

Lean Thinking as a Strategy: Leading and Learning

Daniel T Jones



The Lean Frontier



Problem solving
Daily management
Value stream analysis
Hoshin planning

Tools
Training
Programmes

all work
but only last and deliver business results
with active leadership and learning
a new way of thinking and acting

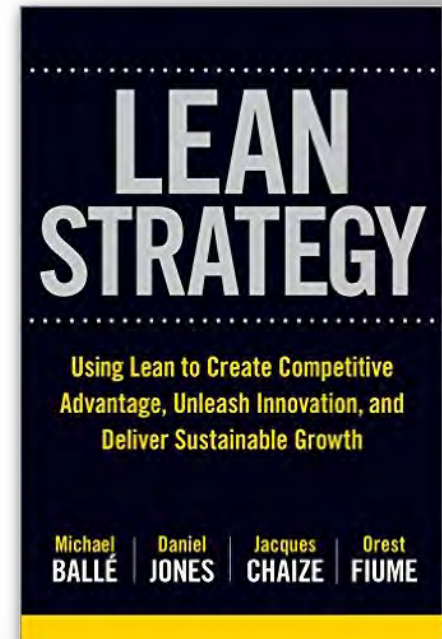
Exploring lean leadership

Combination of four perspectives
through writing and reflecting

Insights from learning,
cognitive psychology etc.

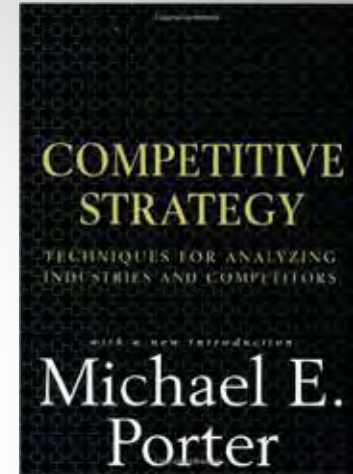
Observation of a group of
lean leaders and their Sensei

Resulted in a new book – out next April



Traditional Strategy

CEO vision – power & positioning
Execution – buying best practices
Optimise people-free processes
Manage by compliance and targets
Change by projects and programmes



Consequences:
Sclerotic bureaucracies and silos
Outputs ignoring externalities
Disengaged employees



Lean changes everything

Value from solving user problems better than others
Challenges the separation of strategy and execution
Sees the Gemba as a source of transformation
Chooses people-centric solutions – learning-by-doing
Resulting in dynamic gains from cumulative Kaizen

Consequences:

Flexible learning organisations

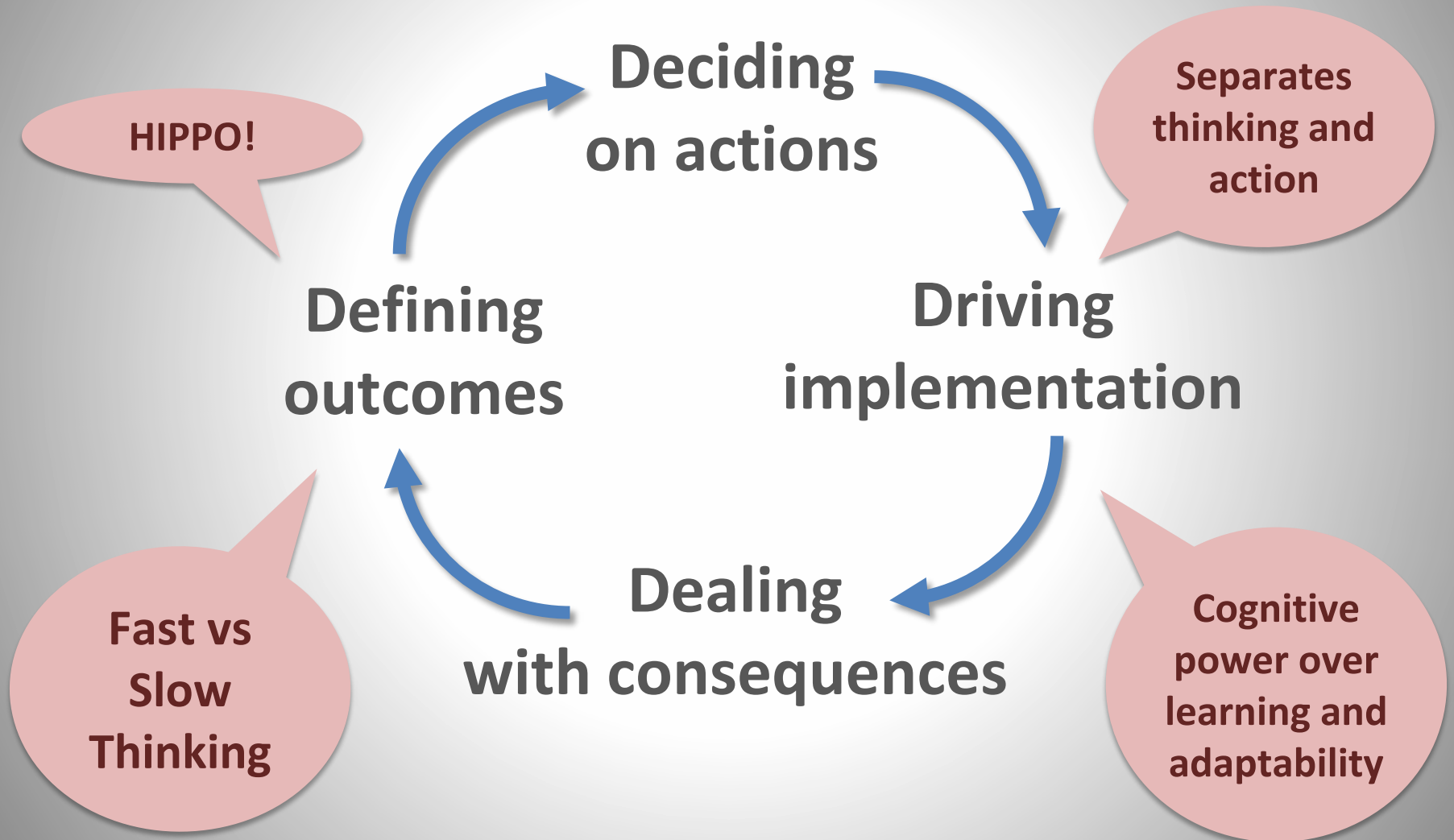
Avoiding all kinds of waste

Fulfilment through meaningful work



The right approach for a very uncertain age

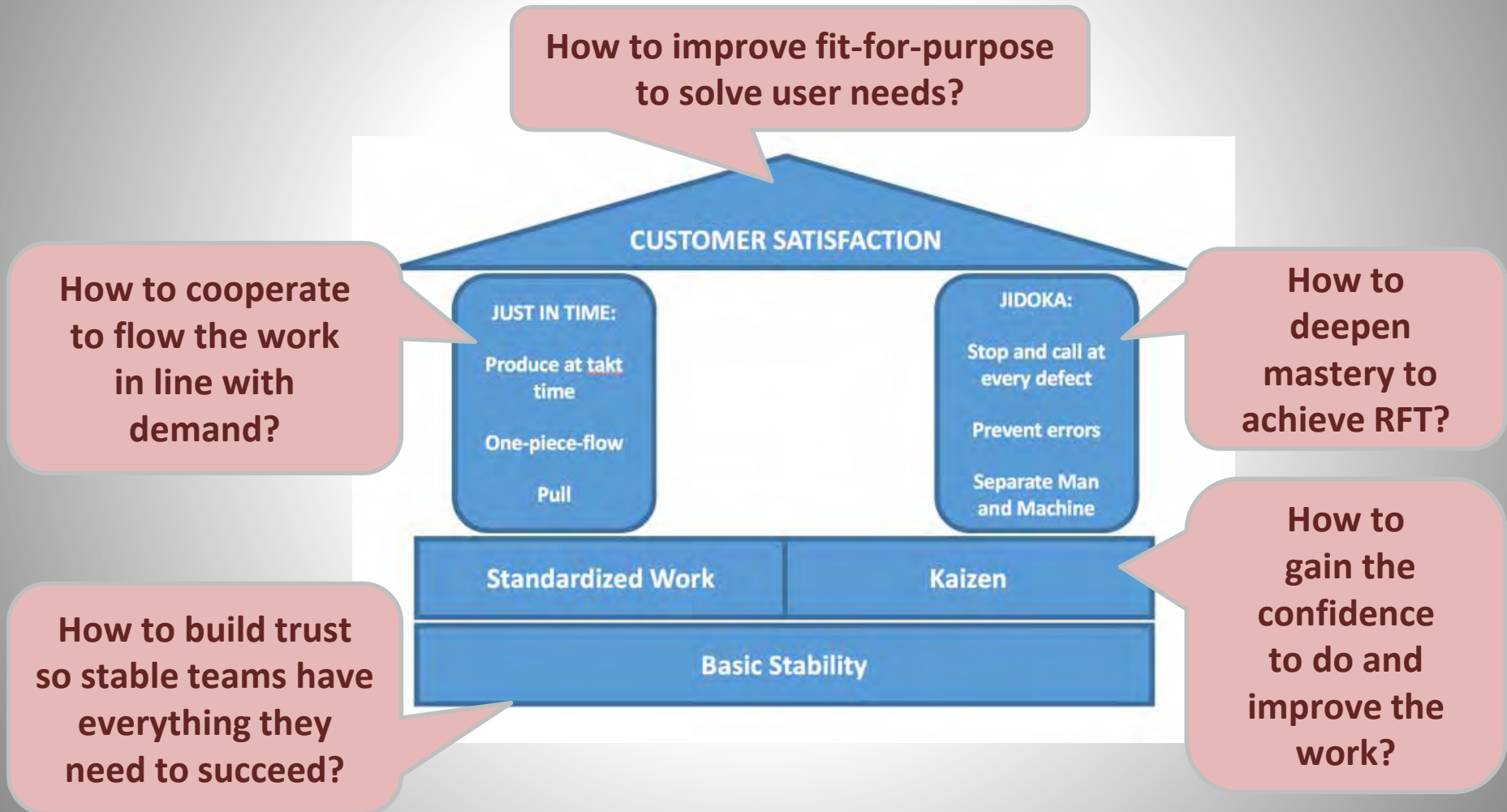
Traditional problem solving



Leading problem solving



TPS is a Learning System



Leading to Learn

Lead from the ground up

Grasp the situation

Measure to understand

Decide on improvement directions

Capability development through PDCA

**Focus on reusable learning
rather than reusable knowledge**

Dynamic gains

“Standard cost accounting hides problems and improvements”

**Rate of change in chosen physical indicators
Achieved through repeated problem solving**

Increasing perceived quality drives sales

Intensity of kaizen lowers total cost

Free-up capacity for new products sustains growth

Reducing lead-time generates cash

Cumulative innovation

**Products are a stream of value – with a takt time
Parallel evolution of technical capabilities**

Chief Engineer

**observing the user, production and supplier gembas
makes judgement about new and existing features**

**Disruption is a process not an event
Managing learning curves step by step**

**Solving the right problems in line with user needs
and the ability to develop and scale**

Continuous innovation beats big leaps

Conclusions

Lean is a strategic choice – not a programme

Begins with learning a new way of thinking

TPS is actually a learning system

Leading to learn – to grow new capabilities

Seeking dynamic gains – not optimisation

Lays the basis for continuous innovation

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Daniel T Jones

dan@leanuk.org
@DanielJonesLean

