



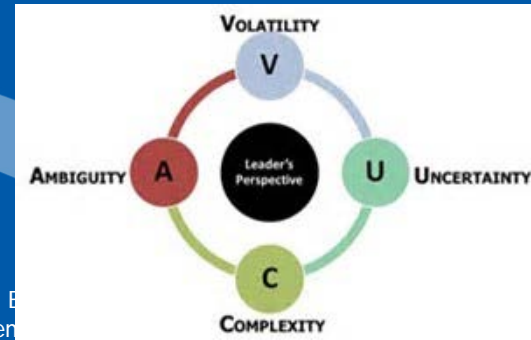
CXO 2017

Lean Thinking for Singapore

John Shook
Lean Global Network

CXO 2017

Lean Thinking for Leadership in a VUCA World





Leadership in a VUCA World...



“adapt and learn...”

Mr. Lim
Swee Say

Mr Lim told his audience at the annual Kent Ridge Ministerial Forum last night that as companies and the economy restructure, sometimes forced by disruptive technology, workers will have to adapt and continually learn new skills. ST PHOTO: NG SOR LUAN



What is Lean Thinking & Practice?

Lean Thinking & Practice is about transforming.

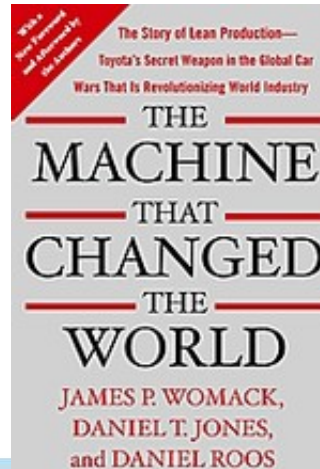
First, lean is about transforming material or motion into value.

Creating ever more pure value with ever declining amounts of resources through developing the capability of everyone to improve flow and eliminate waste as they apply science to their work.

Then, lean thinking is about transforming our organizations and ourselves.

"LEAN"

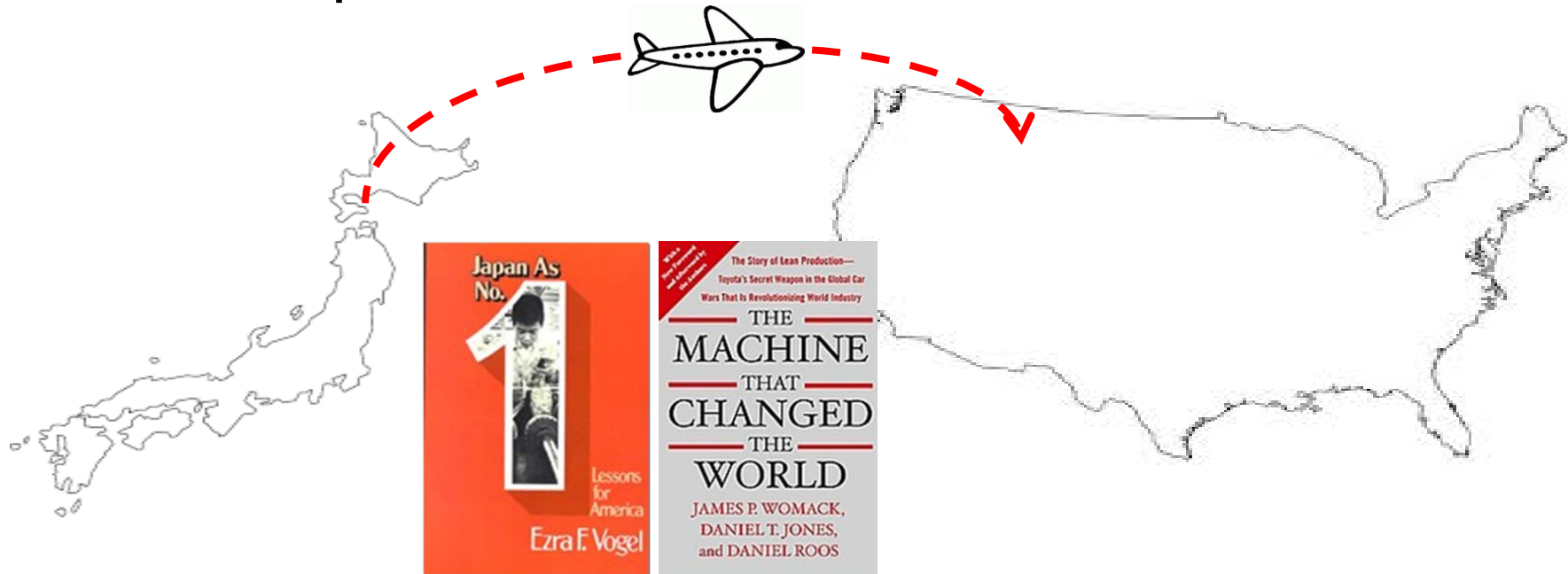
- Lean Production was named 25 years ago
- MIT Study – “*Machine That Changed the World*”
- Toyota Production and Management System



The Quality Movement – 1980s



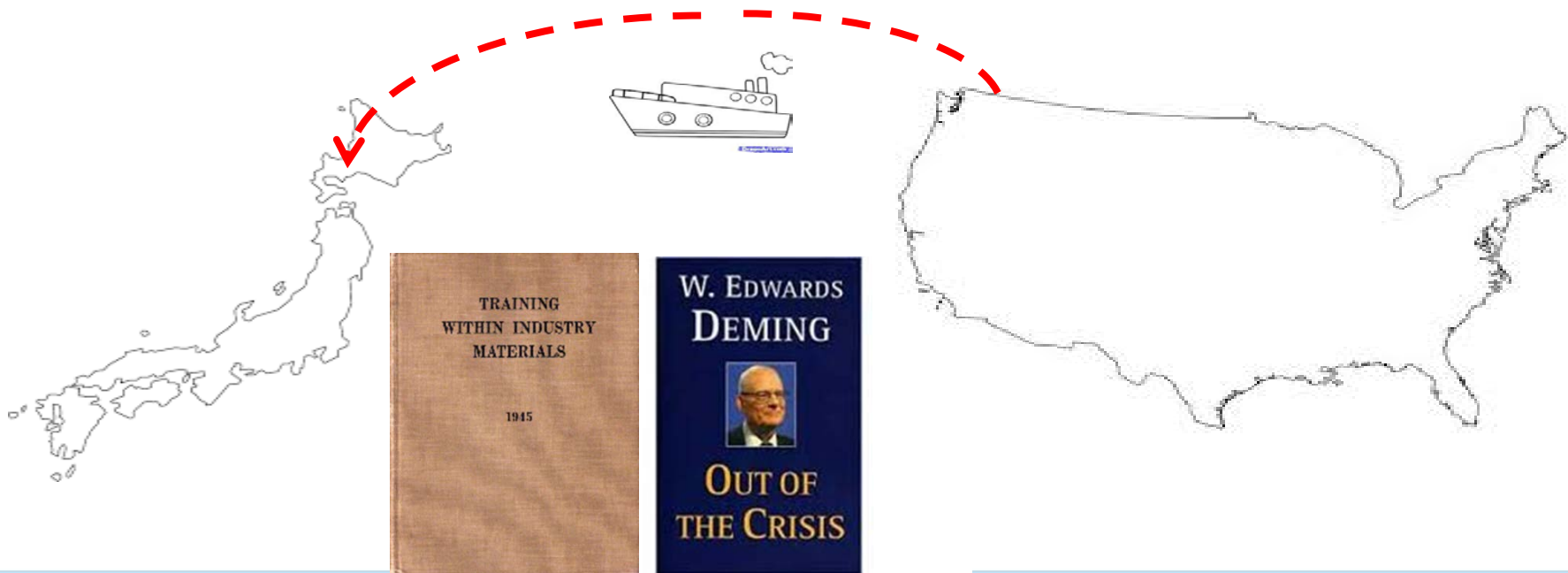
Lean Production as Technology Transfer
– from Japan to the USA.



1910s and again 1950

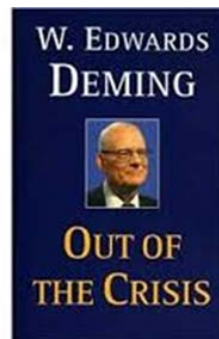
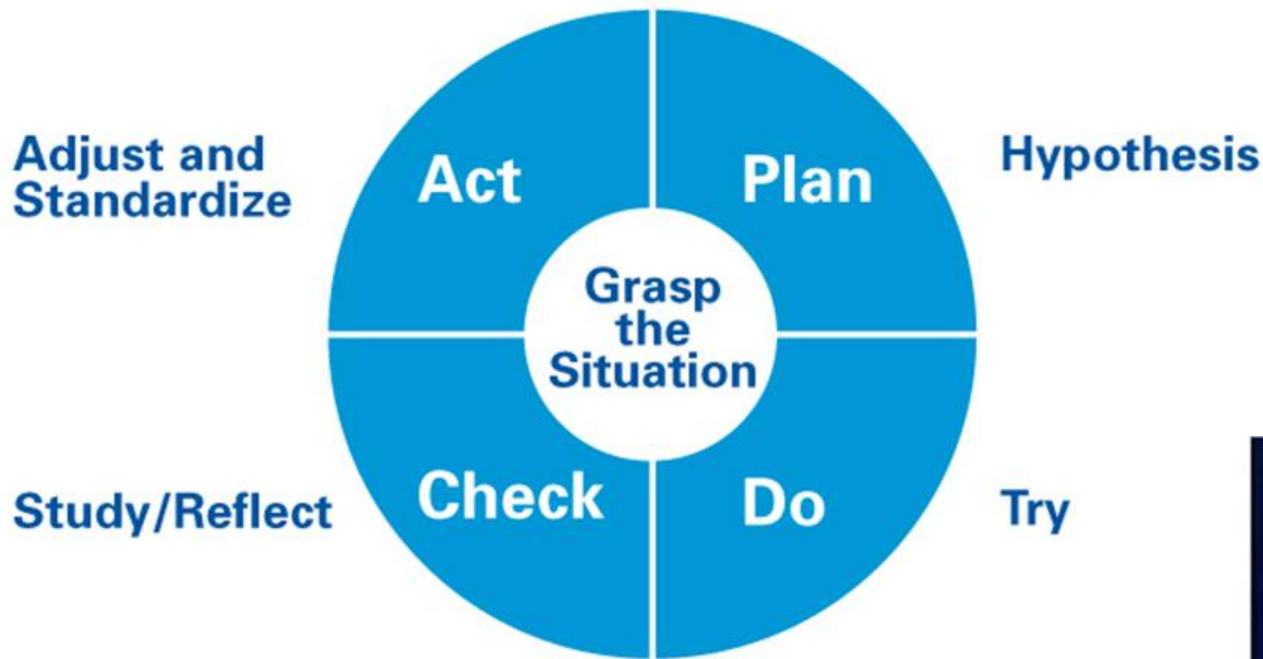


- The less well-known American roots of the Japanese quality movement and Lean Production.



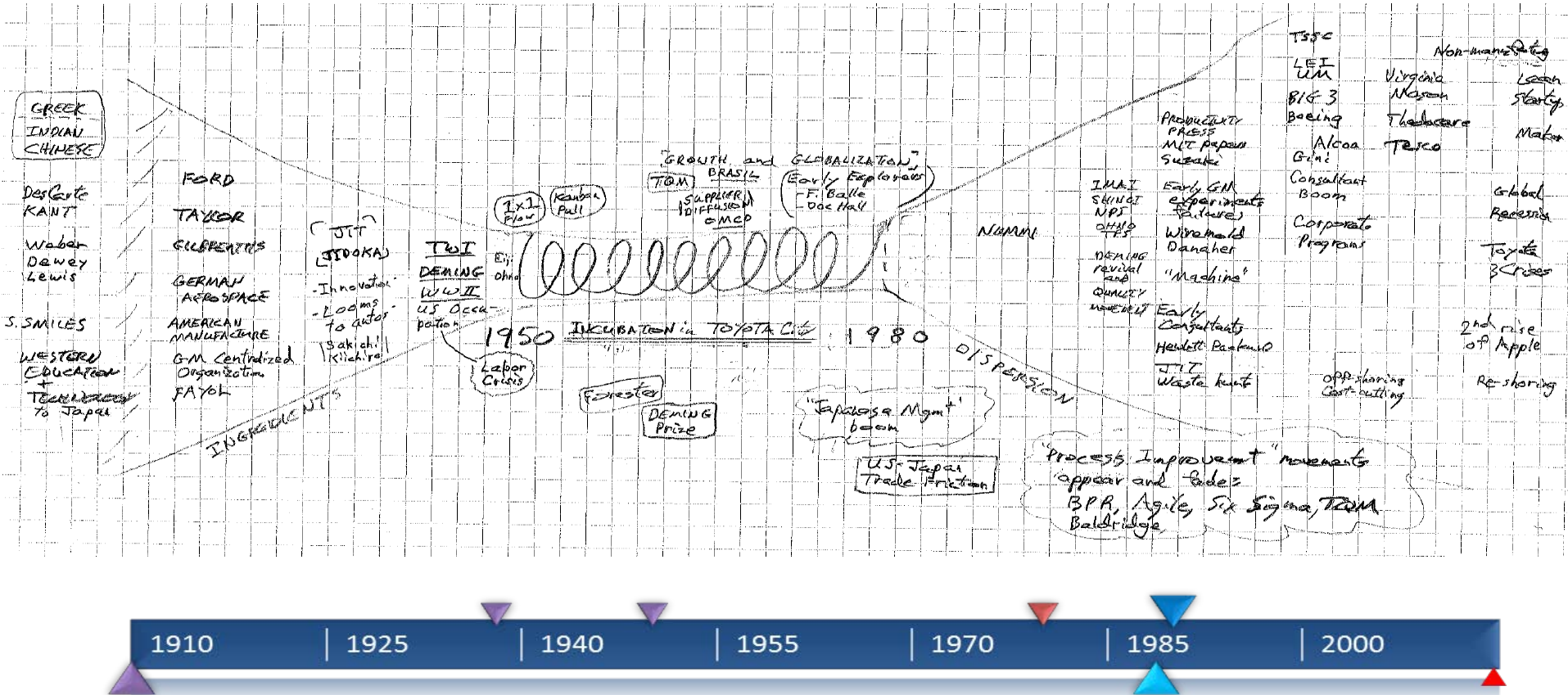
Plan-Do-Check-Act Cycle

From pDpD (try, fail, try, fail)
to PDCA cycle



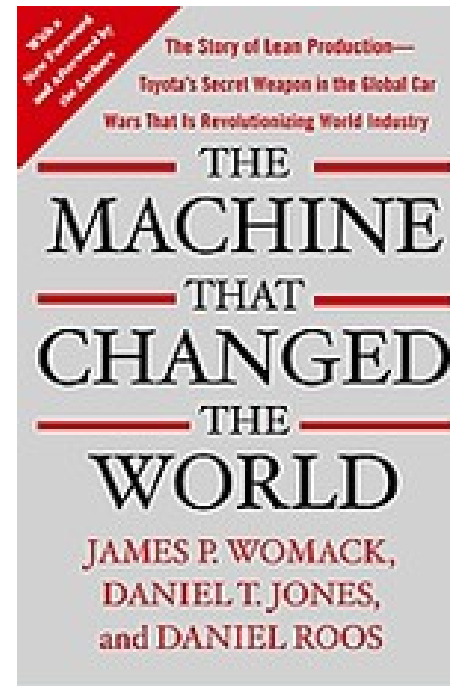


Many Influences on the Toyota Production System

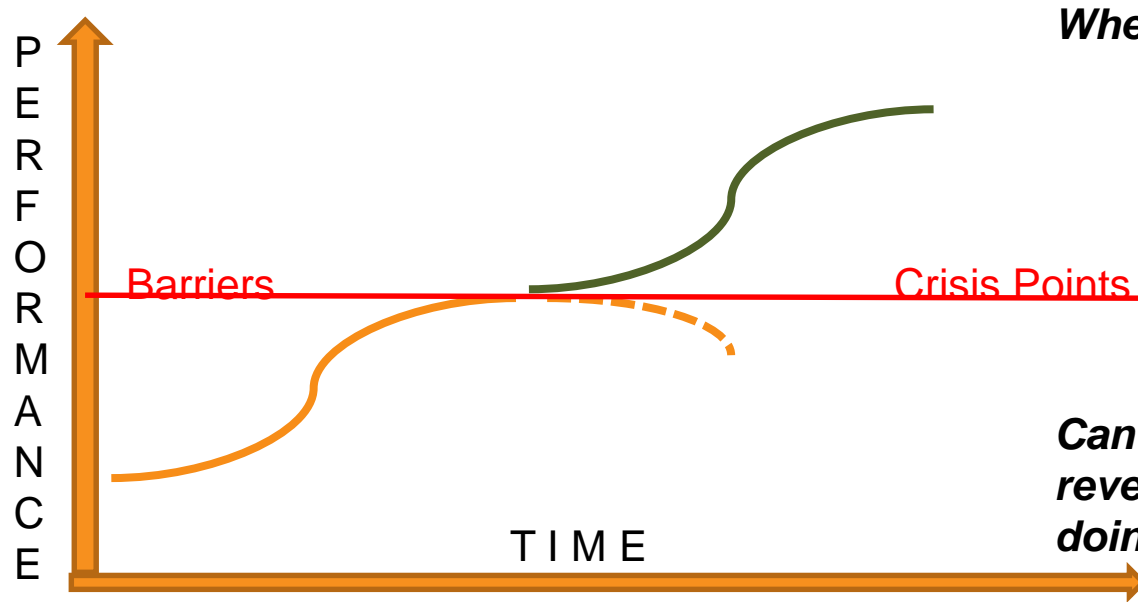


Since “Machine”...

- Global Auto Industry
- Discrete Manufacturing
- Construction
- Process Industries
- Healthcare
- Service Sectors
- Knowledge Work



But, as simple as it sounds, it's not easy to transform

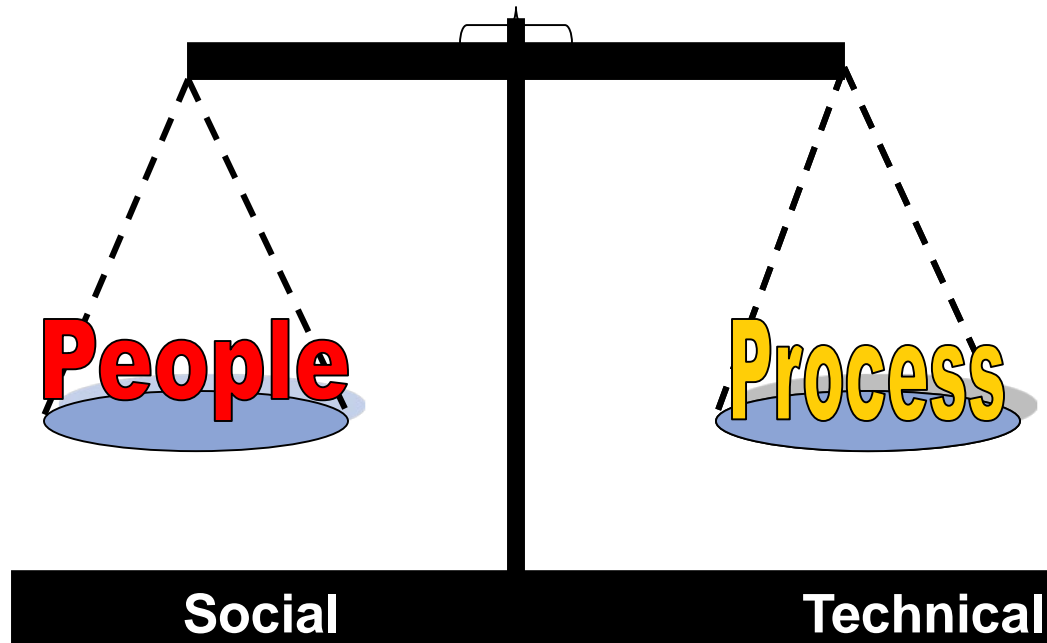


*Where is your organization...
upward trend?
stuck on the line?
going backward?*

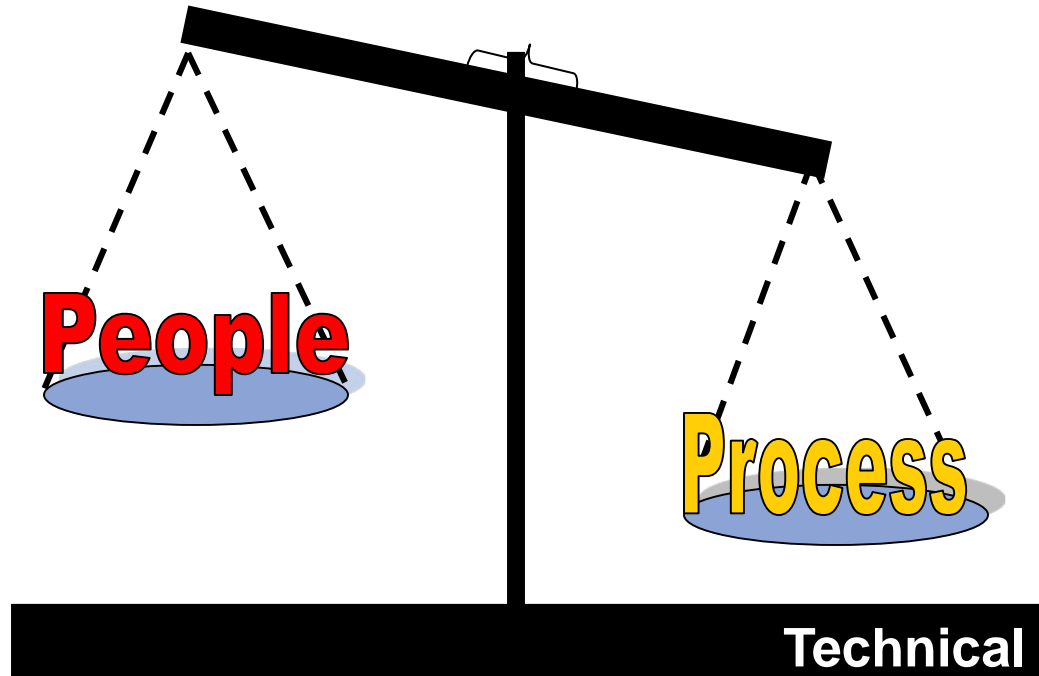
*Can you break through or
reverse a backward slide by
doing what you are doing?*

What have we learned about organizations?

Lean as a Social and Technical System



Lean as a Technical System





Process and People

- We teach the art & craft of science.
- Science will give us good technical answers...



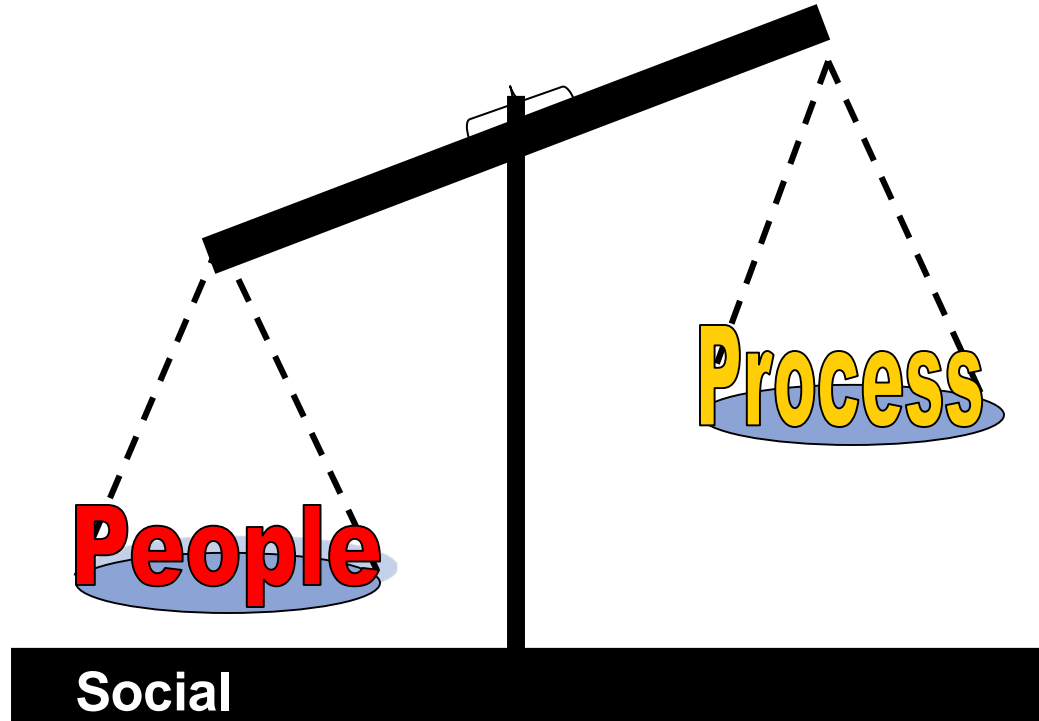
Process and People

- We should teach the art & craft of science.
- Science will give us good technical answers.

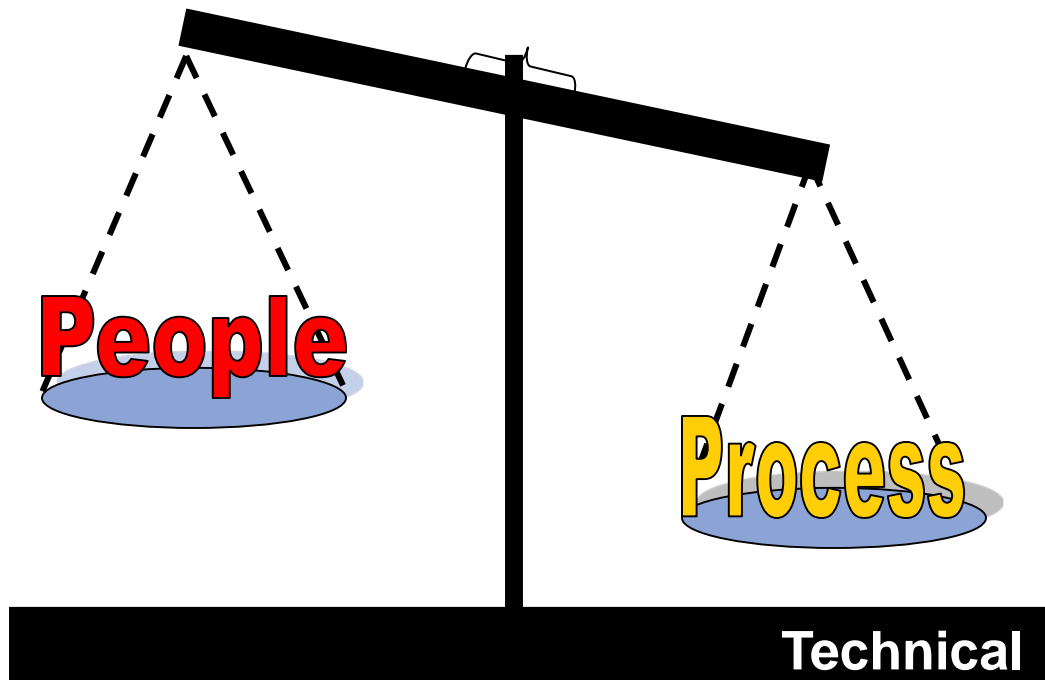
But...

- being technically “right” is only half the “battle”.

Lean as a Social System

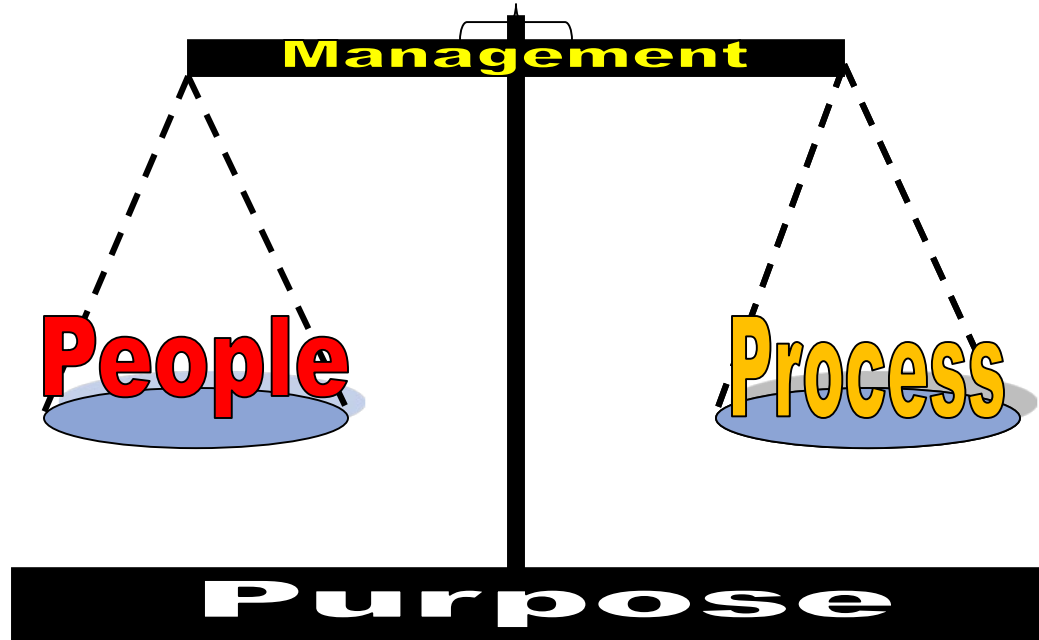


Lean as a Technical System

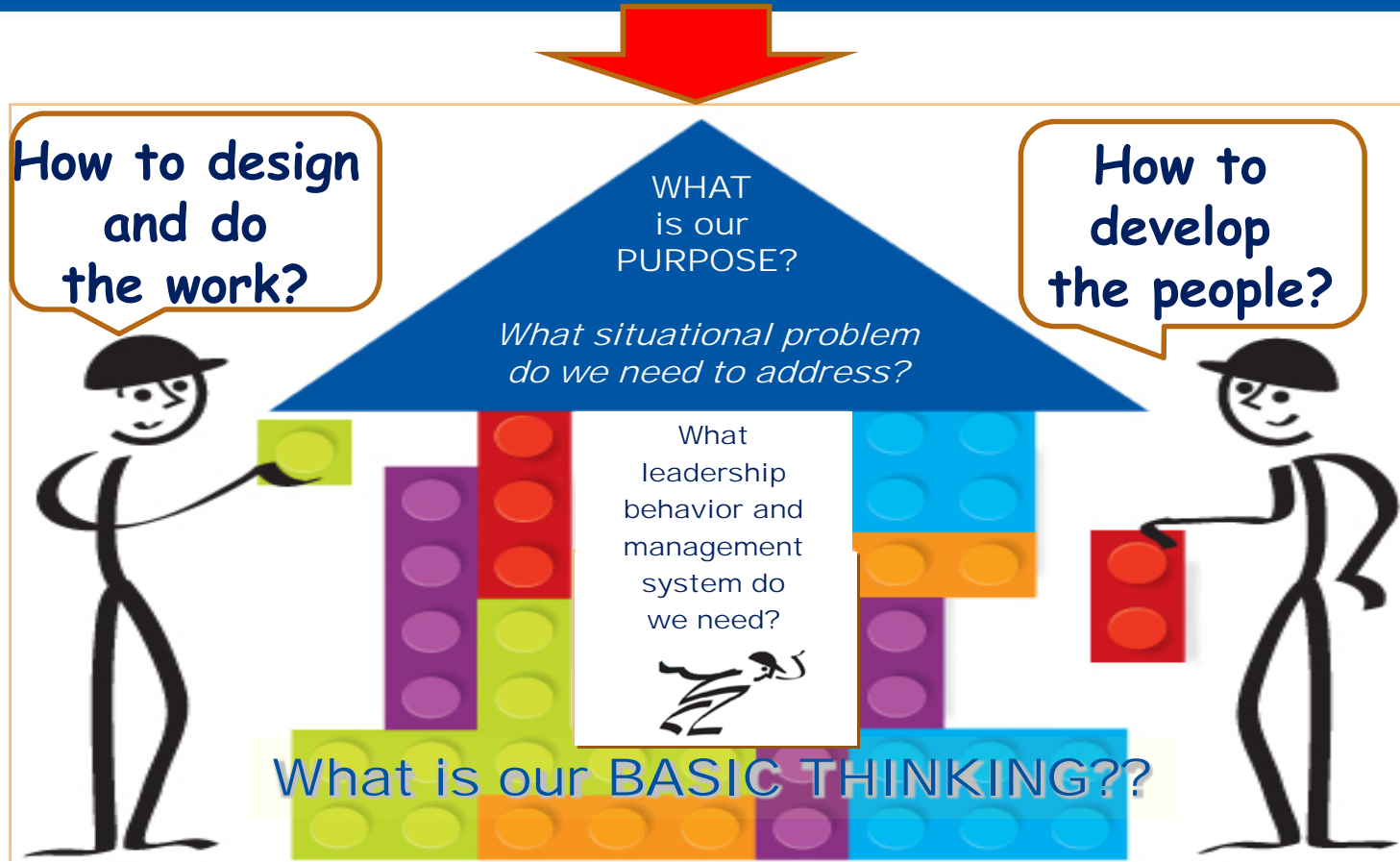


Lean Transformation

Aligning Purpose – Process - People

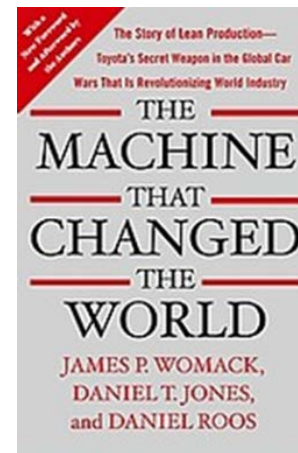


Your Failure Mode is Somewhere in Here



"LEAN"

- Lean Production was named 25 years ago.
- MIT Study – “*Machine That Changed the World*”
- Toyota Production and Management System
- Lean is an approach to achieving purpose and solving problems, at every level
- Does not mean downsizing or simple cost-cutting
 - LEAN → LEARN
 - Improve → Adapt and Sustain



Lean Leadership for a VUCA World...



“adapt and learn...”

Mr. Lim
Swee Say



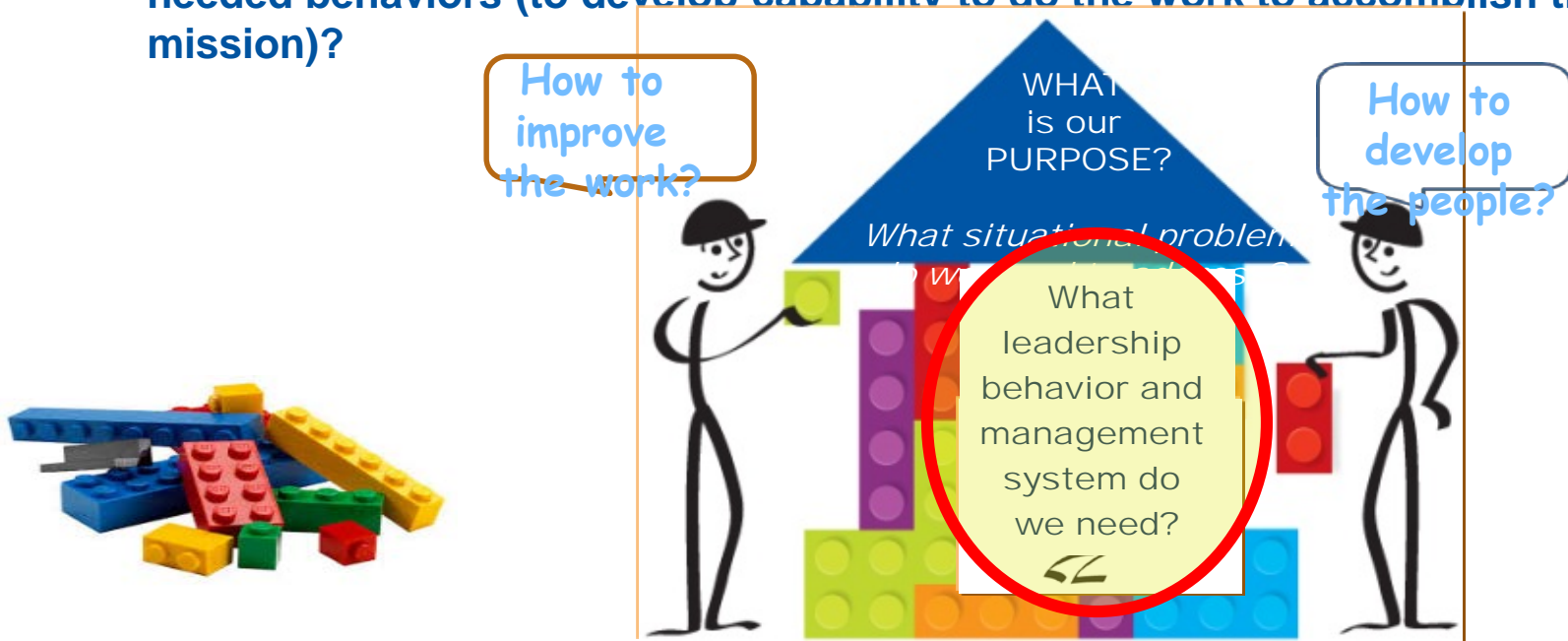
Mr Lim told his audience at the annual Kent Ridge Ministerial Forum last night that as companies and the economy are sometimes forced by disruptive technology, workers will have to adapt and continually learn new skills. ST PHOTOGRAPHY

Transformation Question #4



4. What management system and leadership behaviors are required to support the new way of working?

- Have you designed the management system and do your leaders exhibit the needed behaviors (to develop capability to do the work to accomplish the mission)?

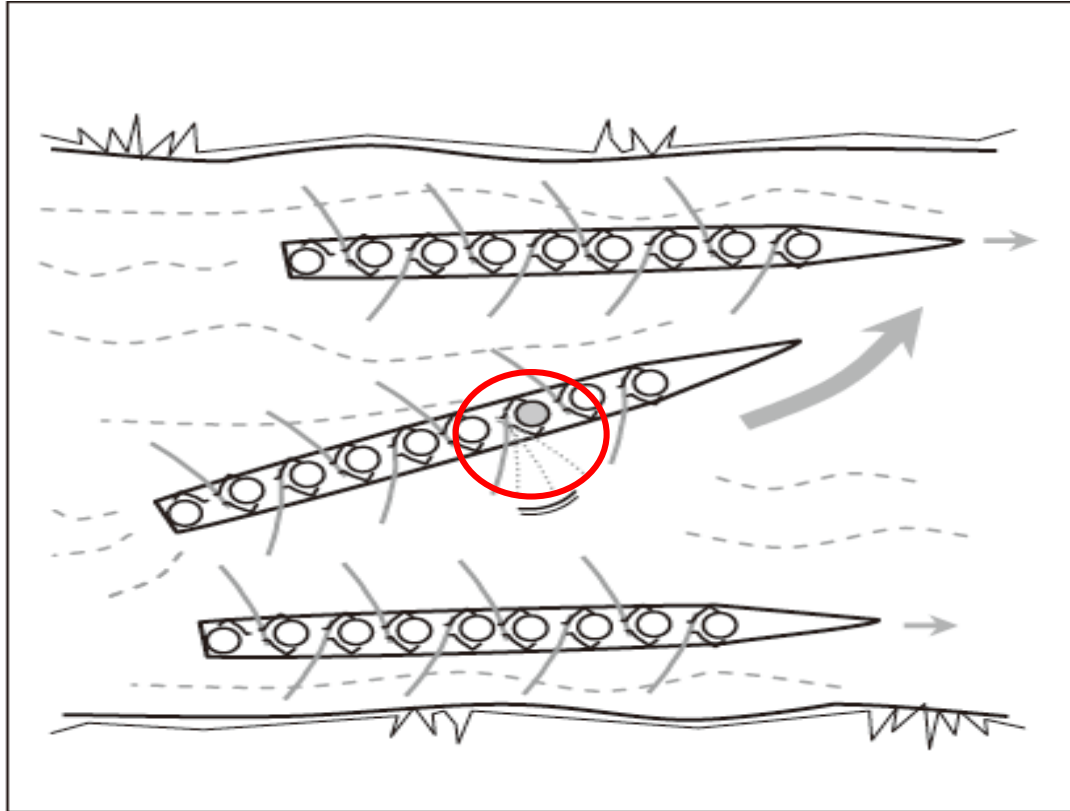




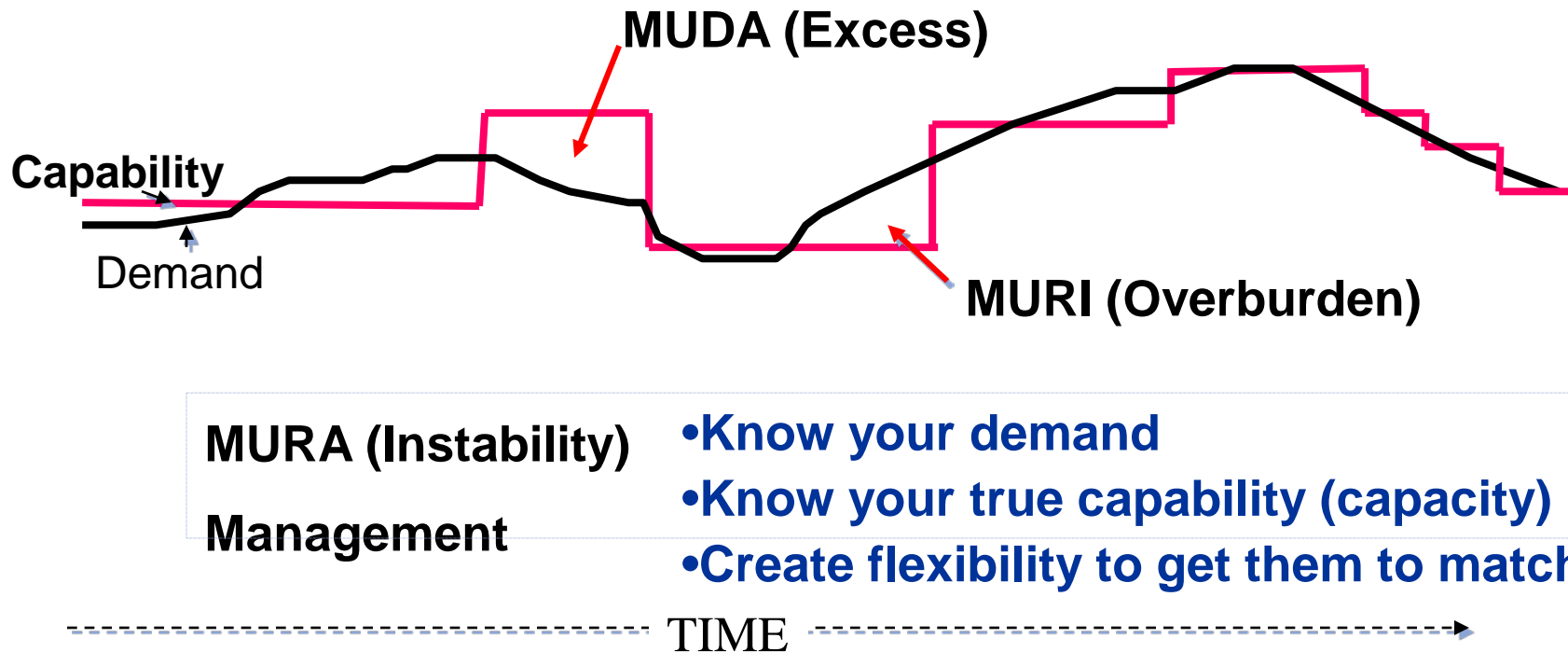
Leadership in a VUCA World

- It is not just a matter of turning people loose.
 - And expecting or hoping that their natural goodness or creativity will emerge to carry forward your dreams.
- Nor is it a matter of ordering people to do your bidding.

Total System Efficiency and Effectiveness

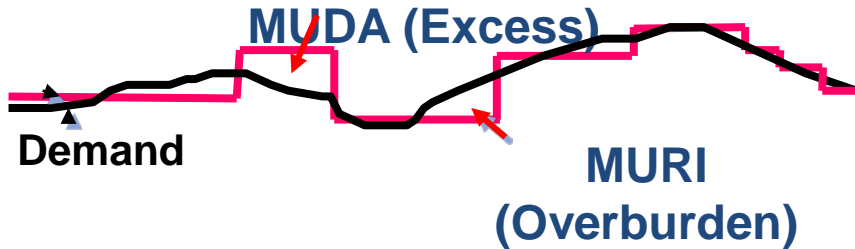


The Sustainability Challenge of Any Business

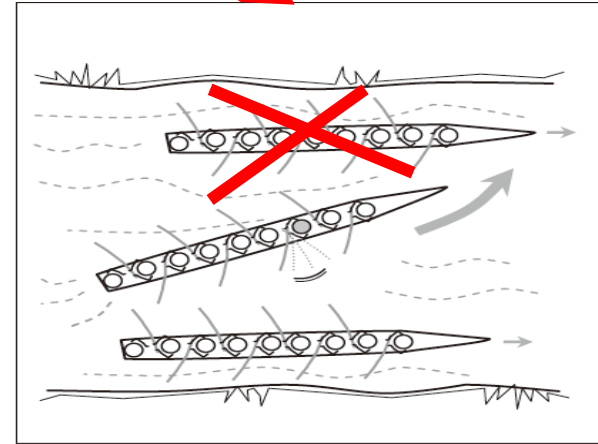


Directionally...

In the face of a reality
that's like this (VUCA):

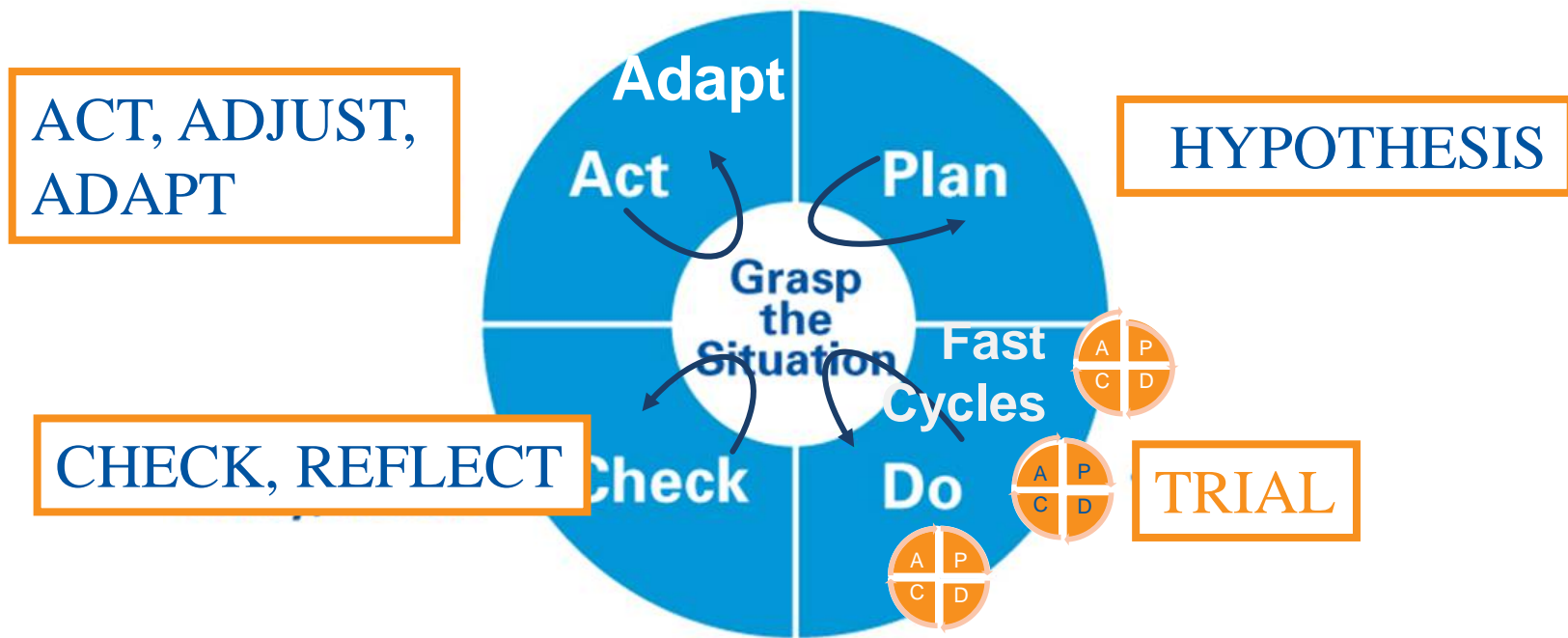


How can we
be more like this:



A PROCESS for Leadership in a VUCA World

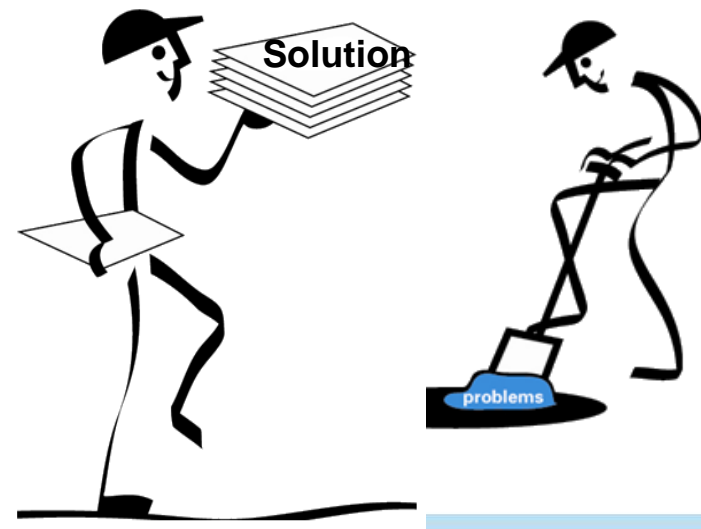
Plan-Do-Check-Adapt Cycle





Innovation and Ownership, Responsibility and Authority

- In my five years in Toyota City, almost never was I given solutions.
- Yet, I was not free to just do what I wanted.
- I was given clear responsibility to propose solutions to problems I owned.



Old "Dictator" Style: "Do it my way..."



1970s "Empowerment" Style: "Do it your way..."



Lean Style:
"Follow Me, and we'll figure this out together".



Leadership for a VUCA World?

→ Adaptive Leadership

Adaptive Leadership Process?

→ PDCA



Old "Dictator" Style: "Do it my way..."



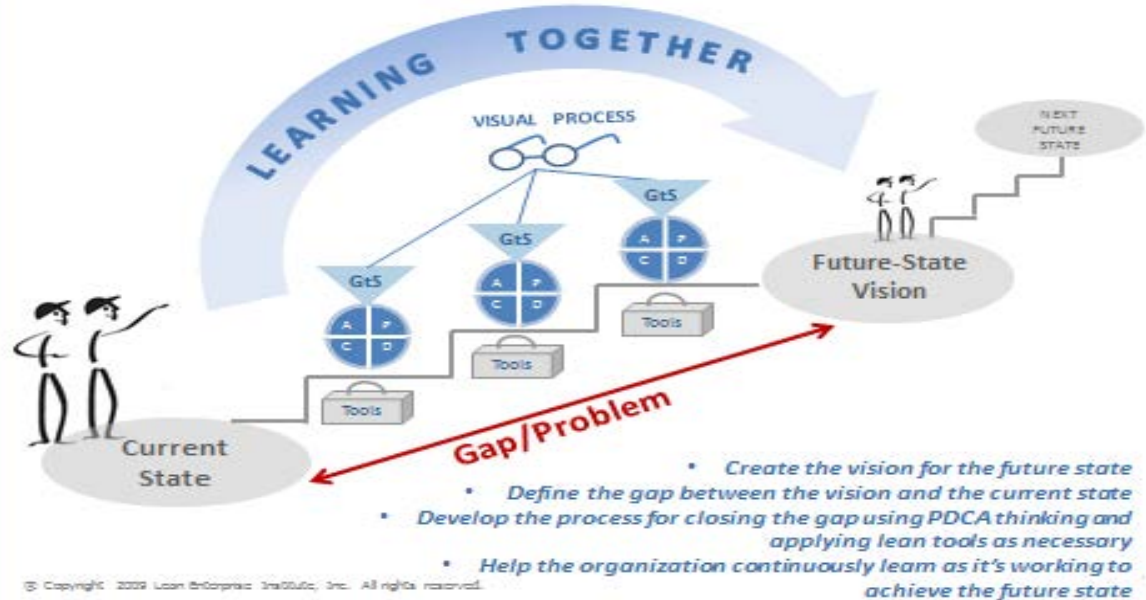
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Lean Leadership

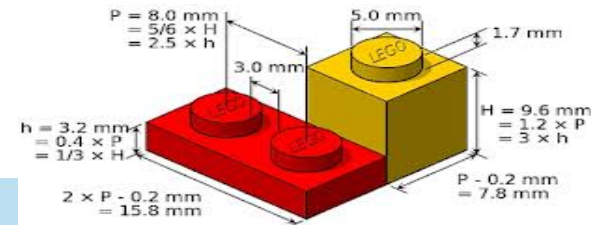


Leadership Questions



“We started with that fundamental question: ‘Why does Lego exist?’”

— CEO Jorgen Vig Knudstorp





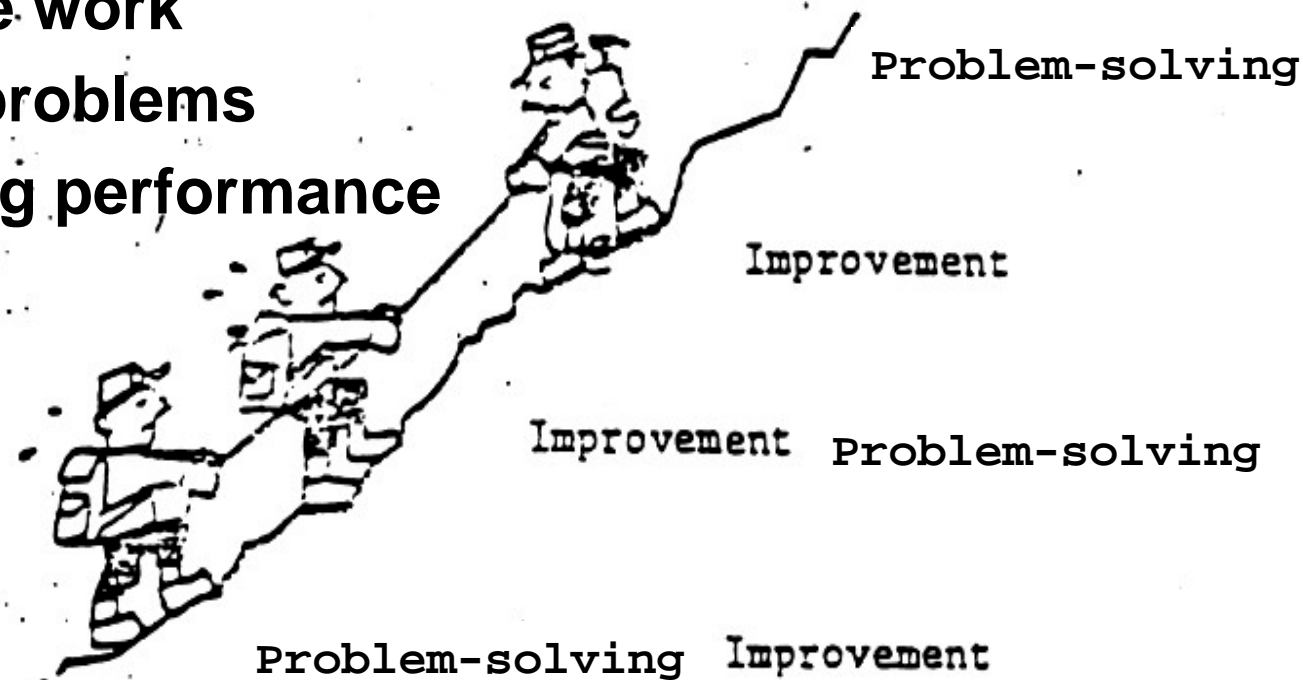
So, Lean Leader as Coach

"Developing capability through purposeful instruction, targeted questioning, and challenging counsel to solve problems and continuously improve performance in achieving objectives."

People Development – Manager as Coach

Develop Capability in

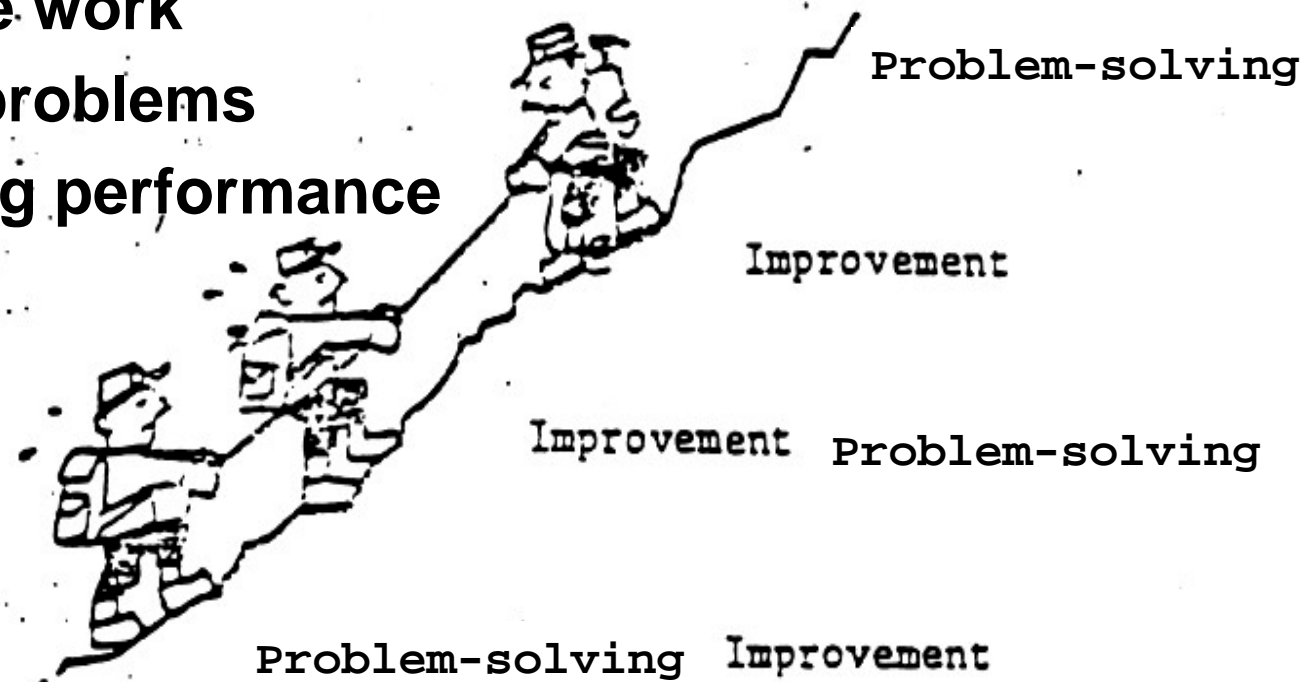
- doing the work
- solving problems
- improving performance



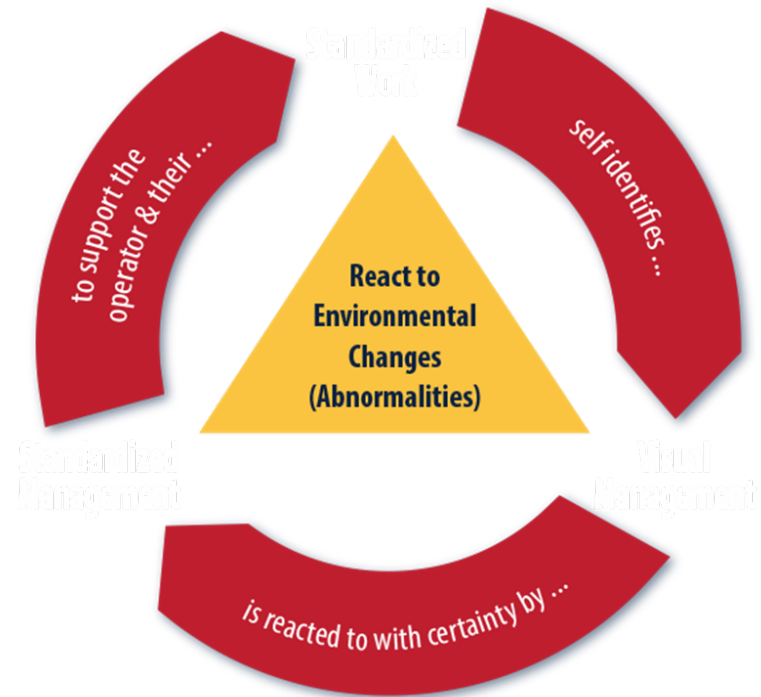
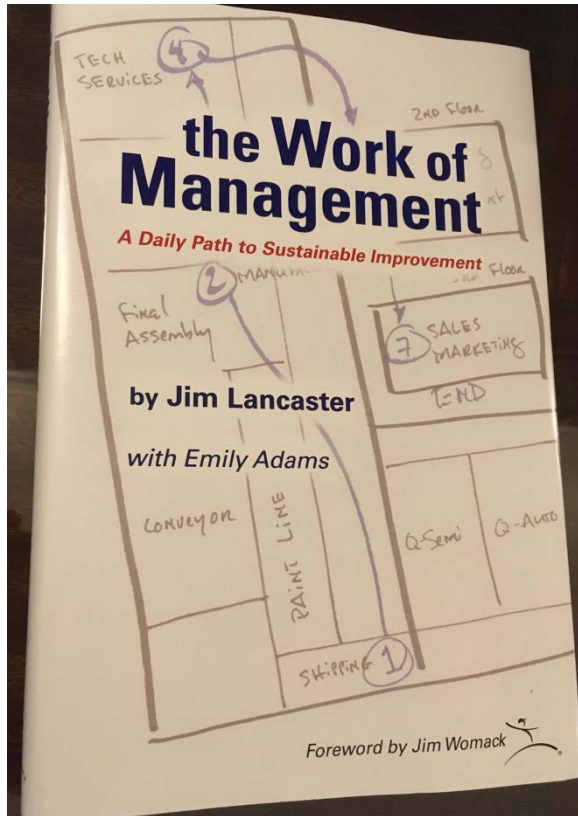
People Development – Manager as Coach

Develop Capability **through**

- doing the work
- solving problems
- improving performance



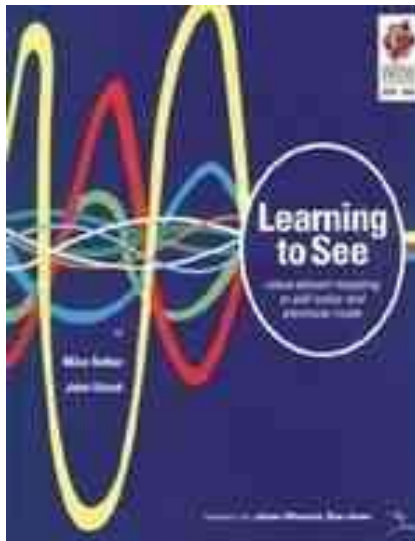
Management for a VUCA World





Learning To See

“Every product (or service) has a value stream. The challenge lies in seeing it.”

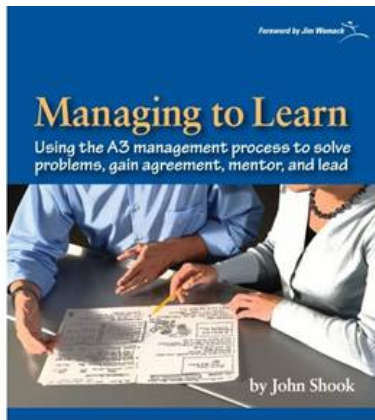




Learning to Adapt

“Every product has a value stream. The challenge lies in seeing it.”

**“Every situation has a “problem”.
The challenge lies in finding it.”**





Solving Problems or Developing Problem Solvers...

**Matt Long of Herman
Miller:**

**“We aren’t just solving
problems...**

**We are developing
problem solvers.”**





Lean Thinking as Question Thinking

Types of questions, to be used in sequence:

☐ ***What***

- Grasp the Situation – What is happening?

☐ ***Why***

- Diagnostic – Why is it happening?

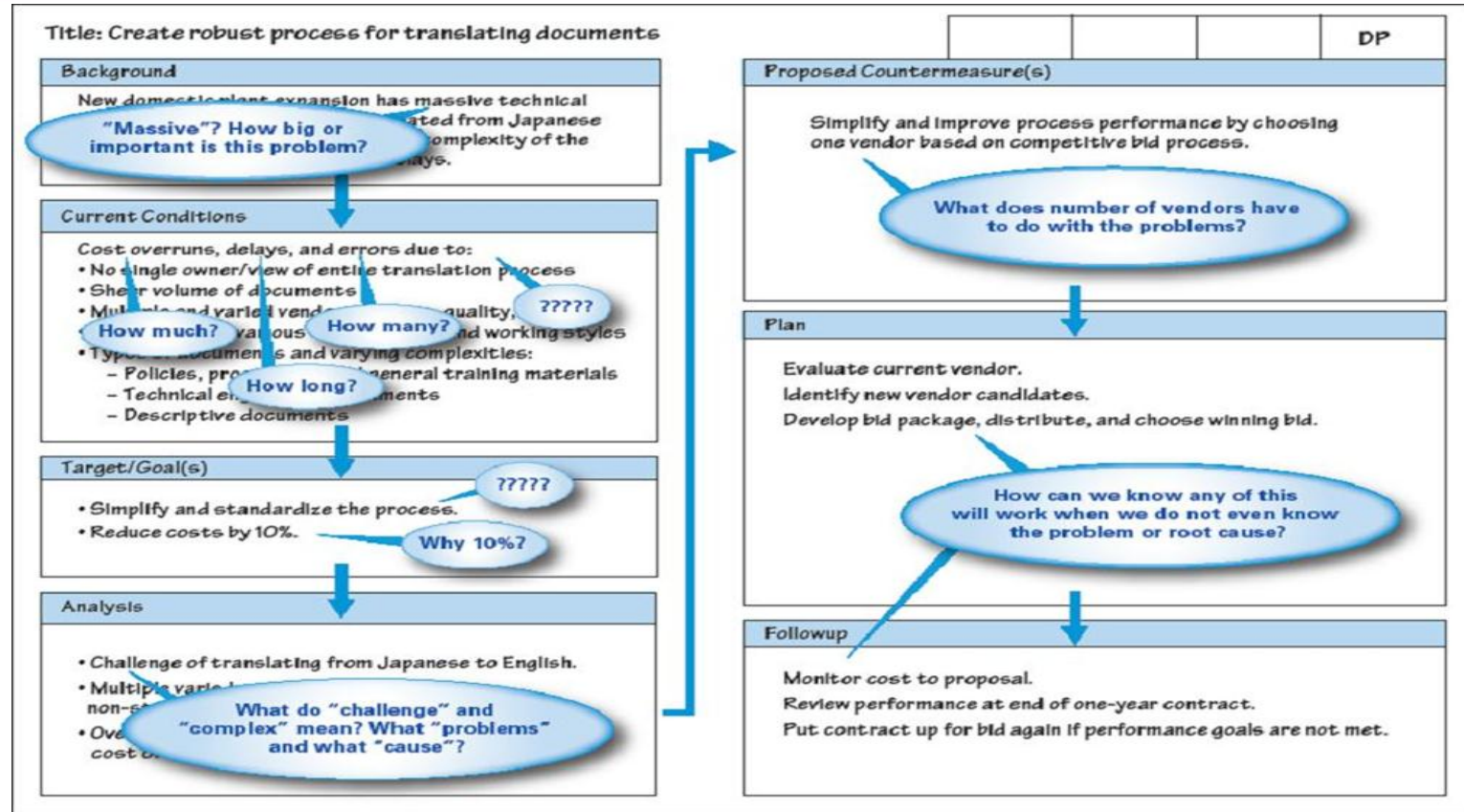
☐ ***What if...?***

- Prompting – What would happen if we tried...?

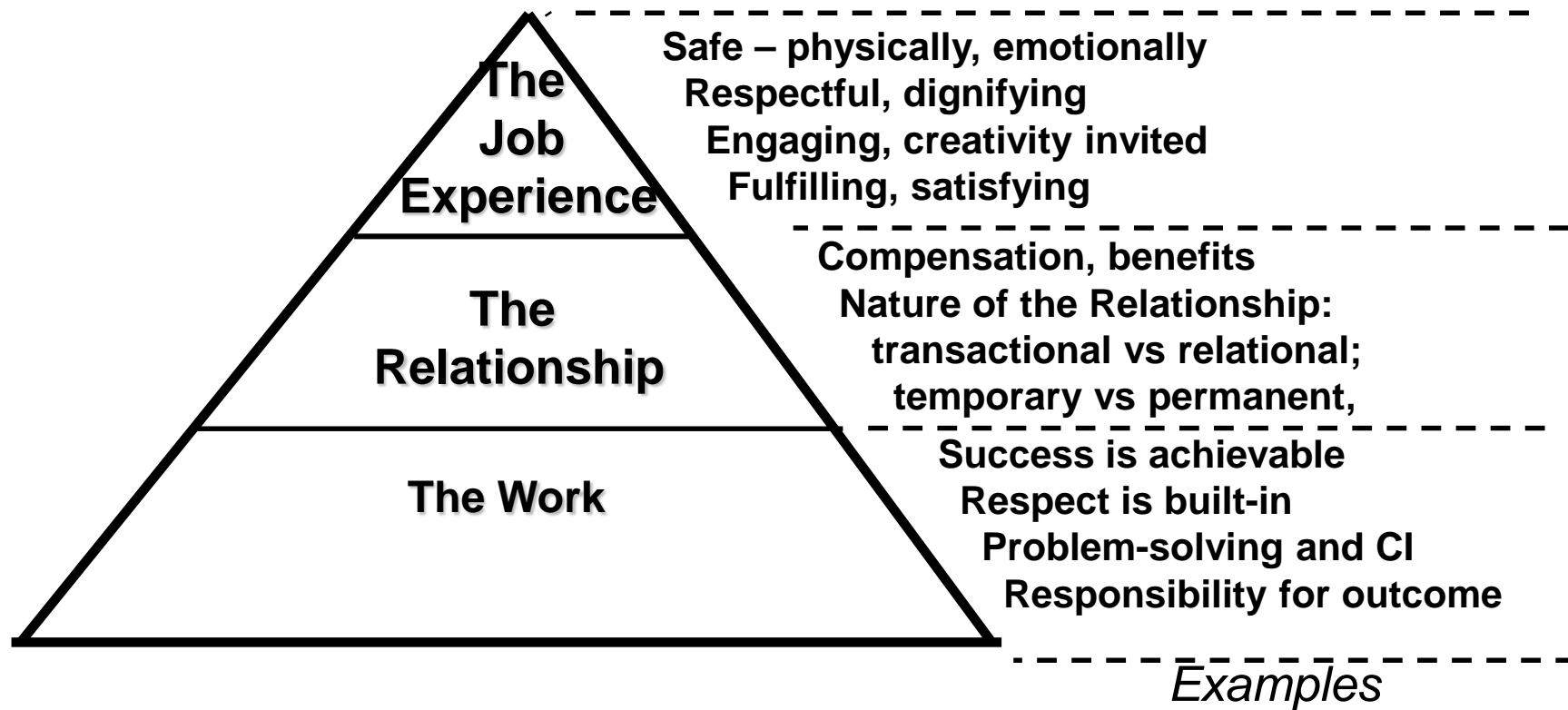
☐ ***Why not...?***

- Advocacy – Why not be bold?!

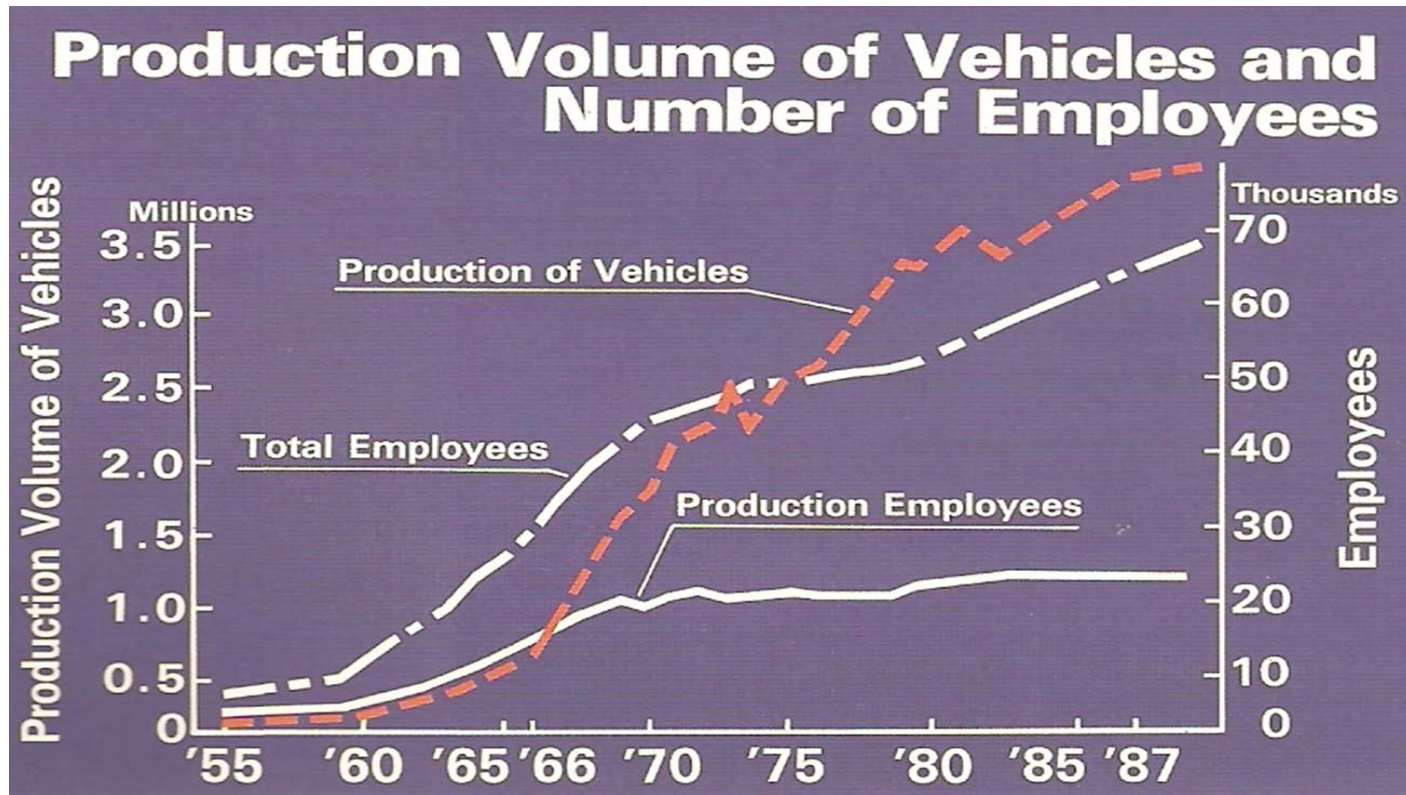
The A3 as a Job Aid to Ask Good Questions



The Three Parts of a Job



“Shook-san, if you don’t understand this slide, you don’t understand TPS...”





Lean Summit 2018 Theme

“If you want better employees...
be a better employer”

-- LEI Lean Summit Theme
Nashville Tennessee March 2018

Lean Global Network



Website: www.lean.org

Online Publication:
www.planet-lean.com



Making things better by advancing lean
thinking and practice throughout the world.

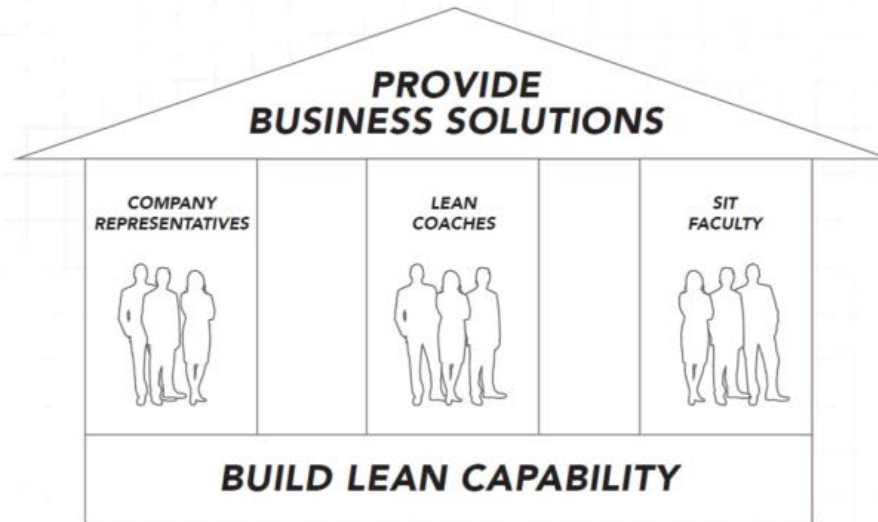


Lean Global Network

LGN, SIT and the community learning together: Lean Skills Development Program

Purpose of the Program:

- 1) Create sustainable business results for companies
- 2) Develop capability of employees at companies to enable continuous improvement
- 3) Develop capability of SIT faculty to develop a workforce to ensure future success




Lean Production, Lean Thinking, Lean Enterprise, Lean Learning



Lean Production, Lean Thinking, Lean Enterprise, Lean Learning

Planet LEAN The Lean Global Network Journal

What Would Lean Trade Look Like?




WOMACK'S YOKOTEN – Between the upcoming Brexit negotiations and the protectionist stance of the new US Administration, trade is making the headlines once again. But what would trade look like in a world of lean organizations?

Words: Jim Womack, Founder and Senior Advisor, Lean Enterprise Institute

Planet LEAN The Lean Global Network Journal

Lean Thinking for Mobility 2.0




WOMACK'S YOKOTEN – In this month's column, Jim shares an insightful analysis of the trends and dynamics of today's automotive industry and looks at the opportunity that lean has to facilitate its next transformation.

Words: Jim Womack, Founder and Senior Advisor, Lean Enterprise Institute

Planet LEAN The Lean Global Network Journal

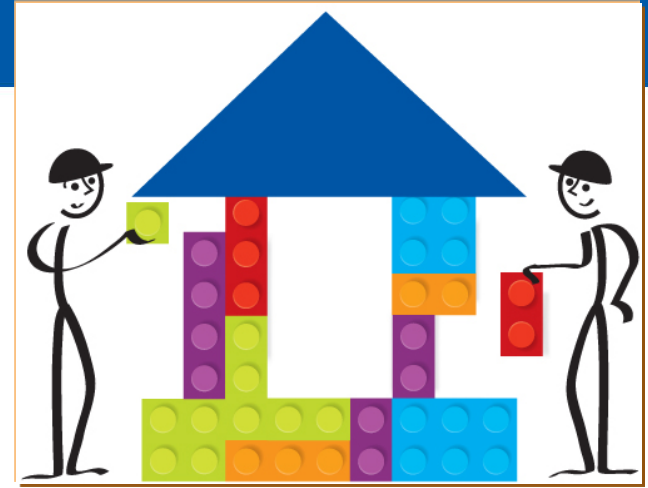
Lean Thinking and the Human Nature



RESEARCH – Human behavior tends to make change even harder to attain than it already is. This brilliant research paper looks at change from a psychological, technical and leadership point of view.

Words: Art Smalley, President of Art of Lean, author and speaker, and David Mann, organizational psychologist and author

Lean – The Work



- **Give Everyone Permission to Fail and Ability to Succeed**
- **Engage Everyone in Problem Finding and Continuous Experimentation**