

---

## Getting the Right Things *Done* – *Lean Leadership*

---

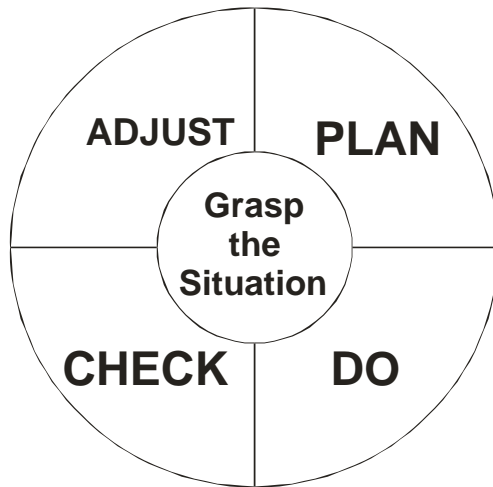
*Pascal Dennis*  
Lean Pathways Inc.

---

## Conventional Planning – *PowerPoint Junk*



## The Foundation of Strategy Deployment



11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

3

## The DNA of SD



11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

4

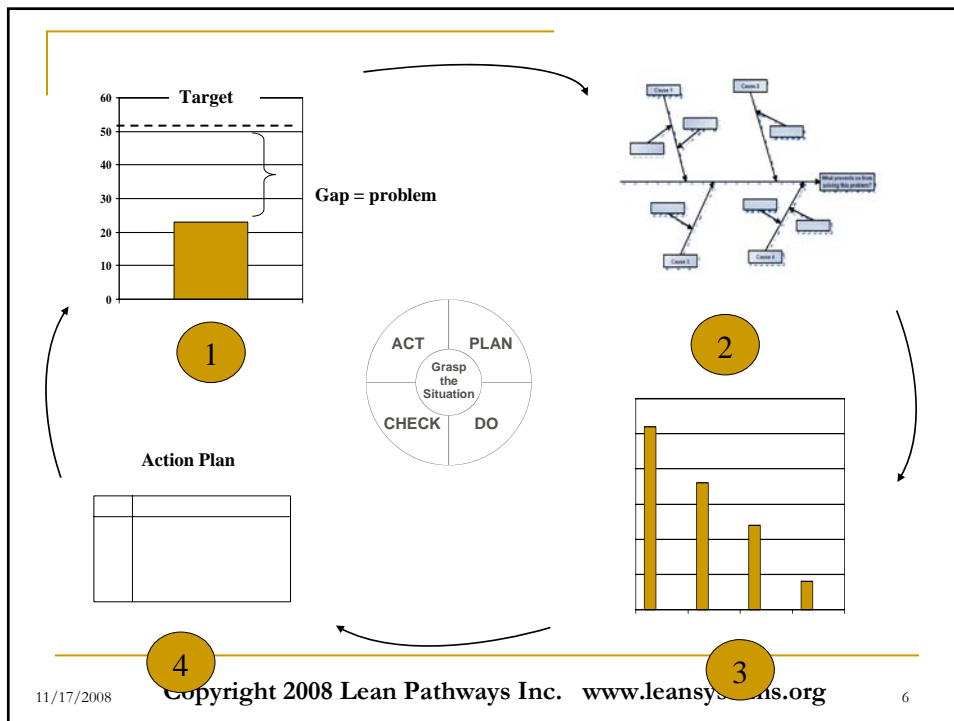
## Plan – Telling Interesting Stories

- A3's are “currency” of SD
  - One-page storyboard on 11” x 17” paper
- We call it A3 *thinking*
  - The piece of paper is not the point...
  - The point is...
    - Story-telling approach to strategy
  - Kasparov metaphor

11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

5



11/17/2008

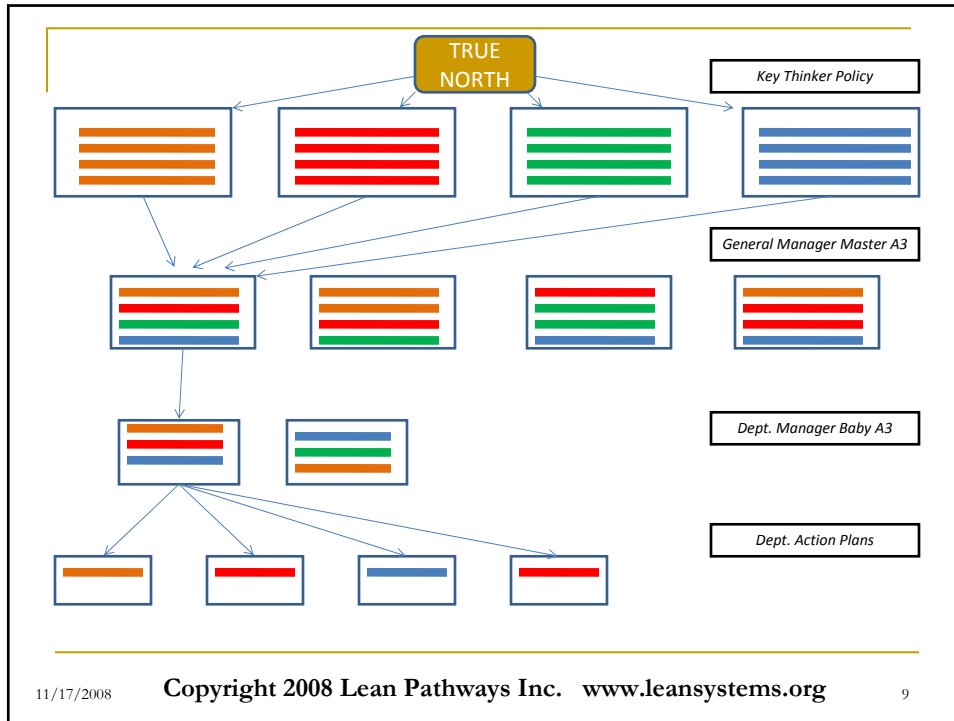
Copyright 2008 Lean Pathways Inc. www.leansystems.org

6

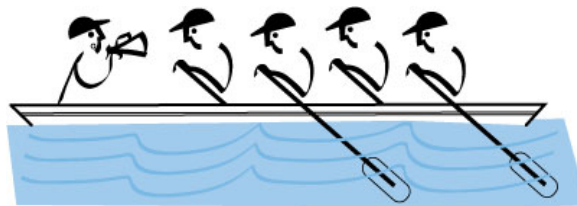
Focus: <i>Delivery</i>		Achieving Excellence in Delivery		Site/Dept.	MP & L, Homestead																																																																															
<b>Last Year's Results/This Year's Targets/Mid-term Targets</b> <p><b>Critical business need</b></p> <p>This Year's BTS Target = 90% Inventory Target = 40 days Machine Availability Targets = 80% in both Paint and B &amp; E Year Target = 90% (Best in Class = 95%)</p>		<b>This Year's Action Plan</b> <table border="1"> <thead> <tr> <th>Goals</th> <th>Activities</th> <th colspan="7">Schedule</th> </tr> <tr> <th></th> <th></th> <th>J</th> <th>F</th> <th>M</th> <th>A</th> <th>M</th> <th>J</th> <th>J</th> <th>A</th> <th>S</th> <th>O</th> <th>N</th> <th>D</th> </tr> </thead> <tbody> <tr> <td><b>A. Strengthen Maintenance Planning Process</b></td> <td>1. Design and pilot work order board 2. Confirm process &amp; launch 3. Track % Projects Complete (PPC) 4. Weekly meeting with Operations to reflect on last week's PPC &amp; plan next week.</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>B. Reduce Mice Attrition &amp; Improve Versatility</b></td> <td>1. Pilot "Grow with Us" incentive program</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>C. Implement Advanced Maintenance</b></td> <td>1. Full court press on constraints in each area</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>Improve Paint and B &amp; E Machine Capability</b></td> <td>1. Develop manual back-up plans for top 3 per shop 2. Train production team members in back-up 3. Quick changeover training &amp; implementation 4. Focus on solving on machine availability 5. Transfer basic mice tasks to Operations</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table> <p><b>Our plan to implement our hypothesis</b></p>				Goals	Activities	Schedule									J	F	M	A	M	J	J	A	S	O	N	D	<b>A. Strengthen Maintenance Planning Process</b>	1. Design and pilot work order board 2. Confirm process & launch 3. Track % Projects Complete (PPC) 4. Weekly meeting with Operations to reflect on last week's PPC & plan next week.													<b>B. Reduce Mice Attrition &amp; Improve Versatility</b>	1. Pilot "Grow with Us" incentive program													<b>C. Implement Advanced Maintenance</b>	1. Full court press on constraints in each area													<b>Improve Paint and B &amp; E Machine Capability</b>	1. Develop manual back-up plans for top 3 per shop 2. Train production team members in back-up 3. Quick changeover training & implementation 4. Focus on solving on machine availability 5. Transfer basic mice tasks to Operations												
Goals	Activities	Schedule																																																																																		
		J	F	M	A	M	J	J	A	S	O	N	D																																																																							
<b>A. Strengthen Maintenance Planning Process</b>	1. Design and pilot work order board 2. Confirm process & launch 3. Track % Projects Complete (PPC) 4. Weekly meeting with Operations to reflect on last week's PPC & plan next week.																																																																																			
<b>B. Reduce Mice Attrition &amp; Improve Versatility</b>	1. Pilot "Grow with Us" incentive program																																																																																			
<b>C. Implement Advanced Maintenance</b>	1. Full court press on constraints in each area																																																																																			
<b>Improve Paint and B &amp; E Machine Capability</b>	1. Develop manual back-up plans for top 3 per shop 2. Train production team members in back-up 3. Quick changeover training & implementation 4. Focus on solving on machine availability 5. Transfer basic mice tasks to Operations																																																																																			
<b>Reflection on Last Year's Activities</b> <table border="1"> <thead> <tr> <th>Activity</th> <th>Key Results/Issues</th> </tr> </thead> <tbody> <tr> <td>Implemented BTS metrics</td> <td>Biggest constraints: Paint, drying ovens, per Readers</td> </tr> <tr> <td>Implemented inventory</td> <td>Maintenance turnover to match freighting</td> </tr> <tr> <td>Maintenance cross</td> <td>"not usable"</td> </tr> </tbody> </table> <p><b>Reflection (hansei) on last year's activities</b></p>		Activity	Key Results/Issues	Implemented BTS metrics	Biggest constraints: Paint, drying ovens, per Readers	Implemented inventory	Maintenance turnover to match freighting	Maintenance cross	"not usable"	<b>Analysis/Justification to This Year's Activities</b> <p>Last year we made our Delivery problems visible but couldn't solve them.</p> <p>Biggest losses: changeover, manual back-up for top 3</p> <p>Next year we need:</p> <ol style="list-style-type: none"> <li>Strengthen maintenance planning process</li> <li>Improve maintenance response time</li> <li>Implement advanced tools (e.g. vibration analysis) to help us get to root cause in Paint &amp; B&amp;E</li> <li>Reduce changeover times in Paint and B &amp; E</li> </ol> <p><b>Our grasp of the situation &amp; hypothesis</b></p>																																																																										
Activity	Key Results/Issues																																																																																			
Implemented BTS metrics	Biggest constraints: Paint, drying ovens, per Readers																																																																																			
Implemented inventory	Maintenance turnover to match freighting																																																																																			
Maintenance cross	"not usable"																																																																																			
<b>Follow-up/Unresolved Issues</b> <ol style="list-style-type: none"> <li>How to reduce tension between...</li> <li>Manual back-up for top 3</li> <li>Enhance training</li> <li>Making work order board...</li> </ol> <p><b>What might go wrong &amp; how we'll handle it</b></p>		Signatures: _____ Author: MP & L Manager Version & date: V5																																																																																		
11/17/2008		Copyright 2008 Lean Pathways Inc. www.leansystems.org																																																																																		

## Do – Deploying the Plan

- We can't *tell* people what to do
  - Soviet model
- We need to translate our plans through *Catchball*
  - And *engage* people thereby
  - Socratic method
- Result: a *Tree diagram*



## Deployment Leader Concept



- Breakthrough goals are invariably cross-functional
- Unit efficiency does *not* equal overall efficiency
- Hence, Deployment Leader (Key Thinker) concept

## Key Thinker Qualities

- Passionate
- Profound knowledge of “zone”
  - → Respected
- Impatient with the status quo
  - Nothing is “given”
- Tough, ornery yet able to forge
  - Consensus through *disagreement*

11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

11

## Check – Making Problems Visible

- Check entails
  - Simple, connected meetings & go see activity
  - *What are the hot spots?*
  - *What are you doing about them?*
- Mental model:
  - Problems are gold – treasure them!
- Image: a series of gears

11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

12

## Checking: a System of Gears

“Layered”  
Checking –  
Leader STW

Site  
Check/Adjust  
Meeting

Department  
Check/Adjust

Section/Team  
Check/Adjust

11/17/2008 Copyright 2008 Lean Pathways Inc. www.leansystems.org 13

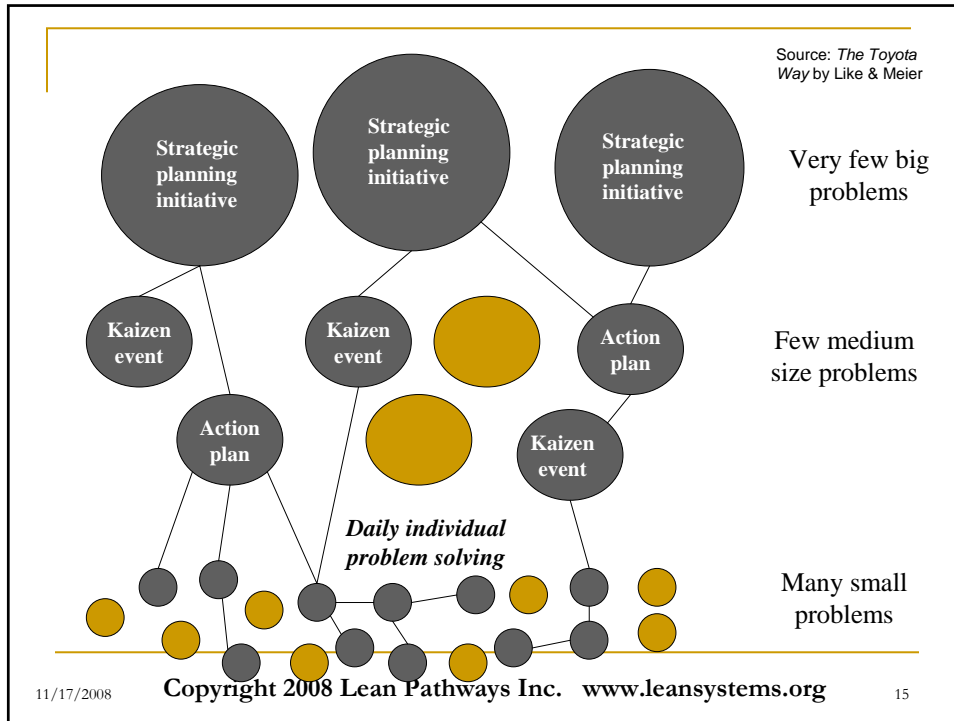
## Adjust – Solving Problems

Very few big  
problems

Few medium  
size problems

Many small  
problems

11/17/2008 Copyright 2008 Lean Pathways Inc. www.leansystems.org 14



## Obstacles to Getting Right Things *Done*

Obstacle	Root Cause(s)	Possible Countermeasures
Weak hypotheses	<ul style="list-style-type: none"> <li>■ Key thinkers?</li> <li>■ Go see?</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop key thinkers</li> <li>■ Leader STW</li> </ul>
Too many activities	<ul style="list-style-type: none"> <li>■ Catchball?</li> <li>■ Grasping situation?</li> <li>■ Key thinkers?</li> </ul>	<ul style="list-style-type: none"> <li>■ Catchball standards</li> <li>■ Develop key thinkers</li> <li>■ <i>Recall Kasparov</i></li> </ul>
We can't sustain gains – Weak “muscles”	<ul style="list-style-type: none"> <li>■ Have we built capability of team?</li> </ul>	<ul style="list-style-type: none"> <li>■ People development plan</li> </ul>
Team not engaged	<ul style="list-style-type: none"> <li>■ Mental models?</li> <li>■ Leadership?</li> </ul>	<ul style="list-style-type: none"> <li>■ Leader STW</li> </ul>
Metrics – too many, too complex	<ul style="list-style-type: none"> <li>■ Grasping situation?</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop key thinkers</li> <li>■ Develop <i>Dashboards</i></li> </ul>

11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

16

## Why Leader Standardized Work?

- *What you do is what you get*
- Will our team practice PDCA
  - *If we don't?*
- Leader STW entails applying the scientific method to leader work



11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

17

## Leader STW: Urgent vs. Important

	Urgent	Not Urgent
Important	<b>1</b> Crises Deadlines Problem solving Projects	<b>2</b> Strategy work Developing people Strengthening systems Building relationships Prevention
Not Important	<b>3</b> Interruptions Some voice mail Some e-mail Some meetings	<b>4</b> Trivia Irrelevant mail (Information pollution)

↔ Tension ↔

11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

18

## Insights

- No. 3 usually overrides No. 2
  - *No crisis? Then we're not busy!*
  - Response: Create a crisis!
- Leader STW locks in Important/Not Urgent work
- Benefits
  - Earlier Check → fewer fires
  - More time with team → stronger team members, esprit de corps
- How to make time?

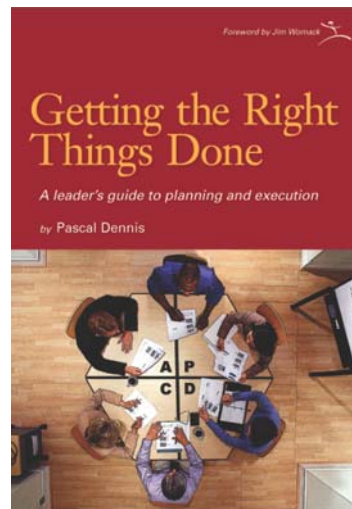
11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

19

## References

- *Getting the Right Things Done – a Leader's Guide to Planning & Execution*
  - Lean Enterprise Institute, December 2006
    - [www.leanuk.org](http://www.leanuk.org)
    - [www.lean.org](http://www.lean.org)



11/17/2008

Copyright 2008 Lean Pathways Inc. www.leansystems.org

20