

**BEVINGTON**GROUP

# Leadership and Lean Implementation Outcomes

Making the Change Work

Understand • Engage • Evolve

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# What do we mean by Lean Implementations?

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# Lean Methods have several underlying principles

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- ❑ Specify value
  - Value is defined in relation to the customer
  
- ❑ Identify the value stream
  - Exposes the enormous amounts of waste
  
- ❑ Create flow
  - Reduce Waste (Noise)
  - Reduce batch size and WIP
  
- ❑ Let the customer pull product through the value stream
  - Make only what the customer has ordered
  
- ❑ Seek perfection
  - Continuously improve quality and eliminate waste

*From Lean Thinking by Womack and Jones*

# Lean methods tend to target 8 forms of waste

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1. Overproduction
2. Excess inventory
3. Defects
4. Non-value added processing
5. Waiting
6. Underutilized people
7. Excess motion
8. Transportation

# Another way to look at Lean – Leadership Principles

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## ❑ Principles that will reduce Noise:

- Get it Right First Time
- Have and Use the Right Tools
- Provide the Required Information  
(and only the required information)
- Enter It Once
- Do It Now  
(i.e. when it needs to be done)

## ❑ Principles that will reduce other effort:

- Use the Right People with the Right Skills
- Do things in the Right Order
- No Unnecessary Process Steps
- Measurement before labour
- Productise/Standardise

# Examples of the Principles that will reduce Noise

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- Get it Right First Time: Correct order information
- Have and Use the Right Tools: Checklists for validation
- Provide the Required Information (and only the required information): Forced field software entry
- Enter It Once: System Consolidation
- Do It Now (i.e. when it needs to be done): Discipline

# Adopting the principles requires changes to multiple “big ticket” variables

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- ❑ Structure – who does what, teams, reporting lines
- ❑ Approach – our ethos / business philosophy
- ❑ Policy – the business rules
- ❑ Systems – what we use to do it, the tools
- ❑ Workflow – how we do it, the tasks & activities
- ❑ R&R – how we measure success and reward (Reward & Recognition)

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# What do we mean by Leadership?

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# What is Leadership?

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- ❑ "The task of the leader is to get his people from where they are to where they have not been"  
— Henry Kissinger

**VISION**

- ❑ "The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already"  
— John Buchan

**ENCOURAGEMENT**

- ❑ "There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things"  
—Niccolo Machiavelli *The Prince* (1532)

**COURAGE**

# Leaders must influence the individual to achieve change

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- ❑ "People don't resist change. They resist being changed!"  
— Peter Senge

**ENGAGEMENT**

- ❑ "Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day"  
— Frances Hesselbein

**REALISM**

- ❑ "Faced with the choice between changing one's mind and proving that there is no need to do so, almost everyone gets busy on the proof"  
— John Kenneth Galbraith

**DETERMINATION**

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# How can leadership positively impact Lean Implementations?

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# The Psychology of Change Management<sup>1</sup>

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- A purpose to believe in
- Reinforcement systems
- Consistent role models
- Skills required for change

<sup>1</sup> Lawson & Price, 2007

# CEO's Role in Leading Transformation<sup>1</sup>

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- ❑ Making the Transformation meaningful (First law of Sun Tsu)
  - Openly engage others
  - Spotlight success
  
- ❑ Role modelling
  - Transform yourself
  - Take symbolic action
  
- ❑ Building a strong committed team at the top
  - Assess and act
  - Invest team time
  
- ❑ Relentlessly pursuing impact
  - Roll up your sleeves
  - Hold leaders accountable

<sup>1</sup> Aitken & Keller, 2007

# Kotter's model suggests the effect of leadership is pervasive in delivering successful change

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	Influenced by Leadership
1. Establish a sense of urgency	✓
2. Create a guiding coalition	✓
3. Develop a vision	✓
4. Communicate the vision	✓
5. Empower broad based action	✓
6. Generate short-term wins	✓
7. Consolidate gains for more change	✓
8. Anchoring new approaches in the culture	✓

**Drawn from Kotter's (1996) change model**

## Our fundamentals for successful implementation also place leadership as a key requirement

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- Provide leadership and support
- Provide adequate resources
- Provide the right tools
- Establish real targets
- Build momentum
- Praise widely and communicate, communicate, communicate....

## Our fundamentals for successful implementation also place leadership as a key requirement

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### **PROVIDE LEADERSHIP AND SUPPORT**

Provide adequate resources

Provide the right tools

### **ESTABLISH REAL TARGETS**

Build momentum

**PRAISE WIDELY AND COMMUNICATE, COMMUNICATE, COMMUNICATE ....**

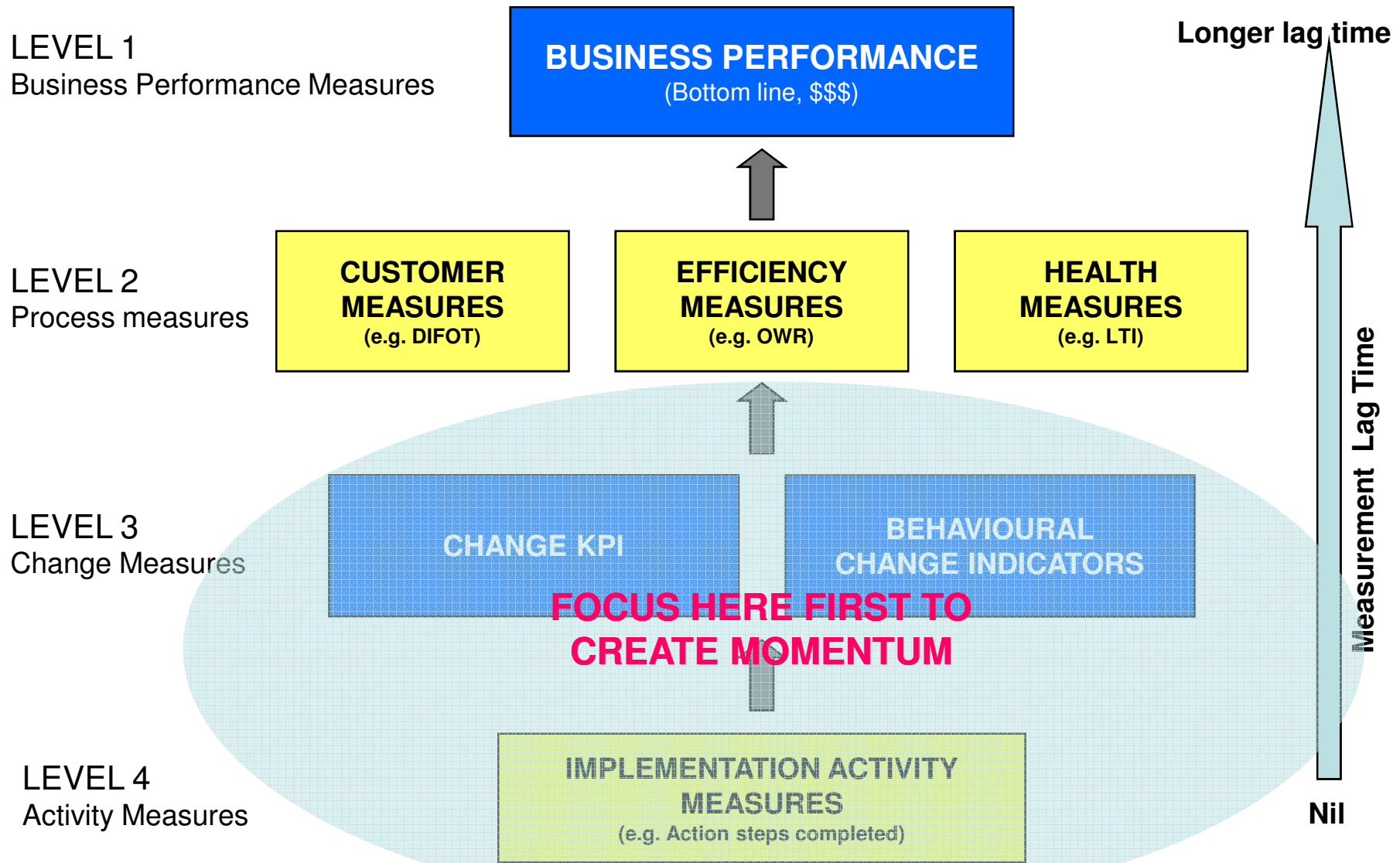
# Provide leadership and support

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- Communicate the vision (including targets)
- Keep focused
- Maintain determination
- Remove roadblocks
- Secure resources
- Prioritise



# Establish real targets – at 4 Levels



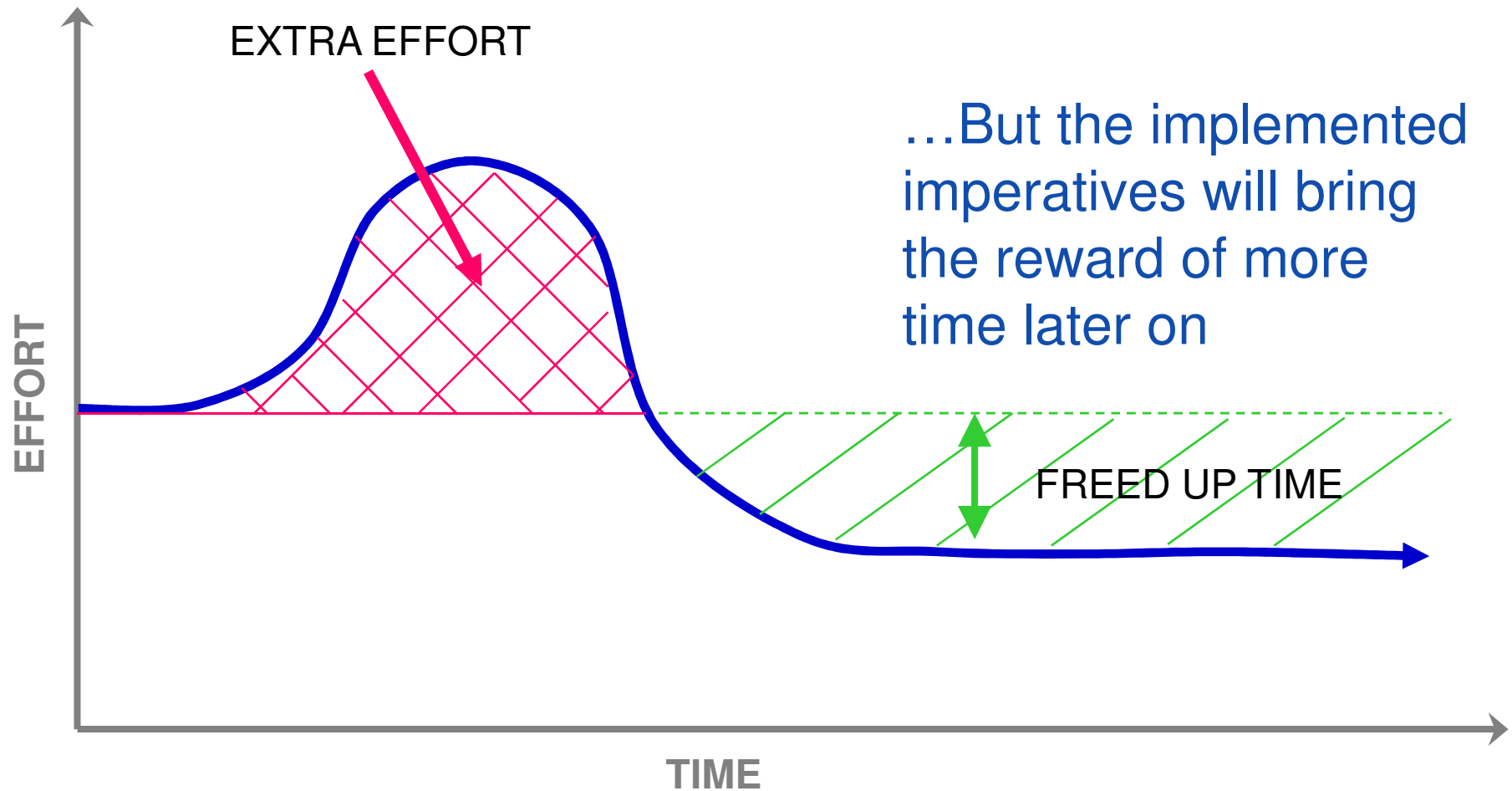
# Establish Real Targets

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- ❑ Successful implementation requires direct measures / indicators of **ACTIVITY** i.e.
  - LEVEL 3
    - **Behavioural Change Indicators** (BCI) demonstrate the tangible impact of individual ideas.
  - LEVEL 4
    - Implementation **Activity Measures** track that the required action plan steps are being done on time.

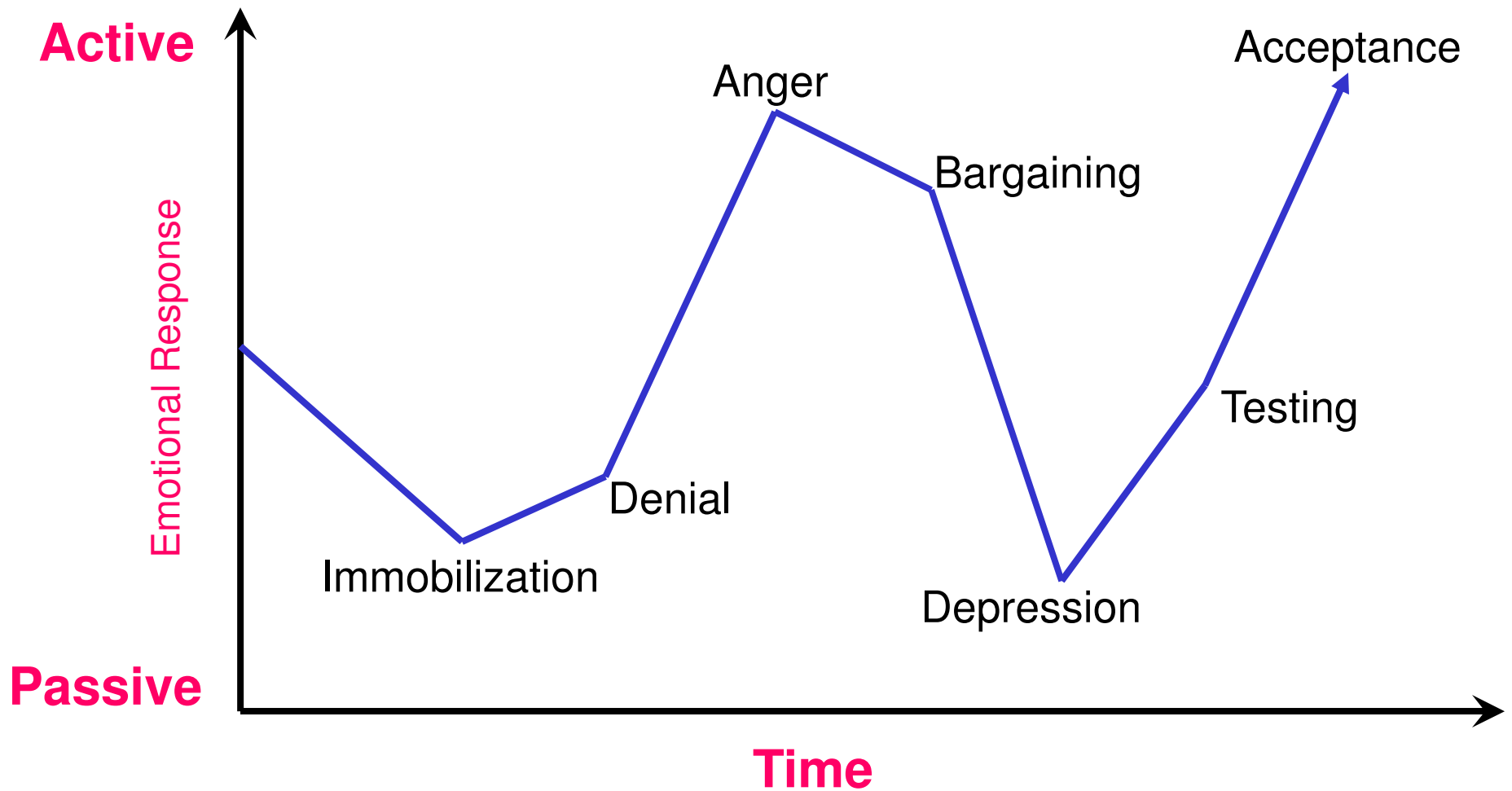
**Focusing on ACTION builds momentum**

# Leaders need to manage the bump



The rapid changes may create an emotional response in people which mirrors the “Grief Cycle”, oscillating between ACTIVE and PASSIVE feelings and behaviours

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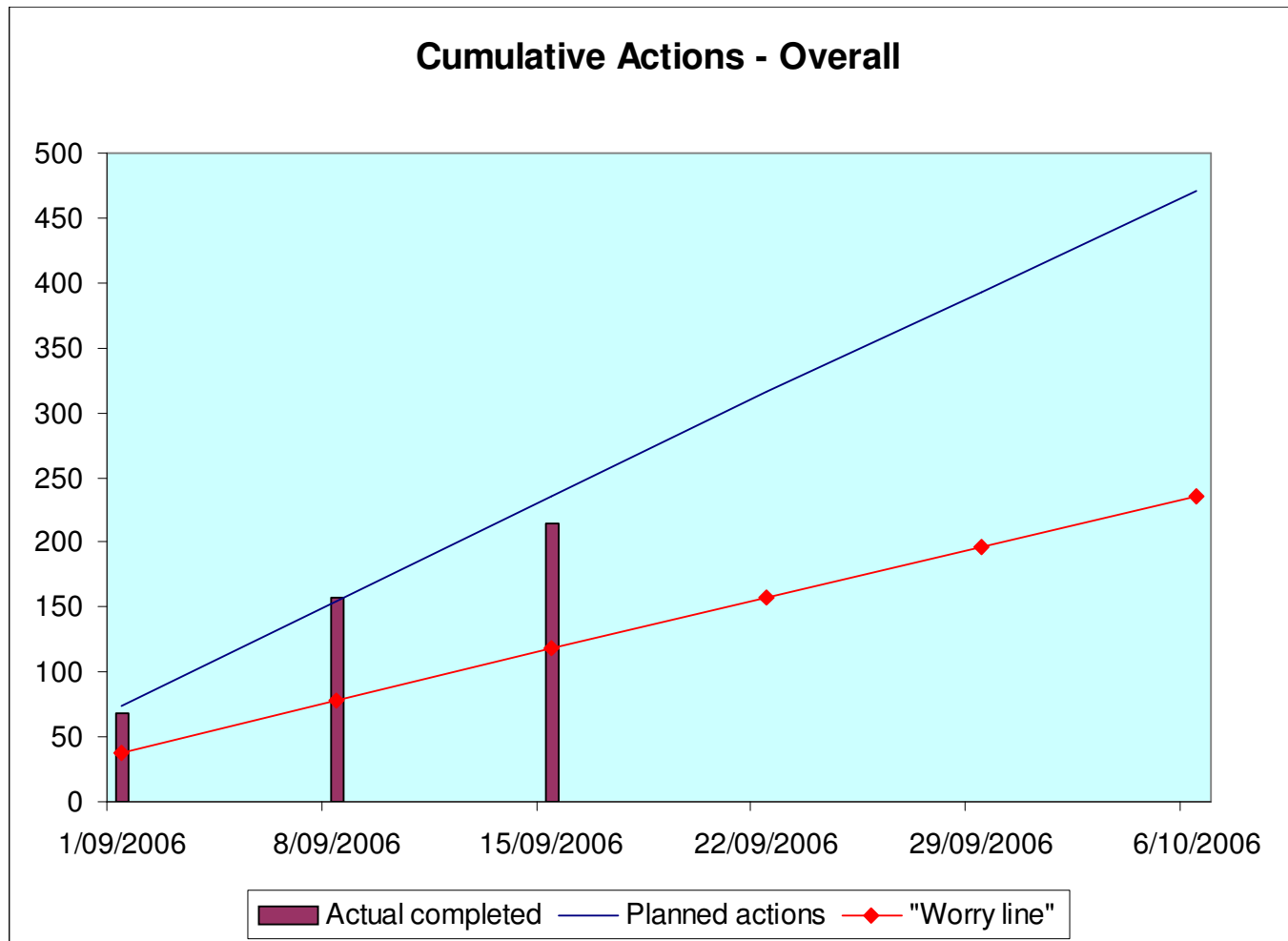


# Leadership manages the risks, objections, and obstacles

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- ❑ What are the risks, objections & obstacles?
- ❑ Resistance from other areas
- ❑ Resistance from own staff – engage them in the process and capture their ideas, seek endorsement from senior managers by building the case, seek support from other team leaders (teamwork)
- ❑ Resistance within self – identifying your own resistance is the first step to overcoming it!!
- ❑ Moving goalposts! – Don't expect to score the perfect goal, just try to get better!

# Accelerate progression along the grief curveve using activity measures



# Praise widely and communicate, communicate, communicate...

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- ❑ Communication is required at multiple levels, and it needs to be planned for
  - Executive team and / or Steering Committee
    - Monitor results and status
    - To ensure ongoing support
    - Removal of roadblocks
  - Managers / Supervisors
    - Essential to have their buy in as their role will be made harder during implementation
  - Functional / Support areas (IT, HR, etc)
    - Highlights upcoming workloads, thus allows them to prioritise
    - Staff
    - To provide them with a sense of achievement via their contribution

# Praise widely and communicate, communicate, communicate...

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- ❑ Communication *cannot* be the last priority of the implementation team
  
- ❑ Lack of communication may result in
  - Ill-informed and inconsistent communication
  - Managers feeling scrutinised rather than part of the team
  - The executive team losing confidence in obtaining targeted outcomes, thus bringing on the potential for project support to be removed
  - Staff feeling they have yet again contributed their valuable time to a project that has not achieved a tangible outcome

**Highlighting, praising and rewarding success  
will help maintain momentum**

# Praise widely and communicate, communicate, communicate...

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- ❑ Communication (and celebration) of successful implementation of ideas helps
  - Motivate the team
  - Motivate staff as they can see that their ideas are making an impact
  - Establish ongoing management support for the project
  - Use Level 3 & 4 measures to highlight wins!!
  
- ❑ Recognising the efforts of contributing staff and process owners during implementation helps ensure that momentum is maintained throughout. Remember...

**Success breeds success...  
so celebrate the results with staff!**