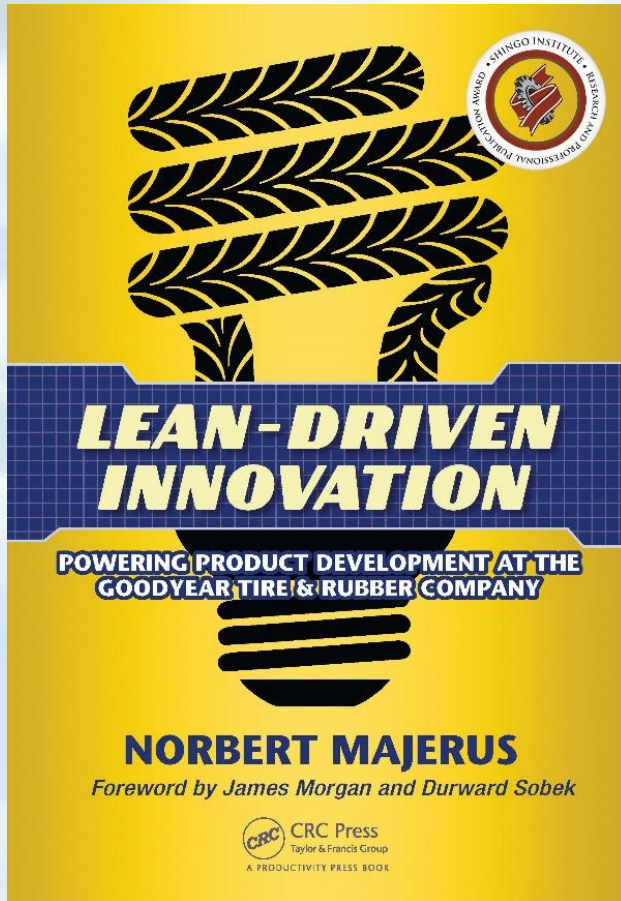


Managing People in a Lean Transformation or Organization



Norbert Majerus,
Lean Champion

What KPI's Are You Tracking?



- Late on almost all launches
- Less than 50% of the new products met business case
- Low engagement scores and **people quit for lack of work**



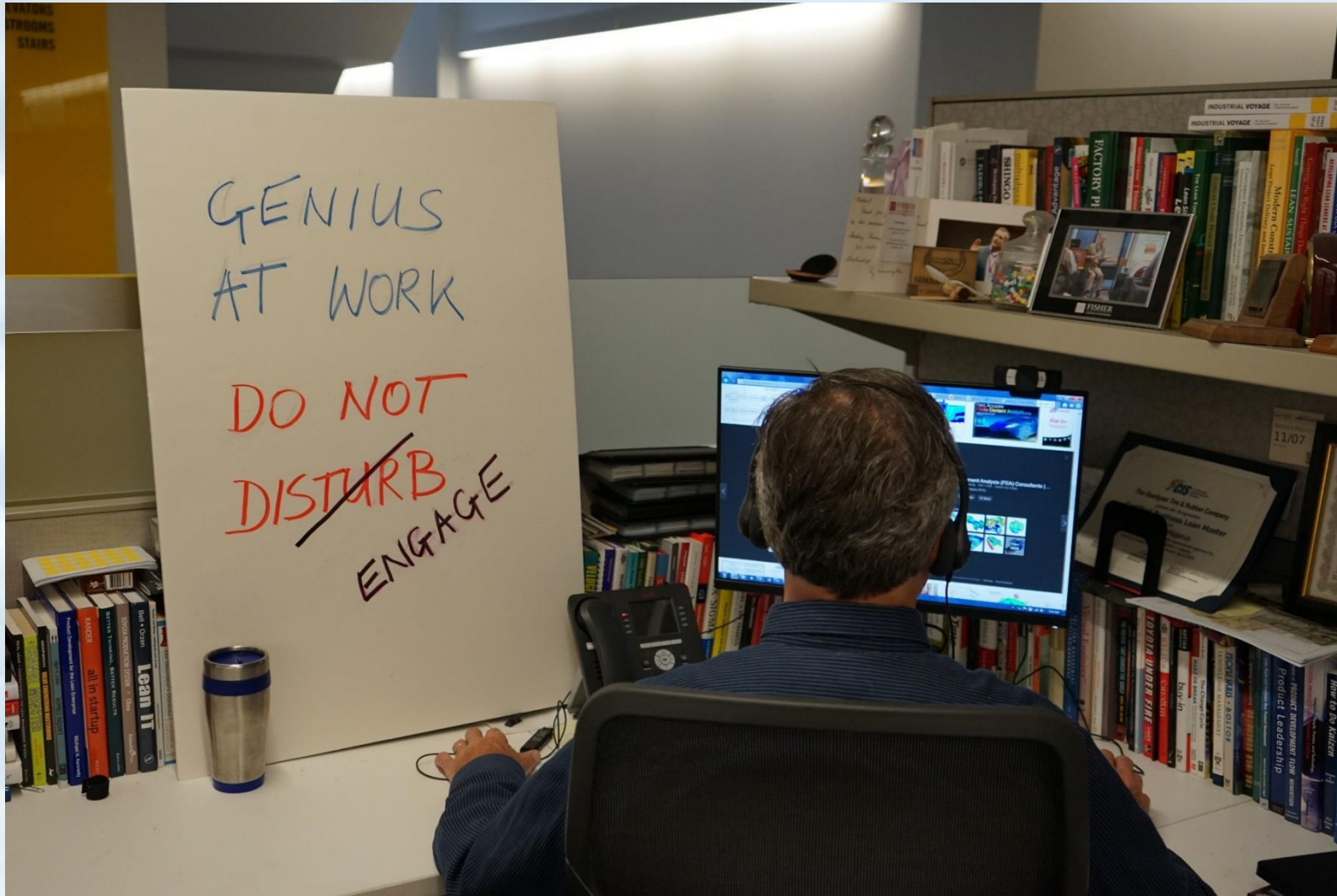
Goodyear Lean Innovation

- 1,500, 95%, 100%
- 75%
- 3x
- Better engagement

2016 Recipient of the AME OpEx Award



Get the PROCESS right and the results will follow



- Very Similar People Skills
 - Lean Transformation Leader
 - Lean Operation Leader

What is More Important?

Process

People

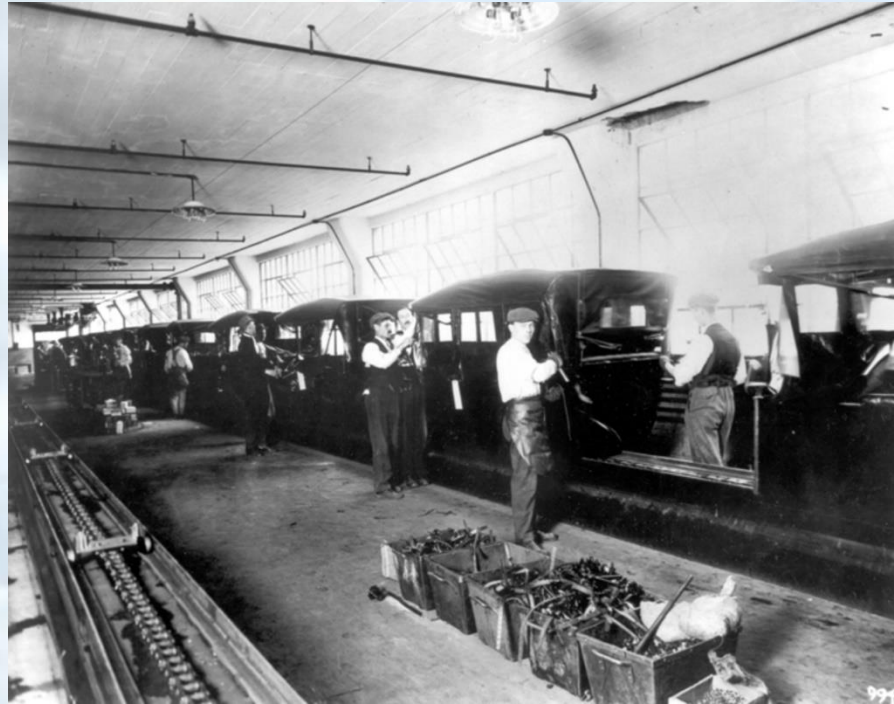
Most Important

Most Difficult

So why the obsession with TPS

**Are there best practices of a Toyota
People Management System**





A pair of hands

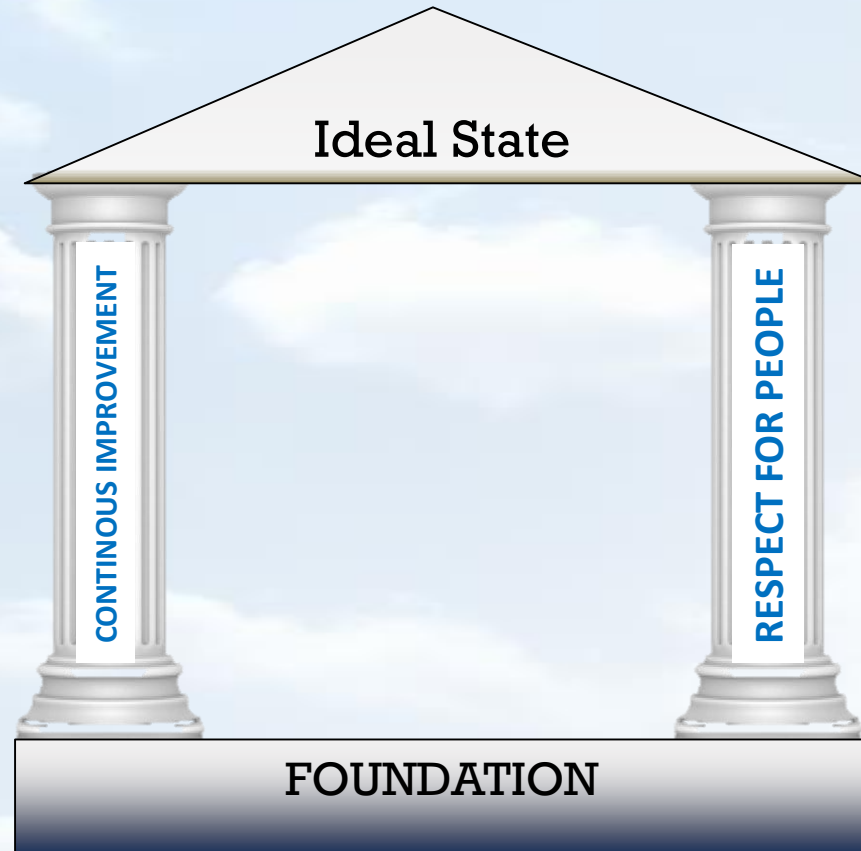
Hands and Brain
Andon Cord

.....

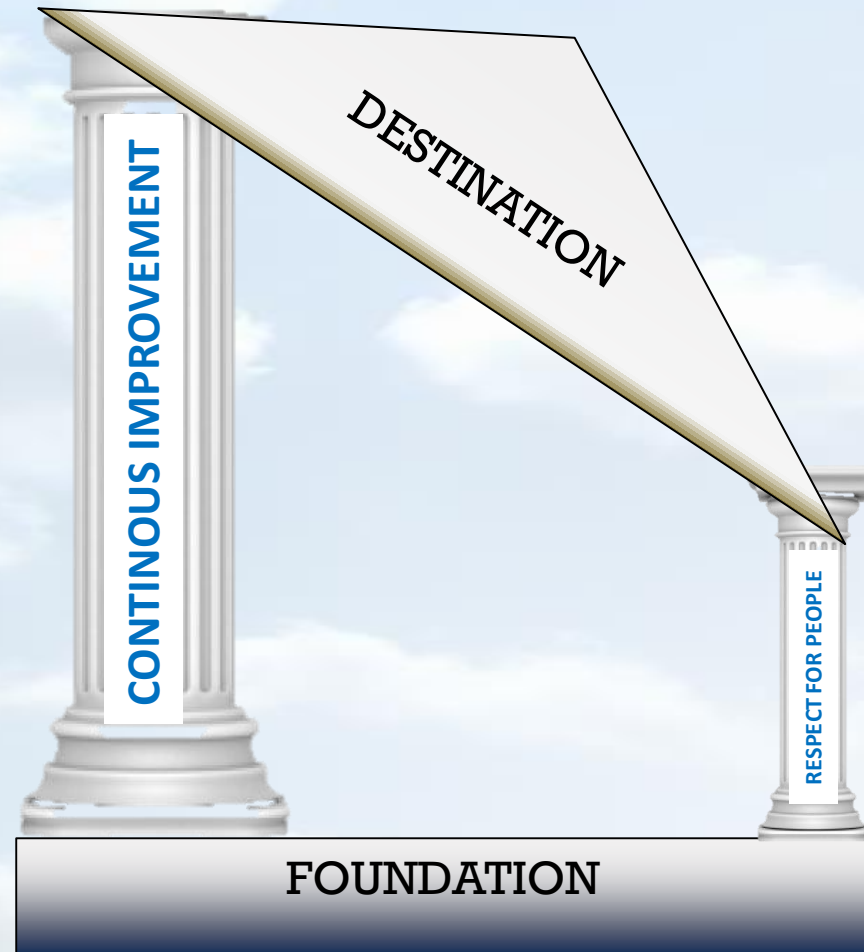
7% automation



(my) Desired State



Current State



Average of 70% of
people are not
engaged*

*Jerry Solomon - Lean Frontiers
conference, San Antonio 2016

Agenda

- Leading a Lean Transformation
 - Engaging People
 - Respect for People
- Leading People in an Operation
 - Humility
 - Power and Influence
- Creating Lean Leaders
- The Lean Transformation Leader

Leading Lean Transformation

Top Down Transformation



Which one is more successful?



Bottom Up Transformation

Top Down Transformation



Leadership and
Associate
Engagement



Bottom Up Transformation

Inside Out Transformation

Who is the best positioned to make **recommendations** about improving the work people do?

It is easier to teach the process experts the lean principles than it is to teach an outsider the process and the culture

Inside Out Transformation

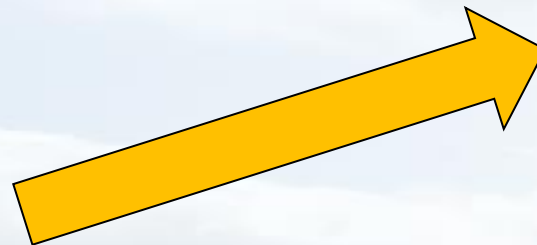
1. Learn the principles
2. Teach the **principles** to the people who do the work
3. Engage the people and coach them through the transformation
4. Help sustain the gains

Factory Workers

Engineers

Service Providers

Have To



Want To

Engaging Associates



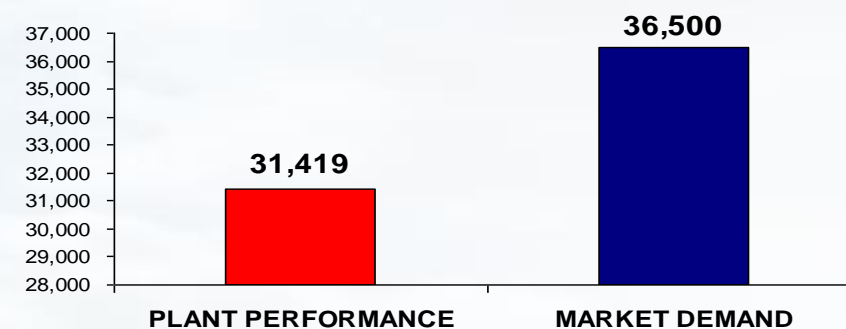
Engaging Associates



Engaging Associates



Several Hundred Kaizens identified and implemented by factory staff



Why Engage the People

- They know the process
- You cannot just replace them
- They can improve and sustain the change
- **Engagement motivates people**

HOW to Engage the People

- Communicate, teach (WHY)
- Listen to the concerns
- Ask questions / challenge them
- Go see – build trust - help and support
- Thank and reward
- **Show respect**

Respect

- People come to work to do a good job
- If they cannot, look at process, training, qualification, equipment ...
- People deserve meaningful work that challenges them
- Leadership helps the people be successful (ALL)
- People respect each other
- Learn to manage the round peg in the square hole – (google)

Hard on the Process, Easy on the People

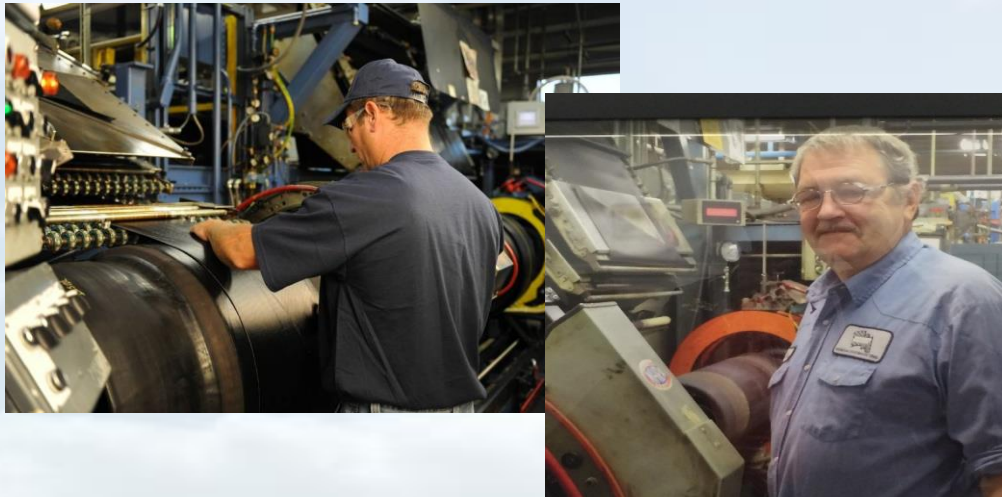
Expressing Respect

- Leave the position at the door
- Ask questions – do not give solutions
- Go see - Listen
- Challenge – trust people
- Appreciate diversity (ideas...)
- Assume positive intent
- Show appreciation
-

Upside Down Leadership



Billy Taylor, Director
NAT Manufacturing

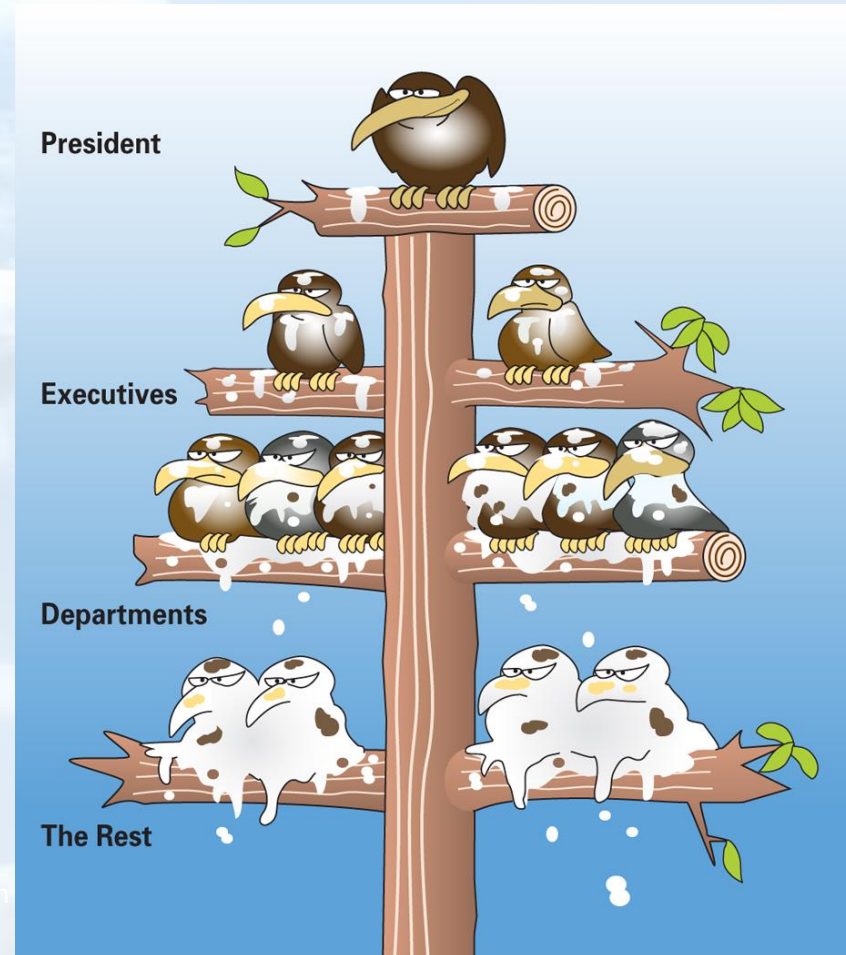


Best NASCAR tire builders in the world



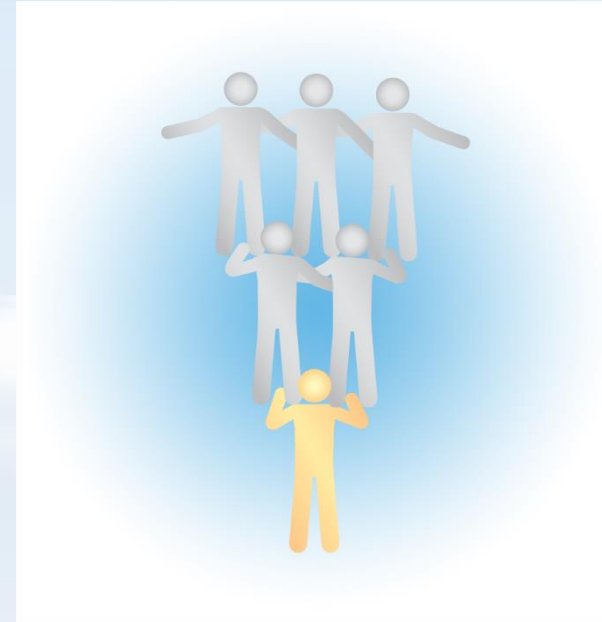
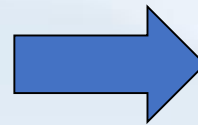
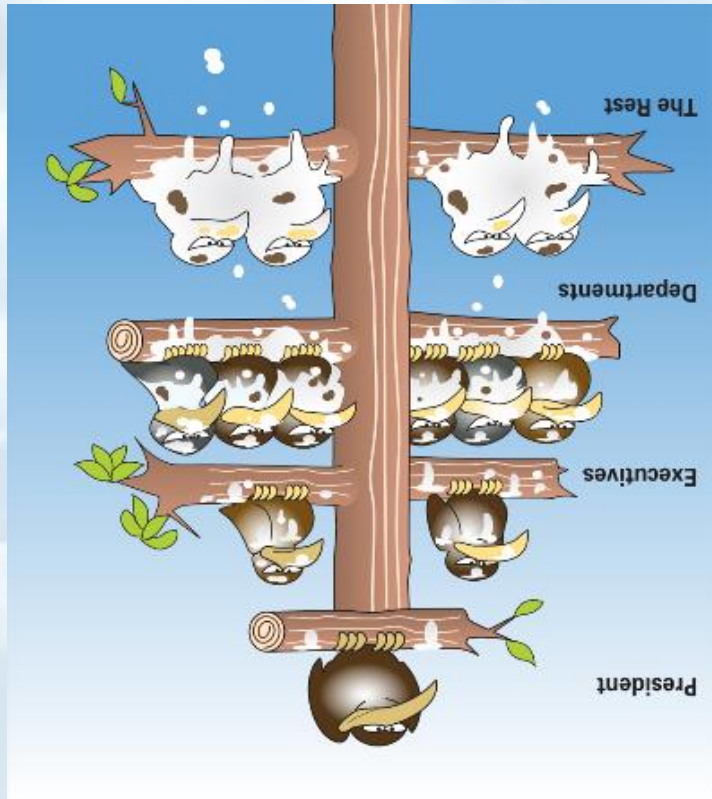
Ellis Jones, Plant
Manager Akron

Leadership



*Inspired by unattributed graph

Lean Leadership



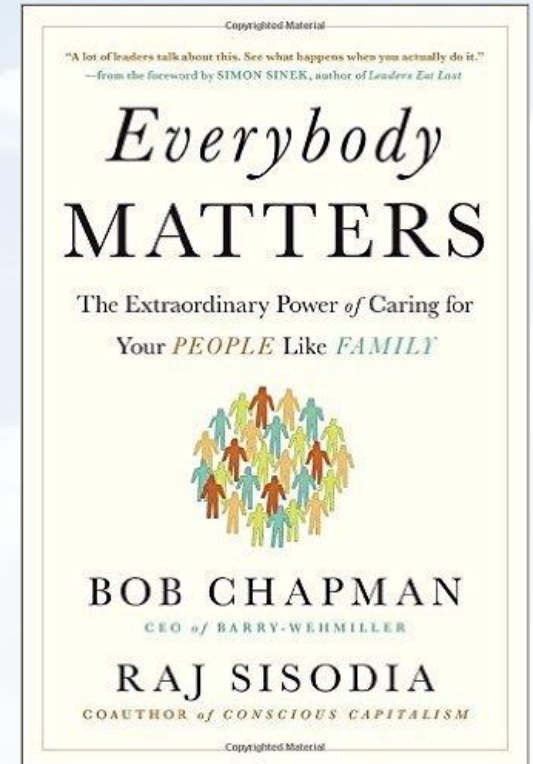
What is a Lean Leader's Job



Maximize Shareholder
Value by Driving Results

Get the **process** and the
people part right and
the results will follow

People Centric Lean



We take care of the
precious people
entrusted to us

Role of a Leaders in a Lean Organization

- Set direction
- Help the people be successful
- Develop leaders

With Humility

Without Use of Power

MY Story About (Industrial) Humility

Steve Brennon

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Evolution of a Servant Leader

Responsible?



Here is the solution – go do it



I ask you questions and coach
you towards MY solution
>> A3 cookie trail
John Krafcik



Solve your own problems –
do not bring them to me

Evolution of a Servant Leader



I coach you towards finding your **own** solution



Let's figure this out together



I agree with your suggestion. You are responsible - keep me informed and I will support you

Coaching

- The leader as a player/coach
- Good coaching includes allowing people to learn through their own experience – allowing them to learn from their mistakes

“Let’s run an experiment”

Power, Authority and Influence

We have learned by sad experience that it is the nature and disposition of almost all men that once they get a little authority as they suppose, they will immediately begin to exercise unrighteous demands –
Joseph Smith

“Lead as if you have no authority” – Ken Hiagashi to Gary Convis

“The key to successful leadership is influence, not authority. ”
~ Ken Blanchard

Influencing Behaviors (Respectfully)

- Setting the example
- Speaking the local language
- Explaining/teaching the process
- Ask for suggestions
- **What could I do ...?**

The Lean Leader

- There is no difference in skill set between a formal leader and an informal leader
 - ✓ The formal leader does not **use** power
 - ✓ The informal leader does not **have** power
 - ✓ Both have to earn authority
- **ALL** lead with respect and humility

Is not enough

Leaders must CHANGE

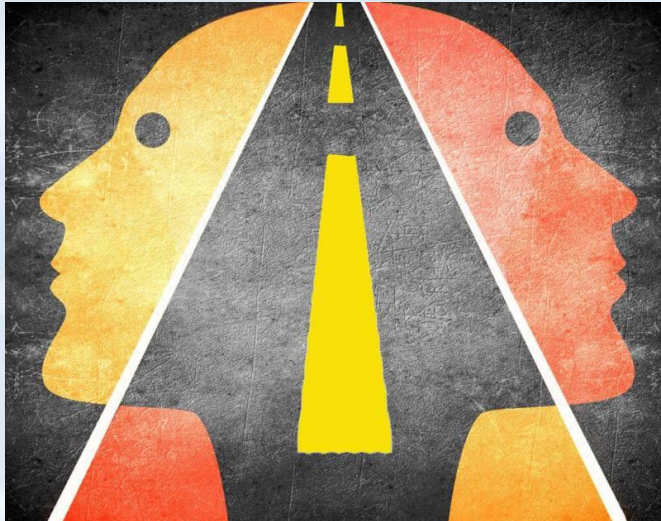
Engaging Leaders – Advice From a Pro

Cognitive Dissonance

Focus on behavior – beliefs will follow

* LPPDE 2016 - Philadelphia

BELIEFS



BEHAVIORS

Arnoud
Herremans
Change
Scientist*



My Personal Transformation Was The Hardest

~~Change the beliefs – behaviors will follow~~

Change the behavior – beliefs will follow



Goodyear Lean 101 Taught By Leaders

Scania Model

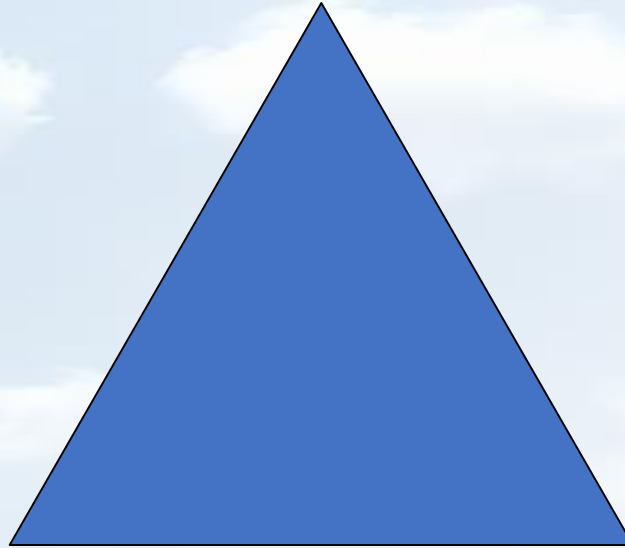
How to Engage Leaders to Become Lean Leaders

- Tell them ... ineffective
- What is in there for THEM
- Go see what good looks like, simulations, host visits ...
- Translate everything into \$\$\$
- Help them move from the “doer” to the enabler/**influencer**
- **Engage** them in the change, the problem, the new idea
- Teach them to be a good **SPONSOR**, **Teacher**, coach, **gemba walker** ...
- **Create opportunity developing the right behaviors (self reflection)**

Leadership Primer

Magic Triangle

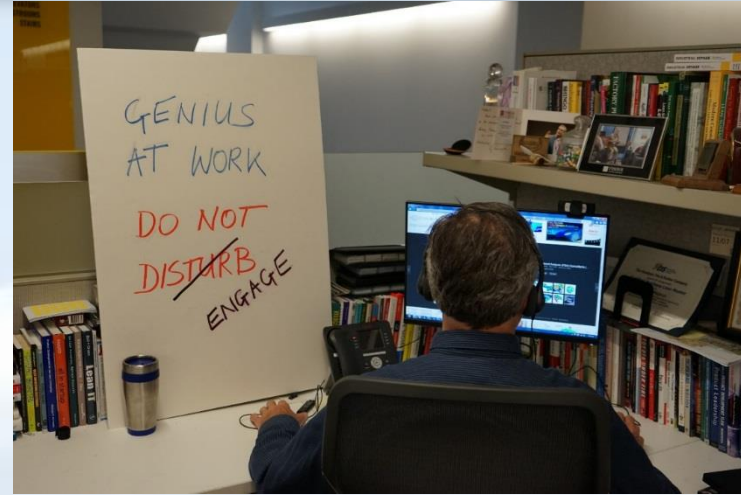
Visual Management



A3 – Problem Solving

Go See

My Personal Transformation Was The Hardest



- I did not **believe** lean could have an impact in R&D
- Did not like a job that had anything to do with people

“Just Develop a Training Program”

Advice to Lean Transformation Leaders

- Say “no” 3 times
- You are a change agent – not a project manager
- **Get an education / become a teacher and coach - CHANGE**
- Have the right expectations
 - Long journey
 - Many restarts and pivots
 - Rarely the right recognition
- Learn to respect people – earn the respect of the organization – appreciate the respect you deserve

Great opportunity to learn how to be an awesome leader

Keep an updated resume

Good (Lean) People Metrics

- Baseline/Benchmark
- Engagement
 - Survey
 - Gemba Walk
 - Participation (from huddles to town halls)
 - Concern
 - Ideas submitted
 - One on One Meetings

Key Messages

- Successful lean implementations change the people and the process
- Respect for people assures the engagement
- Leaders support is insufficient – Leaders must change
- Lean leaders are humble leaders and they lead without using power

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