



Discovering Our Way to Greatness: High velocity learning to get high velocity outcomes

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<http://bit.ly/HVEChap1n4n5>

**When you show
up to work...**



**What you get
home ...**



When you log in...



**When you join
a role playing
game...**

**Why am
I here?**

?

**What did
I do?**

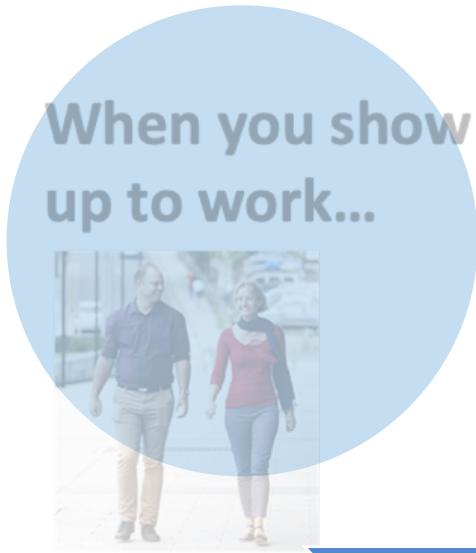


**Make?
Deliver?**



**What did I
discover?**



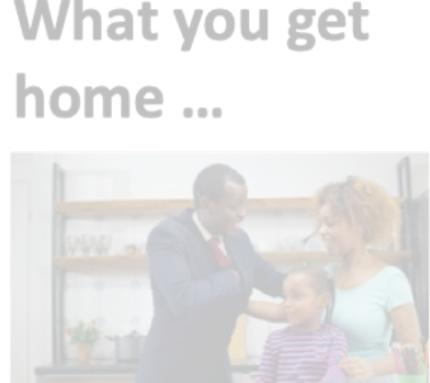


Why am I here?



Make
Deliver

Learn
Discover



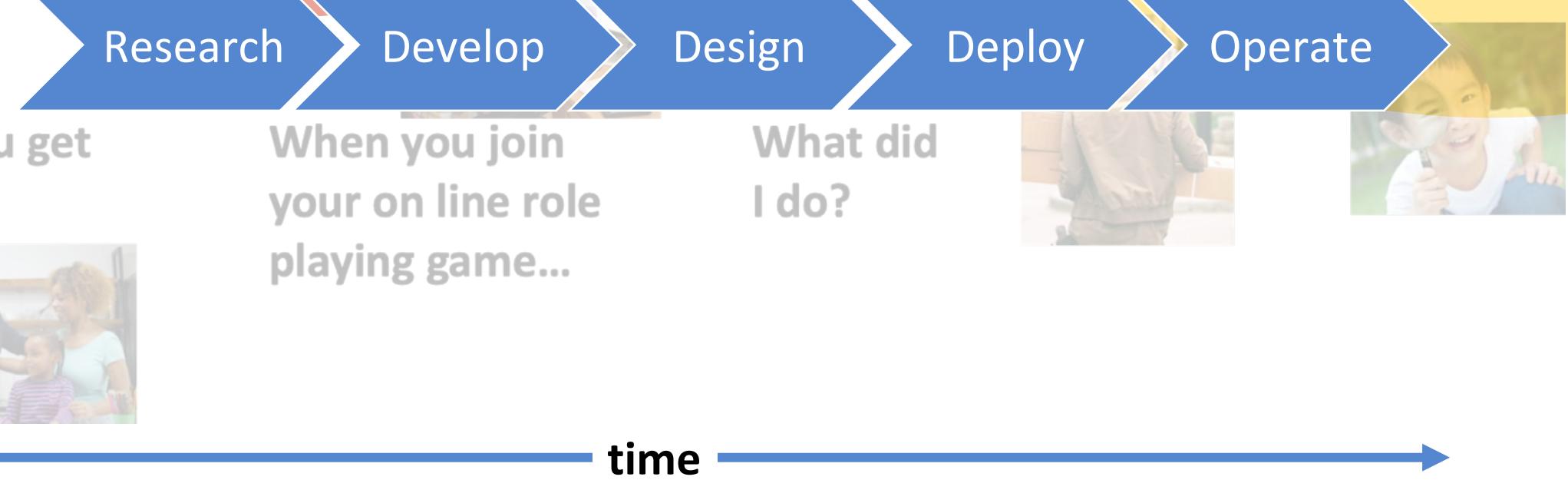
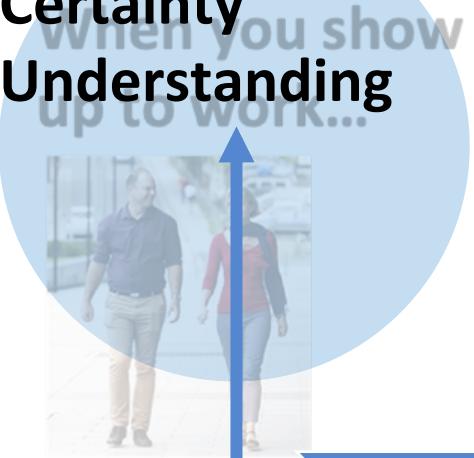
When you join
your on line role
playing game...

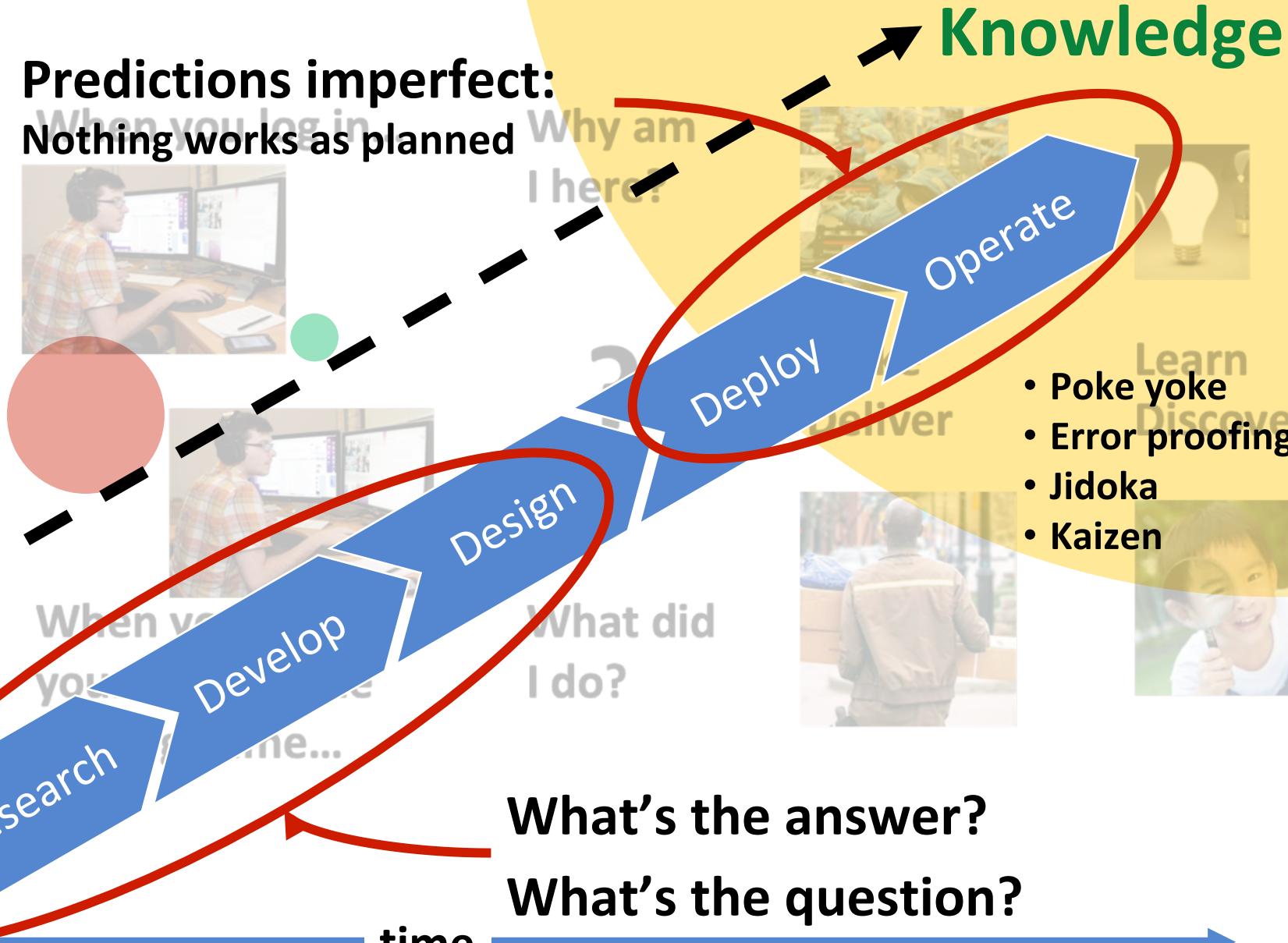
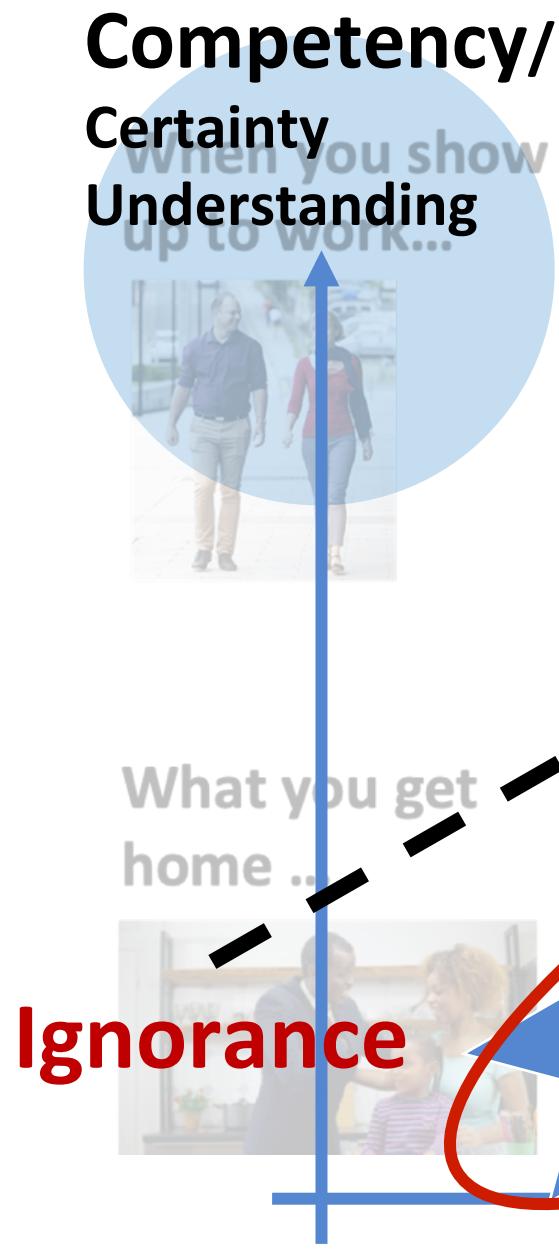
What did
I do?



time →

Competency/ Certainty Understanding





May-June 1940



Dunkirk

June 1944

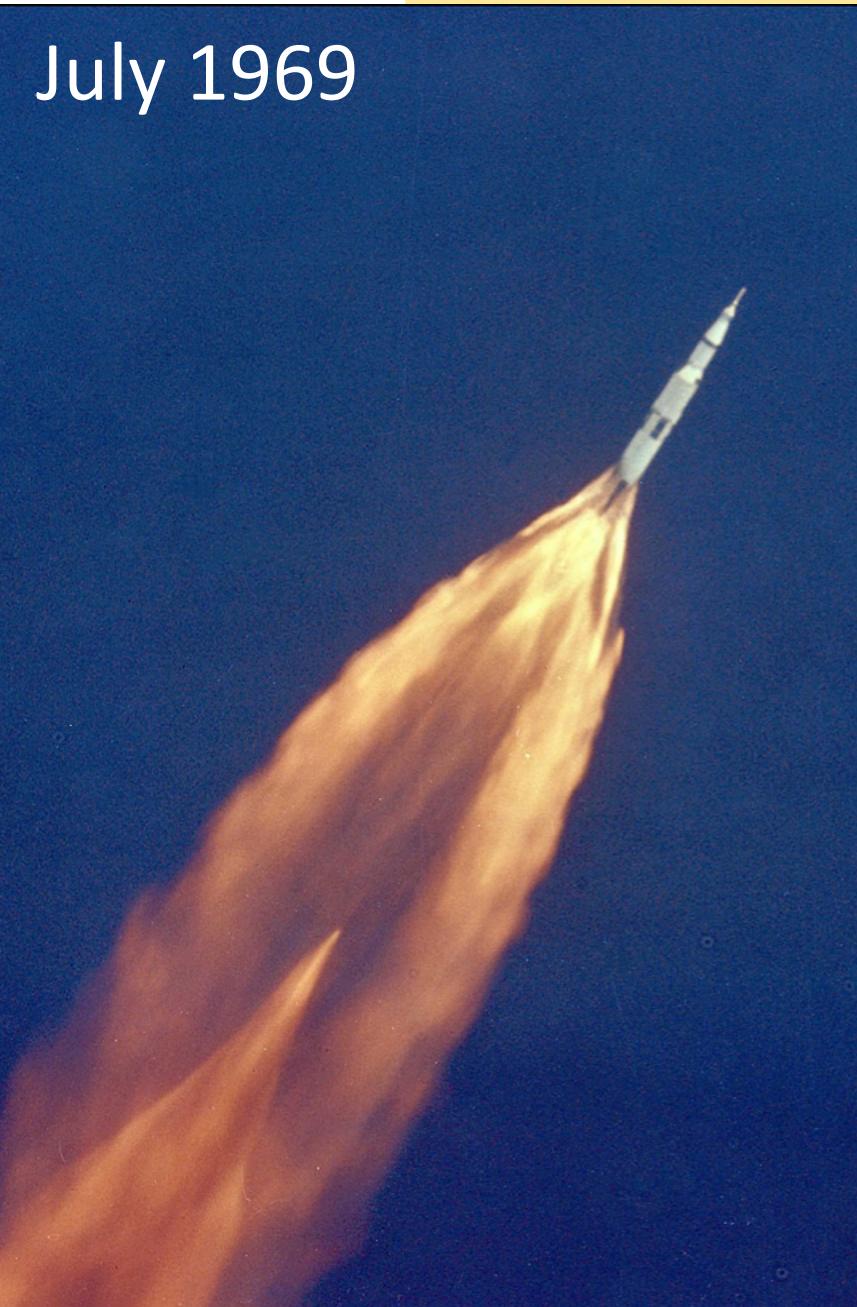


Normandy

March 1962



July 1969





What took so long???

Competency/
Certainty
Understanding

When you show
up to work...



Ignorance: The mother of all problems

Predictions imperfect:

Nothing works as planned

Why am
I here?

Operate

Design
Deploy

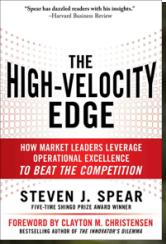
Research
Develop

time

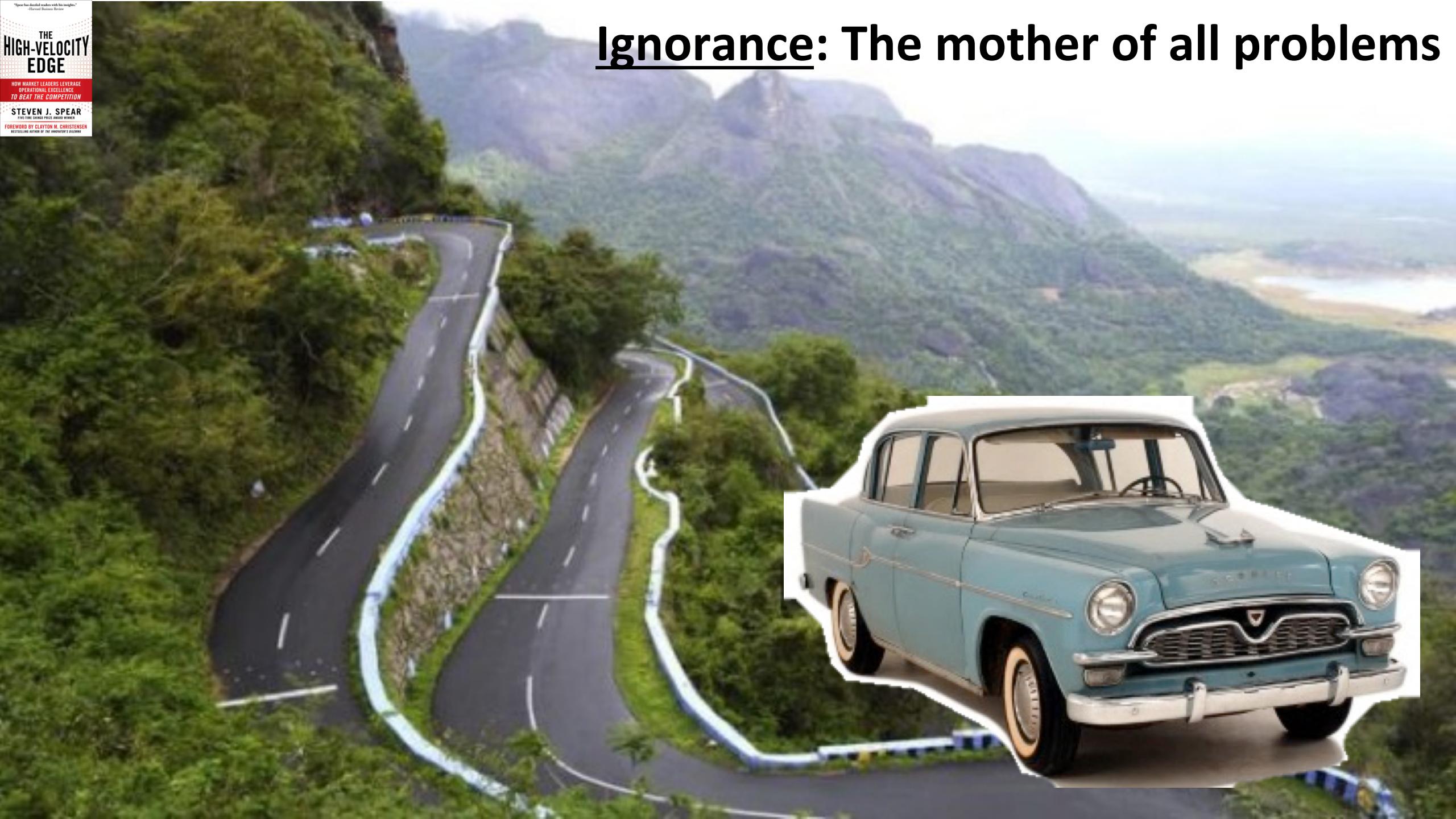
What's the answer?
What's the question?

- Poke yoke
- Discover
- Error proofing
- Poka-yoke
- Kaizen

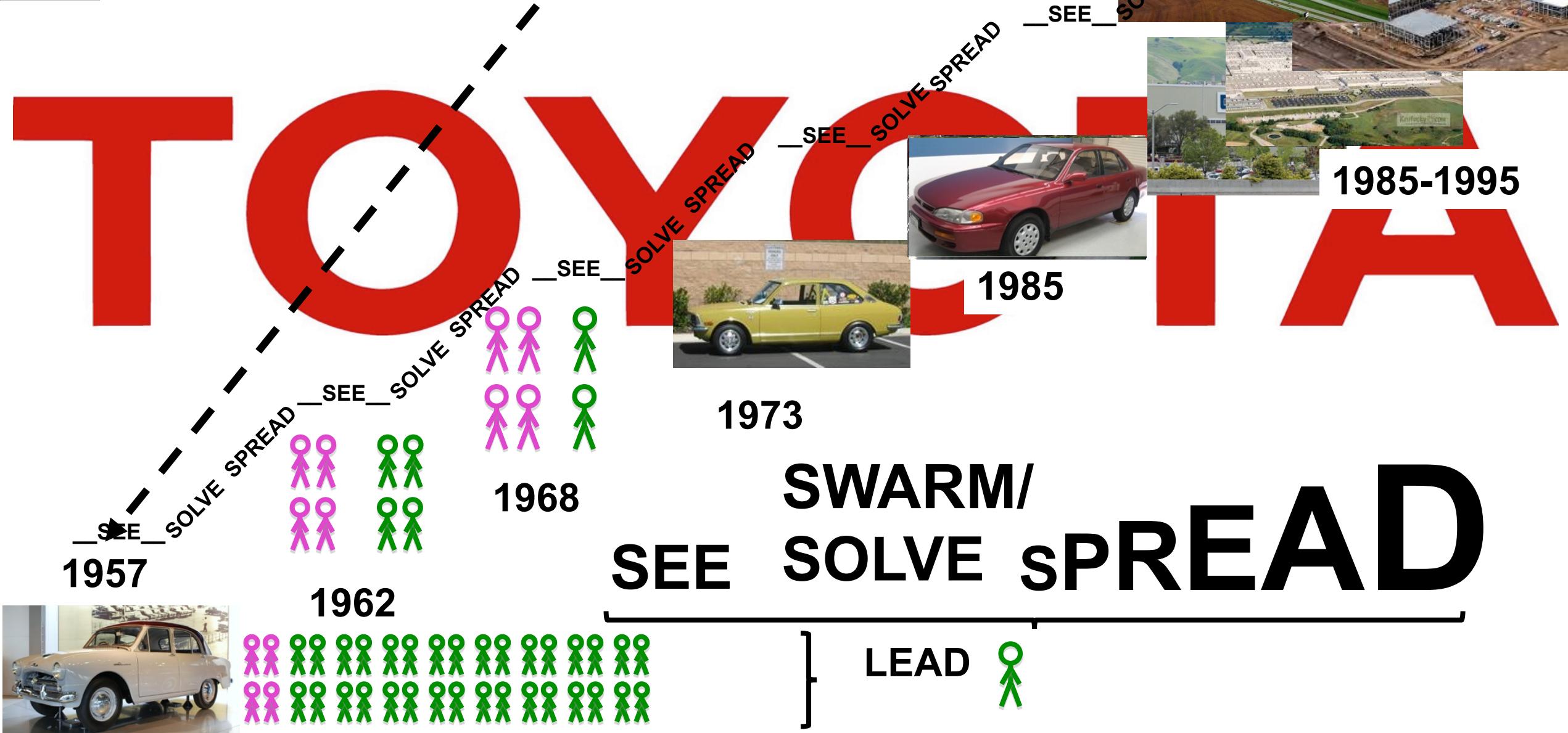




Ignorance: The mother of all problems



Ignorance: The mother of our problems



Cars



Avalon

Avalon Hybrid



Camry

Camry Hybrid



Corolla

Prius



Prius C

Prius V



Venza

Yaris

SUVs and Minivans



4Runner

FJ Cruiser



Highlander

Highlander Hybrid



Land Cruiser

RAV4



Sequoia

Sienna

Trucks



Tacoma Double Cab



Tacoma Access Cab



Tundra CrewMax

Tundra Double Cab



Tundra Regular Cab

Scion



tC

xB



FR-S



xD

Sedans



GS

ES

IS

ISF

F-Performance

Convertible



ISC

Luxury Utility



LX

GX

RX



Hybrids



LS Hybrid



GS Hybrid



RX Hybrid

CT Hybrid



Same Problem: Different Outcome



Goal: Double fuel efficiency

Means: Hybridized drive train of electric motor +
internal combustion engine

Same Problem: Different Outcome



Competency/
Certainty
Understanding
When you show
up to work...

Predictions imperfect:
Nothing works as planned

High Velocity Learning: The universal antidote

What you get
home ..

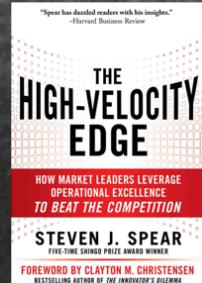
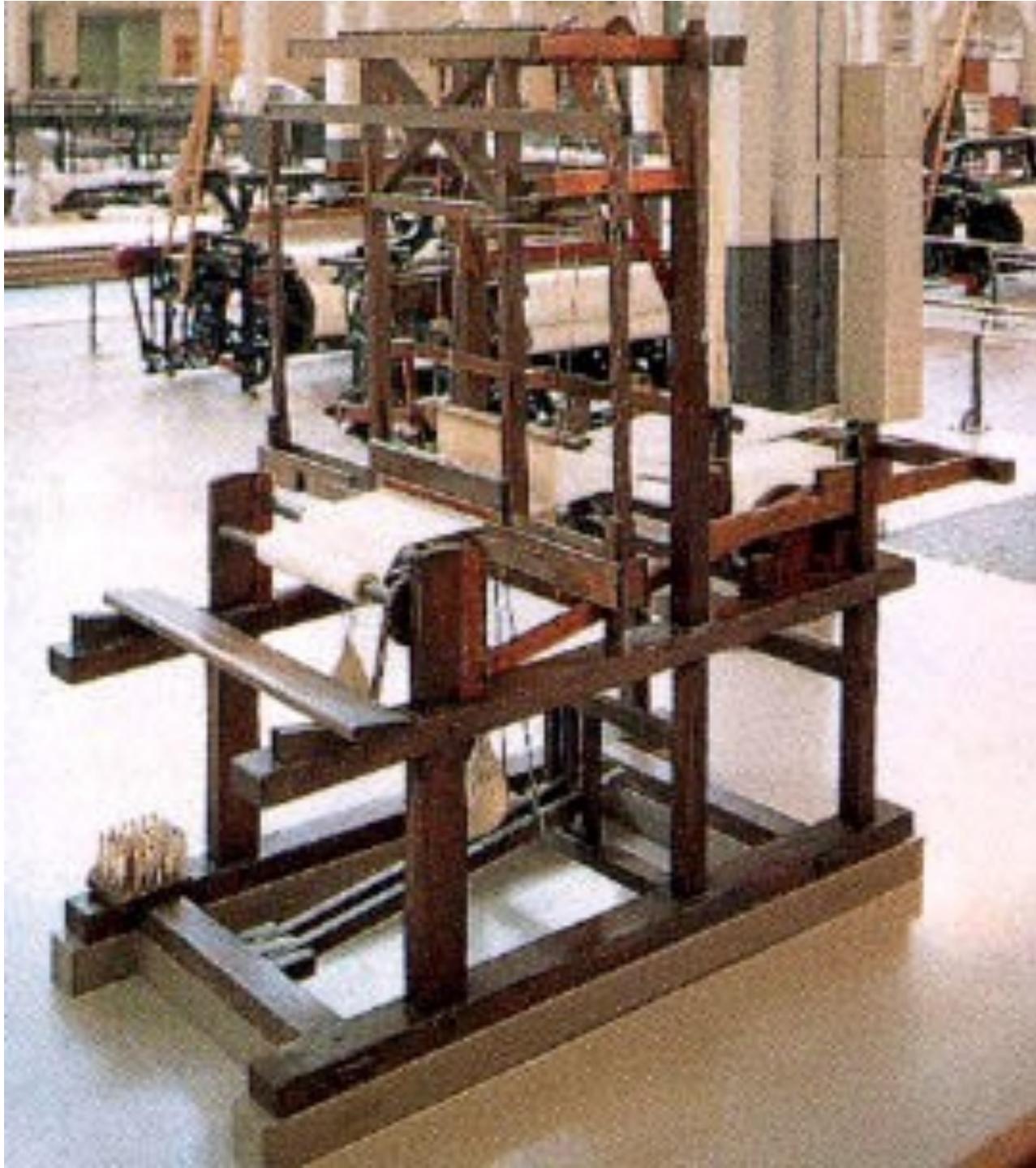
When you
have time...
Research

time

What's the answer?
What's the question?

- Poke yoke
- Error proofing
- Jidoka
- Kaizen

Sakichi TOYODA





"Spear has dazzled readers with his insights."
-Harvard Business Review

THE HIGH-VELOCITY EDGE

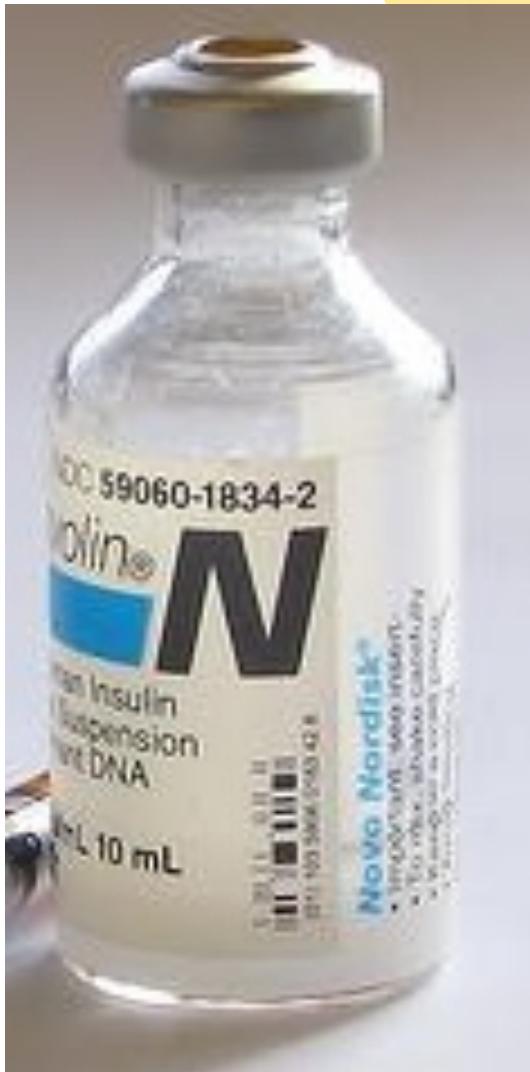
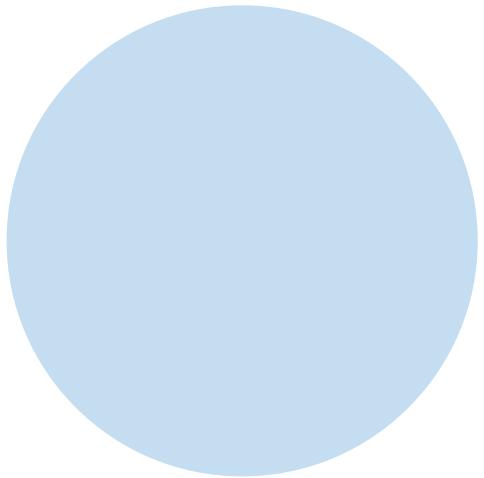
HOW MARKET LEADERS LEVERAGE
OPERATIONAL EXCELLENCE
TO BEAT THE COMPETITION

STEVEN J. SPEAR

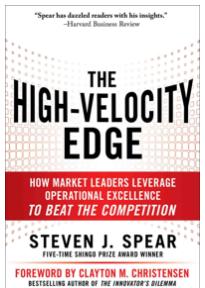
FIVE-TIME SHINGO PRIZE AWARDS WINNER

FOREWORD BY CLAYTON M. CHRISTENSEN

BESTSELLING AUTHOR OF *THE INNOVATOR'S DILEMMA*



**Medication
confusion**



Steve@HVELLC.com

Slack to download chapter 3

<http://bit.ly/HVEChap1n4n5>

JONATHAN PARSHALL and ANTHONY TULLY

Foreword by John B. Lundstrom

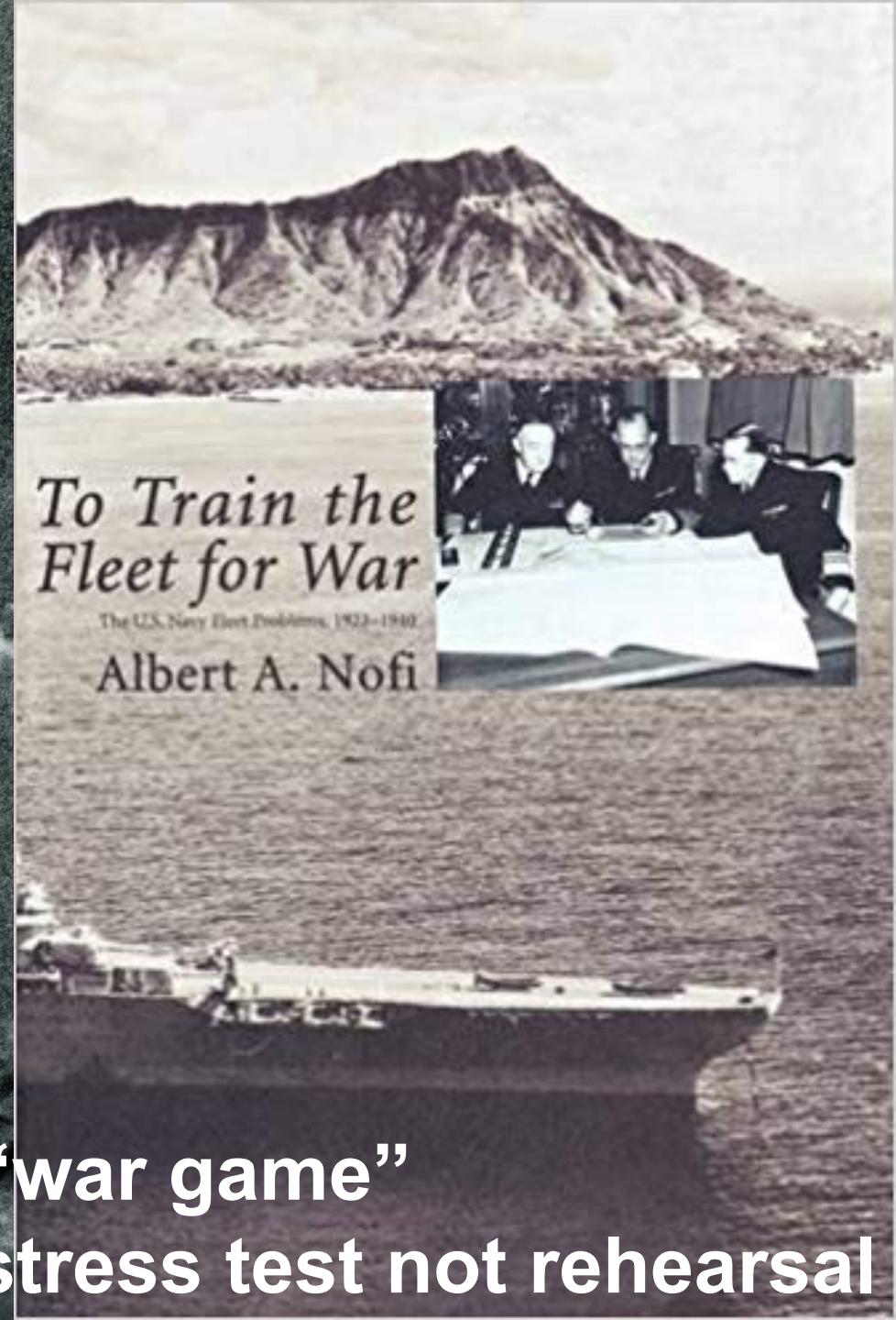
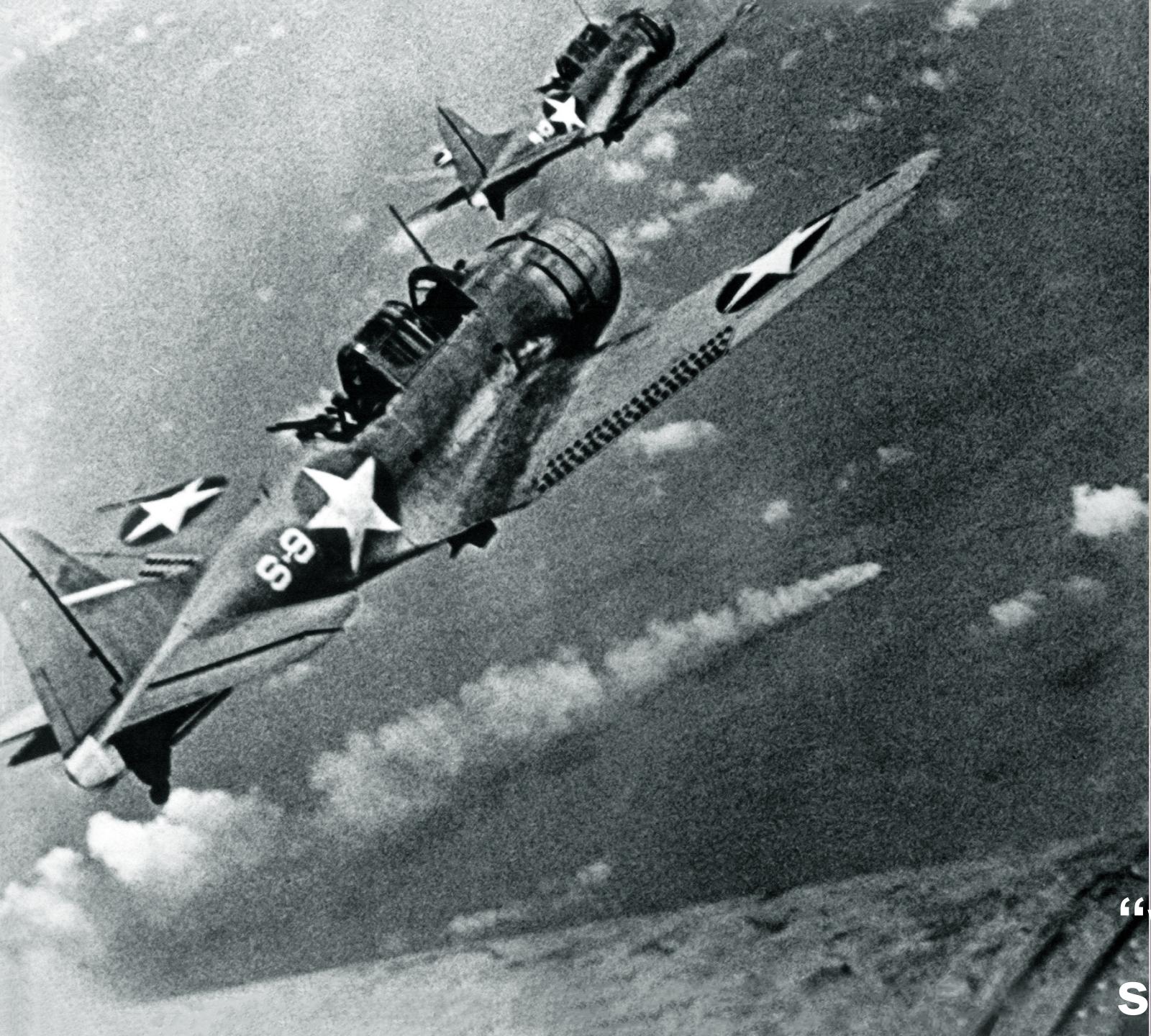
SHATTERED SWORD

The Untold Story of the
Battle of Midway

"Shattered Sword... will be the
standard work on the Battle of
Midway for years to come."
—Air Power History



"war game"
rehearsal not stress test



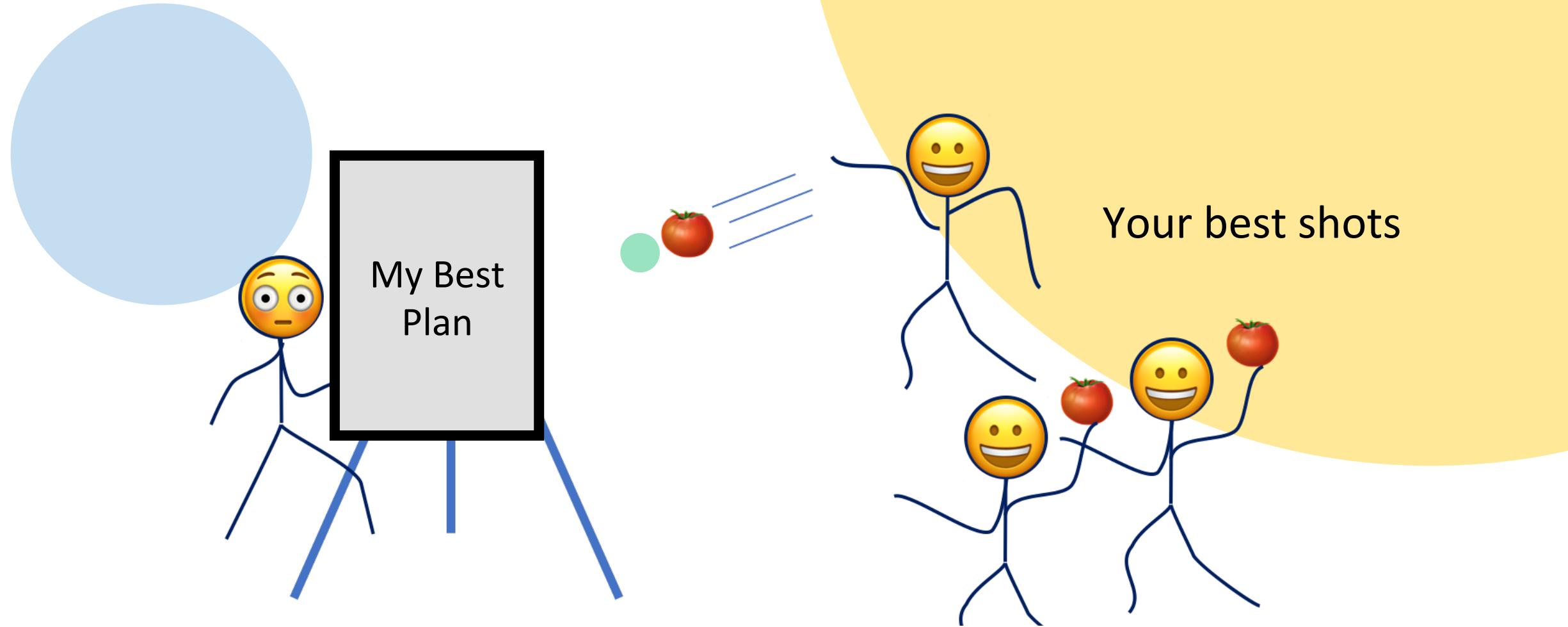
*To Train the
Fleet for War*

The U.S. Navy Fleet Problems, 1923-1940

Albert A. Nofi

“war game”
stress test not rehearsal

Homework: Avoid (Japan's) Midway—find flaws in thinking before doing



Key point: What are you planning?
When/how can you challenge your thinking?

Better and Faster is Better...



"UNDERWAY ON NUCLEAR POWER"

- CDR EUGENE WILKINSON, 1955

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THE HIGH-VELOCITY EDGE

HOW MARKET LEADERS LEVERAGE
OPERATIONAL EXCELLENCE
TO BEAT THE COMPETITION

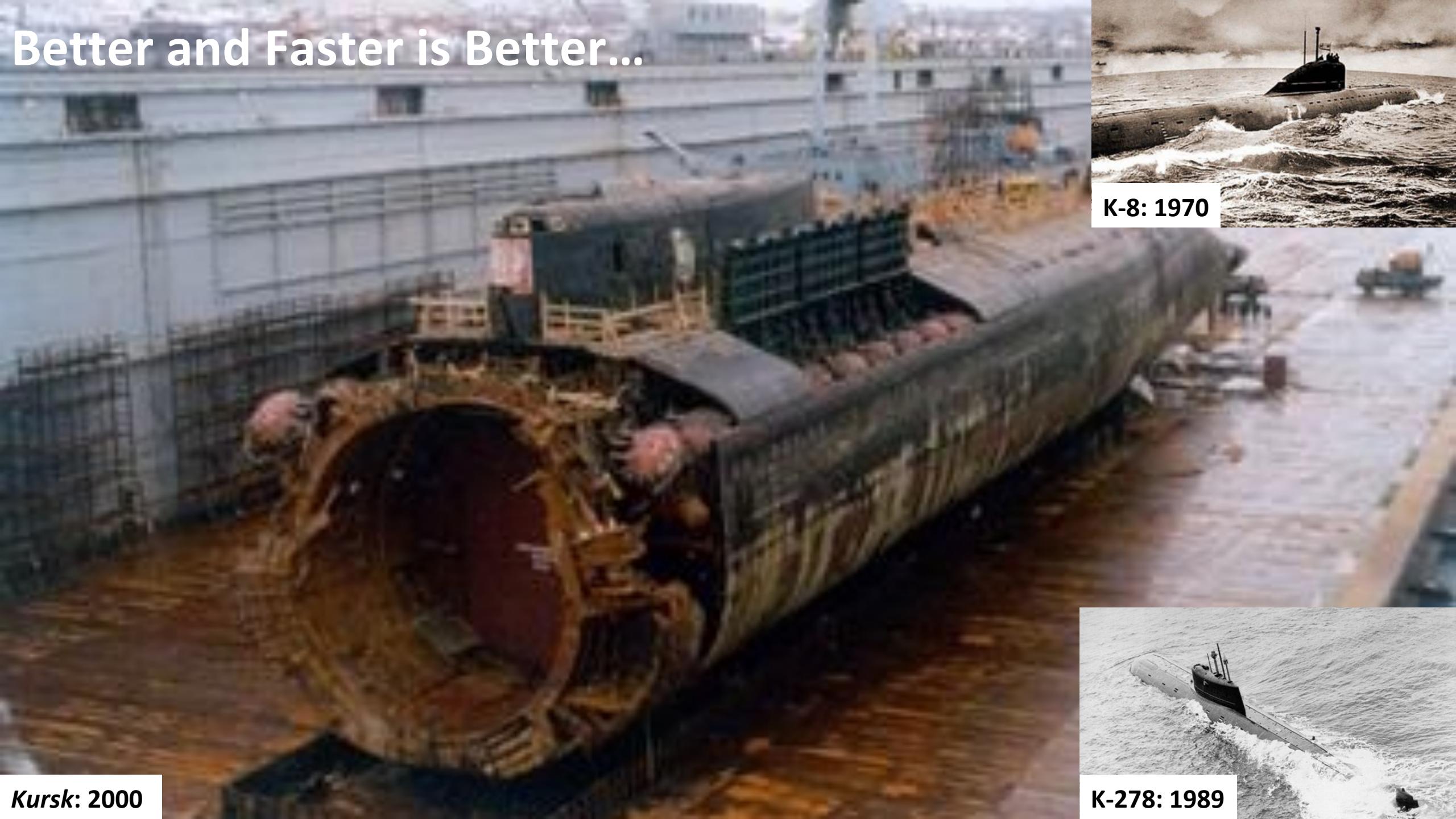
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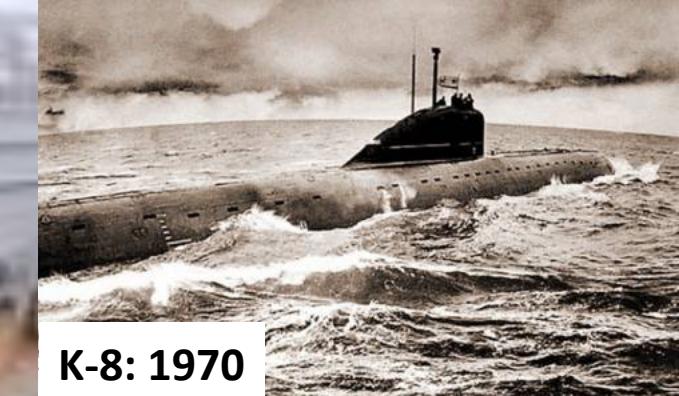
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Better and Faster is Better...



K-278: 1989

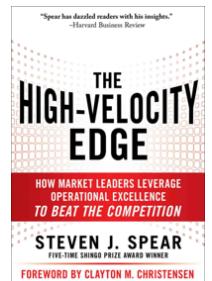
K-8: 1970



Kursk: 2000

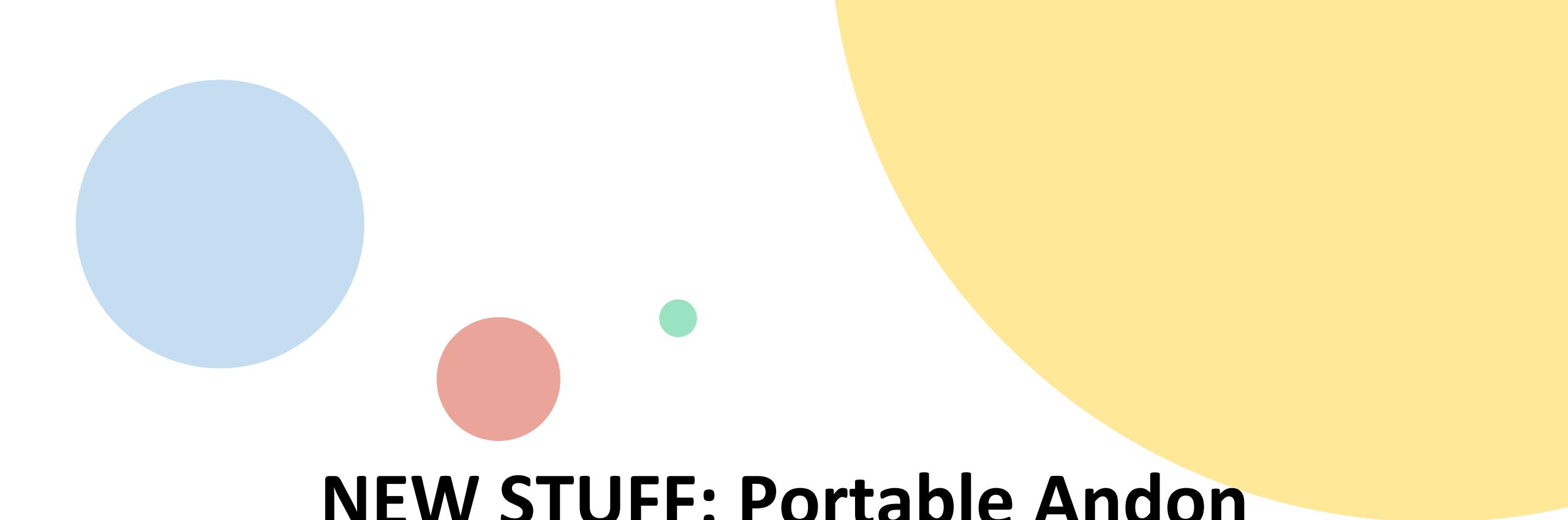
“DISCIPLINE OF ENGINEERING”

1. DESIGN ALL WORK TO SEE PROBLEMS
2. WHEN SEEN, SWARM AND SOLVE PROBLEMS
3. SPREAD, SHARE, TEACH WHAT'S BEEN LEARNED
4. LEAD BY DEVELOPING SEE, SOLVE, SHARE



bit.ly/HVEChap1n4n5





NEW STUFF: Portable Andon

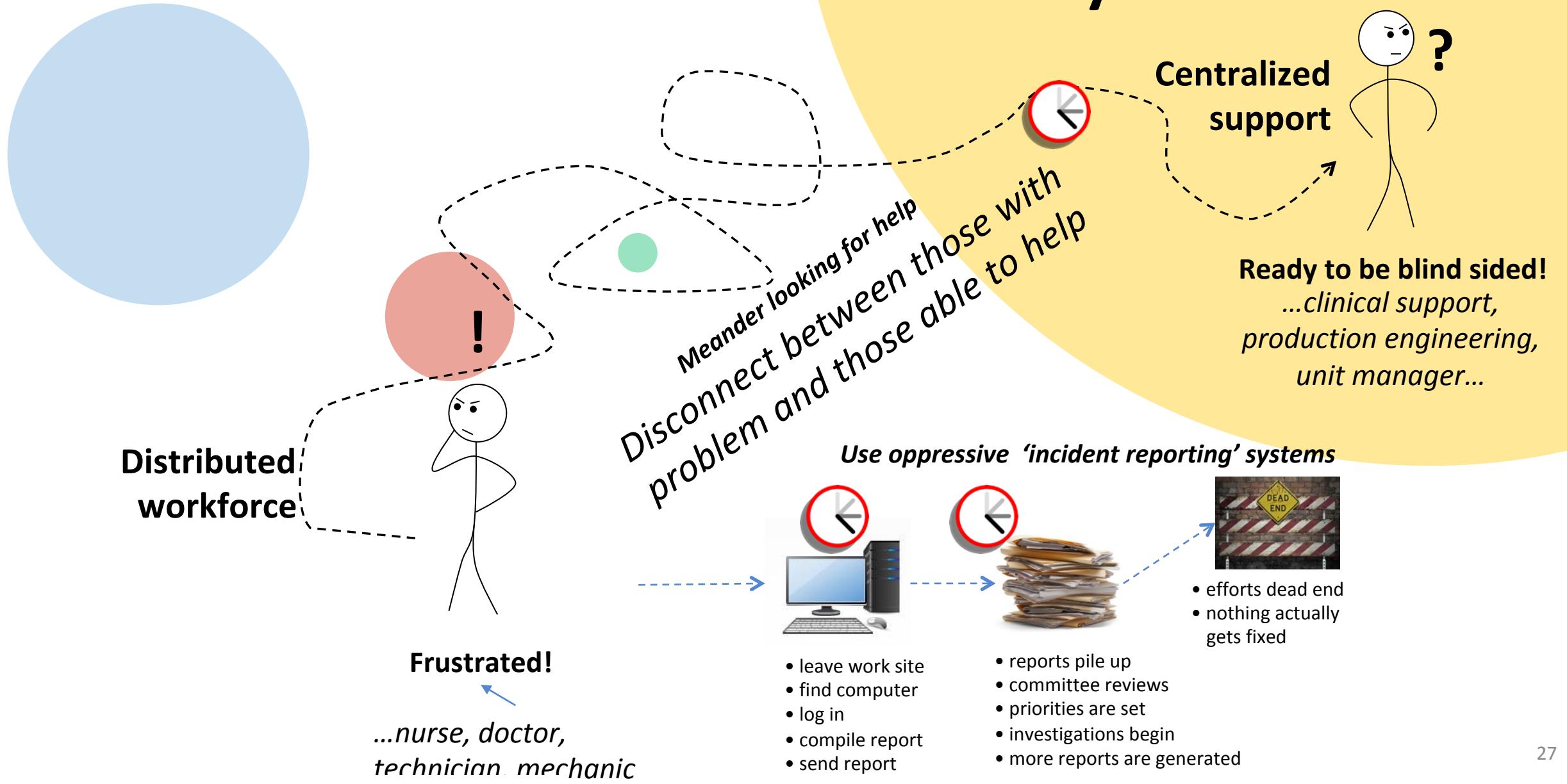
MAKING SEEING TO SOLVE EASIER

Ideally: See and solve little problems
before they become big problems



Better to know you have a sweating pipe, before it comes a leaking pipe that might burst and cause a flood.

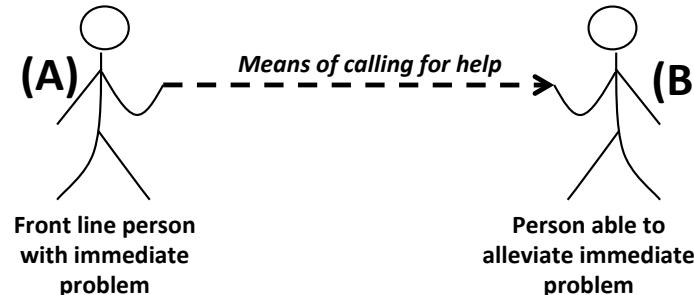
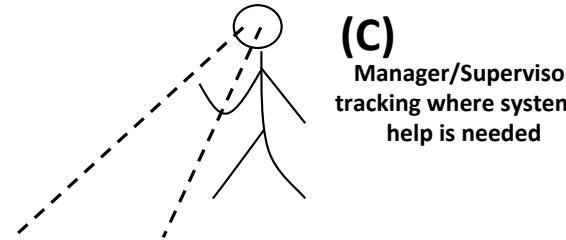
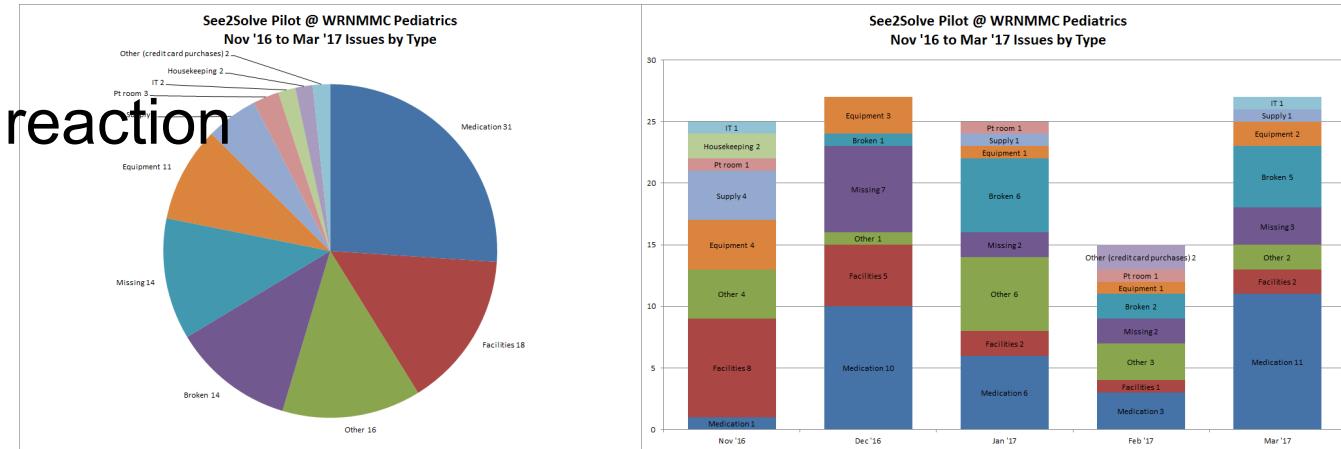
Current state: A workaround dynamic



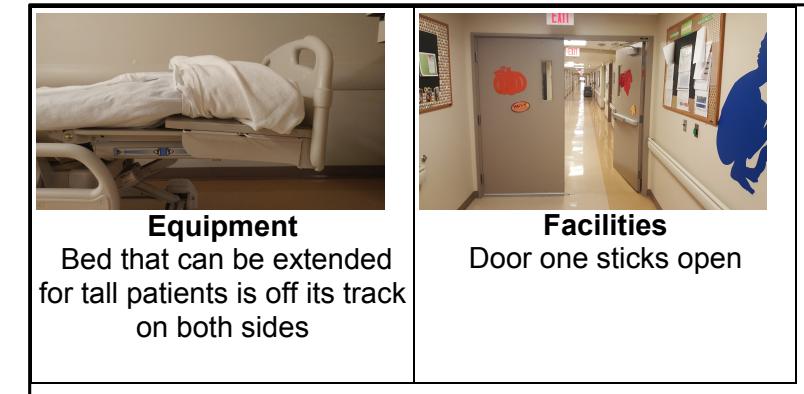
Virtual Andon Cord

The key to success is early detection and reaction

Connecting (A) the person with a problem to
(B) the person who can solve it, all visible to
(C) the person responsible

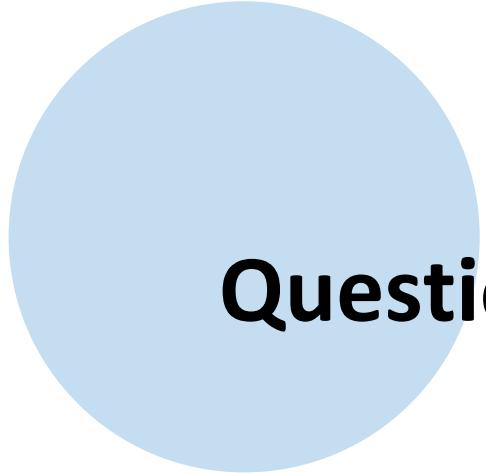


(C) Dashboards give system leaders real time awareness of what's going wrong and how it's being handled.



(A) Quick and easy front end
(10-15 seconds to make "help!" call).

(B) Ticket with key info +
photo go to first tier support



Question 1: Potential users in your own organization?



Question 2: Enterprise vs. departmental pitch?

Question 3: Want to help--biz dev, marketing, sales?



See to Solve Alert

IDEAS WITH IMPACT

Harvard Business Review ON Manufacturing Excellence at Toyota

Lessons from Toyota's Long Drive:
A Conversation with Katsuaki Watanabe
Katsuaki Watanabe, Thomas A. Stewart, and
Anand R. Roman

Decoding the DNA of the Toyota
Production System
Steven J. Spear and H. Kent Bowen

Learning to Lead at Toyota
Steven J. Spear

Another Look at How Toyota Integrates
Product Development
David K. Sobeck II, Jeffrey K. Liker, and
Allen C. Ward

Time and Motion Regained
Neal S. Adler

Managing in an Age of Modularity
Charles Y. Baldwin and Kim B. Clark

Lean Consumption
James P. Womack and Daniel T. Jones

From Lean Production to the
Lean Enterprise
James P. Womack and Daniel T. Jones

HARVARD BUSINESS PRESS

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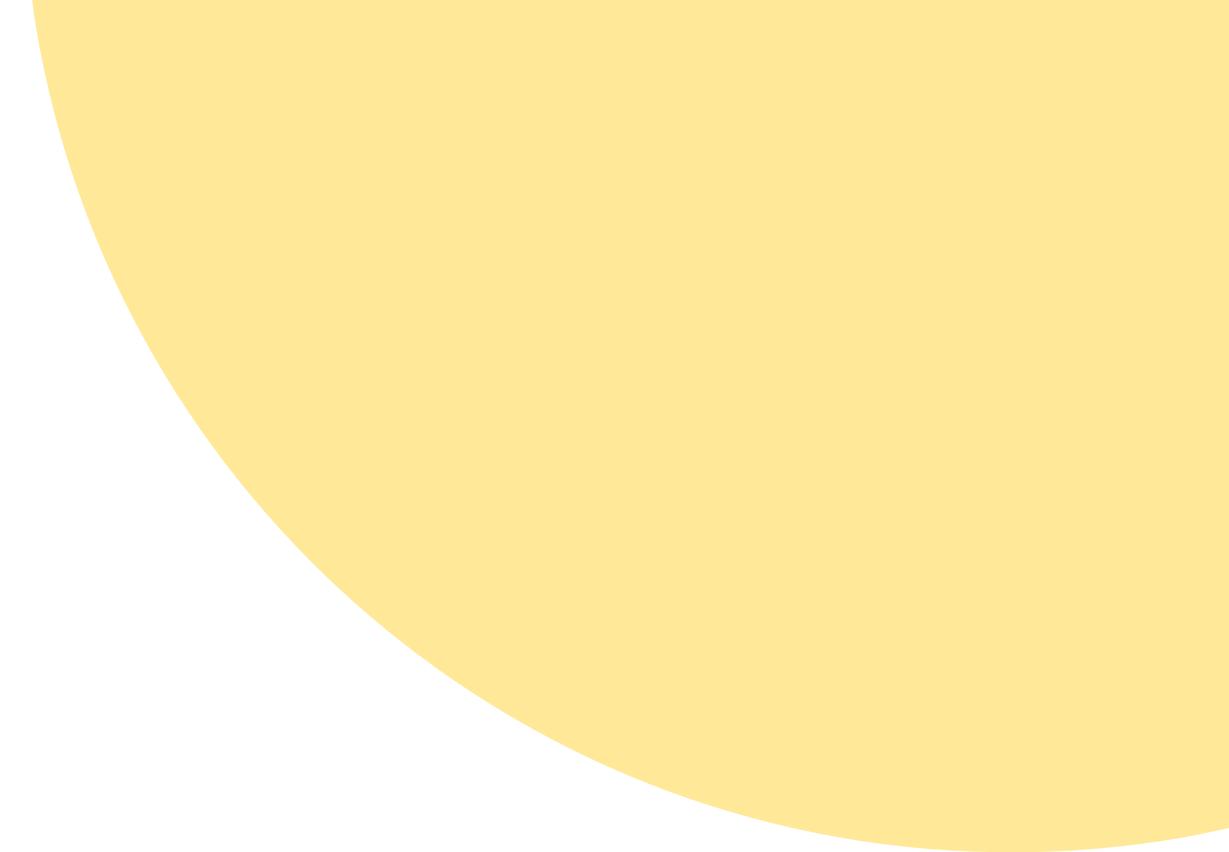
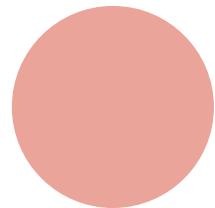
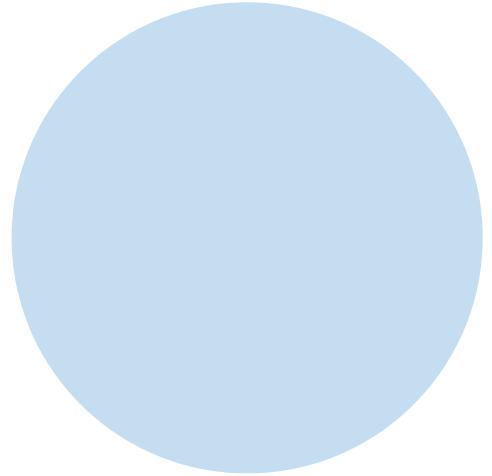
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Suggestions on Slack



Thank you!!!