

**Lean Leadership and Culture**  
**Implementation Steps for the**  
**Strategic Daily Management Development System**  
**3 Day Workshop**

**Day 1 - Workshop Description and Objectives (Classroom with case studies and hands on exercises)**

Most companies embarking on a Lean journey soon become frustrated with improvement events and isolated projects that yield great short-term results but have no sustainability and no major innovation. They are searching for something more: the culture that goes beyond “just managing” continuous improvement. Success in today’s world of constant change and chaos requires leadership to leverage this uncertainty. It does no good to improve your path if you need to actually change the path you’re on.

In this program we address the top factors that will take you “Beyond Lean” and out of the Improvement Trap

- Going beyond “Lean Tools” to align the entire organization
- Creating, Implementing and Measuring key performance metrics and targets in the areas of Safety, Quality, Delivery and Cost (SQDC) as well as the standard work which evaluates each along with audit strategies
- Connect operations and all functions across the organization
- Identify and Coach Improvement (small steps) and Innovation (large leaps) focused on Value to the Customer
- What Plan-Do-Check-Adjust looks like at each management level and what processes are required to support it

**Course Outline**

**Strategy Deployment Process**

- Assessment - Determine “Current State – Future State & Gaps to Address”
- “Purpose of Plan” and Power of Why - True North - Values, Vision, Mission, Roles and Responsibilities of each level
  - Top issues and needs for – Customer (Customer Satisfaction Survey), Market, Business, Competition etc.
  - What Strategic Objectives do we need to achieve in the next 5 years?
  - Key Performance Indicators Trends
  - Current state of these metrics & ID gaps (both type and value)
  - Internal assessment (State of Lean, Employee Issues, etc.)
    - Beyond SWOT to Innovation Strategies
  - Servant Leadership – Setting up Intentional and Controlled Chaos

## **The Difference & Balance Between Lean Management and Lean Leadership**

- A new role for the “Next Generation Lean Leader”
  - Lean Management Principles as foundation
  - Lean Leadership “On the Job Development Model” (Liker/Convis)
  - Work groups, Value Stream Organization
  - PDCA – Problem Solving
  - Stability vs Chaos and Disruption = In a chaotic environment, external change demands flexibility and readiness for internal change
- Role of HR in Partnering with Leadership for Driving Innovative Change
  - Planned Serendipity
  - Circles of Learning
  - Engaged Workforce
  - Reflection Process

### **Create the Plan - Prioritize and Select “Key Lean Elements”**

- Create Plan and Schedule for “Key Lean Element” Implementation Strategies
- Assign members and “lead” for each Strategy
- Plan “Catch-ball” activity to “flush out” and cascade plan

### **Implement the Plan - Establish Daily Management Development System**

- Design cascade of Key Performance Indicators to each level
- Create Visual Management models for Strategy Focus Items, Key Project and Cross Functional Problems, and Daily Issue Resolution
- Create Leader Standard Work to support
  - Standardization, Visualization and PDCA
  - Problem Solving and A-3
  - Daily Kaizen to Lead to Innovation – PDCA Coaching
- Linkage to Performance Management, Evaluation, and Company Performance Award
- Leadership Follow Through – Discipline, Accountability and PDCA

### **Who Should Attend:**

CEO, President, Vice-Presidents, Executive Leaders, General Managers, Lean Leaders, and any one facilitating change within your organization who understands the importance of going beyond tools to creating effective management systems and processes in order to set the basis for creating a sustainable Lean culture.

**Lean Leadership and Culture**  
**Implementation Steps for the Strategic Daily Management Development System**

**Days 2 & 3 Workshop**

**“Hands on” Implementation Workshop at Host Company.**

As a continuation of the Lean Leadership and Culture Workshop, this portion gives participants a chance to practice strategy deployment and setting up the Daily Management Development System in the context of an actual organization's circumstances.

**Participants will leave understanding:**

- The understanding and practice of their role in a next generation Lean organization
- Hands on development of selection of Hoshin “Breakthrough Focus Items”
- Learn by doing: Alignment of the organization's goals and activities both vertically and horizontally”
- Learn how to set up the framework for daily management system to engage every level of management and team members towards driving business results
- Take “working knowledge” and an action plan back to their home organization in order to take the appropriate next steps in their own Lean transformation

**Host Company will benefit by:**

- Having their systems analyzed by fresh eyes in relation to “Lean best practices”
- Have a cross section of outside resources dedicate two days to addressing the gaps with hands on activities
- Have an internal team of resources “work hardened” with an understanding of implementation steps needed to coach culture change and problem solving
- Jump start their organization's ongoing Lean transformation activities