

MAKING THE CASE FOR LEAN DRIVEN INNOVATION

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Imagine ...

**..you are
the new
president of
a company
with
disillusioned
and
frustrated
people**

**.. you are the
CTO of an R&D
organization
where everything
is delayed**

....you just wait for your
engineering job to be
outsourced



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**...your
competitors can
plan around your
inabilities**

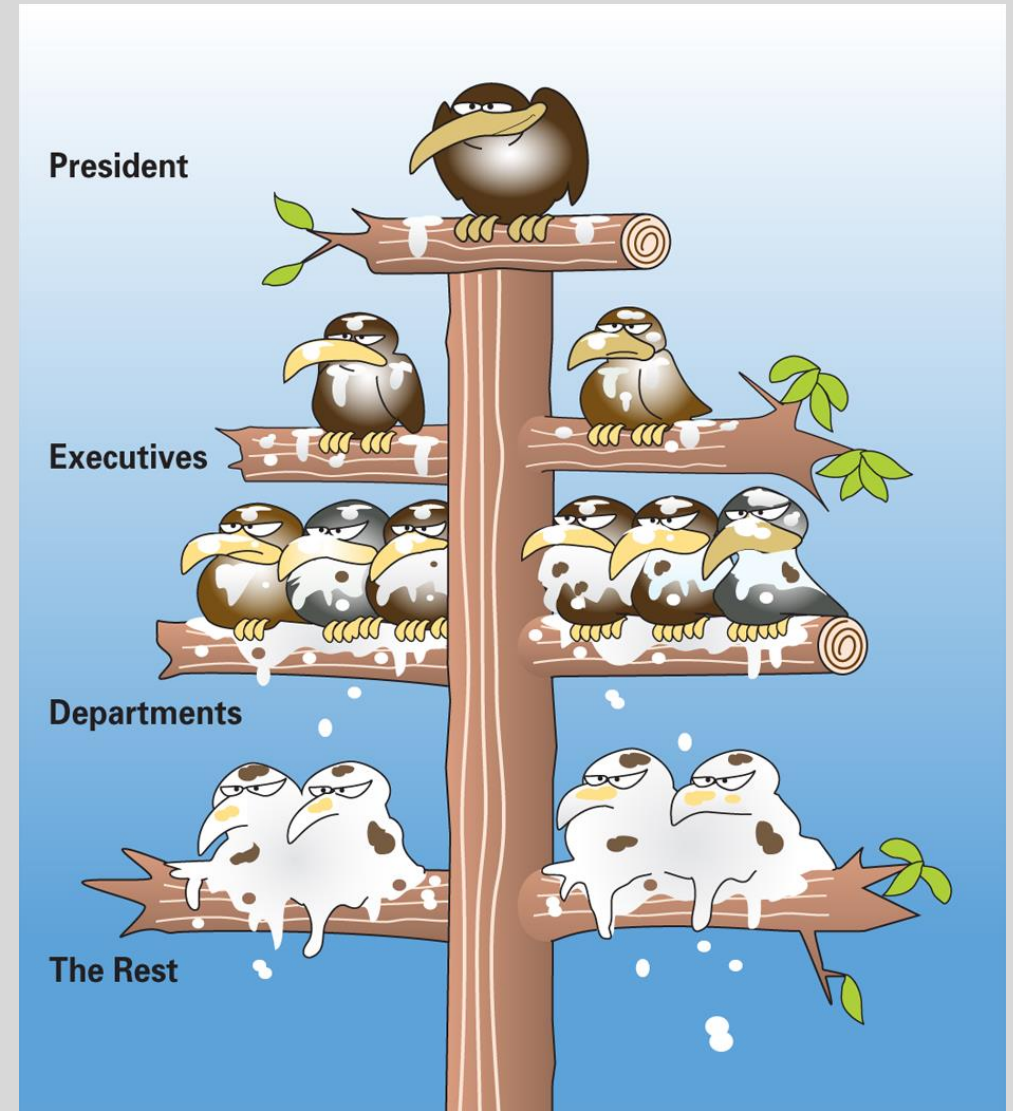
**..you spend more time re-designing
products than designing new ones**



**....your leaders
had time to
support you**

....you would get a little RESPECT?

.... you work
for this
organization?



*Inspired by unattributed graph

**...you are the president of a company with
a lot of product problems and finger
pointing**

... innovation has died

- All staff you can afford is busy with launches and quality problems

Your Turn

- What frustrates you, Your staff, ... your leaders?
- What went away with lean ?

And

- **You are a CEO and you tried everything and nothing worked**
- **You want to try new things in a very risk adverse company**
- **You are a marketing executive and cannot figure out how your competition can do this**
- **You just went through the third re-organization in two years**
- **The other guys are fast and agile while you drown in bureaucracy**
- **You are the owner of a company and you just cannot afford to spend more money in R&D any more**
- **You are the marketing/sales exec and no launch was on time**
- **You are a value stream leader and not even half your new products are profitable although they looked good when you planned for them**

Or More

- **Your company value just keeps declining**
- **You are a CTO and have 3 times more projects than your staff and budget can handle**
- **You are a H/R leader and all people in your company work against each other**
- **You have been CTO for 3 years and the product pipeline is still empty**

Dreaming of



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Happy AND Productive People



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Sustained Growth and Prosperity

Collaboration

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Harmony



Give respect **Get** respect

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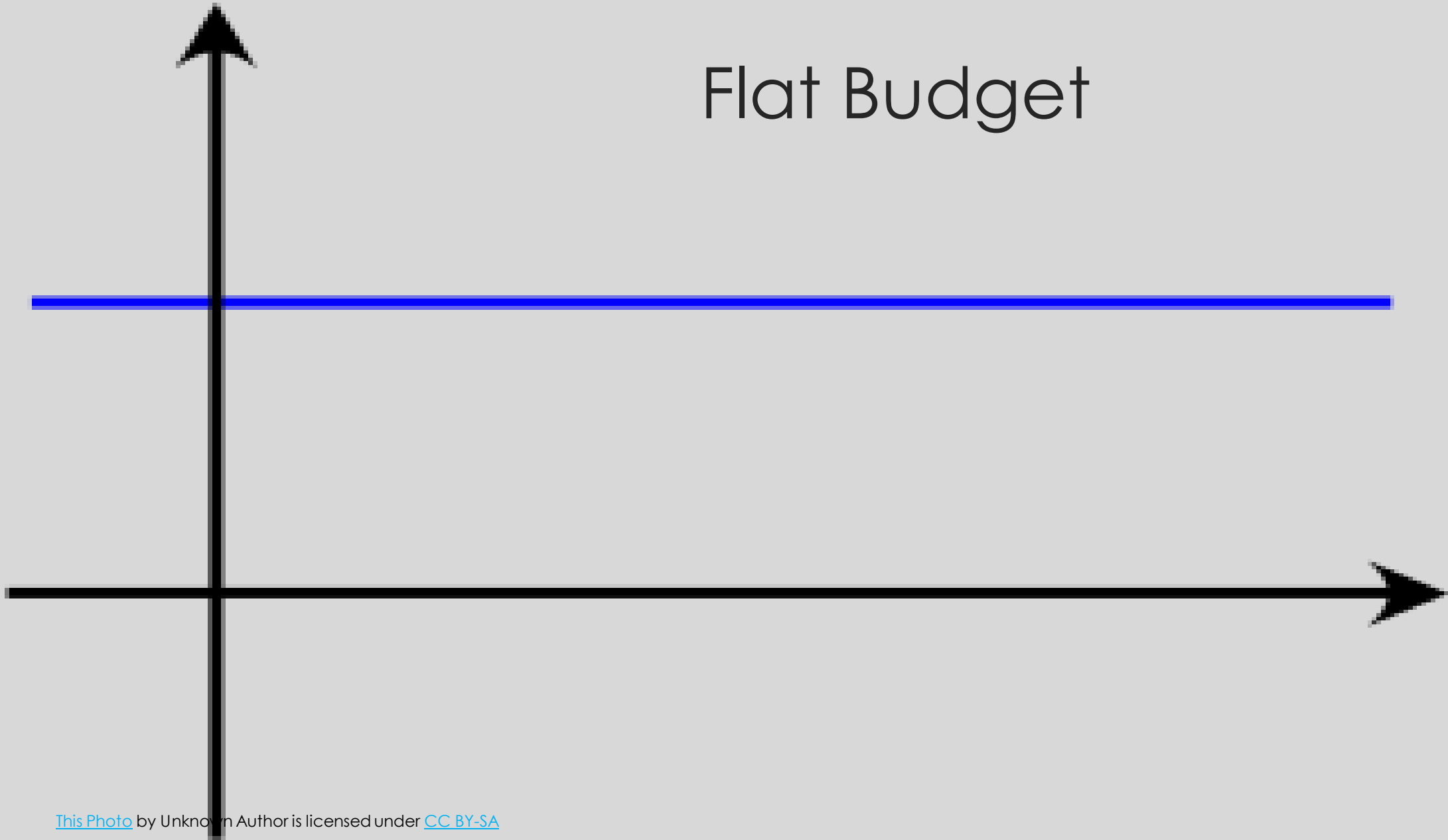
**Building a well
respected
company**

Launch faster than they can copy you

Superior quality and performance

Innovative and agile like startups

Flat Budget



People are excited to work and look forward to the future

**Have Fun
(again)**

Making the Miracle Happen



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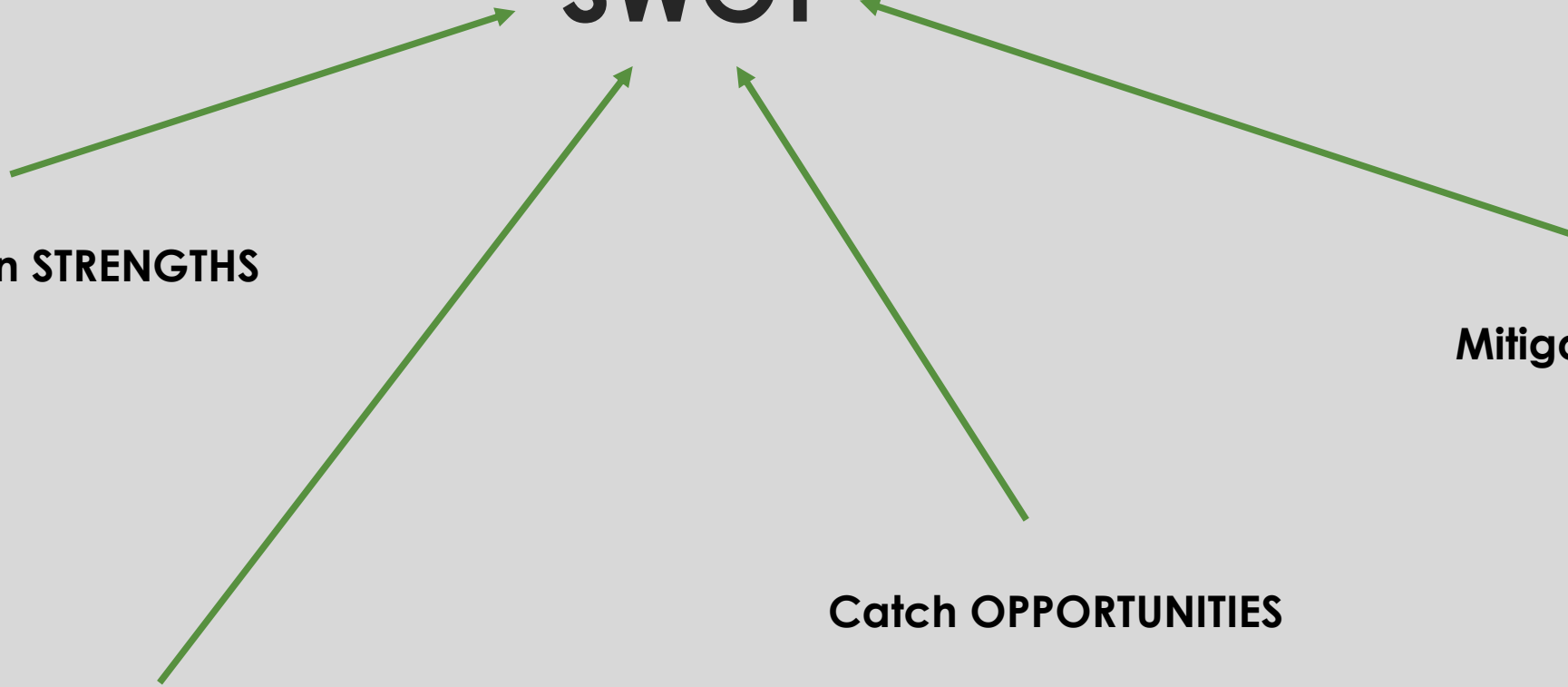
SWOT

Build on STRENGTHS

Mitigate THREATS

Catch OPPORTUNITIES

Improve WEAKNESSES

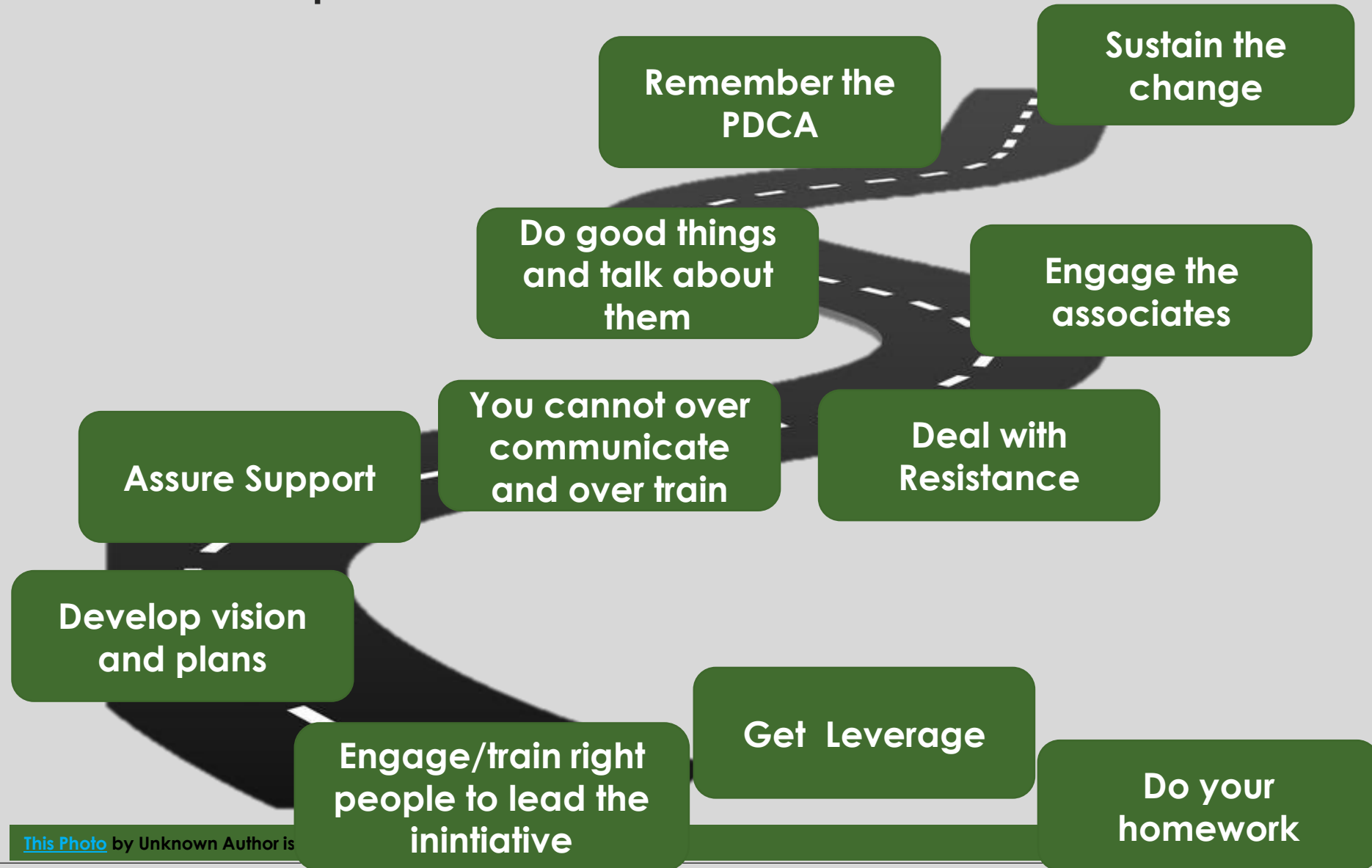


What **NOT** To Do

- Reorganize/eliminate jobs in the middle of an improvement initiative
- Start another thing with a totally new name
- Cause fear, mistrust, internal competition
- Delegate the leadership
- Implement more new tools
- Imitate somebody who can
- Outsource the transformation

Anything to add?

MY Roadmap to a Lean Culture



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What else **TO DO**

- **Remove obstacles**
- **Create the right environment**
- **Remove fear, uncertainty**
- **Leaders must change first**
- **People transformation and processes go together**
- **Let people implement the tools they need when they need them**

**A few RANDOM
important
insights**

Start with “Defining Winning” and then ..

- Objectives/Vision
- Goals
- Alignment/Engagement
- Strategy/game plan
- Deployment
- Execution
- Measure

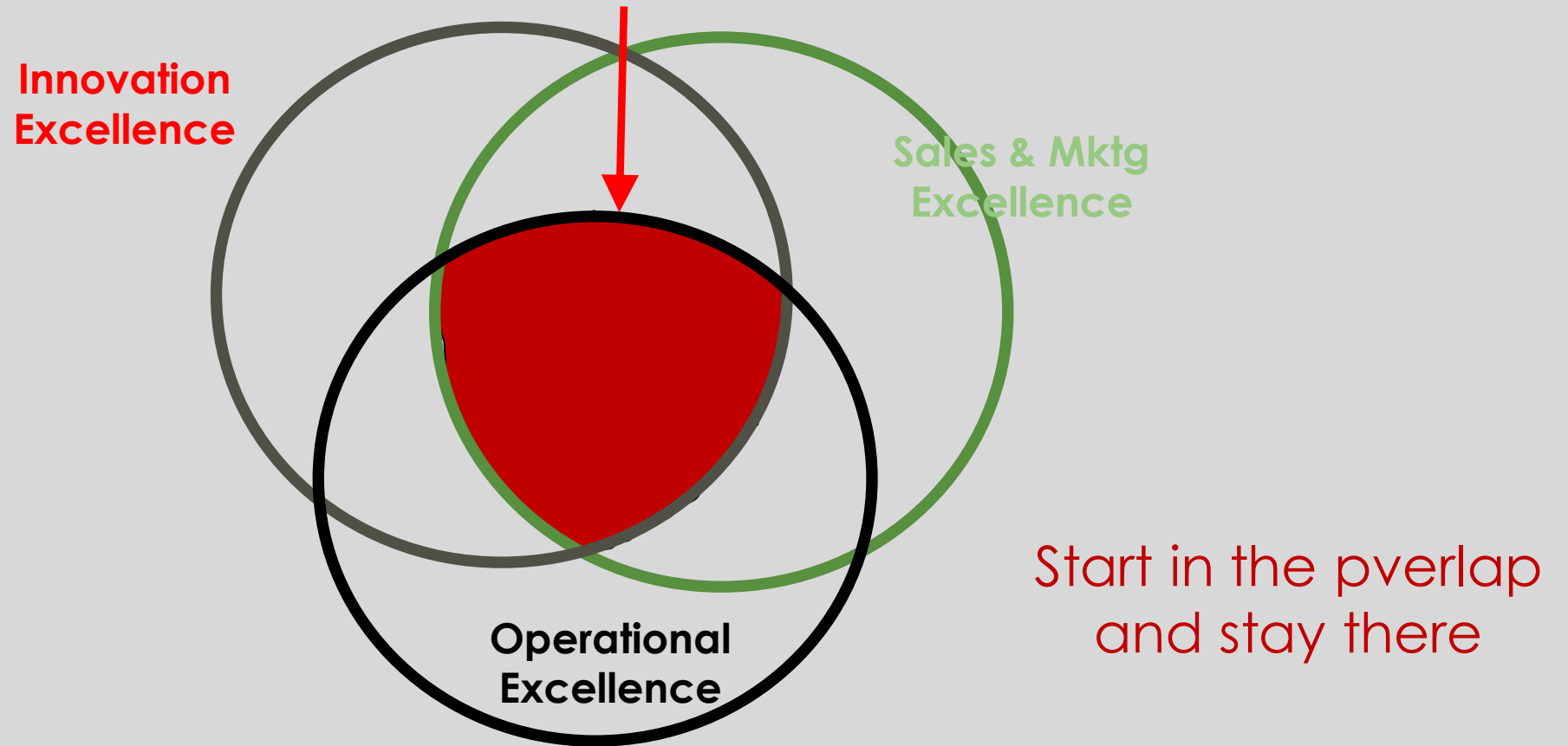
Align behind value for the customer
and all stakeholders

Order of Things

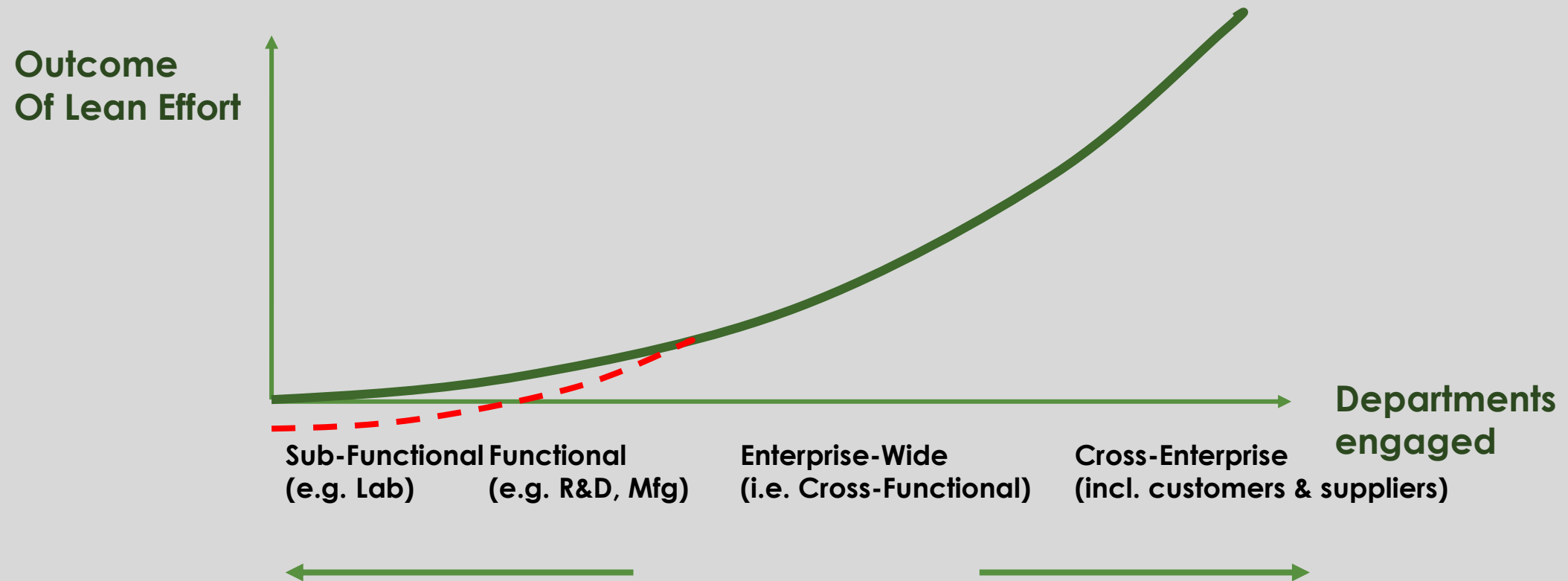
- Engagement
- Safety
- Quality
- Delivery
- Efficiency

Manage your knowledge

Winning at the Intersections

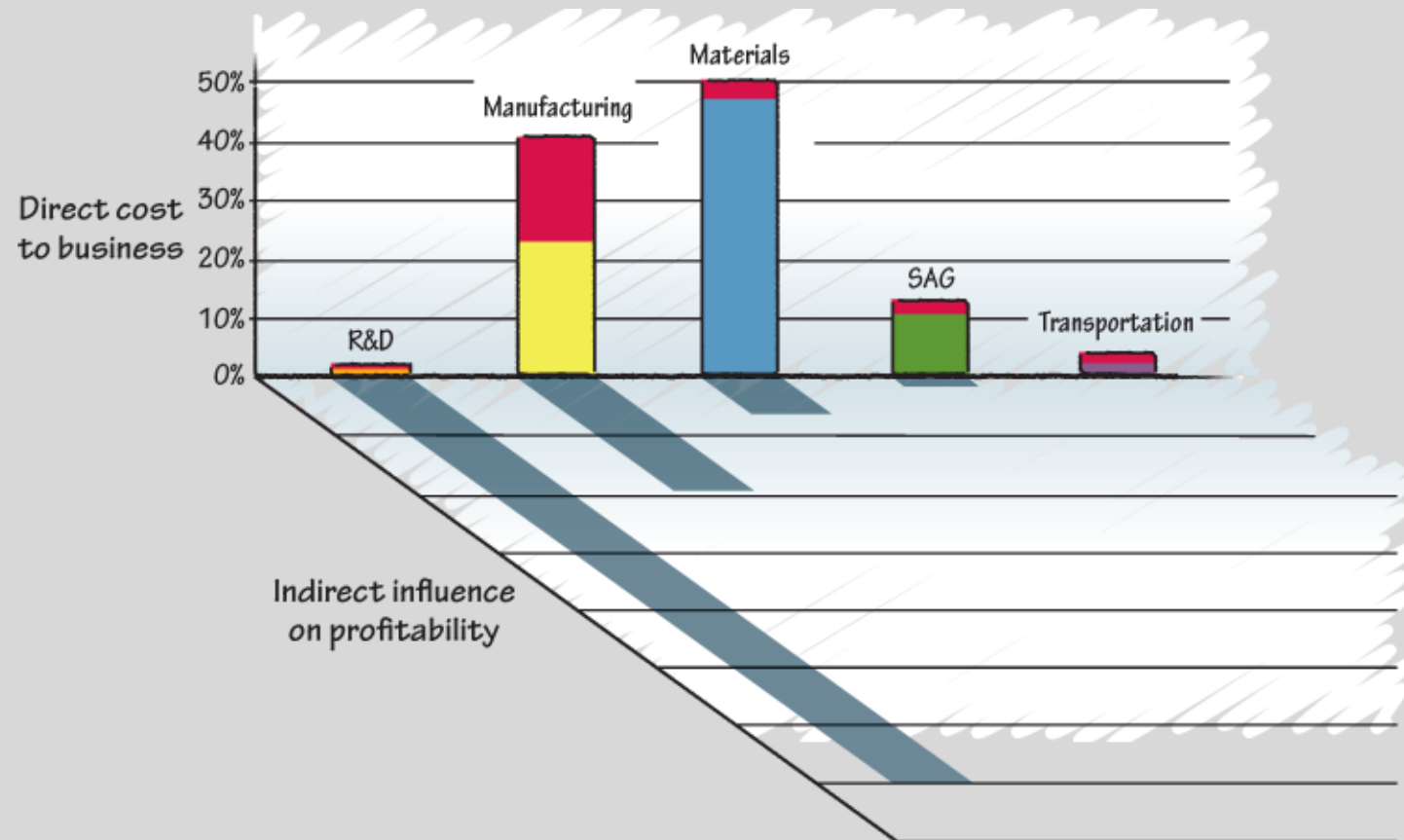


The Case for Engaging Everybody



Chances for visible results are better if lean is applied on the highest level of the process

Create Value in the Shadows

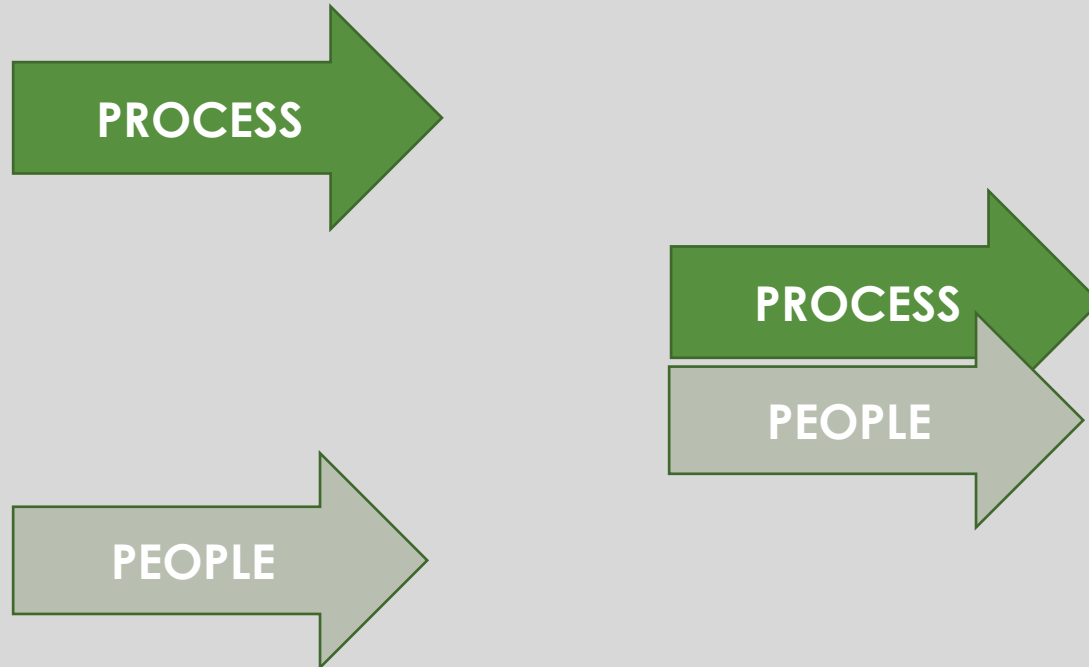


Fast is better than slow

**Engineering work is complicated, the
processes do not have to be**

**Set the processes
up along the risk
scale**

What Comes First?



Start the People Transformation with Respect

Work Inside Out

Sustainable culture
change

Role of a Leaders in a Lean Organization

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

With Humility

Without Use of Power

Proven Outcomes

- Better People engagement
- Predictability/Delivery
- Speed and efficiency
- Quality and Performance
- New product success
- Innovation
- Collaboration along creating customer value

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