Lean Leadership, Culture and Tools

Introducing Chris Hefley, CEO of LeanKit

What is your experience with Lean?

Poll Questions

- Which role do you most closely identify with?
- How long have you been practicing Lean?
- What are the greatest barriers to adopting Lean in your organization?

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Lean Leadership Culture, and Tools

- Without Leadership, scalable and sustainable Lean/Agile is impossible
- Leadership's responsibility is to change the culture, by teaching Lean Thinking
- Lean Tools (Lean *Thinking* Tools) are essential for changing the culture

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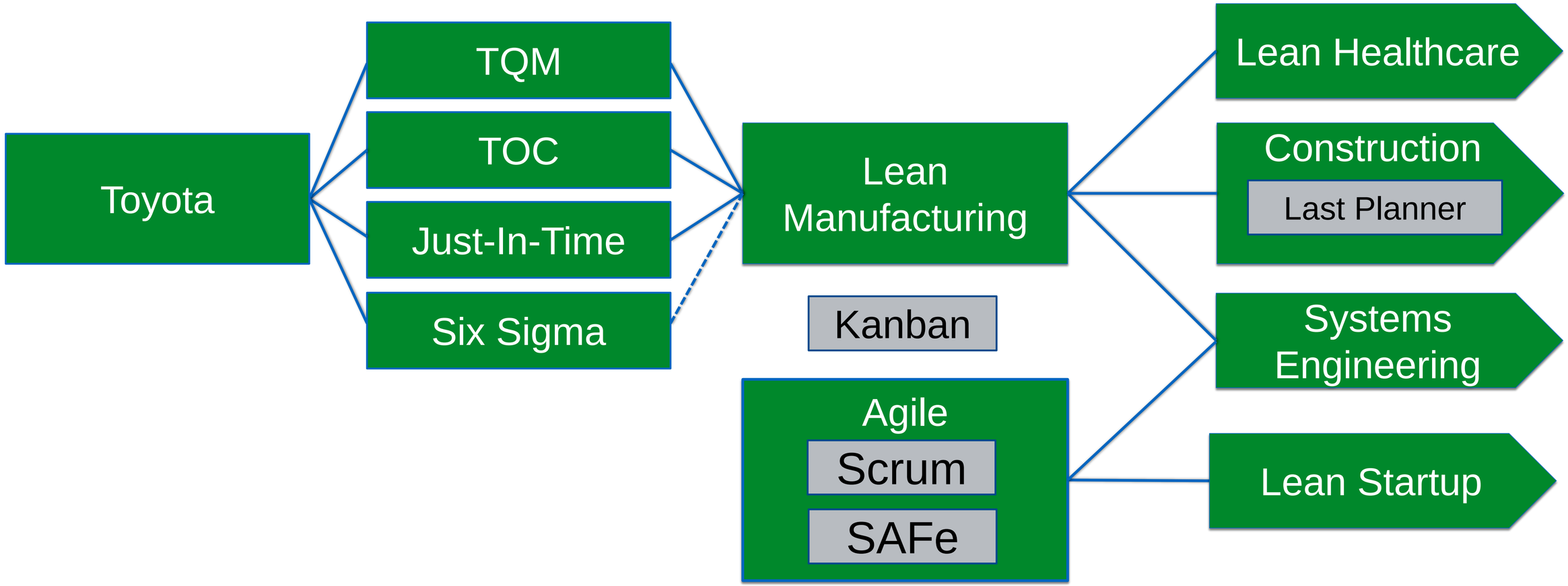
Lean – A multi-industry trend



Focus on flow / feedback vs. “efficiency”

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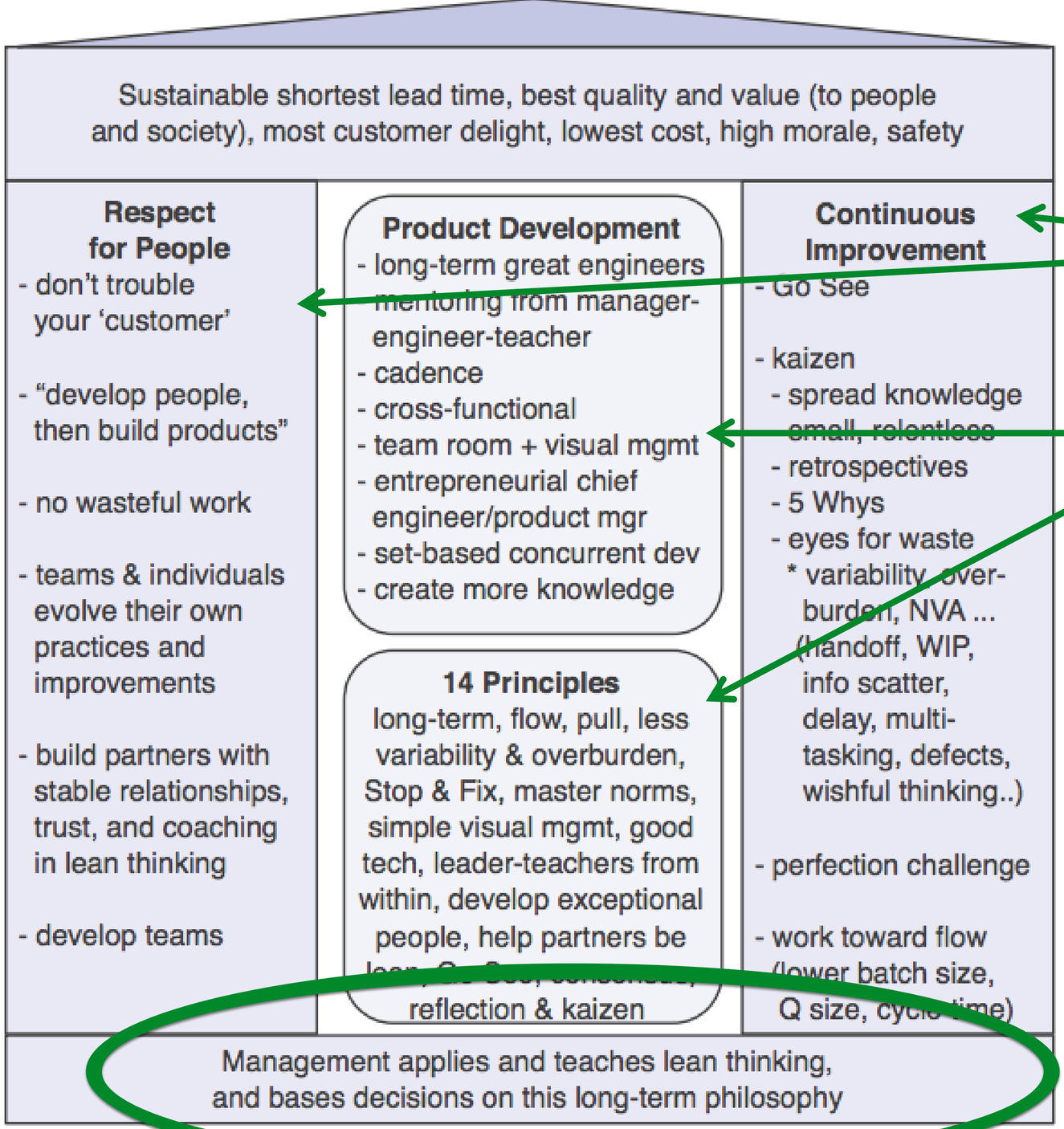

The Goal of Lean

Pillars of Lean

Principles, Values, and Tools

The House of Lean

Built on a foundation of Leadership

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Lean = Lean Thinking

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Lean Tools = Thinking Tools

Lean Thinking Tools

- “5 Whys”
- PDSA (Plan-Do-Study-Act)
- A3

Agile Thinking Tools

- Planning Poker
- Story Mapping

LeanKit’s Lean Thinking Tools

- FSGD
- TLDR
- Fat Robin Scheduling
- 0.5x Thinking

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Frequent
Small
Good
Decoupled

creative commons

BY-SA

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what Fizz Good
and
what *doesn’t*

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Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

Frequent
Small
Good
Decoupled

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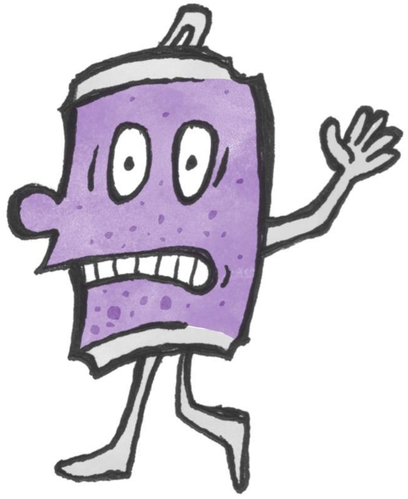
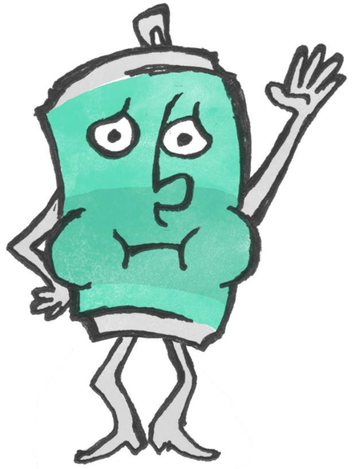
Quarterly
Small
Good
Coordinated

Annually
Big
Good
Coordinated

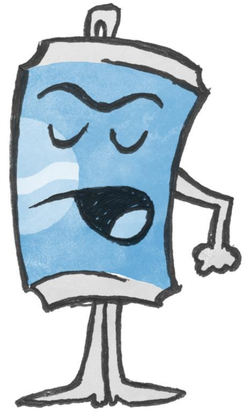


Frequent
Small
Perfect
Coordinated

Frequent
Big
Perfect
Coordinated



Frequent
Big
Good
Coordinated



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TLDR = “Too Long, Didn’t read.

Frequent
Small
Good
Decoupled

Tested
Logged
Documented
Reviewed

@ifandelse

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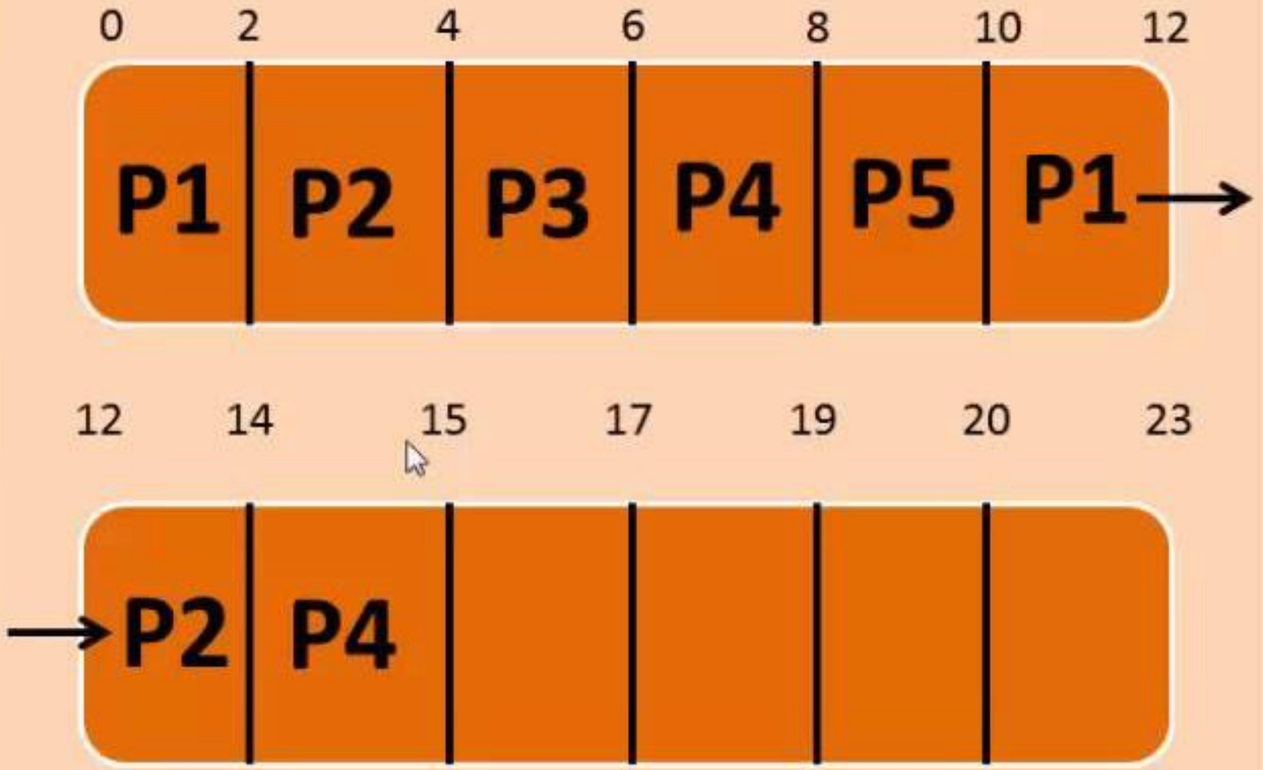
ROUND ROBIN SCHEDULING

PROCESSES	BURST TIME
P1	~~6~~ ~~4~~ 2
P2	~~5~~ ~~3~~ 1
~~P3~~	~~2~~
P4	~~3~~ 1
P5	~~7~~ 5

Given Time Quantum
2 units

Gantt Chart :



NOTE : Assume that all the Processes arrives at t = 0

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Fat Robin Scheduling

This doesn’t Fizz so Good anymore…

Stop Digging

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DIY Lean Tools

- As you learn Lean Thinking, you can (and should) create your own Lean (Thinking) Tools
- Borrow and Customize Models and Tools from wherever you find them
- “Improve Collaboratively, using models and the scientific method”
  – David J. Anderson (the Kanban Method)
- Brand them as your own
- What’s your organization’s “FSGD”?

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DevOps

- What is DevOps?
  - Another Thinking Tool (not just tech)
  - The goal of DevOps: Continuous Delivery, High Quality and Safety
  - Corresponds to several classical Lean Thinking Tools, including
    - Error-Proofing (Poka-Yoke)
    - Autonomation (Jidoka)

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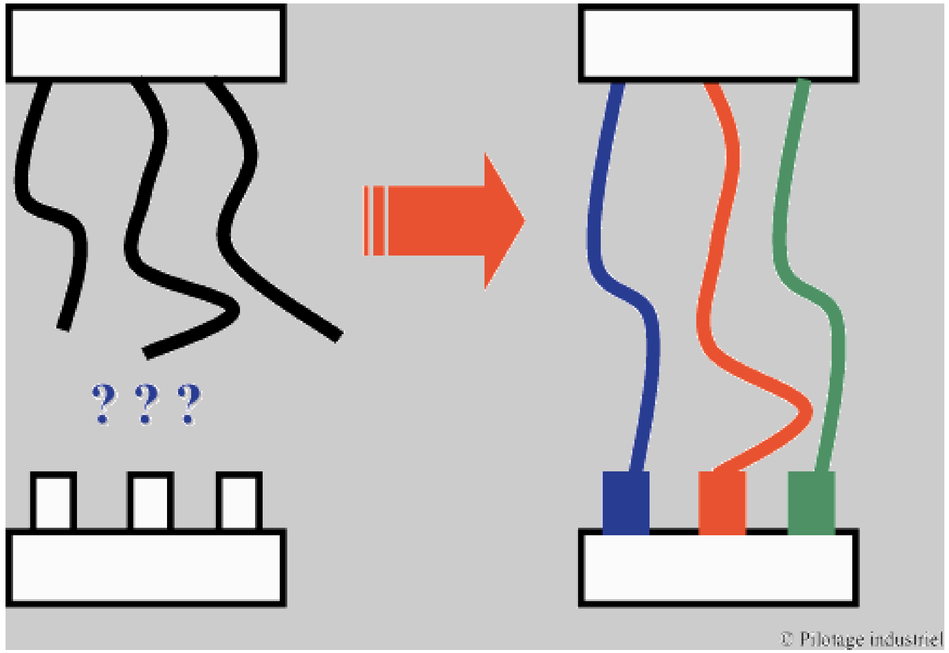
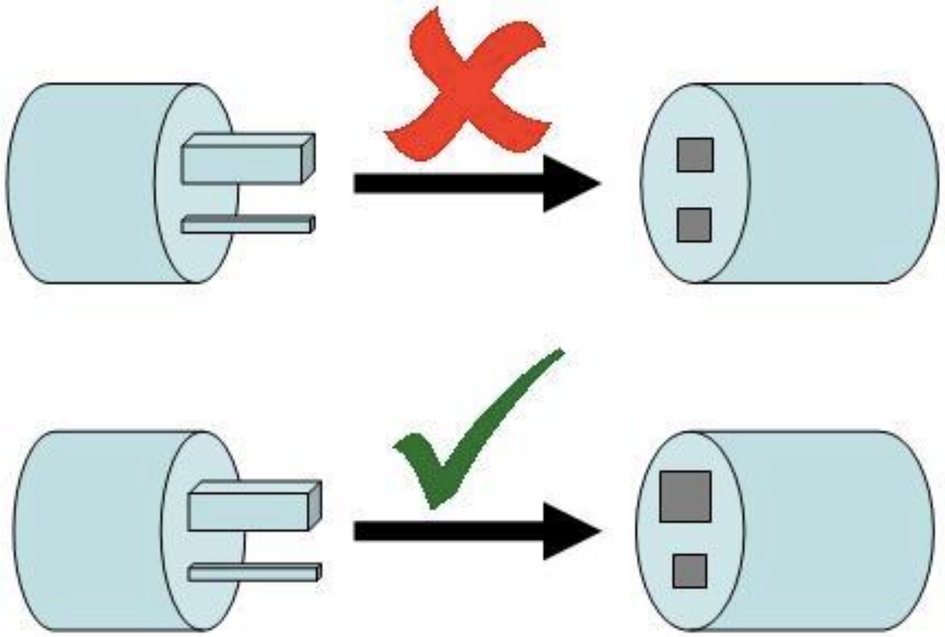
Poka Yoke





Mistake-Proofing

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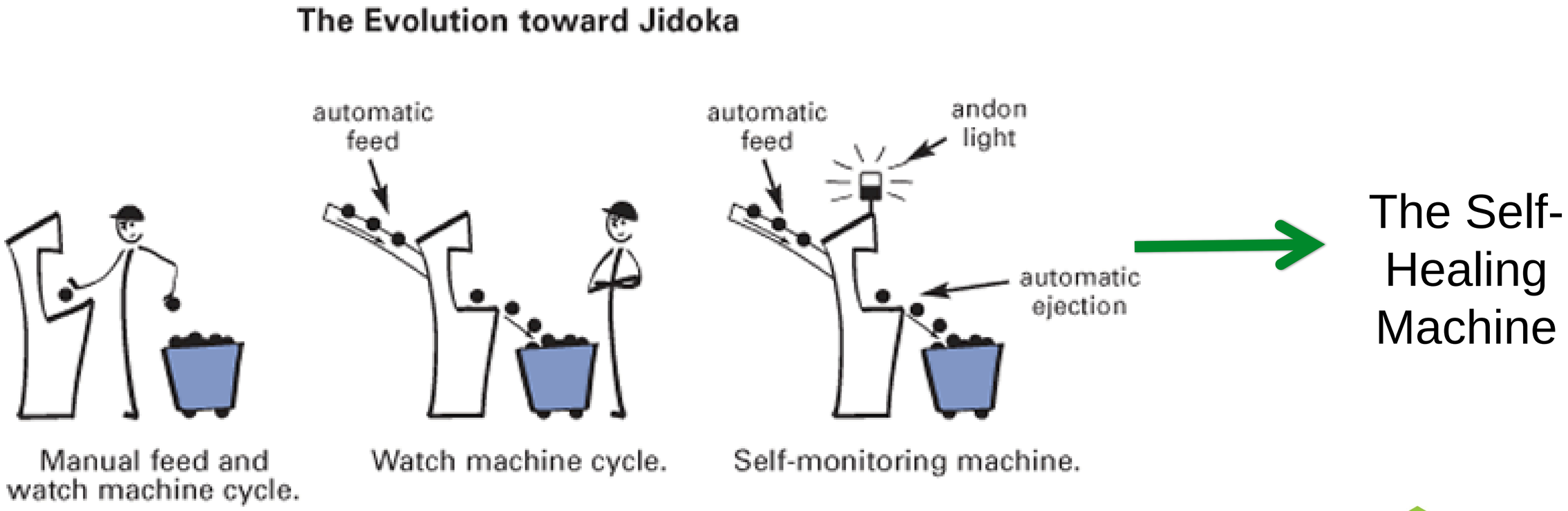
Autonomation (Jidoka)

- “Intelligent Automation” or “Automation with a human touch”



The Self-Healing Machine

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So, it’s all about Lean

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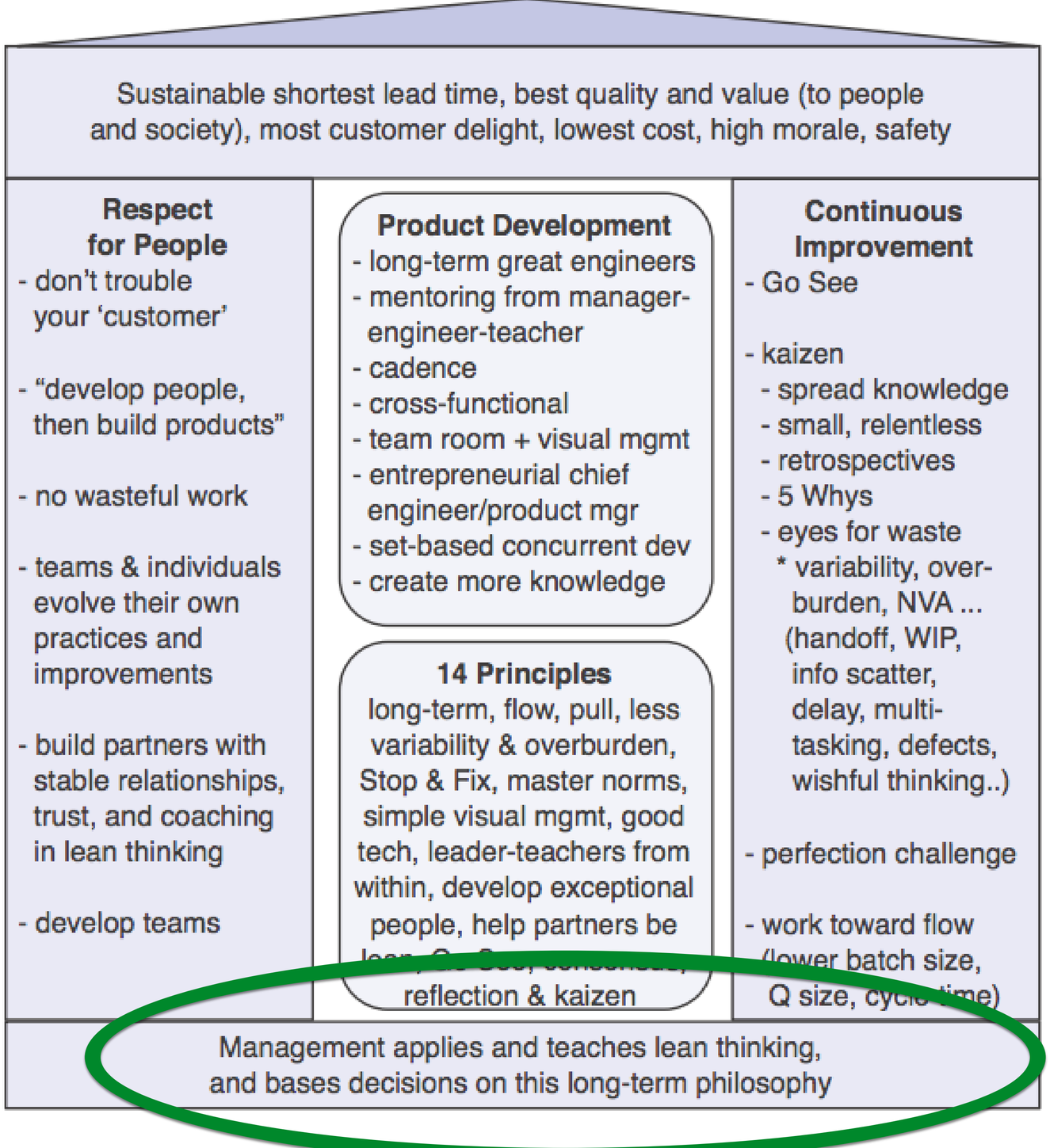

The House of Lean

Built on a foundation of Leadership

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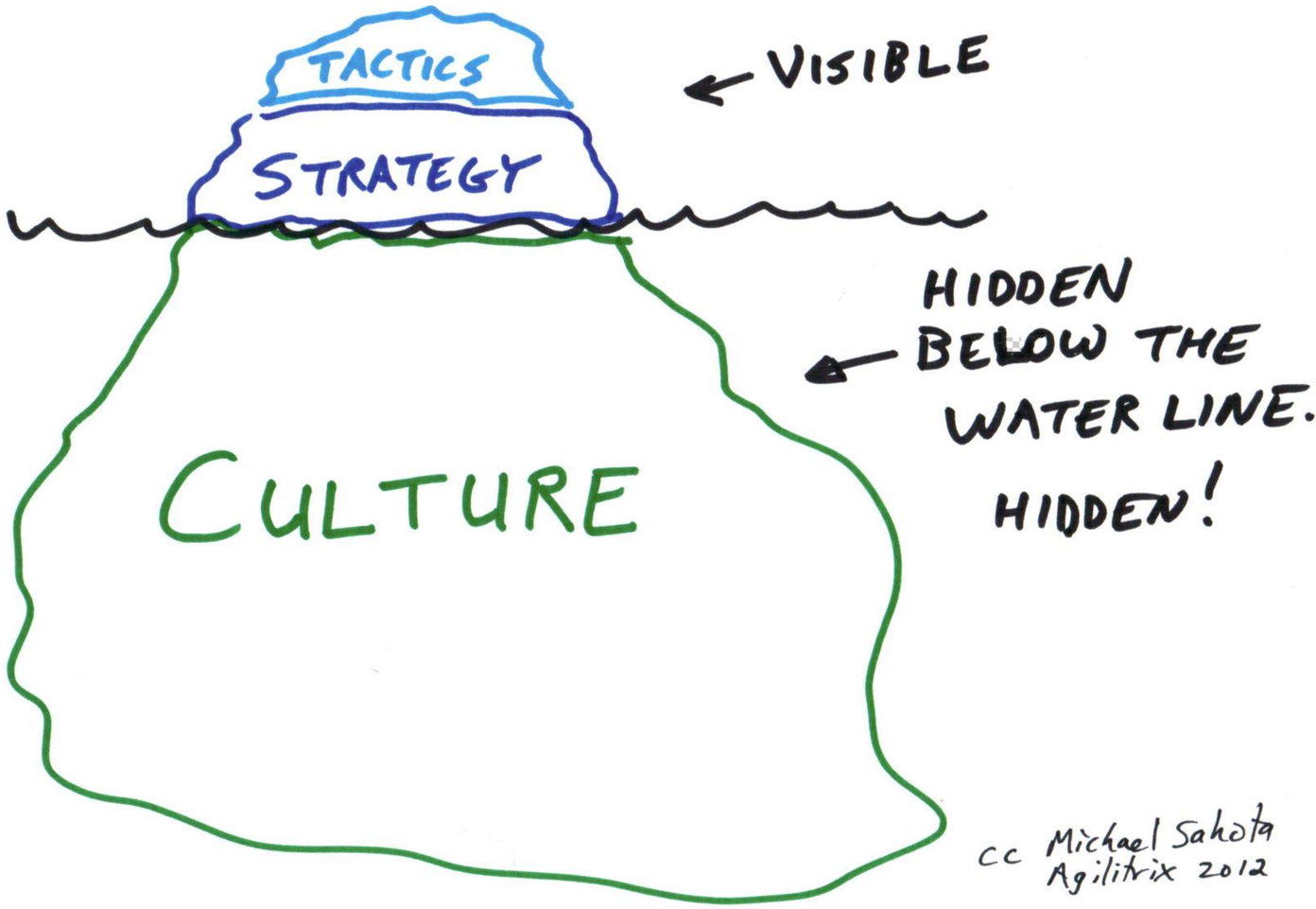
Lean Leadership

- Scalable Lean/Agile requires Leadership
  - Not just “permission” from Leadership
  - Not just “buy in” from Leadership
  - Leadership.

- Leadership must Lead and Teach Lean Thinking
- Scale down from the leadership, instead of trying to scale up from the team.

Lean Culture

- **Sustainable Lean/Agile requires a cultural change**
- **Your culture will eat ~~your strategy~~ everything for breakfast**



Lean Tools

- Use Lean Tools to teach Lean Thinking, and to re-enforce Lean Culture
- “A Fool with a Tool is still a Fool”
- The tools don’t make you Lean, or Agile, or effective at DevOps (not even LeanKit ☺)
- But they can be a key part of creating sustainability, and removing obstacles to change

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Start with Leadership

- The initial goal of a Lean/Agile transformation effort should be to “convert” the Leadership
- Use initial Lean/Agile transformation results to provide evidence of positive change, and real economic impact
- Agree on an worthwhile outcome, and design an experiment

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Leadership “Buy In”

- The ever-elusive “buy in”
- Find out what is important to them, and how that relates to the goals and strategies of the organization.
- Show your work. Show evidence of real economic impact, in furtherance of the company’s and the leadership’s goals.
- ***Use Lean Startup principles to find “product-market fit”***
- Negotiate. Prepare. “Don’t trouble your customer”.

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Sustainability through Culture

- Sustainability of Lean/agile and the improvements you've made requires a cultural change
- This is true even a when there is a strong leader in place. Otherwise the changes will likely not live on past her tenure.
- How to change culture?
  - Start with Values
  - Communicate and re-enforce those values at every turn

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Values

- Core Values
- Aspirational Values
- Table-Stakes Values

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LeanKit's Values

Our values are **Lean** values: *Respect for people* and *Continuous Improvement*

Respect for people

- Develop people, then build products
- Focus on keeping the work moving, not keeping the workers busy
- Develop teams
- Don't trouble your customer
- We value collaboration, personal and professional growth, and work-life balance.

Continuous Improvement

- Challenge everything
- Embrace Change
- Be dissatisfied with the status quo. Ask "why are we doing this?"
- Build, Measure, and Learn
- Small, relentless Improvements

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Changing Culture

- Leadership must provide clarity on and over-communicate values
- Set “True North”
- Teach Lean tools to re-enforce Lean Thinking
- Go and See. Ask more than you tell.
- Take care what you reward and praise. Tell improvement stories.
- Build your own Lean Tools (like our FSGD) and build them into your “playbook” of tools.
- Culture follows structure
- “Only management can change the system” – W. Edwards Deming

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Removing Obstacles

- Again, leadership must show the way
- Empower people to remove obstacles
- Be Intolerant of behavior, systems, and structures that don’t match your values
- Do your systems and tools produce behavior that re-enforces your values?

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Lean is a Journey

- Apply lean/agile principles to your attempts to affect a lean/agile transformation
- Short feedback loops
- Build, measure, learn
- Sit down with “customers” and “suppliers” and cooperate to create better flow of value
- “In God we trust. All others, bring data.” – W. Edwards Deming

So, don’t stop believin’

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Q&A

- What is the tie-in of Lean leadership, culture and tools to sustainability?
- How can you get leadership buy-in?
- How do we get our Lean culture to propagate at the business level instead of just in the IT department?
- How do you begin to build a culture of improvement?
- What has helped you most organizationally to create a Lean culture?
- What are the behaviors required from leaders in a Lean culture?
- How do you get leadership to feel ownership of promoting the change?
- How to overcome resistance to change?

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Take the Lean Business Report Survey

presented by leankit

- Share your experiences in learning, adopting or practicing Lean.
- Get an early copy of the Lean Business Report
- Complete the survey and be entered to win one of five $500 Amazon gift cards.

http://leankit.lean-business-report.sgizmo.com/s3

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Learn More

- **Beat the Transformation Odds**
  http://leankit.com/blog/2015/05/beat-the-transformation-odds/

- **Welcome to the New Lean**
  http://leankit.com/blog/2015/05/welcome-to-the-new-lean/

- **Watch the Baton, Not the Runner**
  http://leankit.com/blog/2015/05/business-flow-watch-baton-not-runner/

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