



Lean Thinking Driving Behaviors

*March 2010
Jim Luckman*

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Purpose of the Workshop

- Understand the hidden drivers of our culture
- Learn how to look for cultural problems to solve in your organizations
- Understand a model to create a problem solving culture



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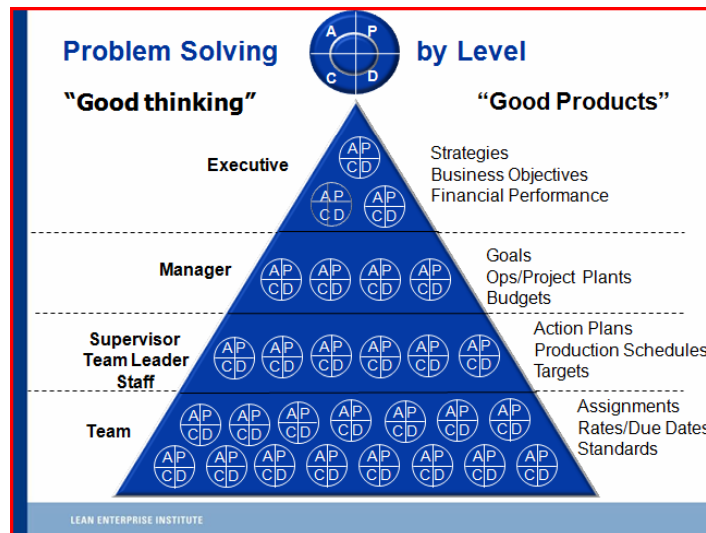


Lean Transformations Experiences

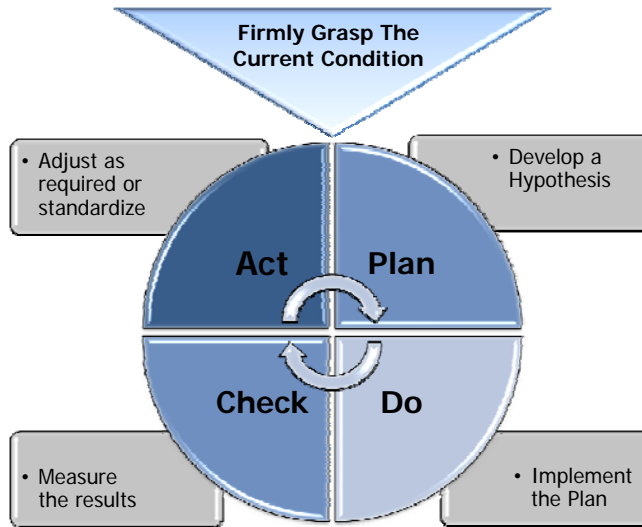
- Transformations have not lived up to expectations
 - *Not sustainable*
 - *False starts*
 - *Long implementation cycles*
 - *Poor results*
 - *Confusion*
 - *Frustration*
 - *Anxiety*
- What is happening?
 - Delegate the work
 - Continue with the actions within the existing system
 - Expect quick results – mostly cost reduction



What is Lean? A new paradigm



PDCA Management



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Exercise

What is limiting your lean transformation effort?

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Culture and Systems

We need a different way of thinking about problem solving when it comes to changing the culture

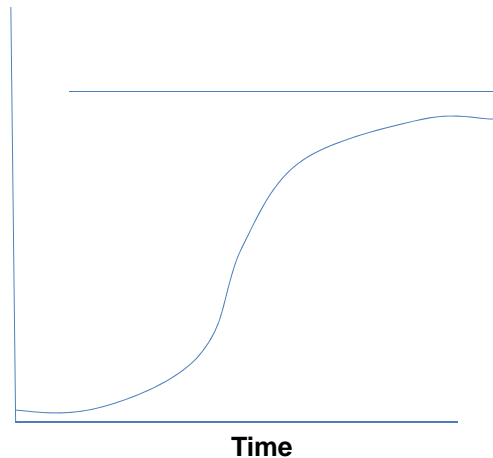


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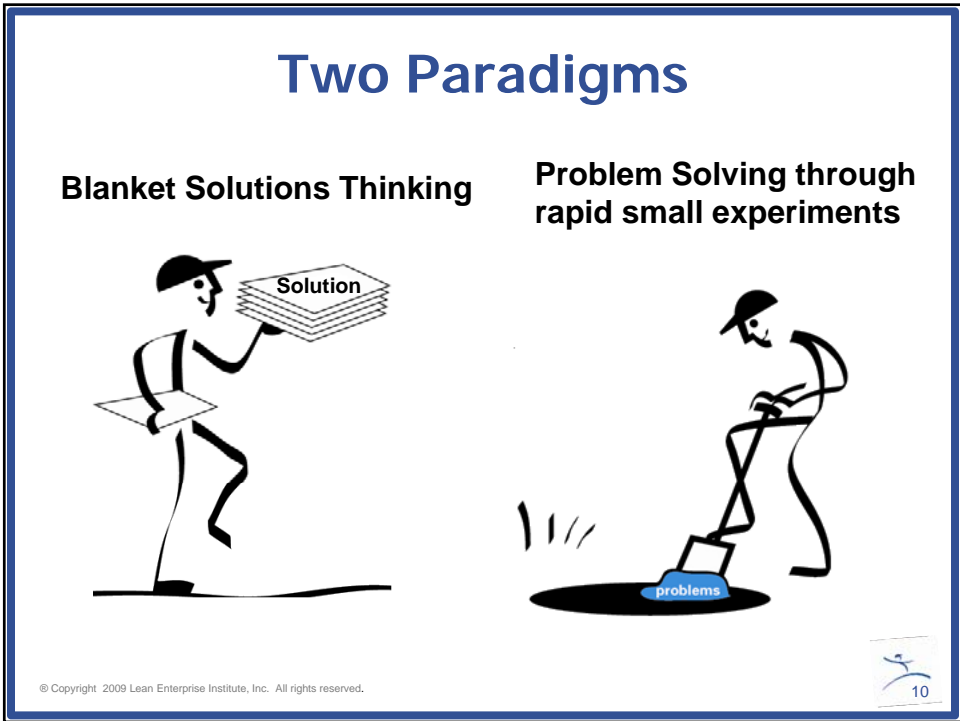
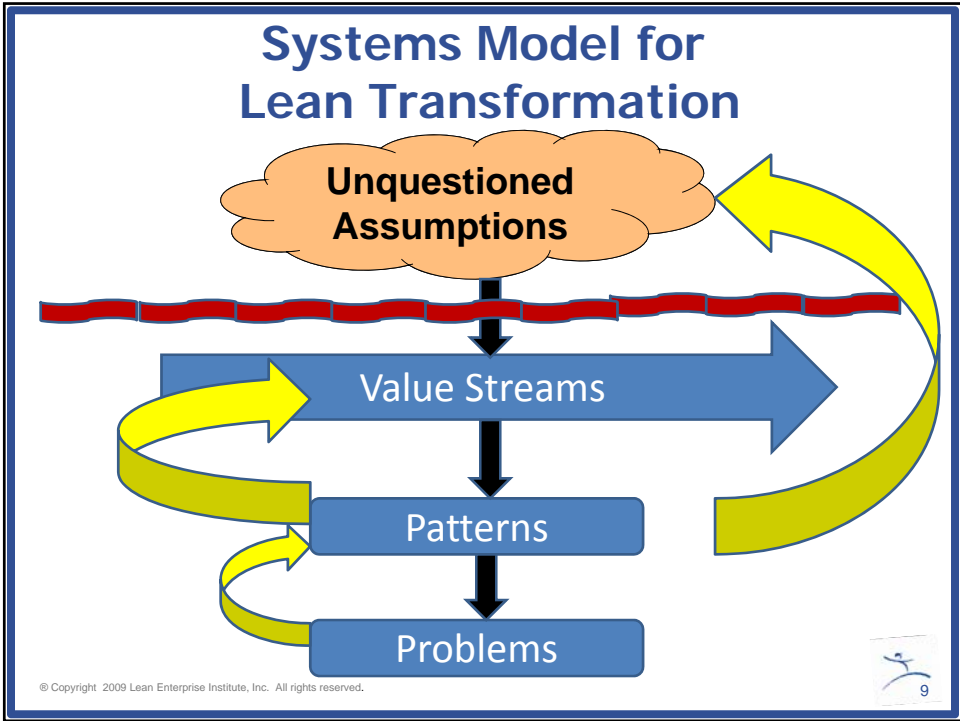
Limits to Growth

Performance Improvement From Lean Effort



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Question

What are the
Unquestioned Assumptions
that drive each Paradigm?

- 1) Blanket Solutions
- 2) Problem Solving

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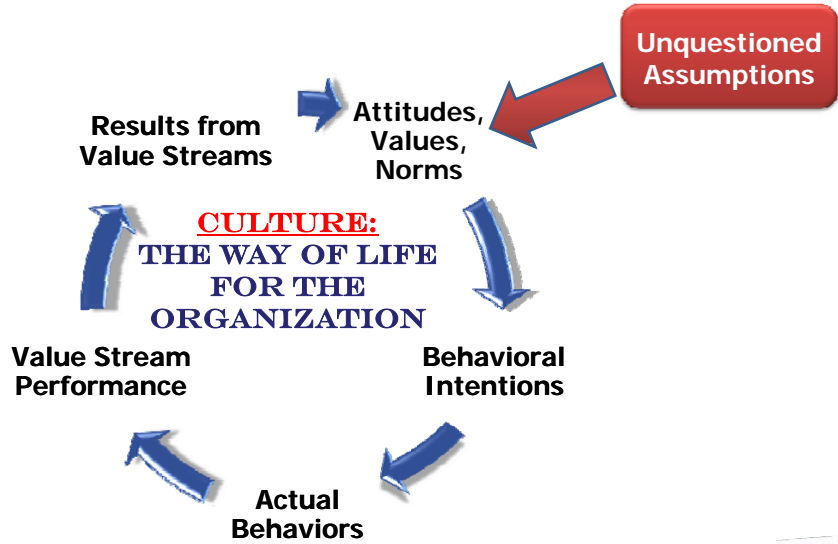
Definition of Culture by Edgar Schein

“A **pattern of assumptions**, invented, discovered or developed by a given group, as it learns to cope with the problem of external adaptation and internal integration, that has worked well enough to be considered valid and be taught to new members, as the correct way to perceive, think and feel ...”

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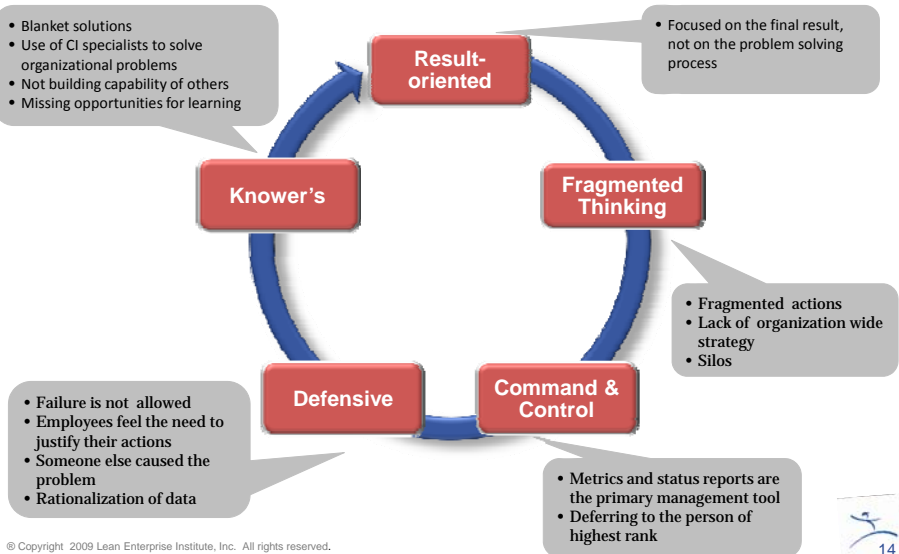
Systems View of Problem Solving



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Unquestioned Assumptions That Drive Complexity



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Exercise

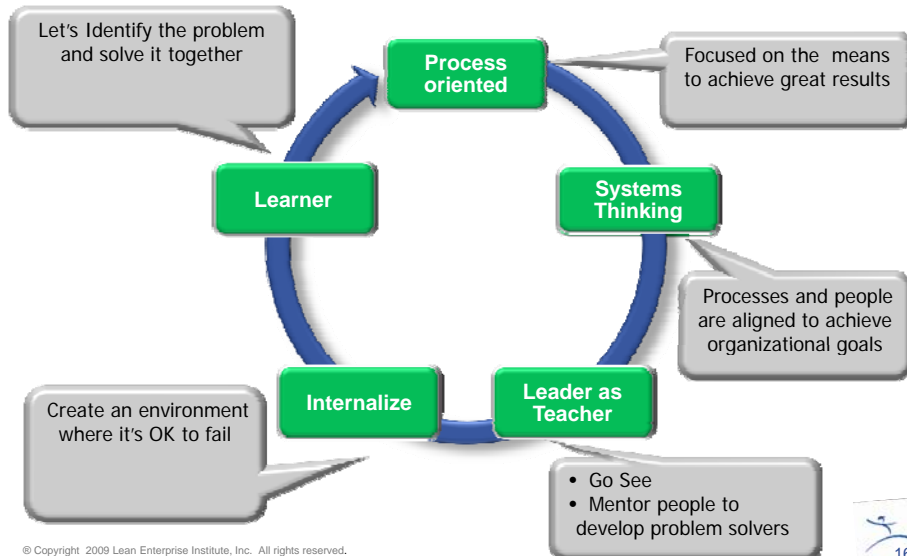
How is your Lean Transforming Going?

Which of these unquestioned assumptions best describes your company's culture?

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Unquestioned Assumptions that Drive Continuous Improvement



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Exercise

How is your Lean Transforming Going?

What can you do to encourage a shift in thinking committed to driving continuous improvement?

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What is Lean?

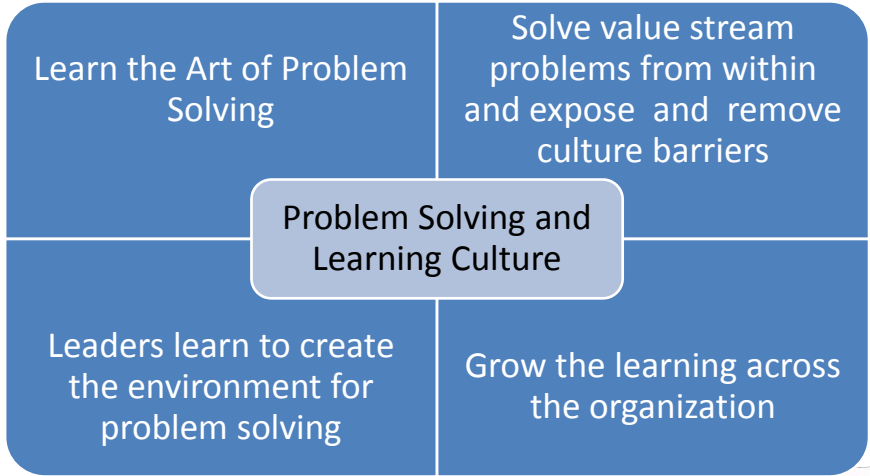
“ The key to success is to have a production system that highlights problems and a human system that produces people who are able and willing to identify and solve them.”

From: Toyota Culture by Jeffrey Liker & Michael Hoseus

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The Systemic Approach to Culture Change



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Creating a Plan for Change and Experimentation

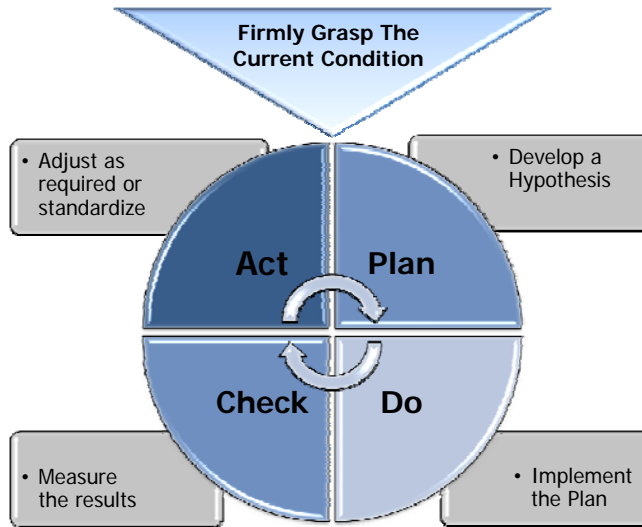


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A3 Thinking

Title: What is the problem we are addressing?

A3 Sheet

Background

Future State

Current State

Implementation Plan

Goal

Analysis

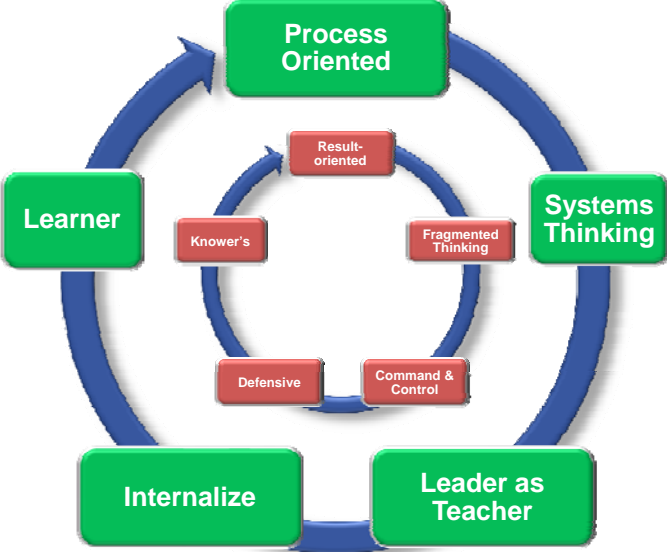
Follow-up

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Practice the Change



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Thank you!!



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