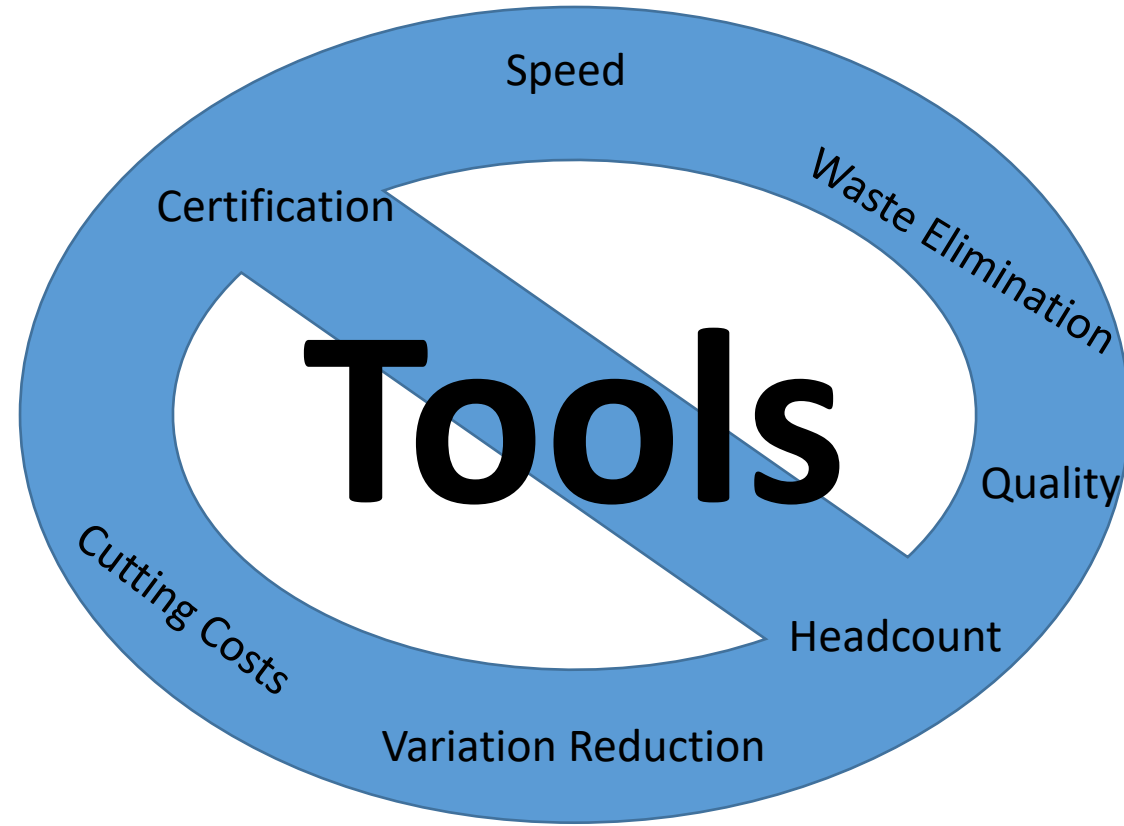
Become a Key Influencer

- Why do you want to influence?
- Who do you influence?
- How do you influence?

Without trust,
influence is nothing
more than coercion
and manipulation.

Become a Key Influencer

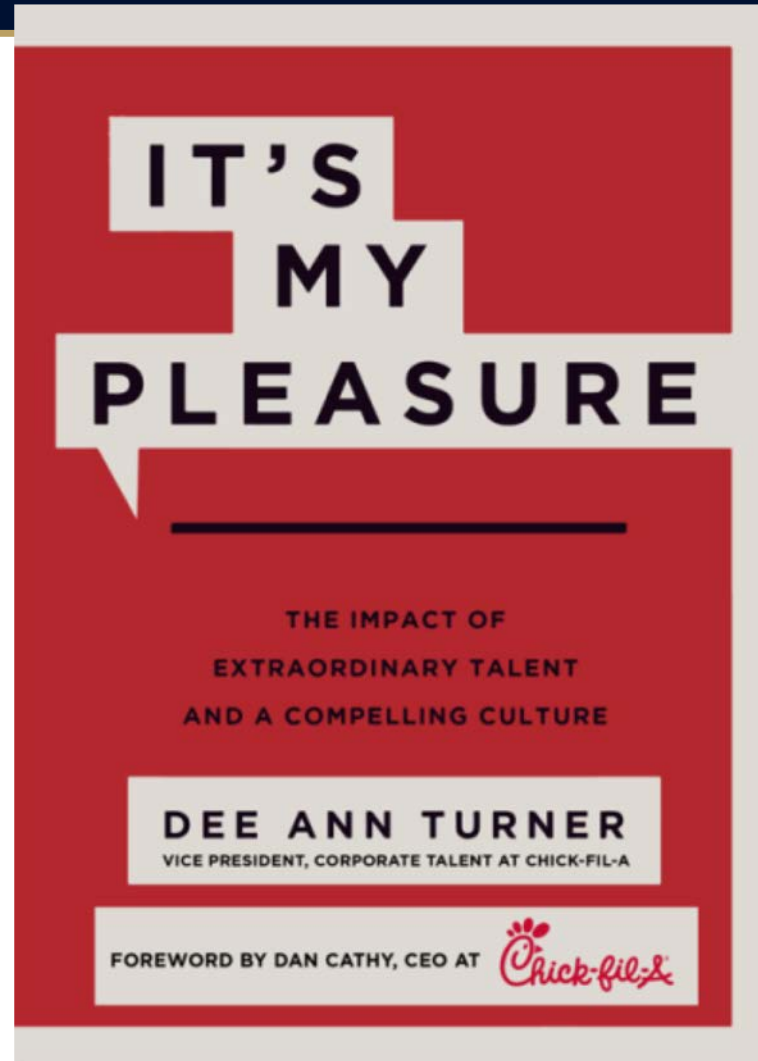
- ✓ Drive stronger engagement
- ✓ Gain a clearer perspective
- ✓ Change your language
- ✓ Discover what's in it for them
- ✓ Purpose over passion



Leading People Has Its Challenges



How May I Serve You?



Leading LEAN is Different

Continuous Improvement is a Management Philosophy

Leading LEAN is Different

1. Involve and Engage Everyone
2. Get Comfortable being Uncomfortable
3. Learning is the Goal
4. Good Leaders Ask Great Questions
5. Embrace an Innovative Mindset
6. Speak *Their* Language
7. Understand Leading Lean at all levels

Leading LEAN is Different

- Embrace an Innovative Mindset for Continuous Improvement
 - Managing for Collective Creativity
 - Requires Diversity and Conflict
 - Creative Abrasion, Agility and Resolution



Source: Linda Hill

Leading LEAN is Different

Speak Their Language

- Hit the Hot Button
- Who's language – Their Language
- WIIFTm - language changes at every level
- Translate... Demistify Lean
- Speak Financial Language
- Speak Lean as a Business Strategy



Leading LEAN is Different

- What is lean leadership?

Committed to excellence, self-development, learning a new way of leading and a new way of thinking (*J. Liker*)

- Who leads lean?

- Lean Team vs. Lean Culture



What is Pinnacle Leadership

Leaders don't rise to the pinnacle of success without developing the right set of attitudes and habits; they make everyday a masterpiece.

John Maxwell



Law of the Lid



A Pinnacle Leadership Story



WHAT'S YOUR STORY?

Activity – Leadership Buy-In

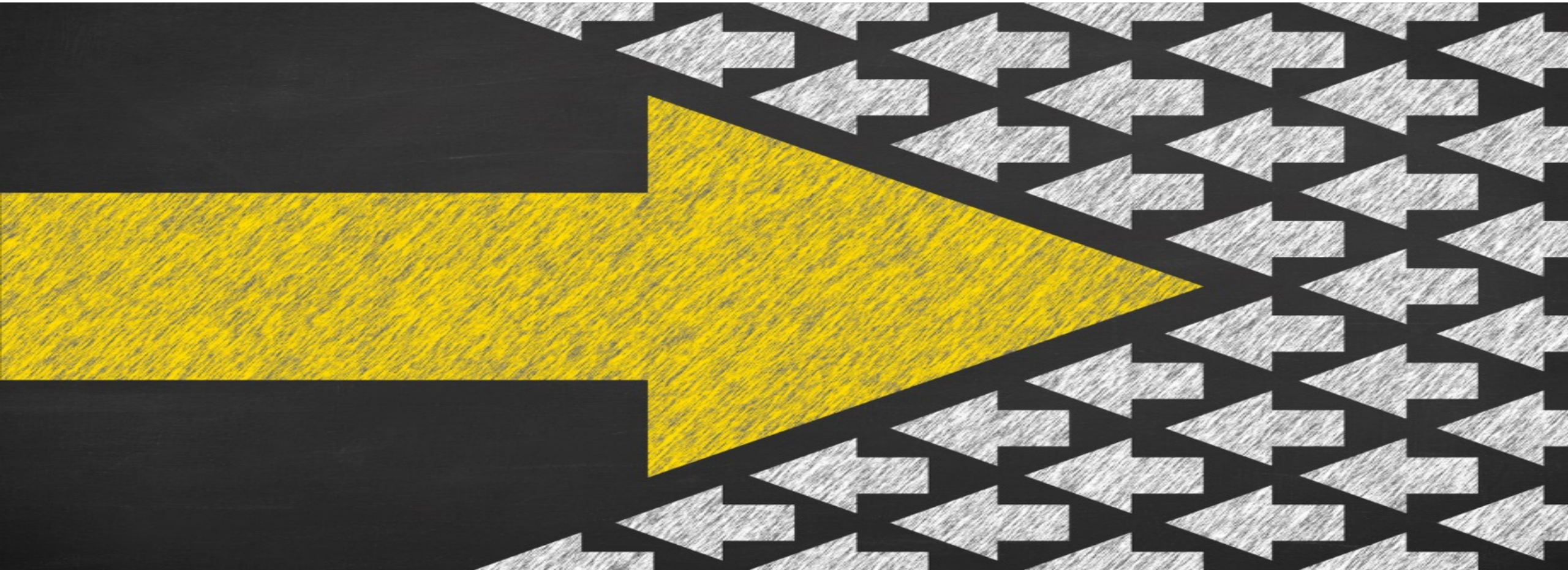
Problem Statement

Target Condition

Current State (Observation)

Action Plan

What Cultural Shifts will impact how we lead?



Framework to Equip Leaders to LEAD Lean



Develop the People

Transfer knowledge and
verify the learning



Leadership Development

Hone the skills



Equipped for Change

Leaders inspire and
promote change



Develop the People

Transfer knowledge and
verify the learning

Thinking IS Required

Transferring the Knowledge

The Three Steps to Transferring the Knowledge

1. Learning to Lead as a Coach
2. Designing Experiential Learning Opportunities
3. Designing a System to Trust but Verify the Learning



**Leadership
Development**

Hone the skills

Hone Your Skills



Seize the moment

What is the right
circumstance or situation
for
Just-in-Time Coaching?



Equipped for Change

Leaders inspire and
promote change

Be the Change You
Desire to See Happen




Identifying Behavioral Triggers

What behavioral
competencies are you
seeking to develop?



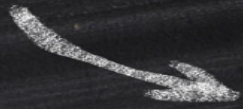
Identifying Behavioral Triggers

CHANGE

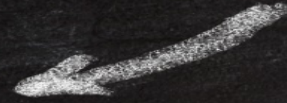
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- What went right?
 - What went wrong?
 - What can I do differently?

REFLECTION

EMPOWER
PEOPLE



INSPIRE
PEOPLE



LEADERSHIP



LEAD
CHANGE



SHARE
VISION



Join the 5 Day LEAD Lean Challenge

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