Managing To Create Problem-Solvers

Lean Transformation Summit 2017

Carlsbad, CA | March 7-8, 2017

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Closing
AKA: We Shared, Learned, Gained Courage

John Shook

Managing To Create Problem-Solvers

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Managing to Create Problem Solvers

- These two days we heard from four organizations exerting exemplary effort to manage in a way that creates a problem solving organization and problem solving individuals.
- They are exerting great effort and they are getting great results.
- We also experienced 12 outstanding learning sessions on topics that relate yet come from widely varying perspectives.
- And yesterday Art Smalley presented a fresh view of how to think about problems and problem solving capability from a management system perspective.

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Five Organizations that Shared (on the big stage)…

Lantech®

Scripps

CI&T

Turner
Construction Company

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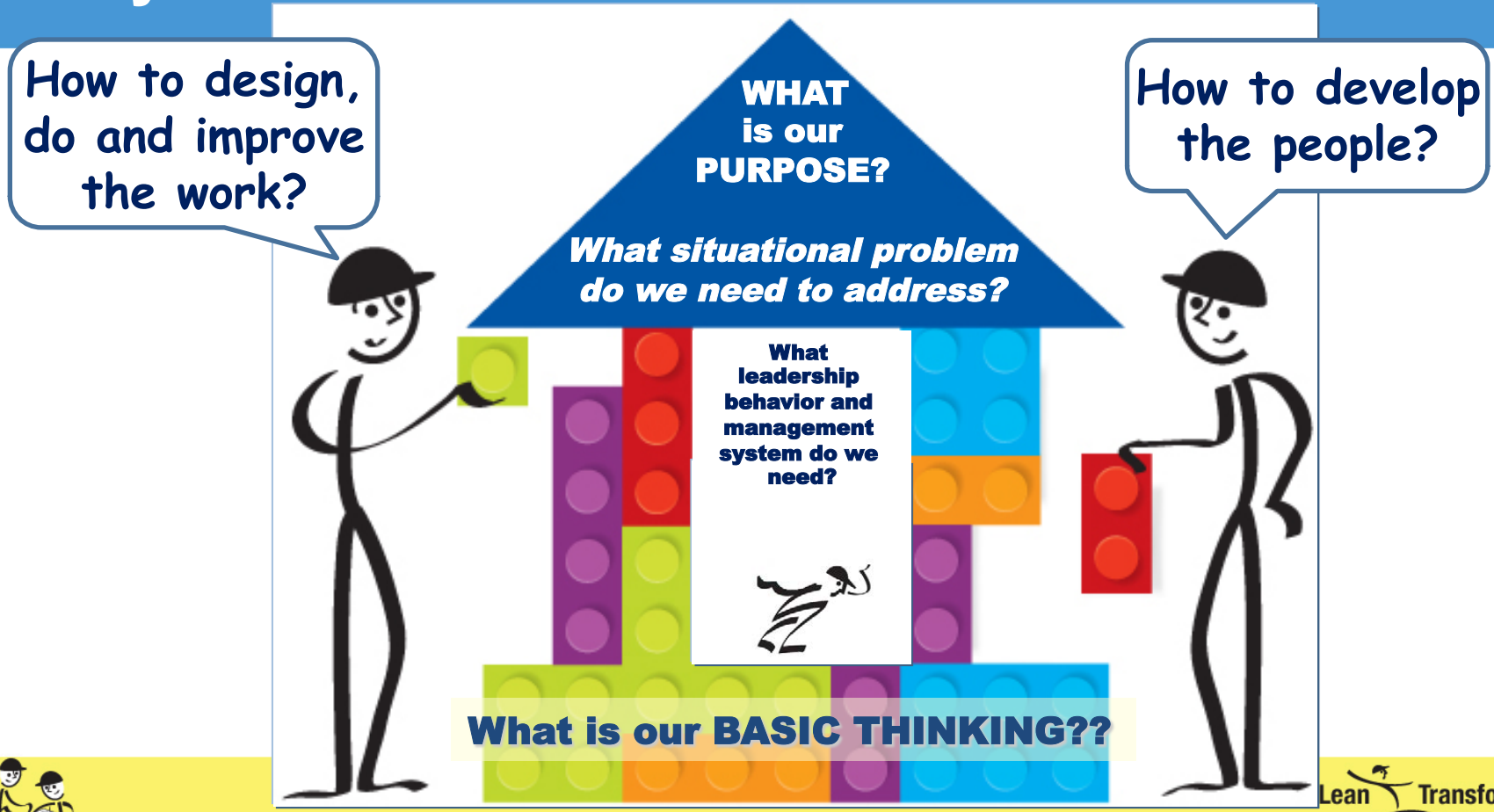
sli.do question selection…

- How is the construction industry adopting Lean as a whole?
- How do you share the learning from all the individual sites?
- Are you actively sharing your lessons learned with other hospitals?
- How do you manage lean principles with contractors that do not necessarily work for Turner at construction sites?
- Is there a lean transformation roadmap?
- How do customer needs fit into the lean transformation framework?
- What was your biggest failure on this journey?
- Did the Kaizen stop? So it's just problem solving?
- How do you address the false dichotomy of innovation vs kaizen? How do you relate these two concepts?
- How do you manage or link lean management with innovation processes?
- What will be the Lean message in a post-industrial world, considering the tech and social trends: AI, automation, 3D printing, "marketplace employment", etc

A Way Forward…



If Lean improvements are not impacting your income statement and you have little time for improvement work, maybe you don't have an improvement problem, maybe *you have a deterioration problem*.

Lantech®

Russell Ackhoff

“Managers are not confronted with problems that are independent of each other, but with dynamic situations that consists of complex systems of changing problems that interact with each other. I call such situations *messes*. Problems are abstractions extracted from messes by analysis; they are to messes as atoms are to tables and charts …

Managers do not solve problems, they manage messes. (They need the skill of) designing a desirable future and inventing ways of bringing it about.” (1979)

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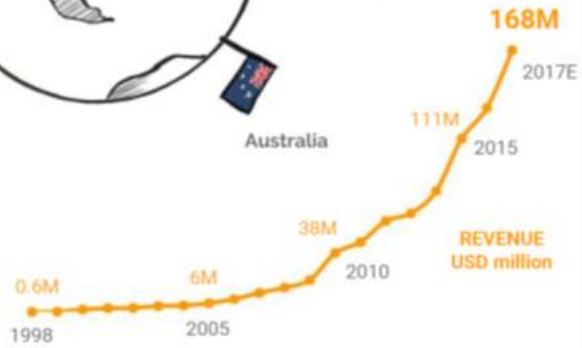
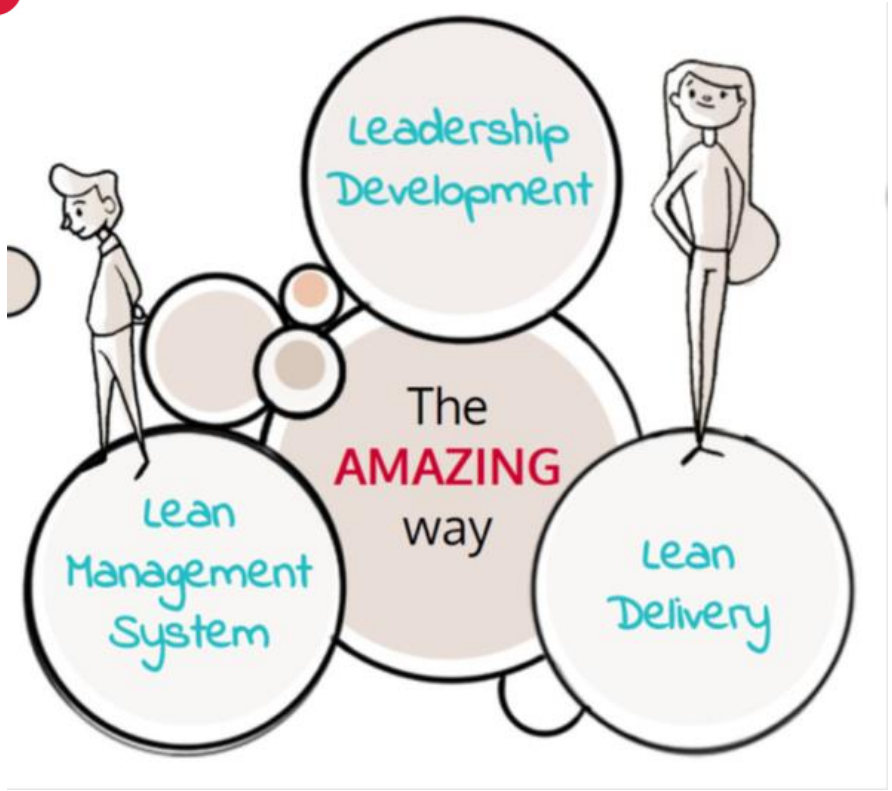
CI&T

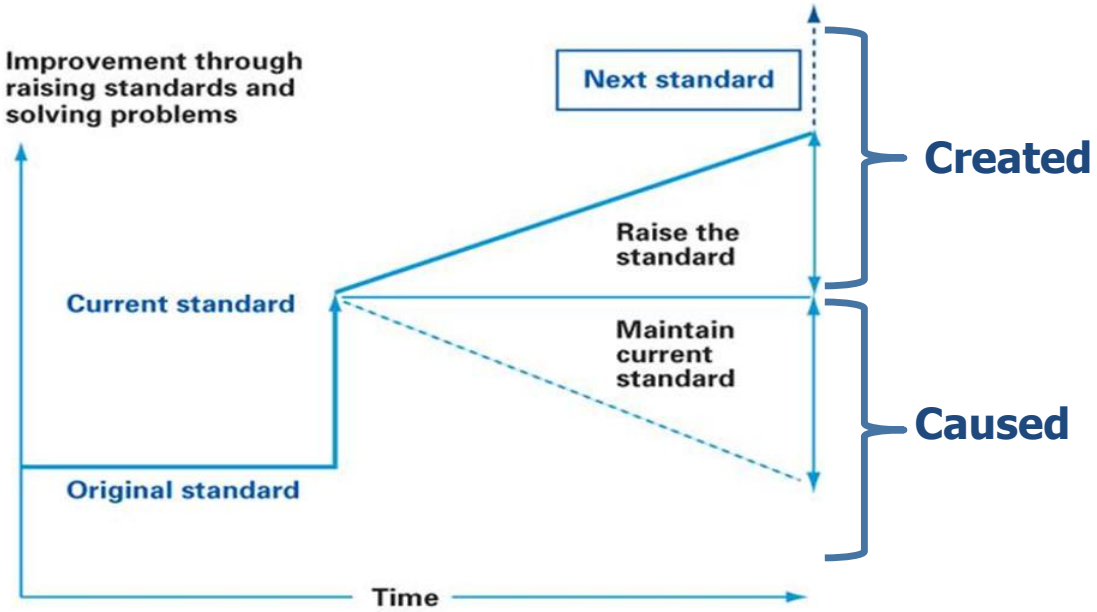
Since 1995,
21 years of consecutive
growth and expansion




Leadership Development
The AMAZING way
Lean Management System
Lean Delivery

Improvement or Deterioration: Is Your Problem Caused or Created?

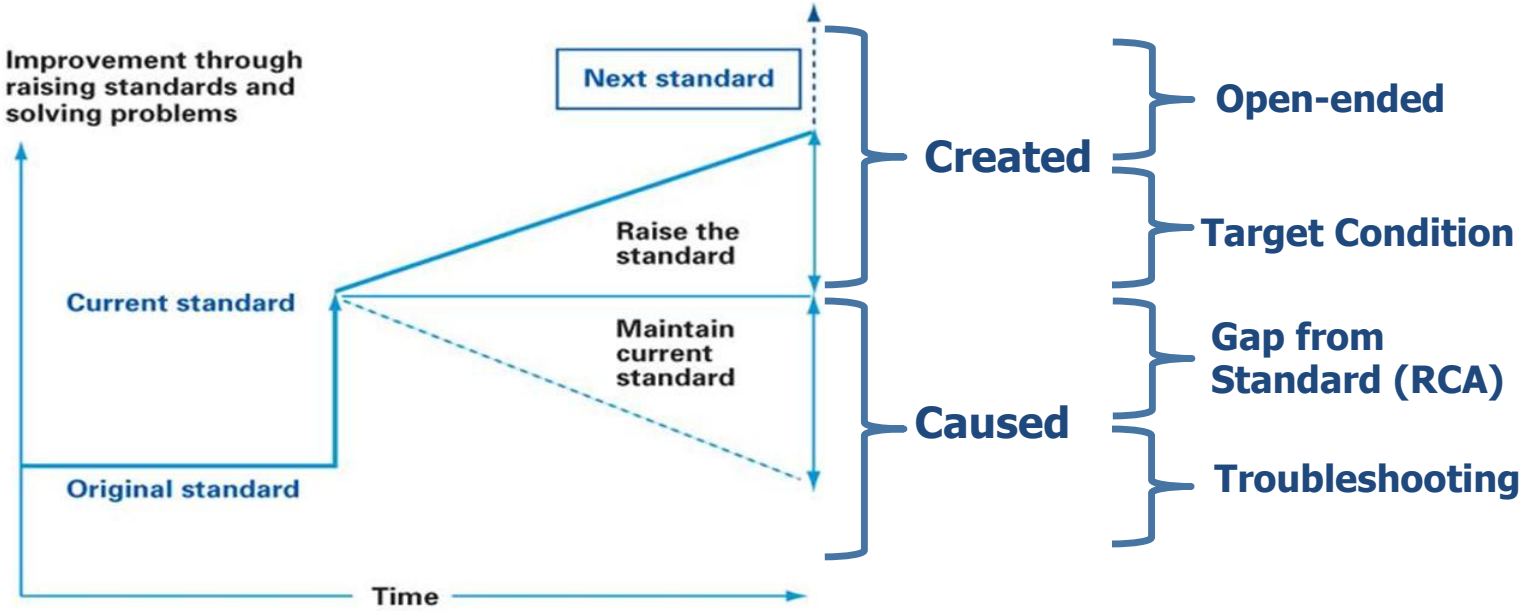
What is the Problem?



A problem is any performance other than desired performance at any given time.

Is Your Problem Caused or Created?

What is the Problem?



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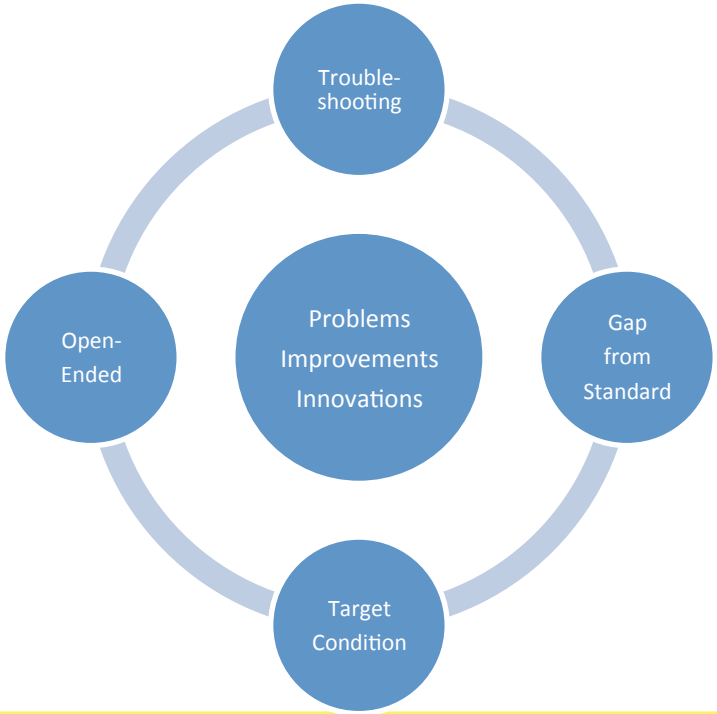
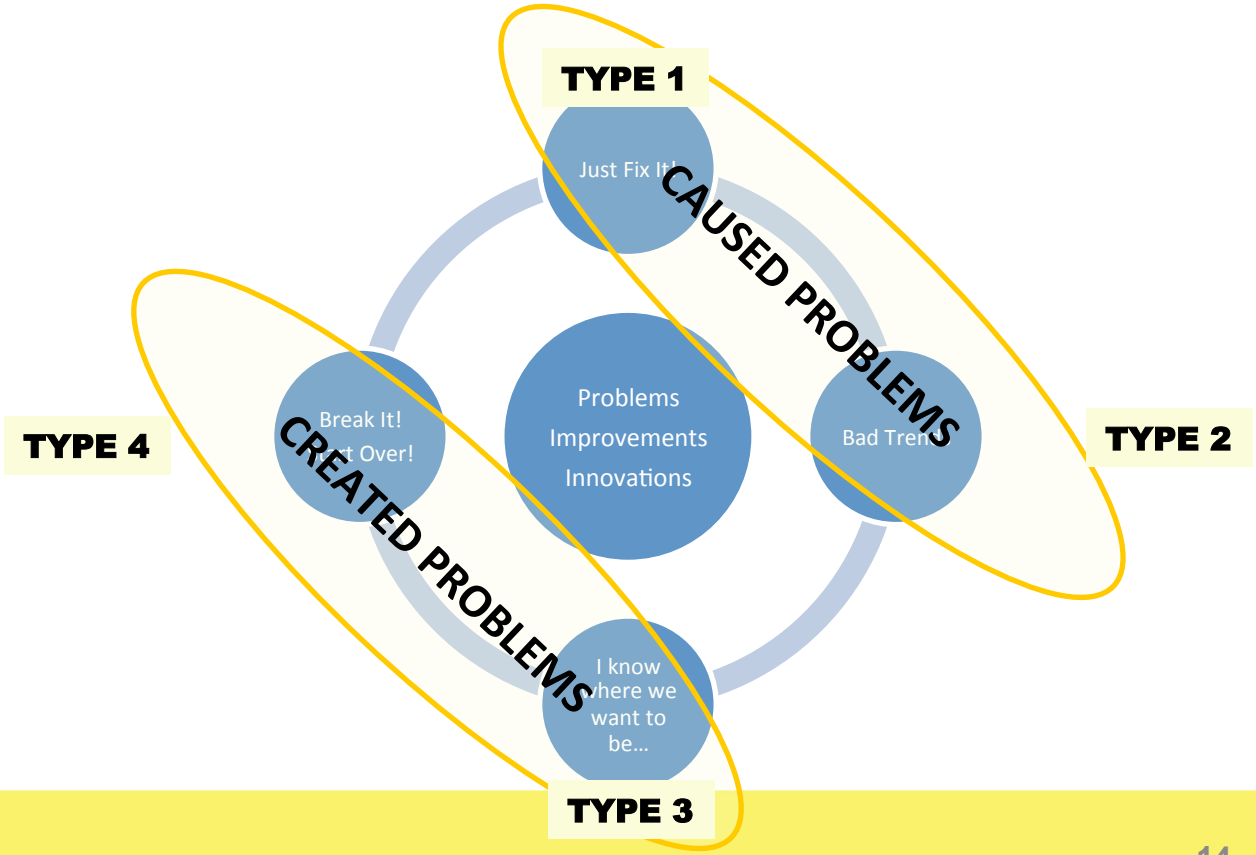
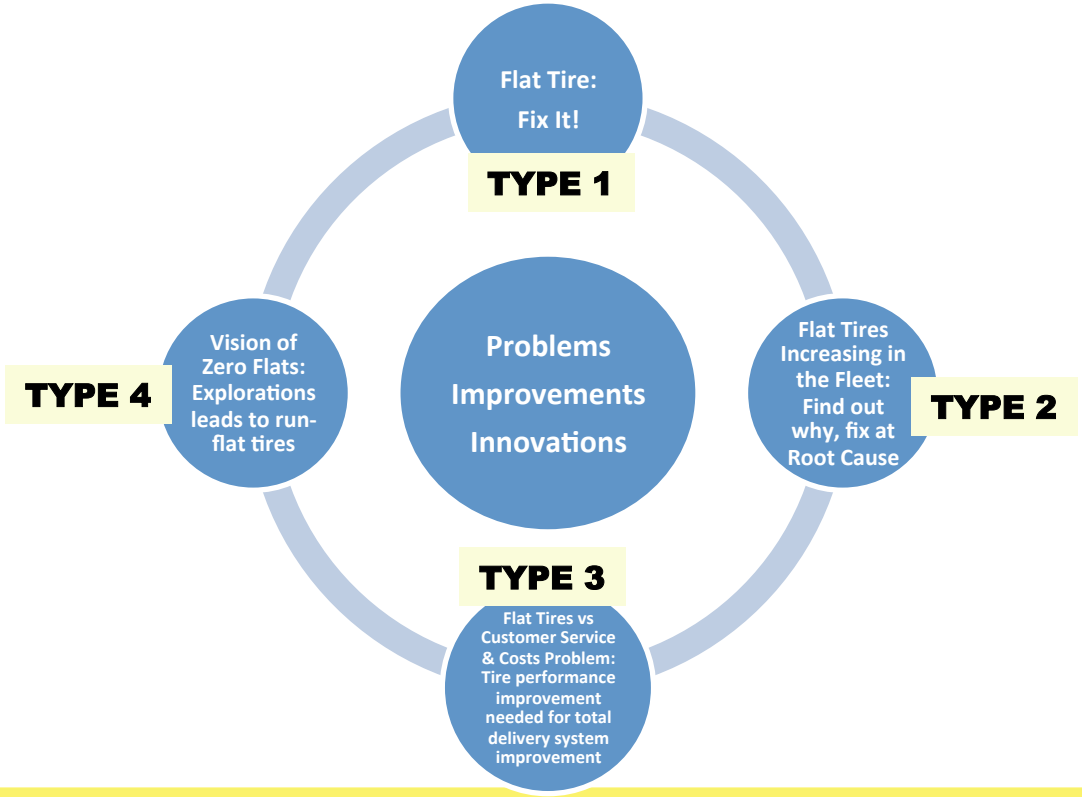
The Four Types of Problem Solving



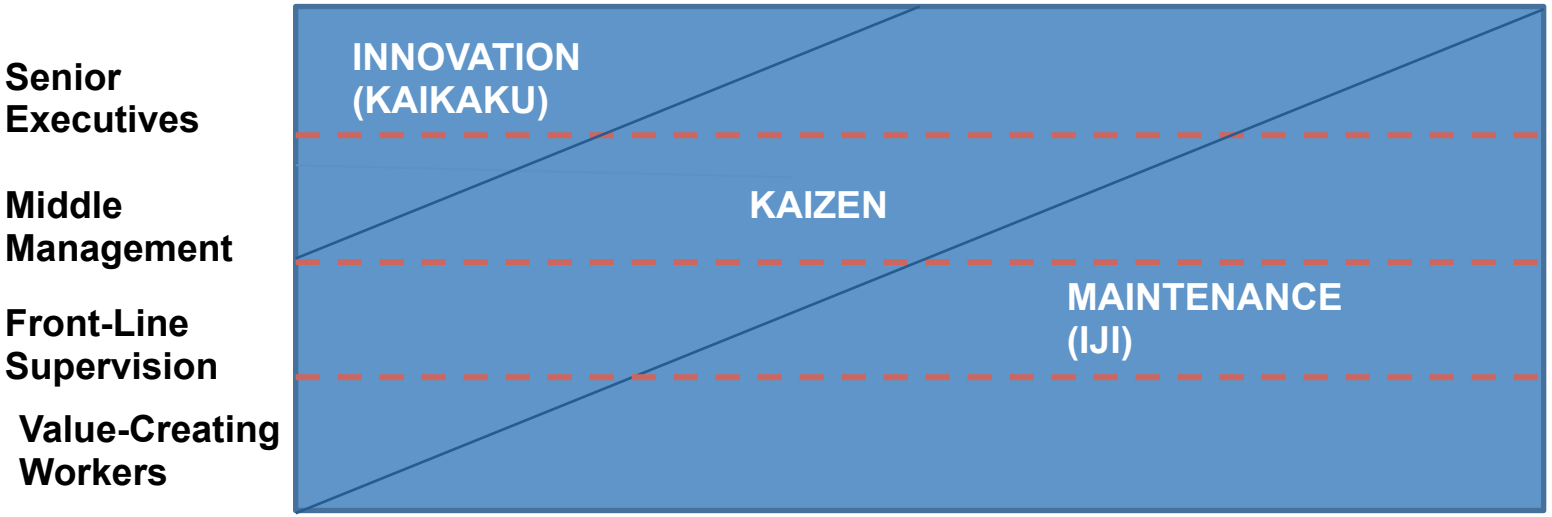
The Four Types of Problem Solving: Caused Problems and Created Problems



Flat Tires, Four Ways



Masaaki Imai's Kaizen Framework



From: Gemba Kaizen Masaaki Imai

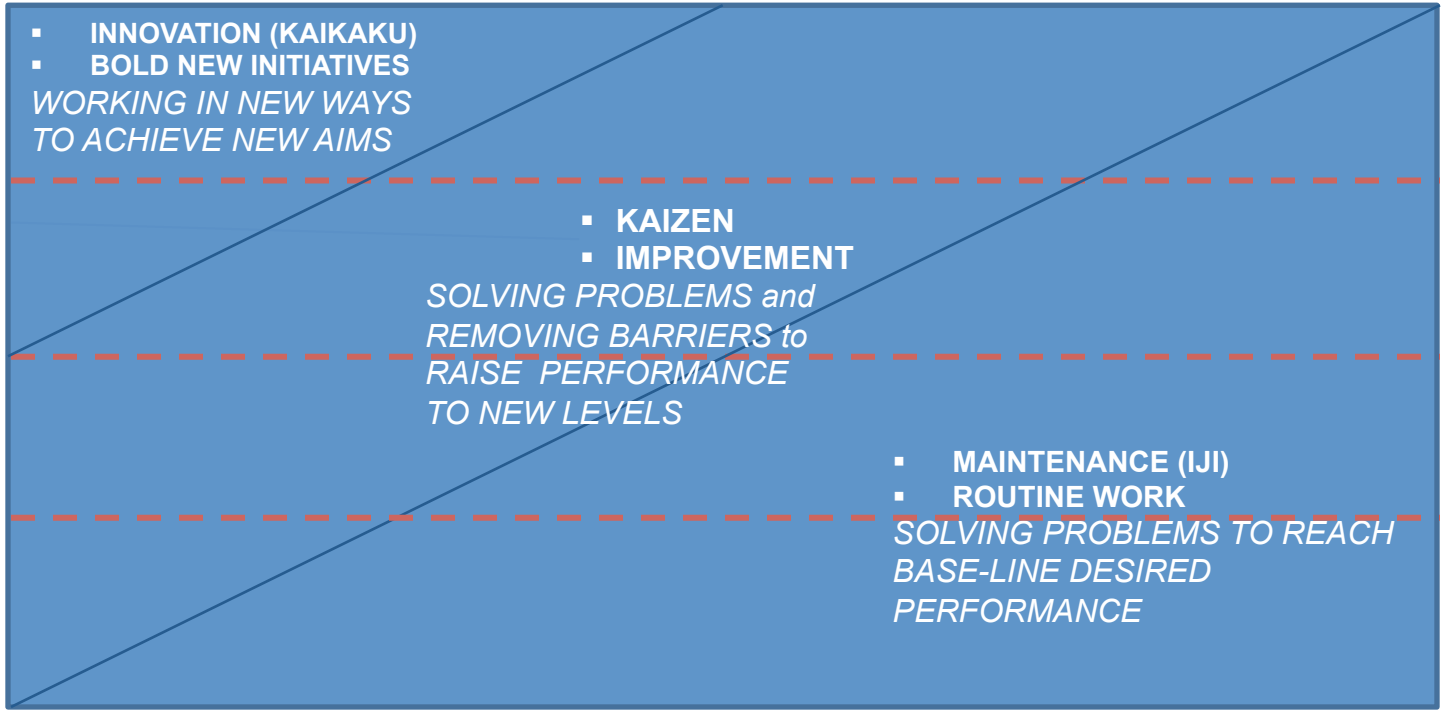
Maintain – Improve – Innovate

Senior Executives

Middle Management

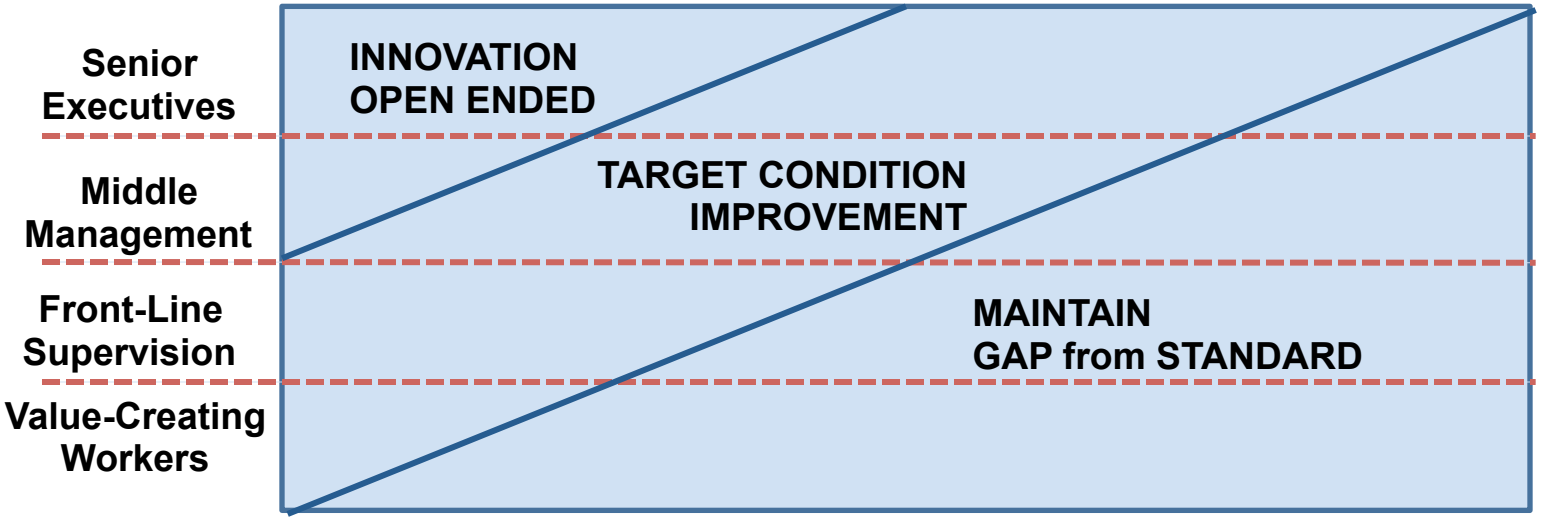
Front-Line Supervision

Value-Creating Workers



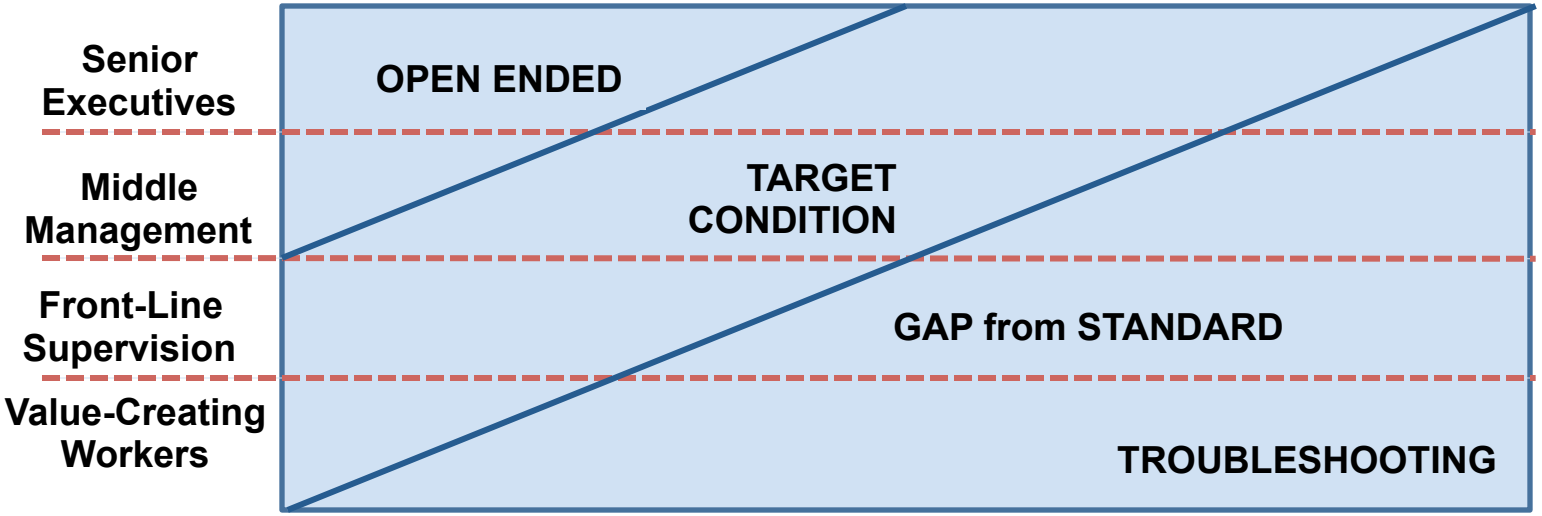
From: Gemba Kaizen Masaaki Imai

Imai's Kaizen Framework and The 4 Types of Problems



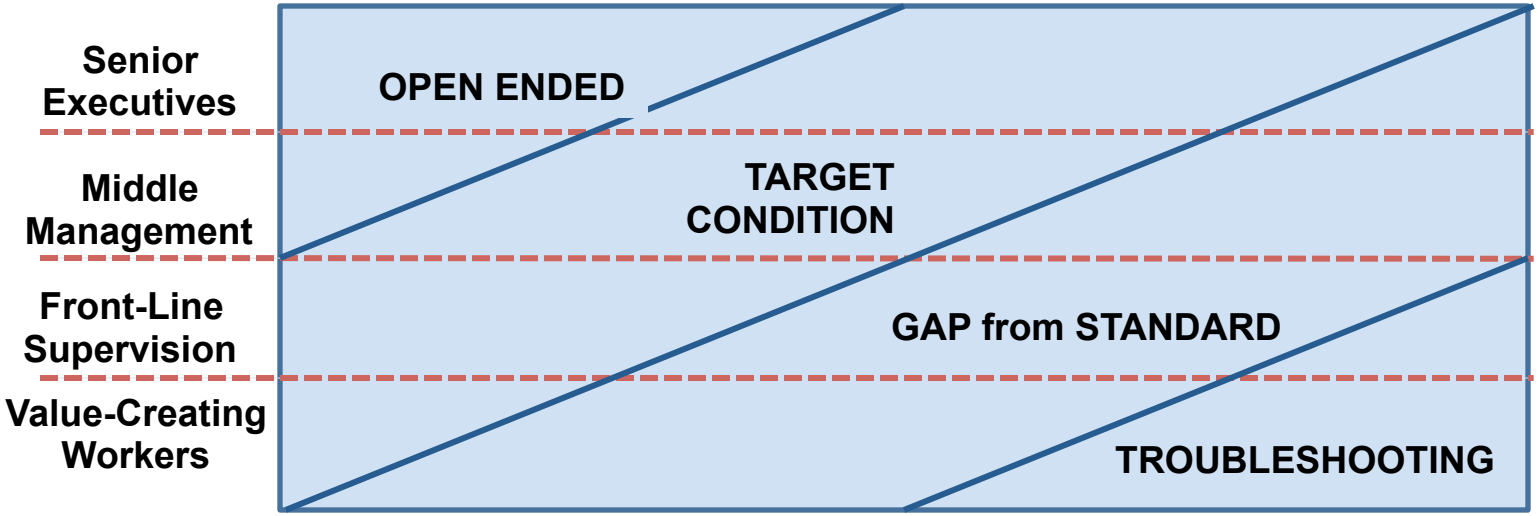
From Masaaki Imai

Imai's Kaizen Framework and the Four Types of Problem Solving



Adapted from Masaaki Imai

Four Types of Problem Solving and Imai's Kaizen Framework



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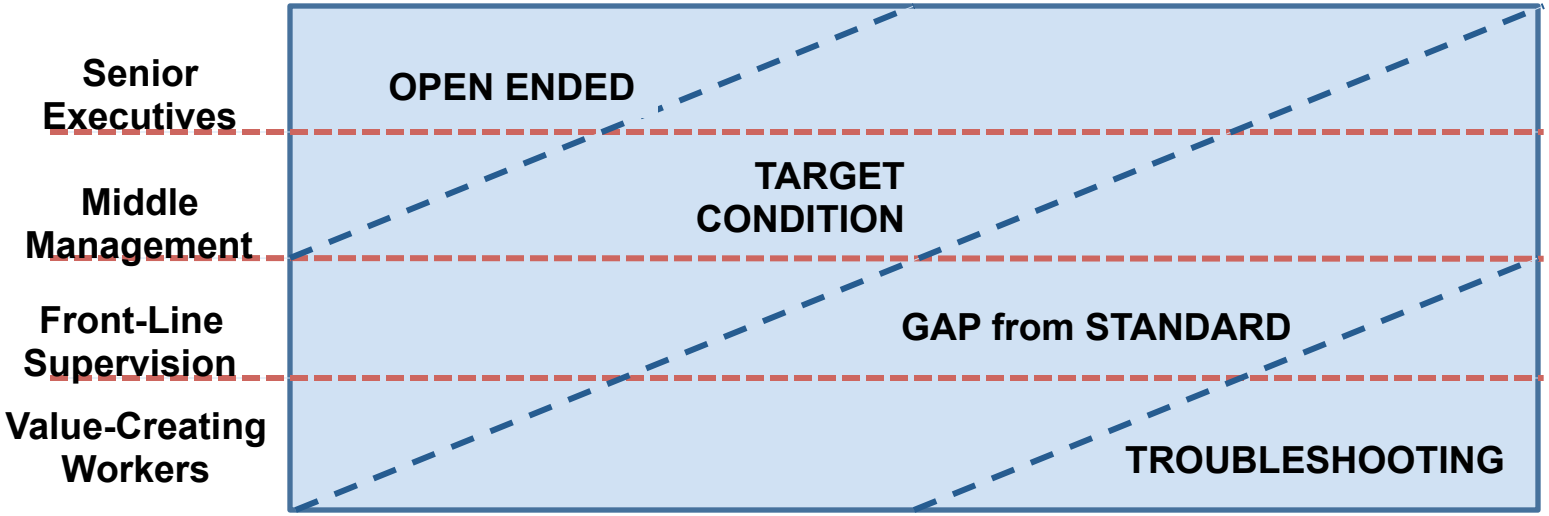

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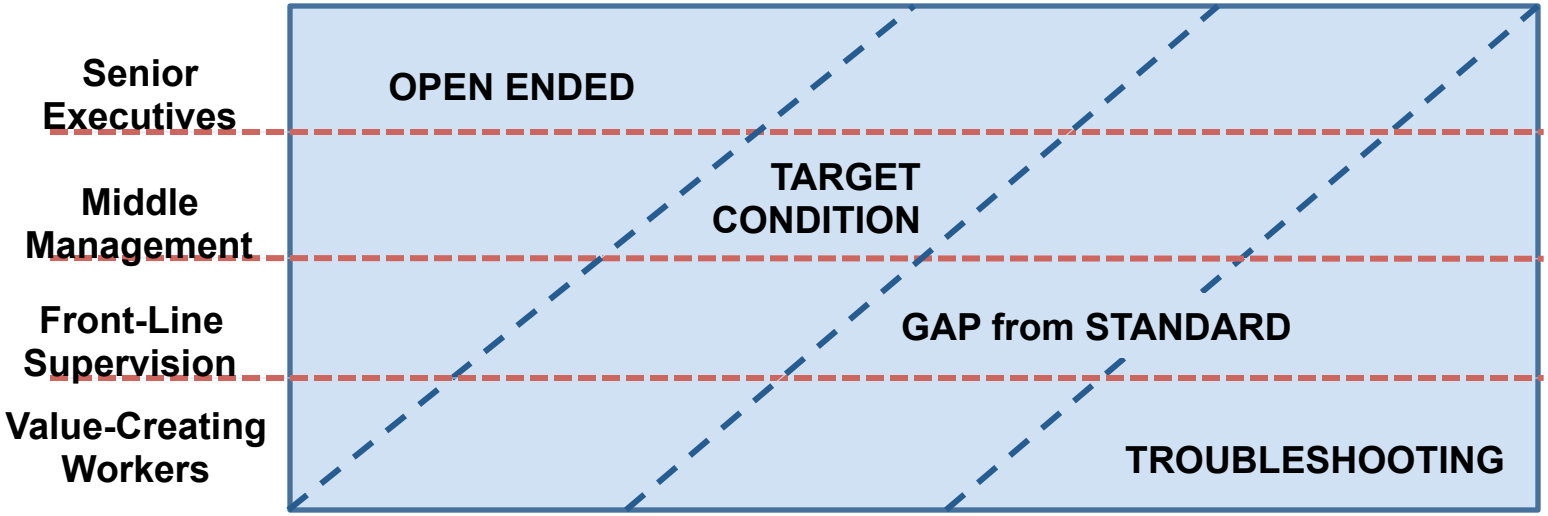
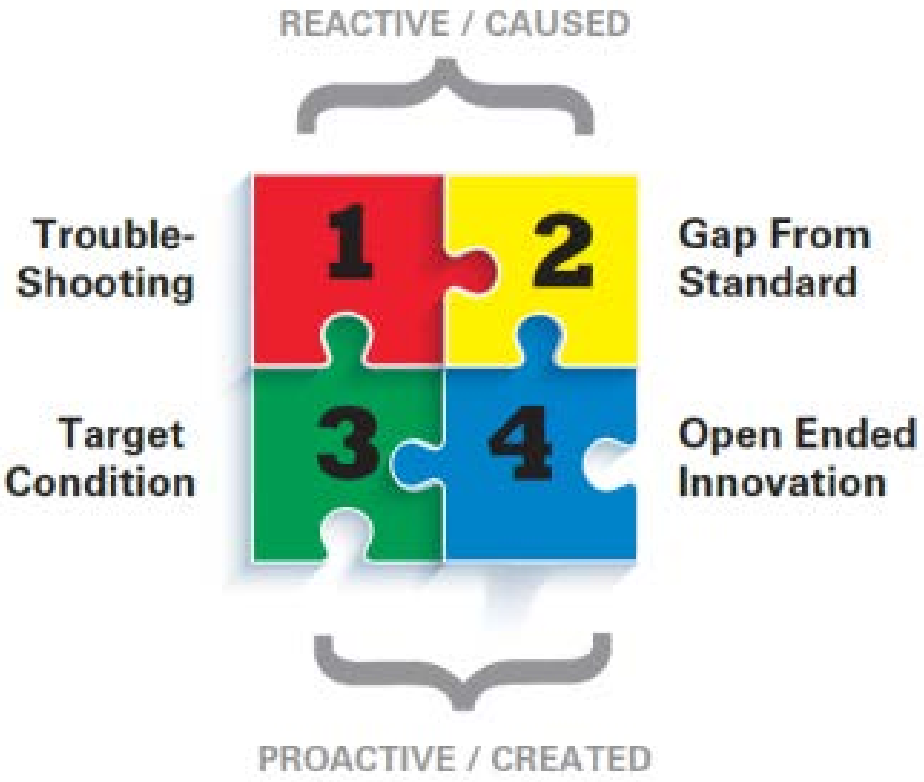
Four Types of Problems and Imai's Kaizen Framework

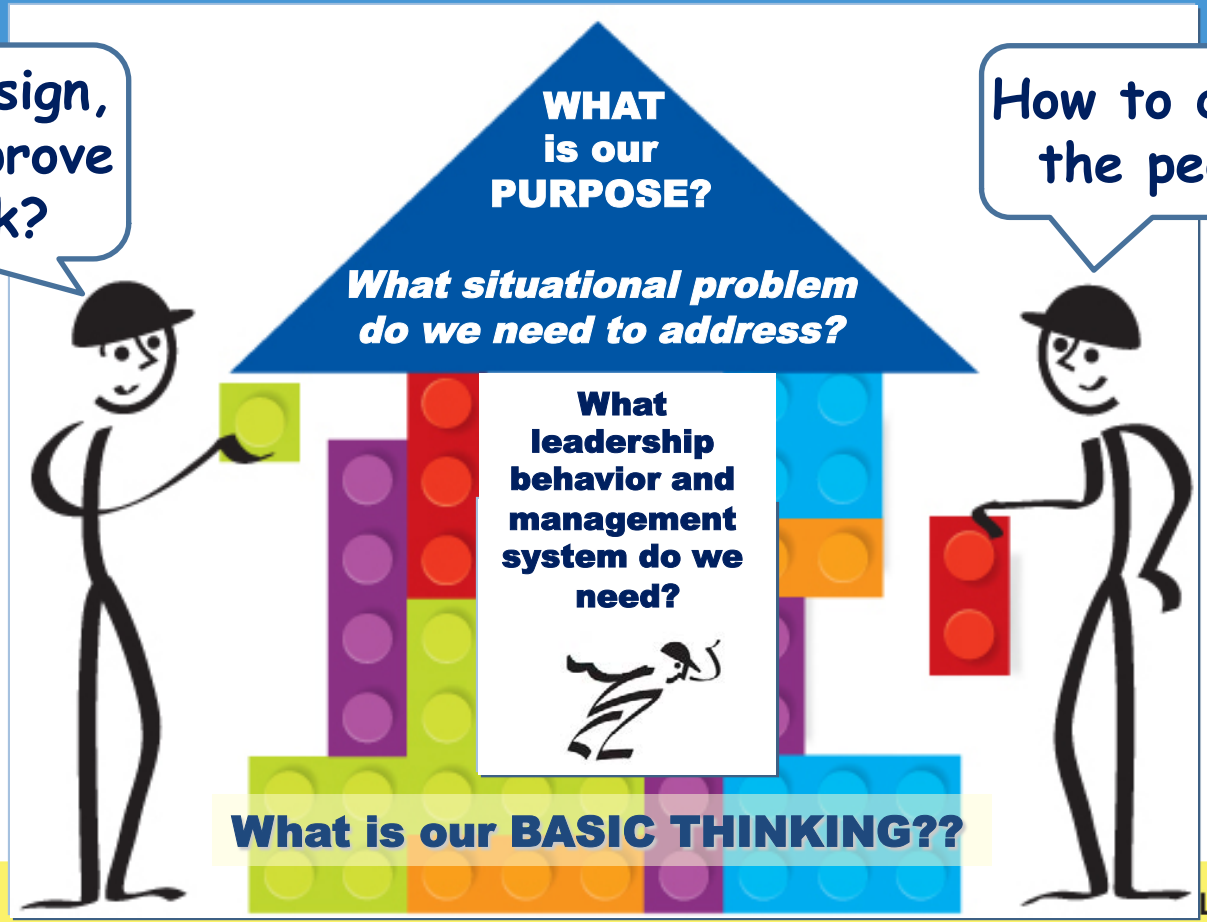


Adapted from Masaaki Imai

Prevent Deterioration; Challenge Perfection



Lean Transformation Framework



Managing to Develop Problem Solvers

“We aren’t just solving problems, we’re developing problem solvers”

Matt Long of the Herman Miller Company

“Let’s take ½ second out of our 17 second cycle time…”

How Did We Create Problem Solvers?

Lean concepts helped transform the work, people, place, and culture:

- Value Stream Improvement
- Transparency
- Standard Work
- Management System
- Stat Sheets
- Coaching for Development
- Visual Management

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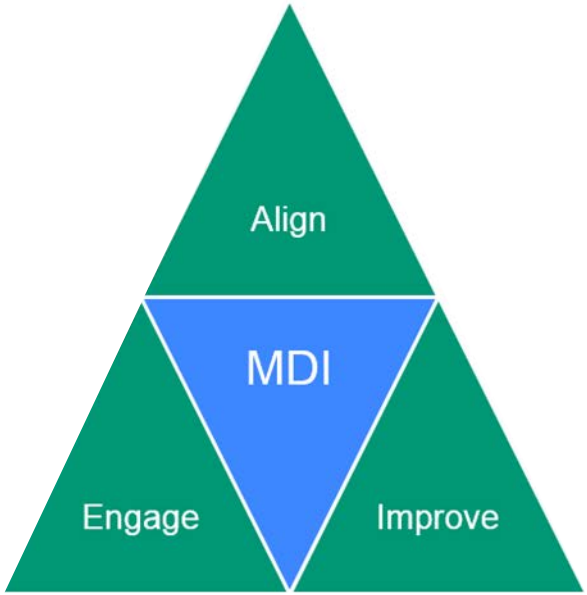
Structure

- Daily stat sheets
- Daily huddles
- Visual management (MDI Board, PICK)
- Daily waste identification & elimination
- A3 thinking & countermeasure process
- Leadership standard work
- Monthly scorecard & performance tracking



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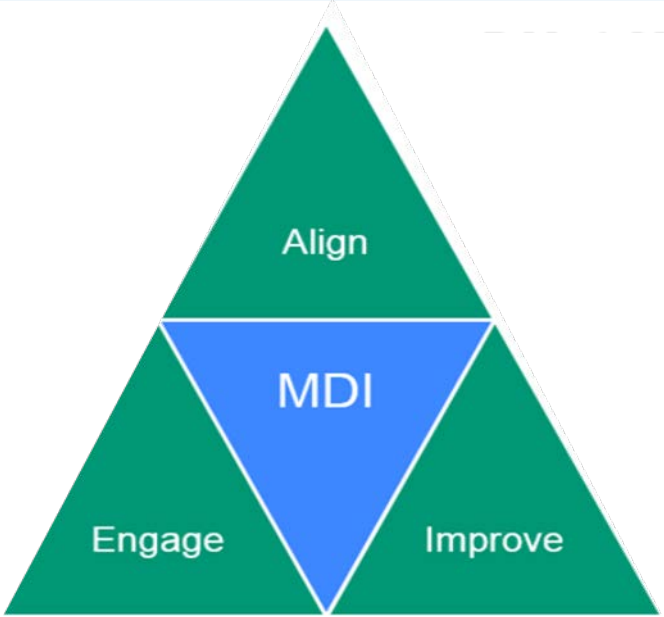

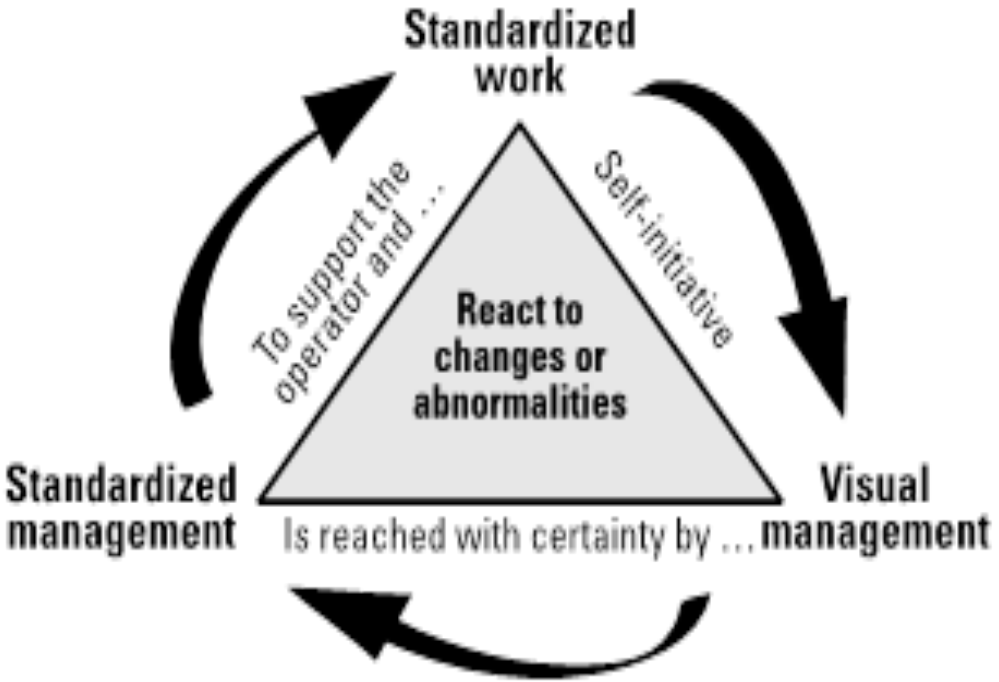

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It’s About the Work!!

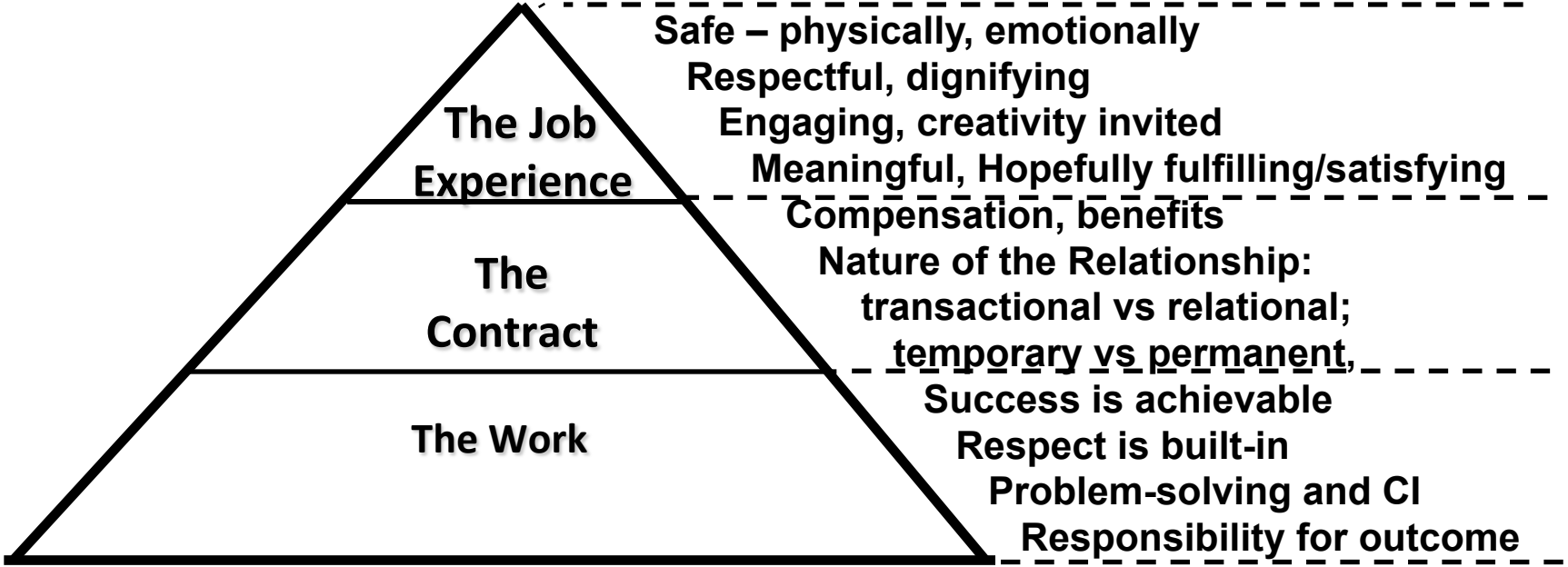
⇒ LEARNING to *SEE* it

⇒ LEARNING to *DESIGN* it

⇒ LEARNING to *MANAGE* it

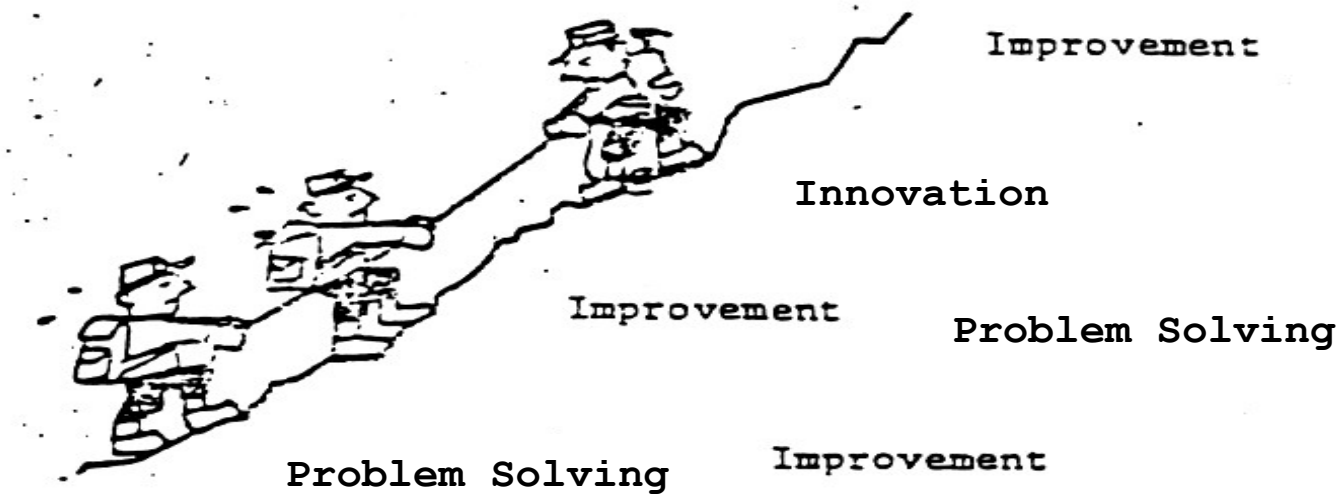
Lantech®

The Three Parts of a Job



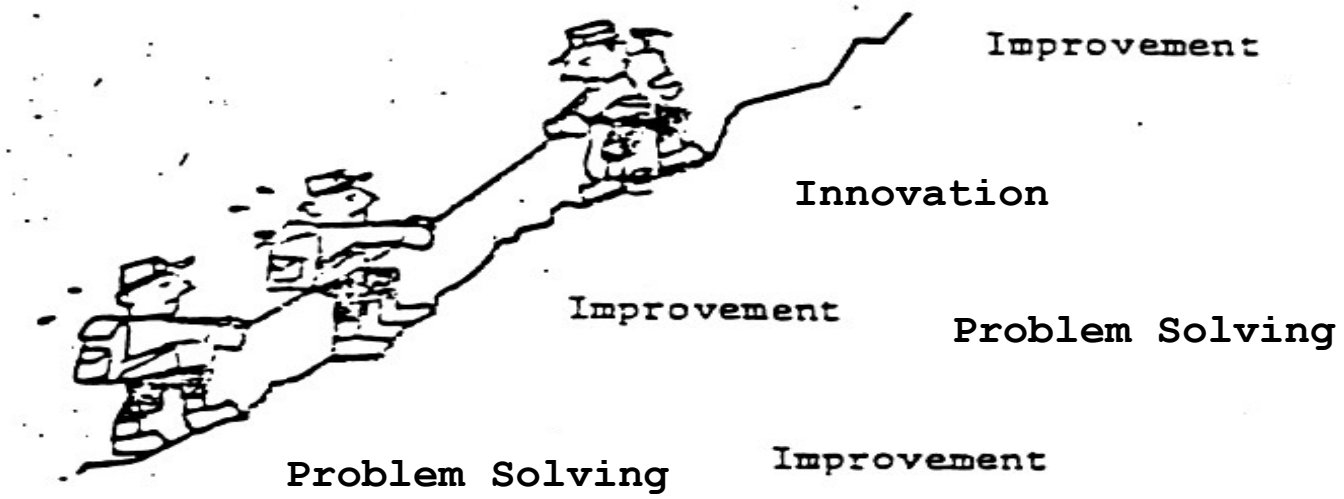
With the right foundation in place

The Leader can comfortably develop people, who feel secure in their role



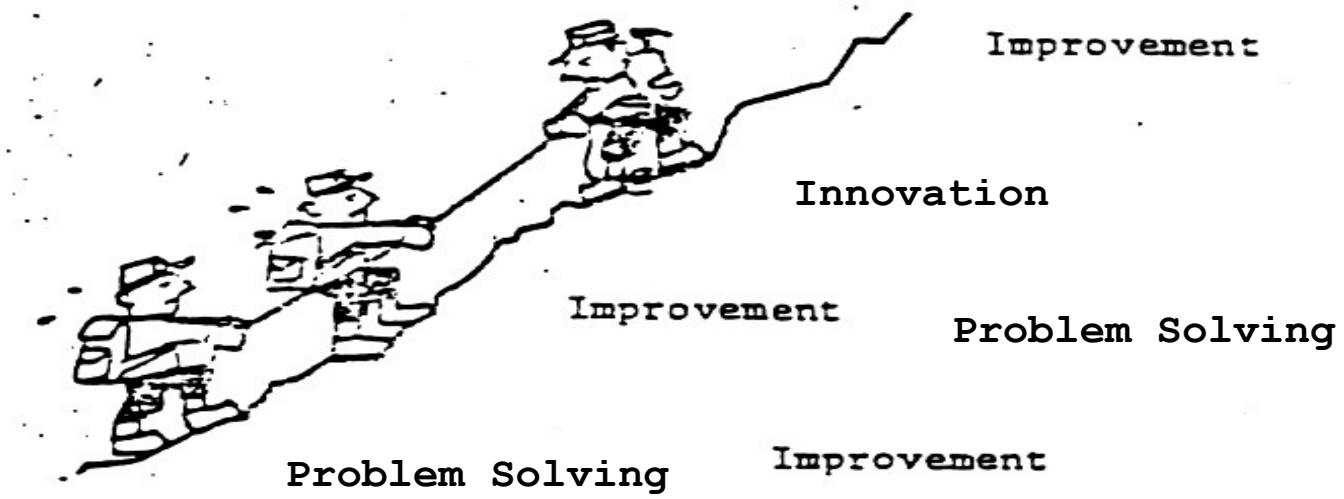
Deming called this “Remove Fear”

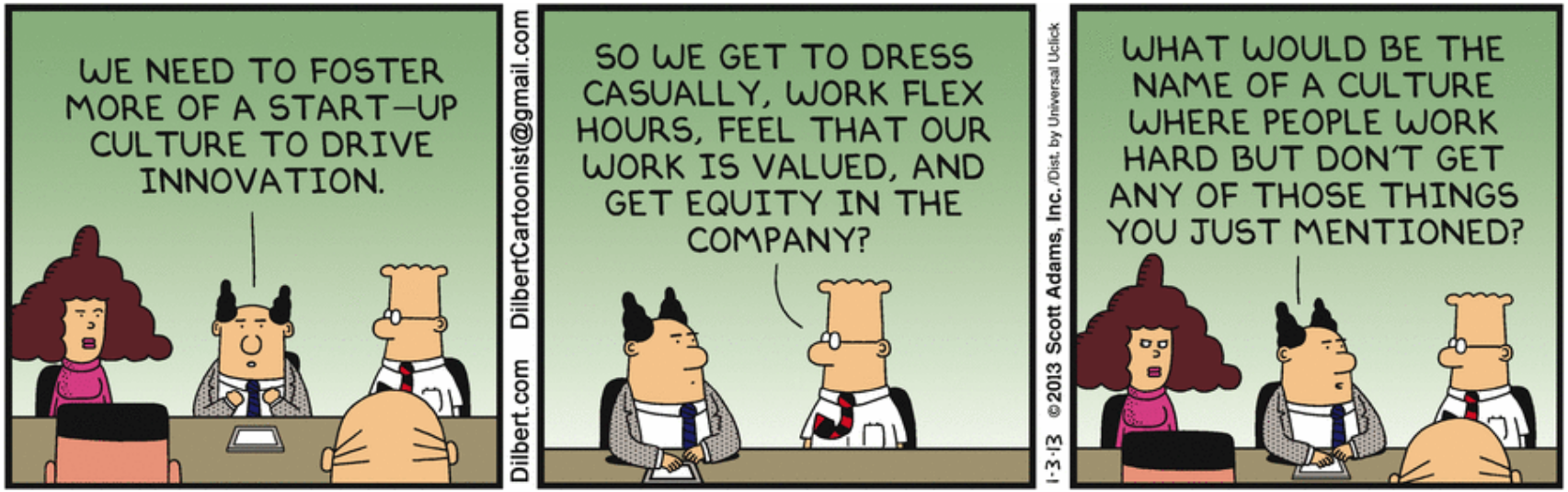
The Leader can comfortably develop people, who feel secure in their role



Applies to any kind ot work…

The Leader can comfortably develop people, who feel secure in their role





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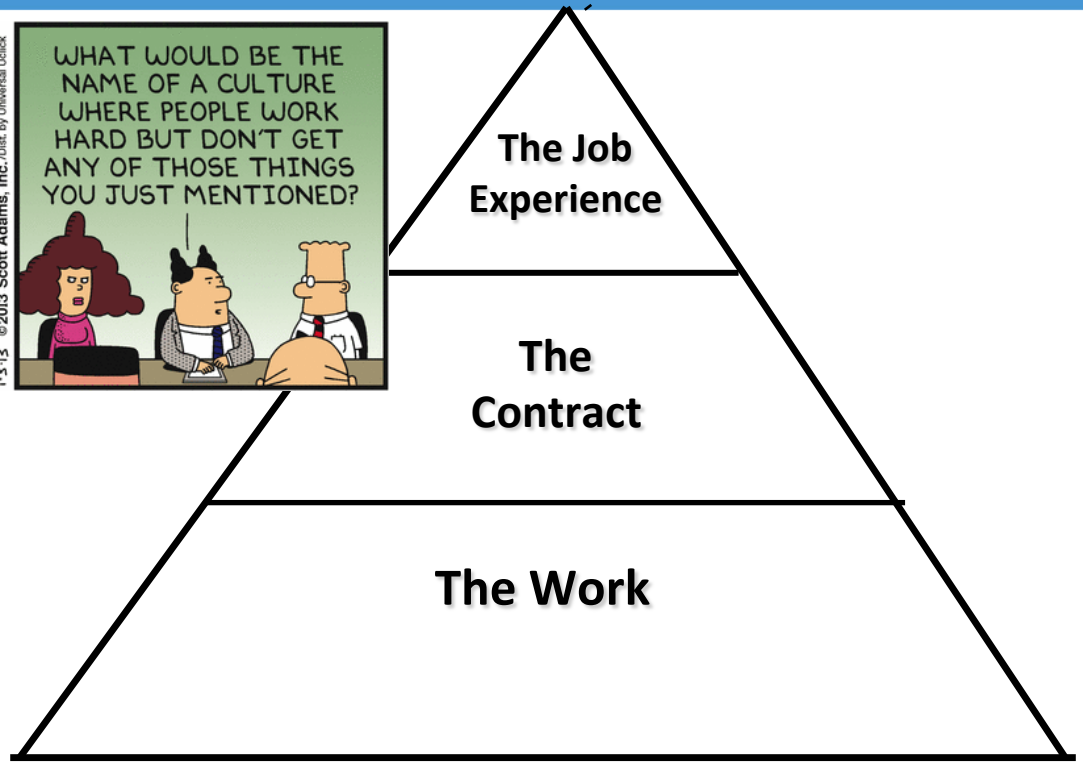
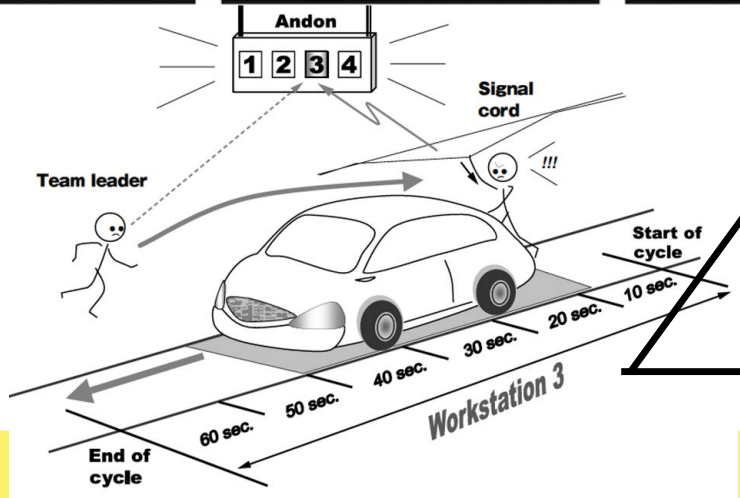
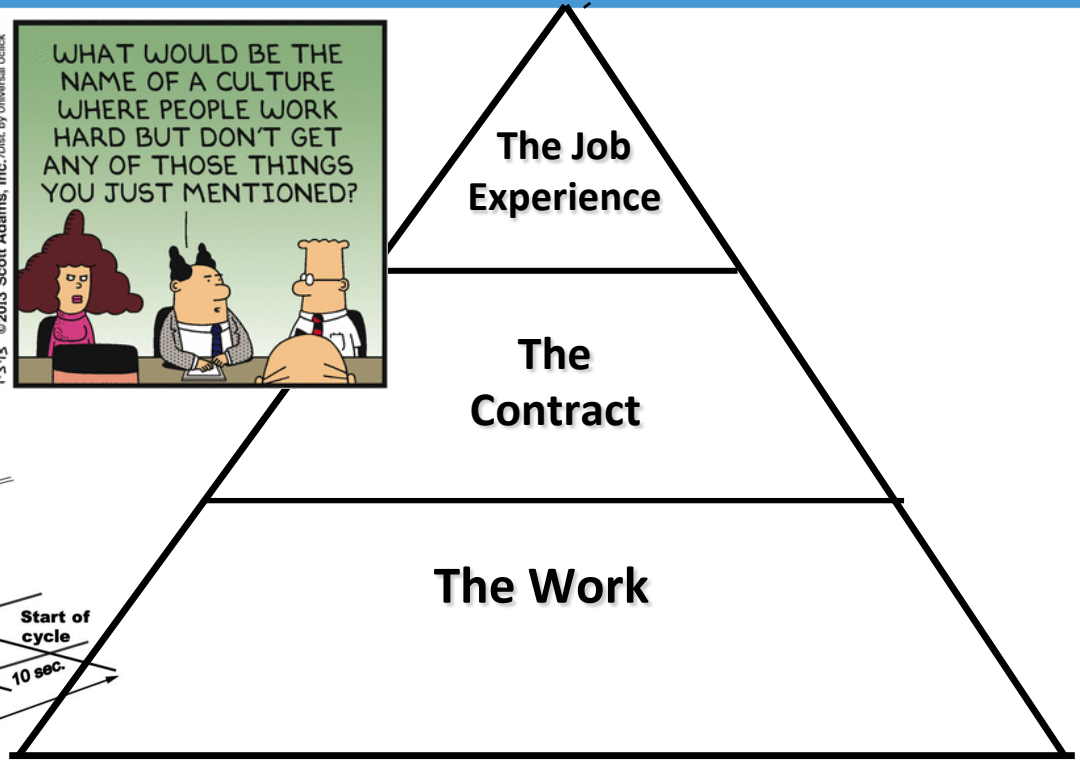
The Three Parts of a Job



The Three Parts of a Job





Can’t do just one thing…

For Effectiveness AND Efficiency:

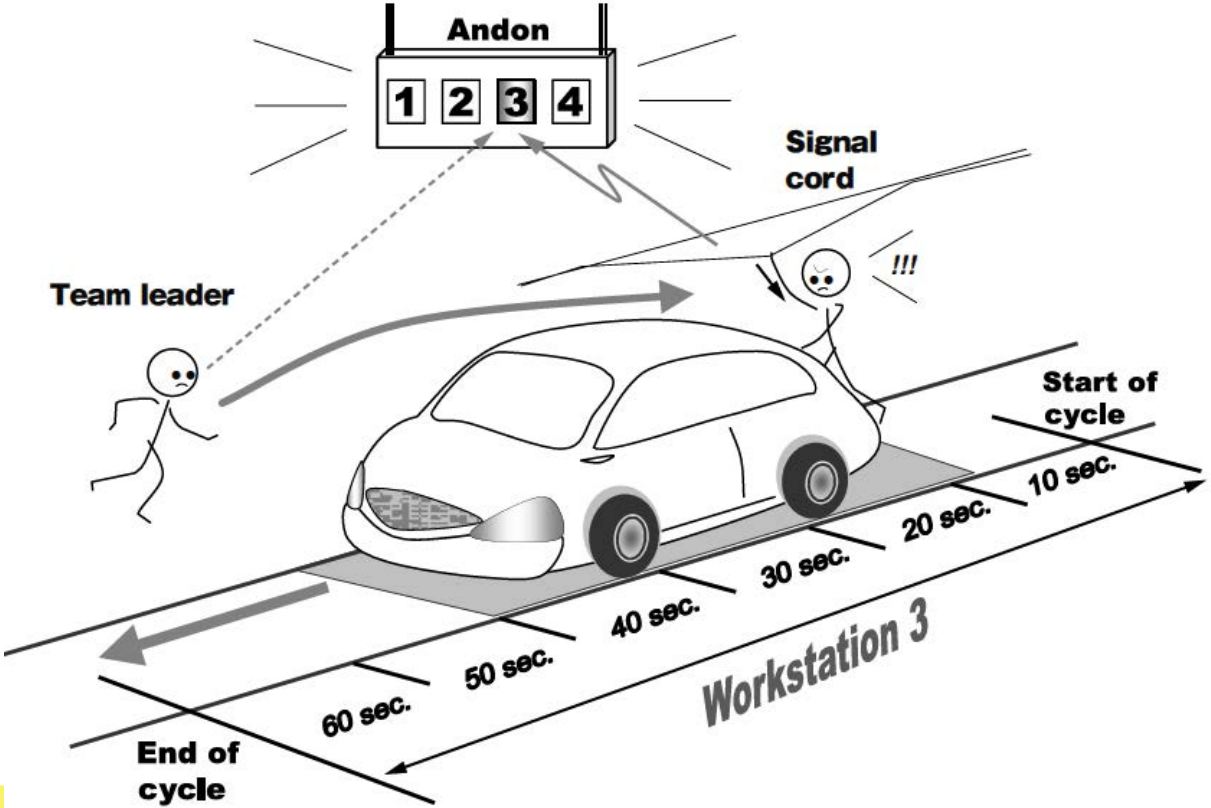
- Clarify purpose
- Specific the work
- Develop the people
- Establish a management system supported by the right leader behaviors
- Work on the basic thinking (“culture”)

But, at the value-creating work experience…

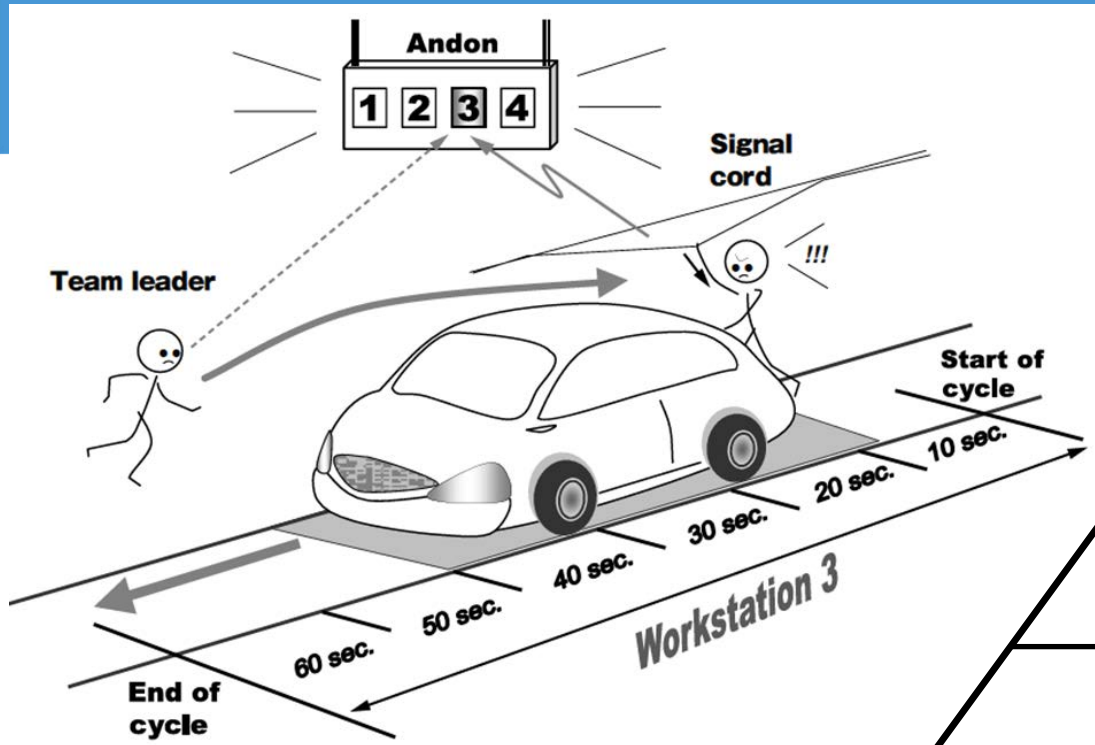
Do just one thing at a time!

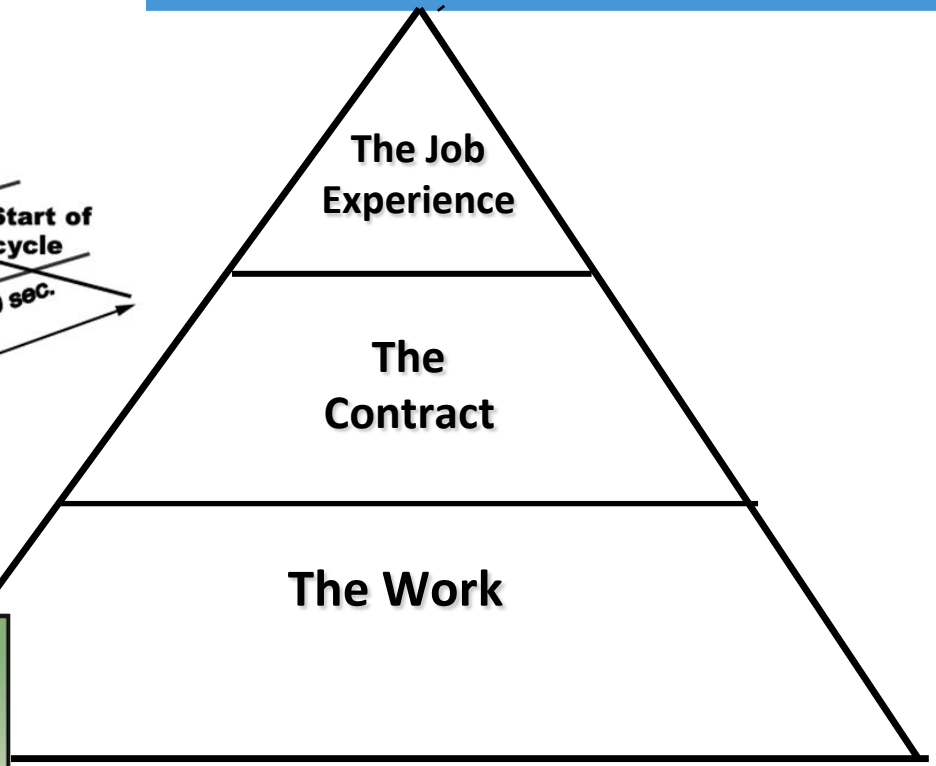
(AKA: "Mindfulless")

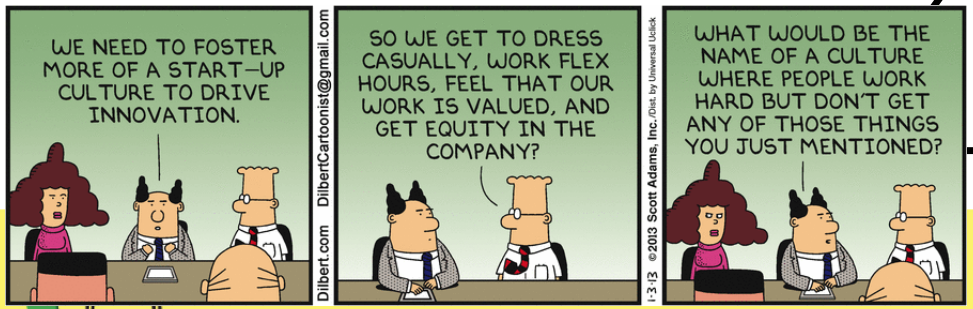
Design of Work Experience → Lean WX



Lean WX


Andon
1 2 3 4
Signal cord
Team leader
!!!
Start of cycle
10 sec.
20 sec.
30 sec.
40 sec.
50 sec.
60 sec.
Workstation 3
End of cycle


The Job Experience
The Contract
The Work


WE NEED TO FOSTER MORE OF A START-UP CULTURE TO DRIVE INNOVATION.
SO WE GET TO DRESS CASUALLY, WORK FLEX HOURS, FEEL THAT OUR WORK IS VALUED, AND GET EQUITY IN THE COMPANY?
WHAT WOULD BE THE NAME OF A CULTURE WHERE PEOPLE WORK HARD BUT DON'T GET ANY OF THOSE THINGS YOU JUST MENTIONED?
Dilbert.com DilbertCartoonist@gmail.com
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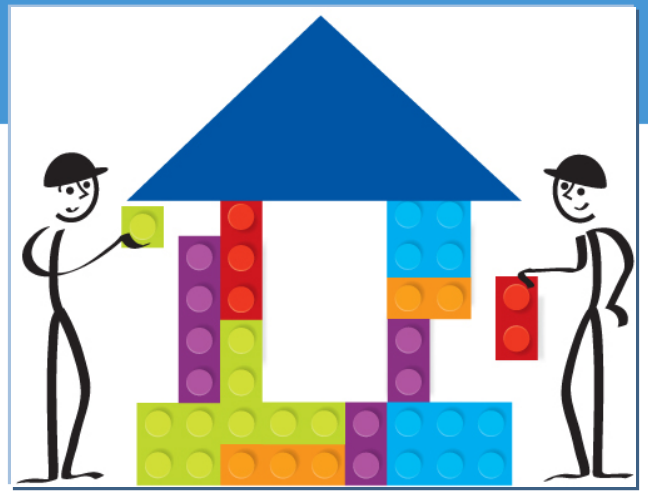
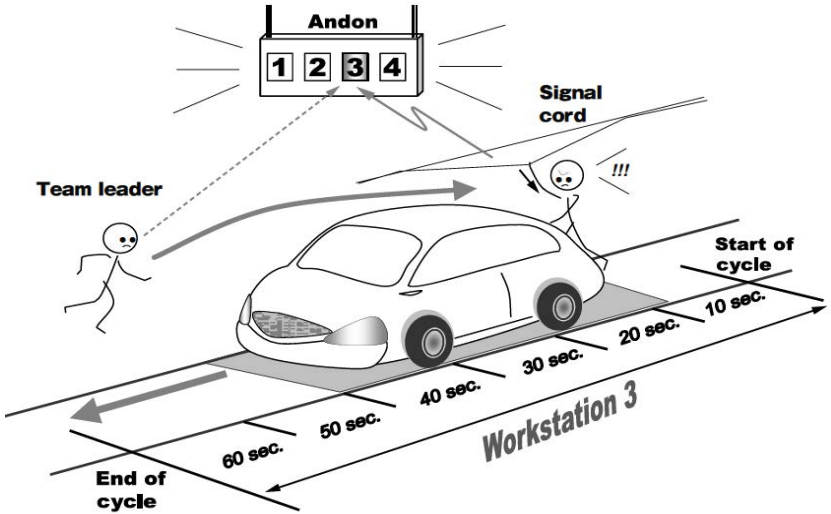
Lean WX



- **Engage Everyone in Problem Finding and Continuous Experimentation**
- **Give Everyone Permission to Fail and Ability to Succeed**

Lean WX = Design of Work Experience

- Scientific Management view
- Industrial Engineering view
- Humanist/psychology view
- Psychology/neuroscience view
- Sociology/social-psychology view
- Anthropology/ecosystem view
- Lean view



- ➢ Manage to develop problem solvers.
- ➢ Develop capability to solve problems through designing work experiences that enable success and encourage continuous experimentation.

It’s About the Work!!

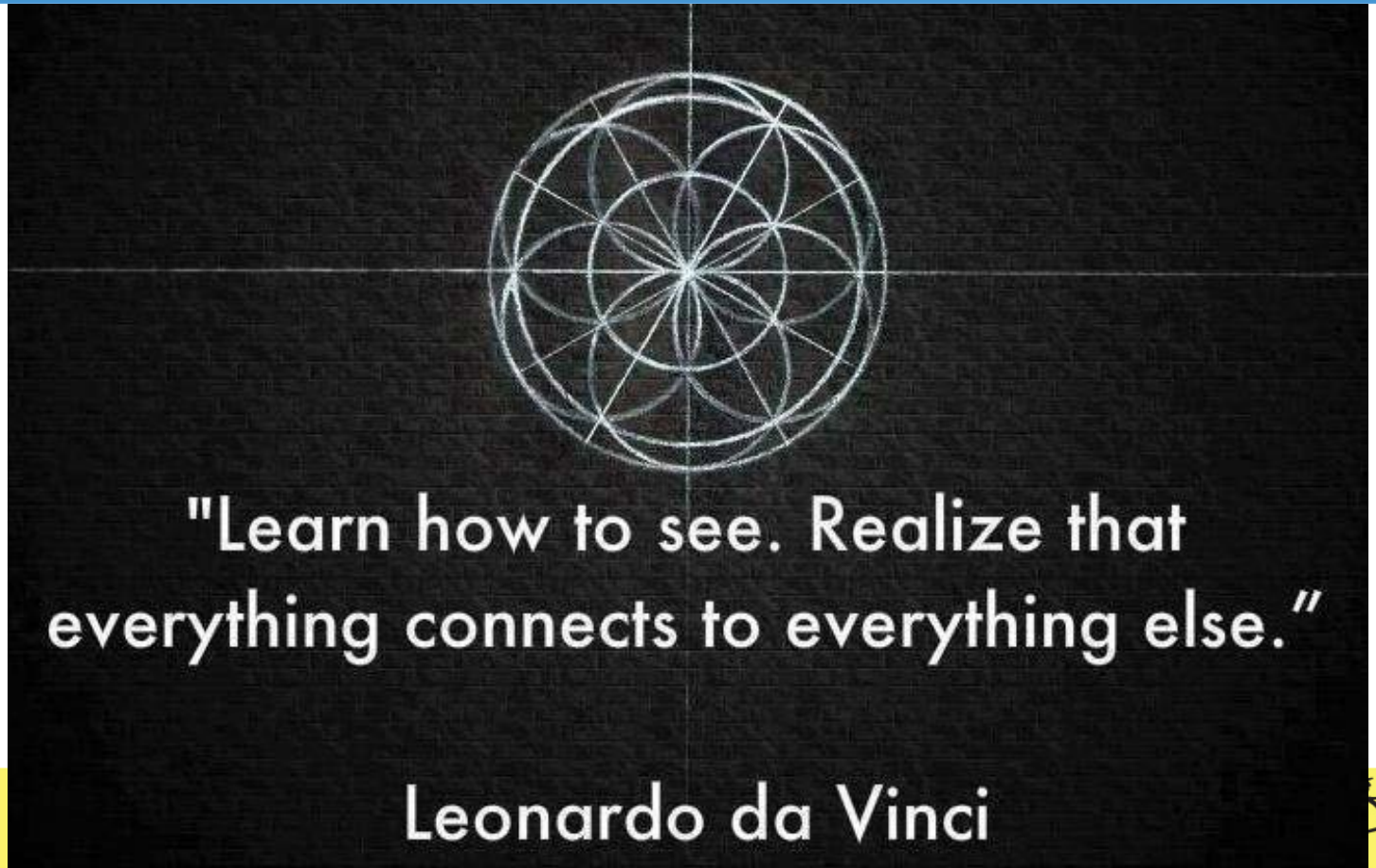
⇒ LEARNING to *SEE* it

⇒ LEARNING to *DESIGN* it

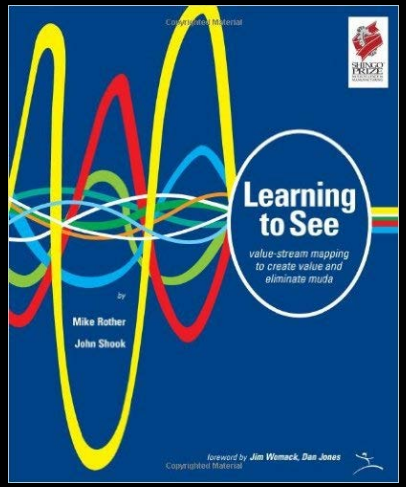
⇒ LEARNING to *MANAGE* it

Lantech®

Learning to See



Learning to See



"Every product has a value stream. The challenge lies in seeing it."

Learning to See and…

"Every product has a value stream.
The challenge lies in seeing it."

**"Every situation has a "problem".
The challenge lies in finding it."**

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