

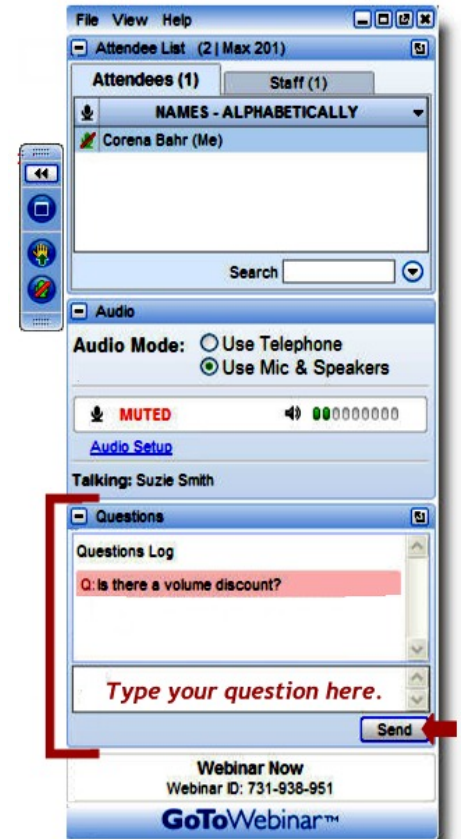
Leading With Lean

**Peter Ward, The Ohio State University
May 22, 2012**

Agenda



- Welcome
 - Kathy Miller, MoreSteam.com
- Introduction of MBB Webcast Series
 - Peter Ward, The Ohio State University
- Open Discussion and Questions



Background

- Founded 2000
- Over 350,000 Lean Six Sigma professionals trained
- Serving over 50% of the Fortune 500
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and Project Management Institute (PMI)



Today's Presenter

Peter Ward

*Chair, Dept. of Management Sciences
Fisher College, The Ohio State University*



- Richard M. Ross Chair in Management
- Professor of Operations Management
- Director , Center for Operational Excellence (COE)
- DBA Operations Management from Boston University; MSBA Urban & Regional Management and BBA Economics from University of Massachusetts

Webinar Organization

- Ohio State's Center for Operational Excellence
- Setting Context and Definition
- Attributes
- Failures
- Wrap-up
- Q&A/ Discussion

Ohio State's Center for Operational Excellence

The Center for Operational Excellence (COE) is a partnership of business leaders and educators who share a common goal of achieving world-class operational excellence across the enterprise through education, research and knowledge sharing.

<http://fisher.osu.edu/centers/coe/>

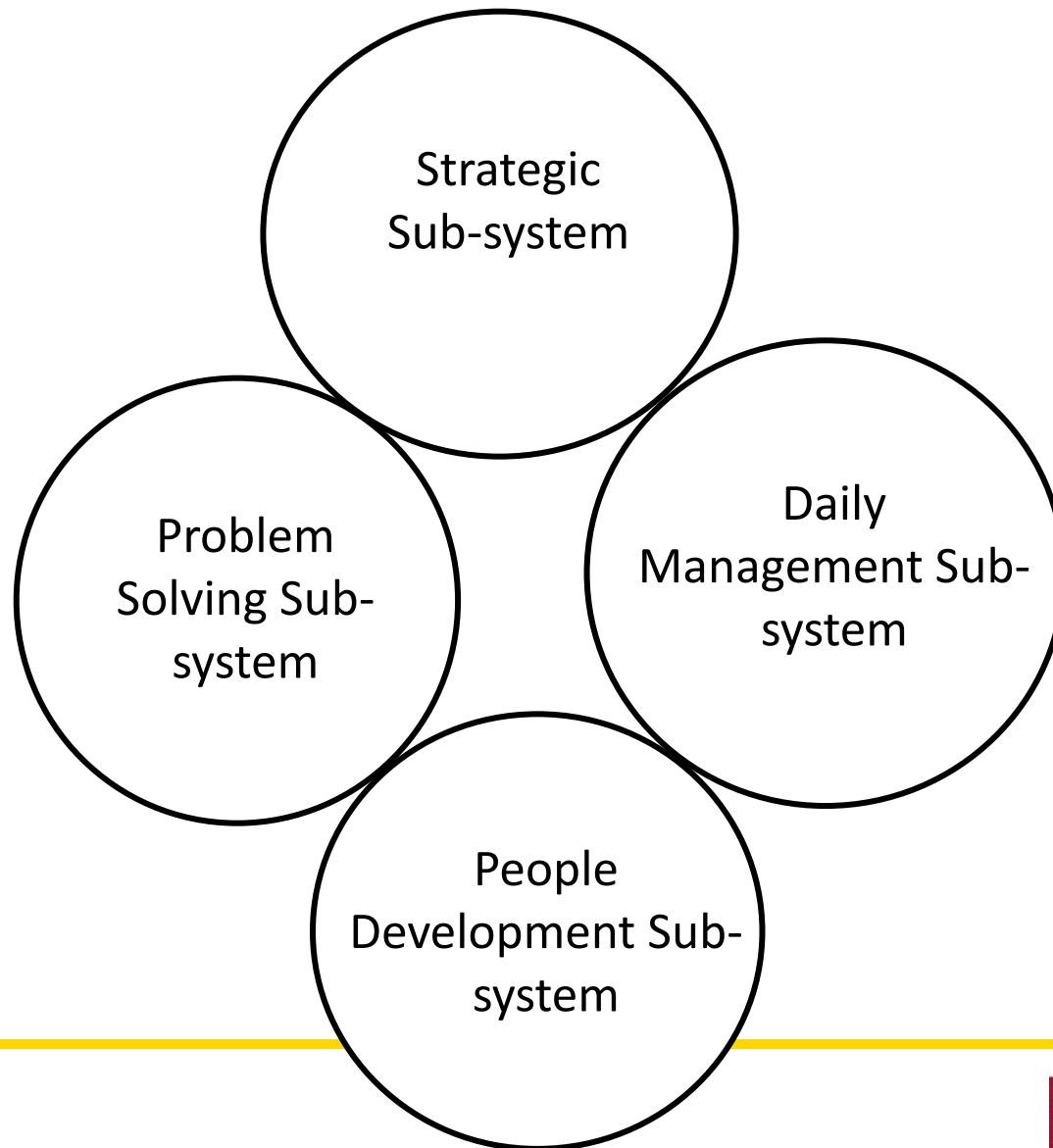
A simple way to think about lean leadership

- Many ways to define it, but fundamentally lean leadership is making basic respect both operational and systematic throughout the enterprise:
 - Customers: Delivering what they want
 - Workers: Involved and accountable
 - Owners: Avoiding waste of all kinds
 - Suppliers: Keeping your word

Leadership in context

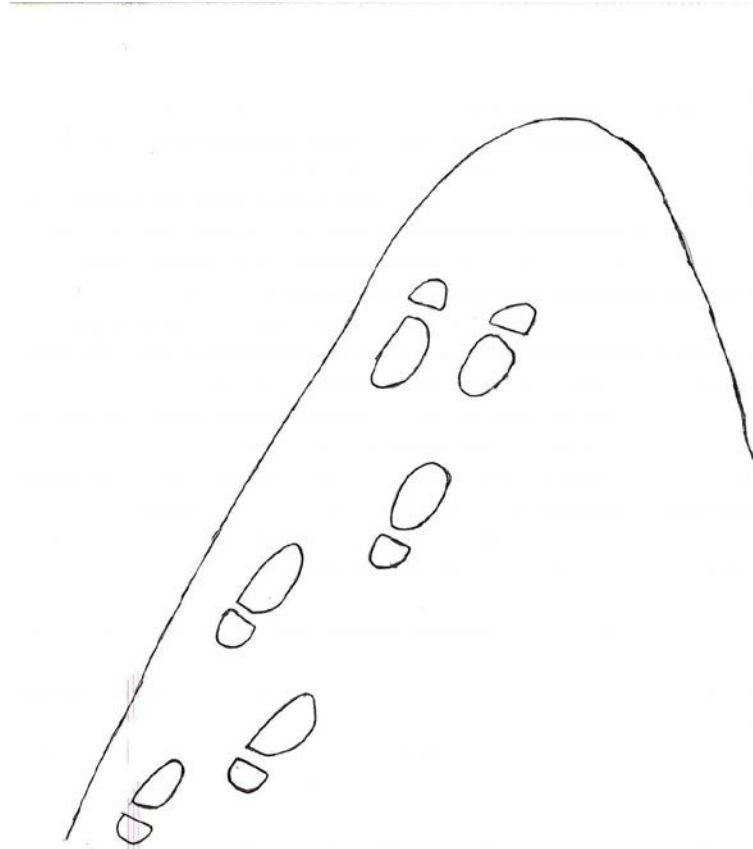
- Leaders, lean or otherwise, usually must work within a system
- The system itself is critically important
- Without a stable and consistent system, the lean leader is likely to be “Tilting at windmills”

Lean Management System



What do lean leaders do?

**Leadership footprints
on the lean journey**



8 Attributes of Lean Leaders

- Good lean leaders are like all good leaders in most ways
- But certain leadership attributes are more salient for leaders in lean enterprises
- I will suggest 8 attributes I believe to be very important

Lean leaders are engaged

- They learn and they teach
- They don't delegate systems thinking
- They constantly spread the word
- They are constant—even when things go wrong!



Lean Leaders Are Persuasive

- Quality of the argument
 - Simple and clear
 - Stories and data
- Knowing the audience
 - Relevant
 - Different talk for different audience
- Credibility of leader
 - Knowledgeable
 - Trustworthy



--based on arguments of Political Scientist Gary Orren

Lean Leaders Are Process-Obsessed

...Not Results-driven!

- Realize that good results are a consequence of good processes
- Lessons of Dr. Deming's red bead experiments
- Process-focused leaders achieve & sustain good results because of attention to processes

Lean Leaders are Good Managers

- Go to “Gemba” regularly
- Establish accountability for maintaining process
- Apply visual controls
- Check on a regular basis



-- After David Mann's *Creating a Lean Culture*

Lean Leaders Ask Questions

- *Socratic approach, with leaders asking questions rather than telling:*

“What do you think the problem is?”

“What do you think the countermeasures might be?”

“Which countermeasure do you think we should select?”

“Who must do what, when, and where?”

Go See, Ask Why, Show Respect

Lean Managers Are Deliberate

- *“Start with the problem”*
- *Pursue several potential counter-measures in parallel*
- *Higher costs & more time at the beginning BUT*
- *Lower costs, less time & happier customers in the end*

Lean Leaders Persevere

- Constancy of purpose
- It takes time for everyone to understand that lean is the way we do business not a program that can be waited out
- Reverting momentarily to the “old way” when things get tough sets back the effort

Most important: Lean Leaders Experiment!

- Problems are the fuel for the improvement engine
- Countermeasures are hypotheses
- Rapid improvement cycles and daily improvement
- The only failed experiment is when we don't learn

Key attributes of lean leaders

- Engaged in learning and teaching
 - Not observers from a distance
- Persuasive
 - Not dictatorial
- Process focused
 - Not “results-driven”
- Gemba managers
 - Not office dwellers

More key attributes

- Respectful questioners (“askers”)
 - Not “tellers”
- Constancy and perseverance
 - Not flavor of the month
- Deliberate in understanding the problem
 - Not shooting from the hip
- Experiment constantly

3 Common lean leadership failures

- If lean leadership is so simple, why aren't all enterprises lean?
- I suggest 3 common leadership failures
 - Articulation
 - Management
 - Focus



Articulation

- Operations people often can't seem to tell a convincing story
- As a result, Lean becomes a short-hand for cost down
- It should be “**capabilities up**”



Articulation

- Marketing and sales does not understand “capabilities-up” either
- Afraid to talk to customers about lean because “cost down” might mean price reduction



Management

- *Corporate management* is often unwilling to show the patience to allow lean to work



Management

- *Manufacturing management* toward lean often depends on a charismatic leader
- It must be the system, not the leader
- The leadership job is to imbed the system!



Focus (too little)

- Competing programs dilute attention and resources.
- Kaizens that are not sustained only build cynicism



Focus (too much)

- Lean efforts are often too narrow in that they do not go far enough to cross organizational boundaries



Implications



- Thinking common lean leadership failures provides a cautionary lesson about barriers to success
- We have talked about difficulties in three areas of leadership:
 - Articulation
 - Management
 - Focus

Wrapping up

- Successful leadership requires a stable system
 - Problem solving, strategic, management, people
- Good lean leadership is good leadership but some attributes are key for lean leaders
 - Engaged, persuasive, process-focused, Gemba-based, questioning, deliberate, persevering, and EXPERIMENTING.
- Common failures include:
 - Articulation, management, focus

Thank you for joining us



Master Black Belt Program

- Offered in partnership with Fisher College of Business at [The Ohio State University](#)
- Employs a [Blended Learning model](#) with world-class instruction delivered in both the classroom and online
- Covers the [MBB Body of Knowledge](#), topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*



Resource Links and Contacts

Questions? Comments? We'd love to hear from you.

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Additional Resources

Archived presentation, slides and other materials:

<http://www.moresteam.com/presentations/>

Master Black Belt Program: <http://www.moresteam.com/master-black-belt.cfm>