

LEADING YOUR RESEARCH TEAM

Friday, June 10 | Noon | University of Minnesota



THE MODERN MANAGER
for leaders of fellow humans

INTERESTING FACTS ABOUT COFFEE





our ability to

IMAGINE & REFLECT



our ability to

**IMAGINE
& REFLECT**

our drive to

CONNECT





AUTONOMY

direct our own lives



A low-angle shot of a person's legs walking on a wooden plank path in a forest. The person is wearing khaki pants and brown leather boots. The background is a dense forest of tall trees.

AUTONOMY

direct our own lives

MASTERY

*get better and better at
something that matters*

A low-angle shot of a person's legs in khaki pants and brown boots walking on wooden planks in a forest. The background is a dense forest of tall trees.

AUTONOMY

direct our own lives

MASTERY

*get better and better at
something that matters*

PURPOSE

*in service of something
larger than ourselves*

A collection of approximately 12 hard hats of various colors (yellow, white, blue, orange, and grey) and conditions (some clean, some dirty, some with visible wear or mold) are arranged in three rows on a wooden surface. The hats are of different sizes and designs, some with ventilation holes. The text "SO MANY HATS" is overlaid in a bold, white, sans-serif font, and "so little time" is overlaid in a smaller, white, cursive font below it.

SO MANY HATS
so little time

LEAN: A VERY BRIEF HISTORY



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Launched by Henry Ford's
assembly line



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Mastered by Toyota

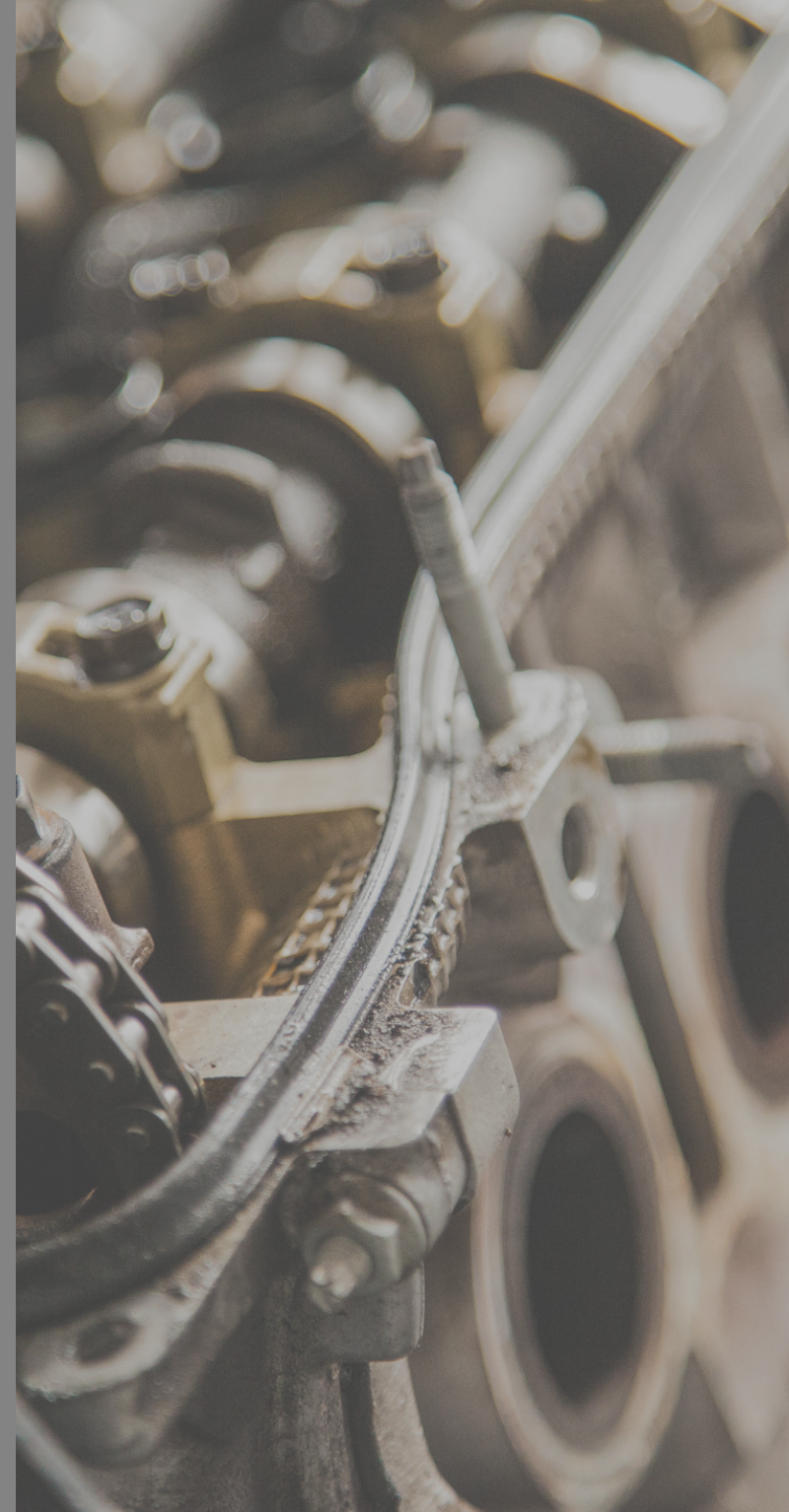


LEAN: A VERY BRIEF HISTORY

Launched by Henry Ford's
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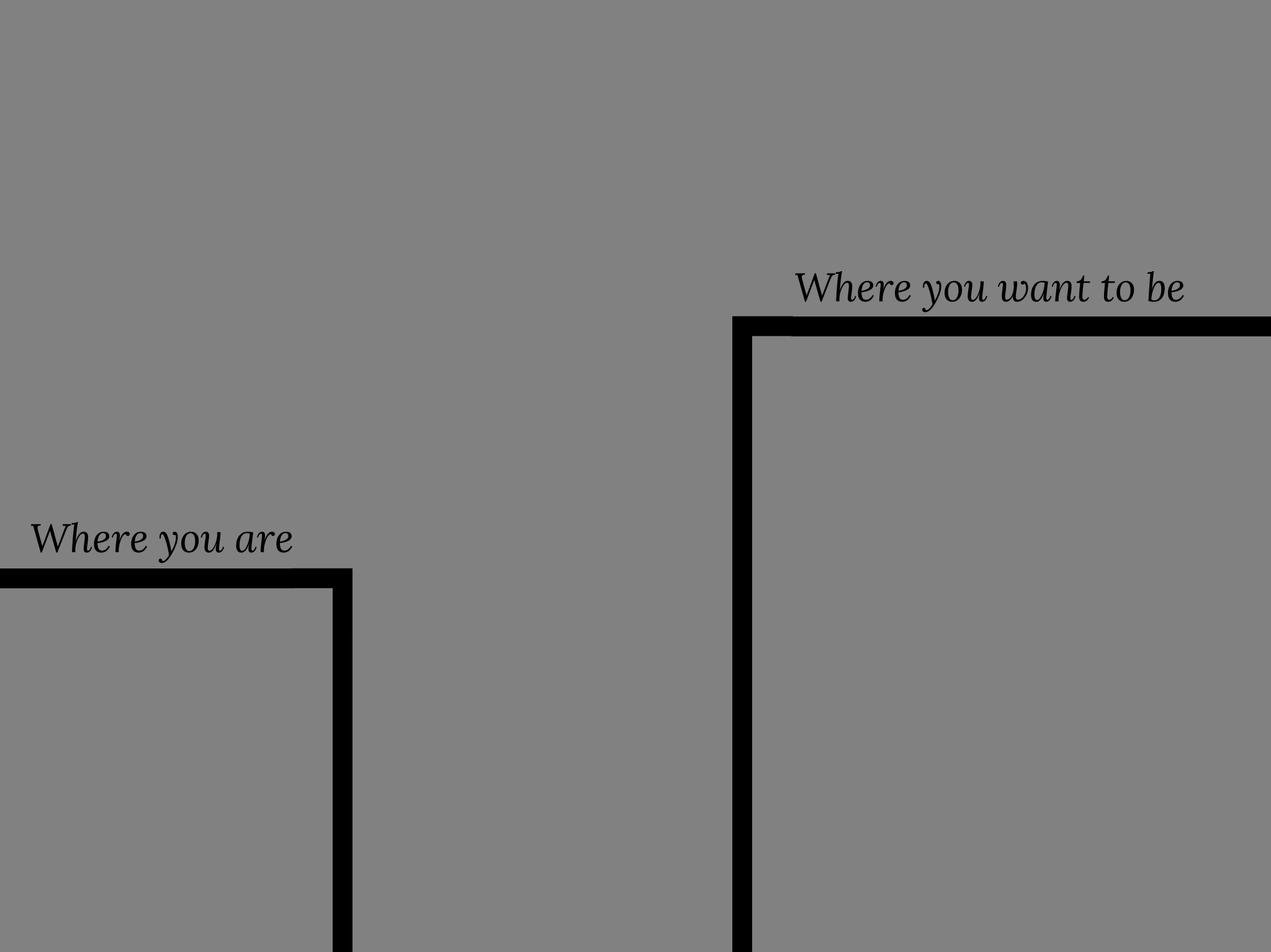
Mastered by Toyota

Adopted all over the world



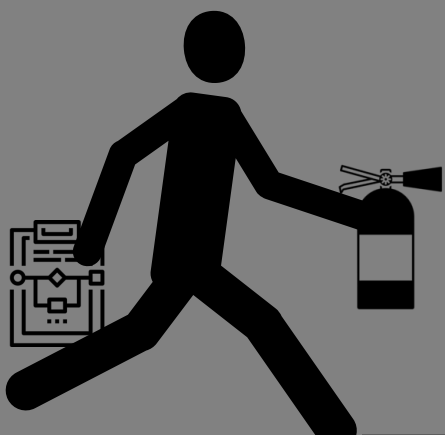
PICTURING LEAN





Where you are

Where you want to be



LEAN MANAGEMENT SYSTEM



purpose

process

people

PURPOSE



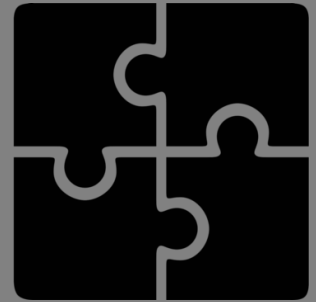
Grounded in
what the
customer
values



Headed
toward a
clear, shared
vision

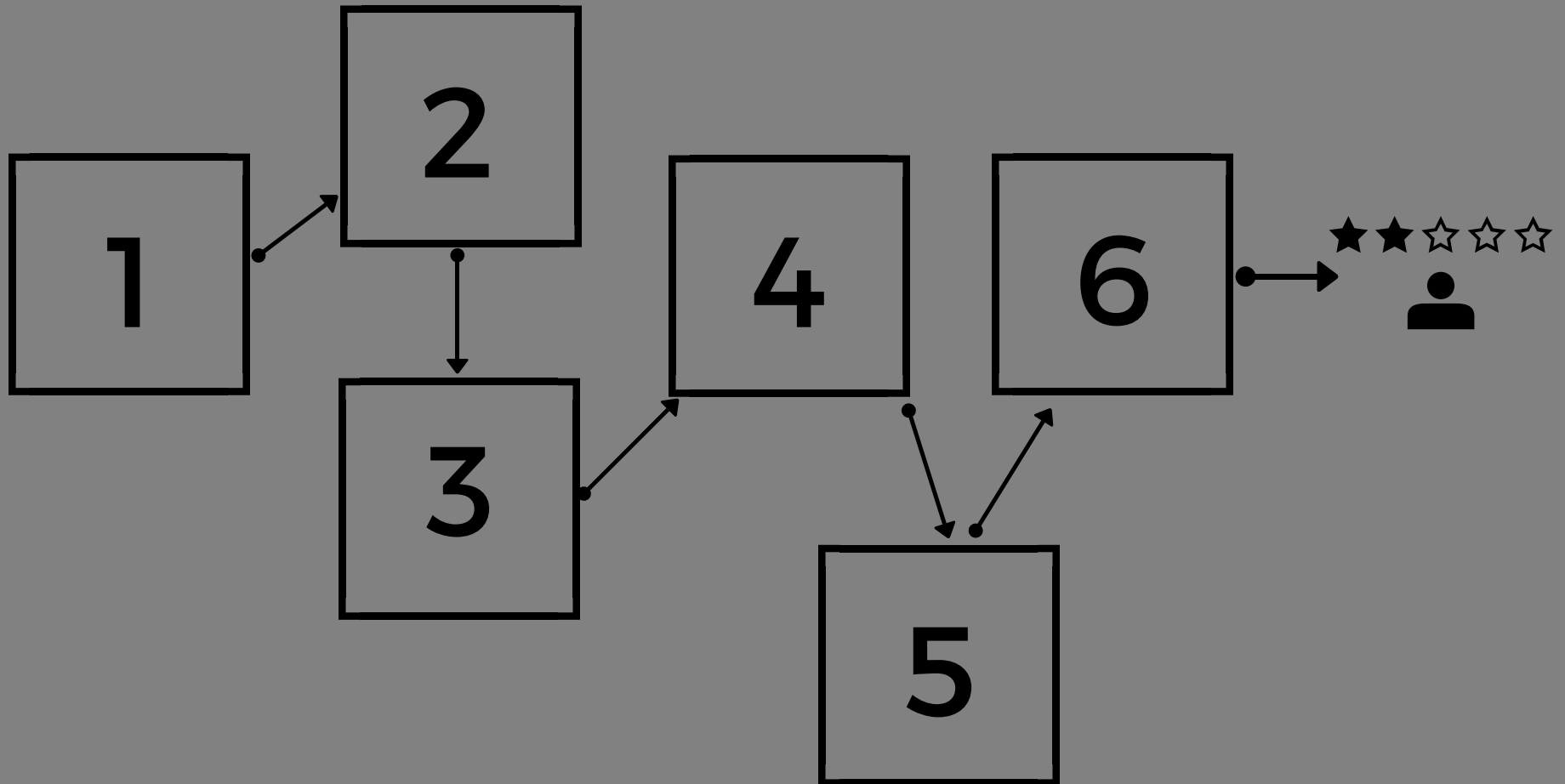


Through
operational
alignment at
every level of
the team



Powered by
people who
understand
how their
work fits

PROCESS



m i n i m i z e w a s t e



Defects



Overproduction



Waiting



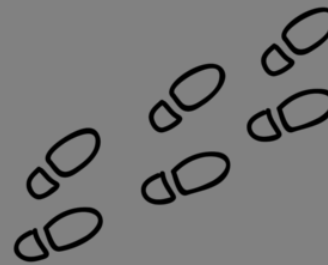
Non-Utilized Talent



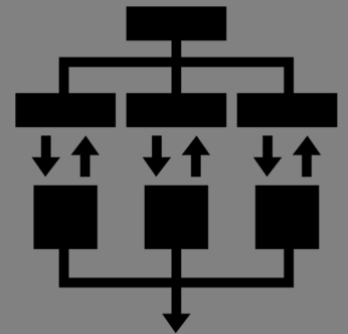
Transportation



Inventory

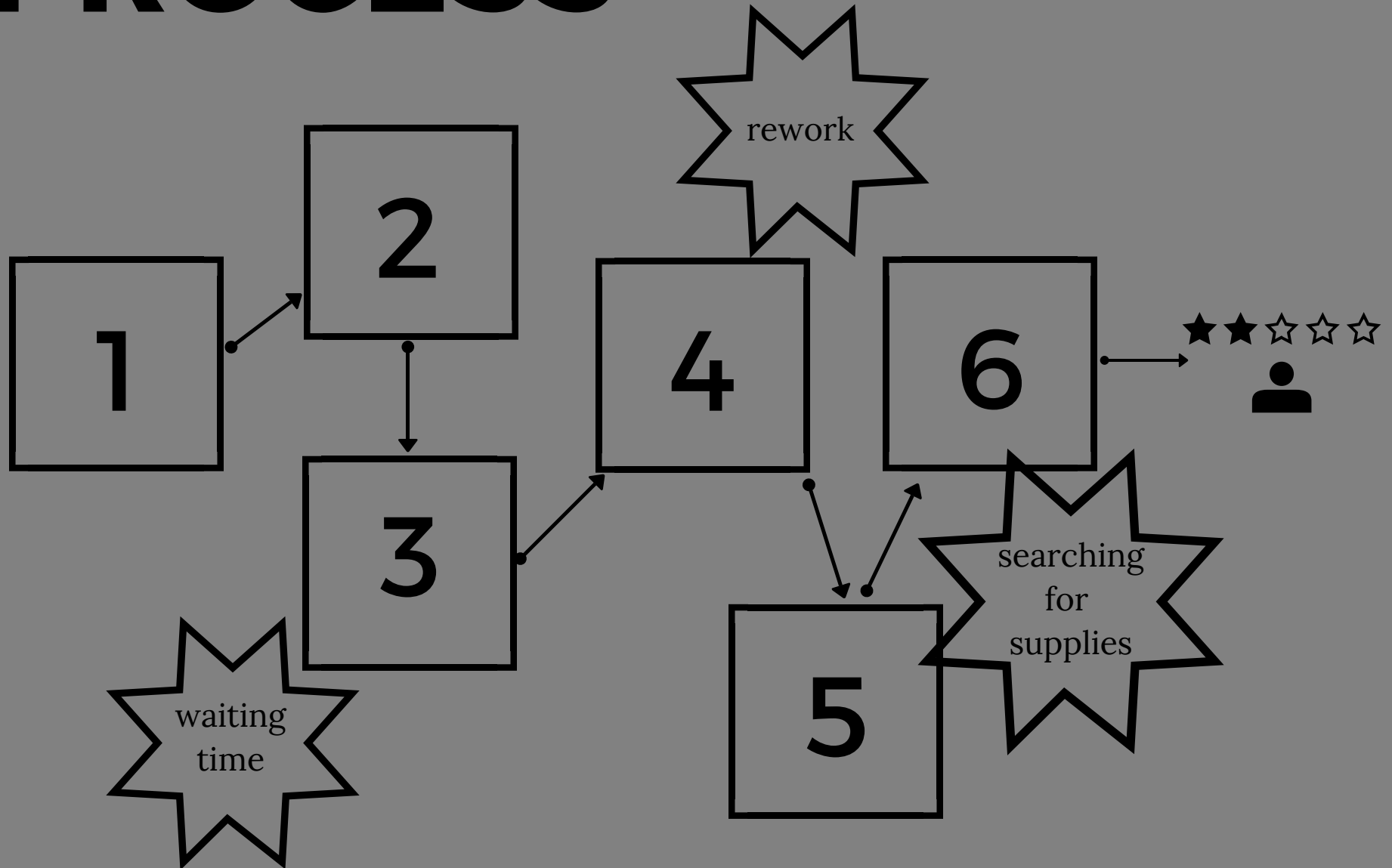


Motion



Excess Processing

PROCESS



PROCESS

s t a n d a r d i z a t i o n

OBSERVE

With those who do the work

Where the work happens

To understand

To quantify

DOCUMENT

By those who do the work

As it really is

To make waste visible

The best way to do it today

TRY

With a small team

To iterate

SPREAD

To others doing the work

To stabilize

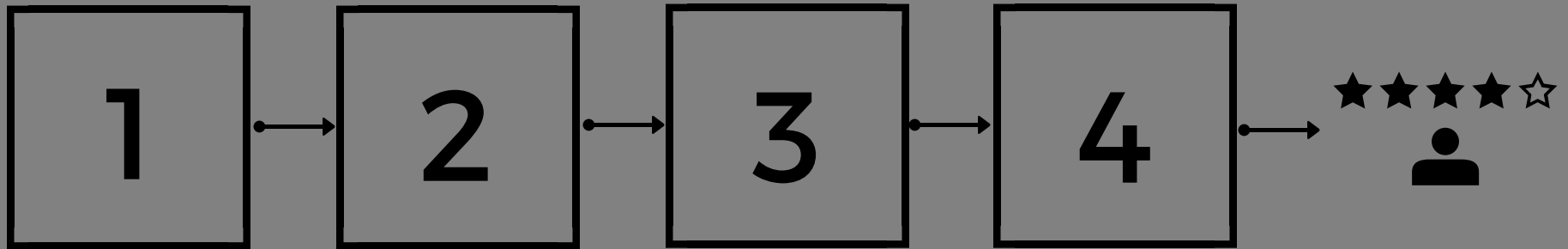
OBSERVE (again)

To encourage adherence

To reduce variation

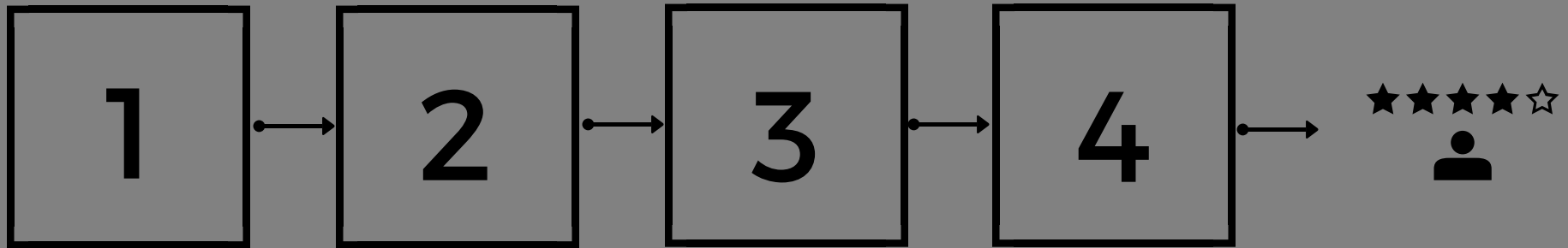
PROCESS

s t a n d a r d i z a t i o n



PROCESS

s t a n d a r d i z a t i o n



Environment

Sort

Standardize

Set In Order

Sustain

Shine

&

Work Flow

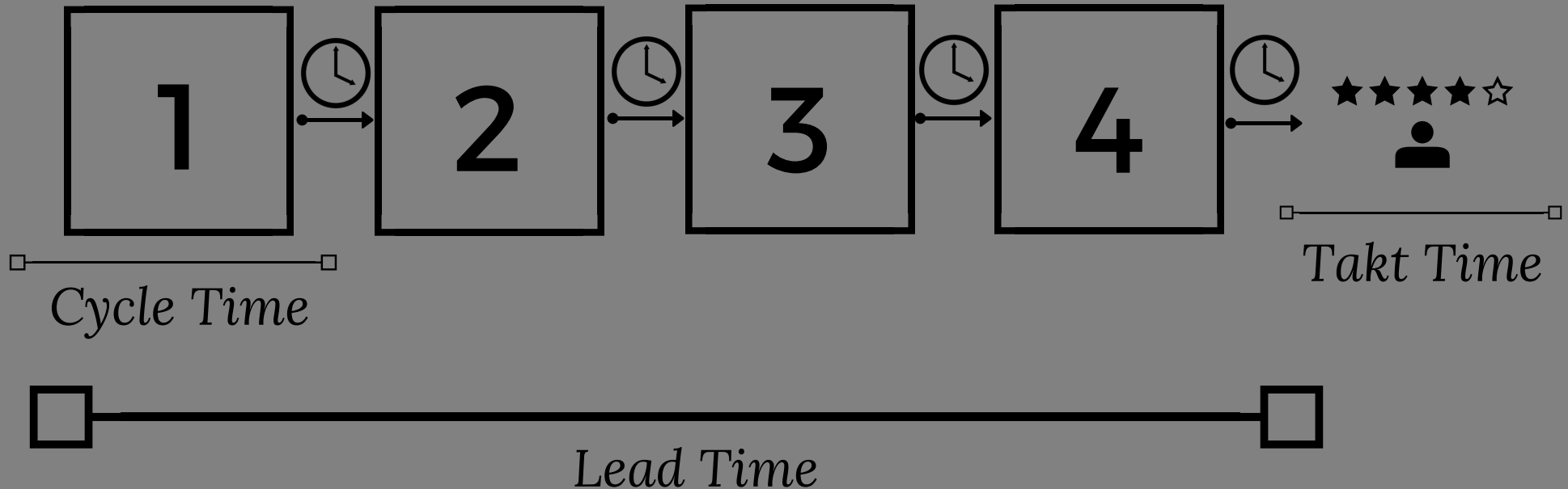
Job Instructions

Checklists

Diagrams

Work Combination Charts

LEAN IS A TIME-BASED STRATEGY



$$\text{Lead Time} / \text{Value Added Time} * 100 = \text{Value Quotient}$$

PROCESS

i m p r o v e m e n t



MEASURE

Adherence to process

Impact on outcome

At appropriate frequency

PROCESS

i m p r o v e m e n t



MEASURE

Adherence to process

Impact on outcome

At appropriate frequency



MAKE VISIBLE

For those who do the work

Target vs. actual

Problems and waste

PROCESS

i m p r o v e m e n t



MEASURE

Adherence to process

Impact on outcome

At appropriate frequency



GATHER IDEAS

From those who do the work

To improve the process



MAKE VISIBLE

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Target vs. actual

Problems and waste

PROCESS

i m p r o v e m e n t



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Adherence to process

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GATHER IDEAS

From those who do the work

To improve the process

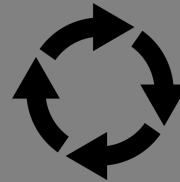


MAKE VISIBLE

For those who do the work

Target vs. actual

Problems and waste



TEST CHANGES

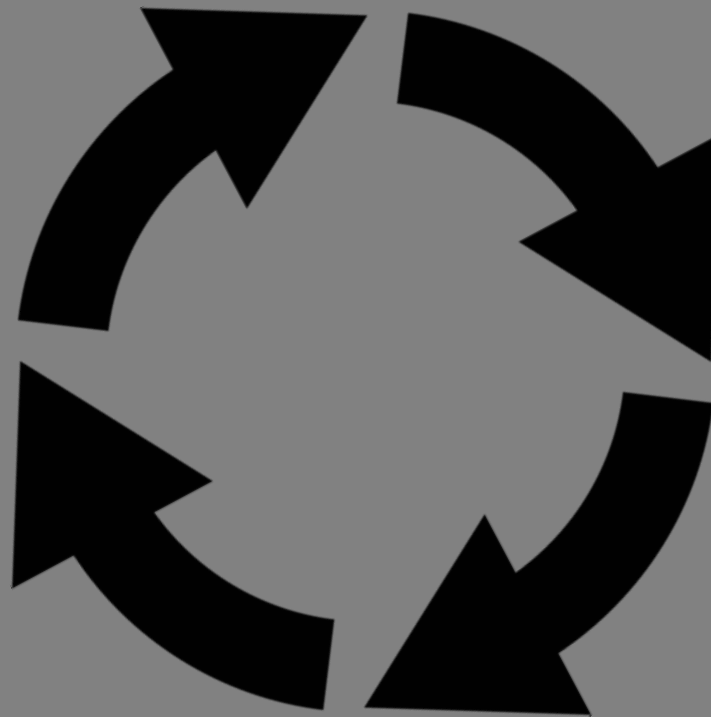
With those who do the work

Using scientific method

And repeat!

PROCESS

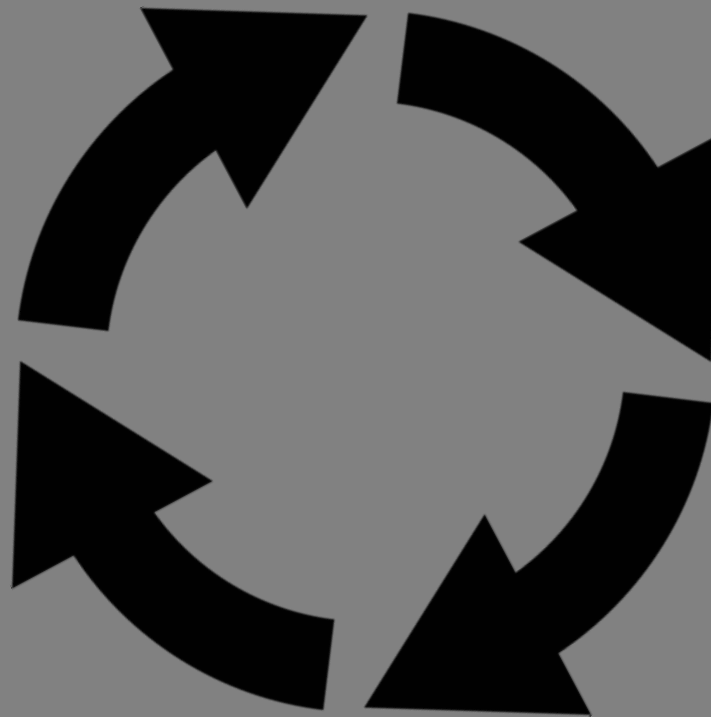
i m p r o v e m e n t



PLAN

PROCESS

i m p r o v e m e n t

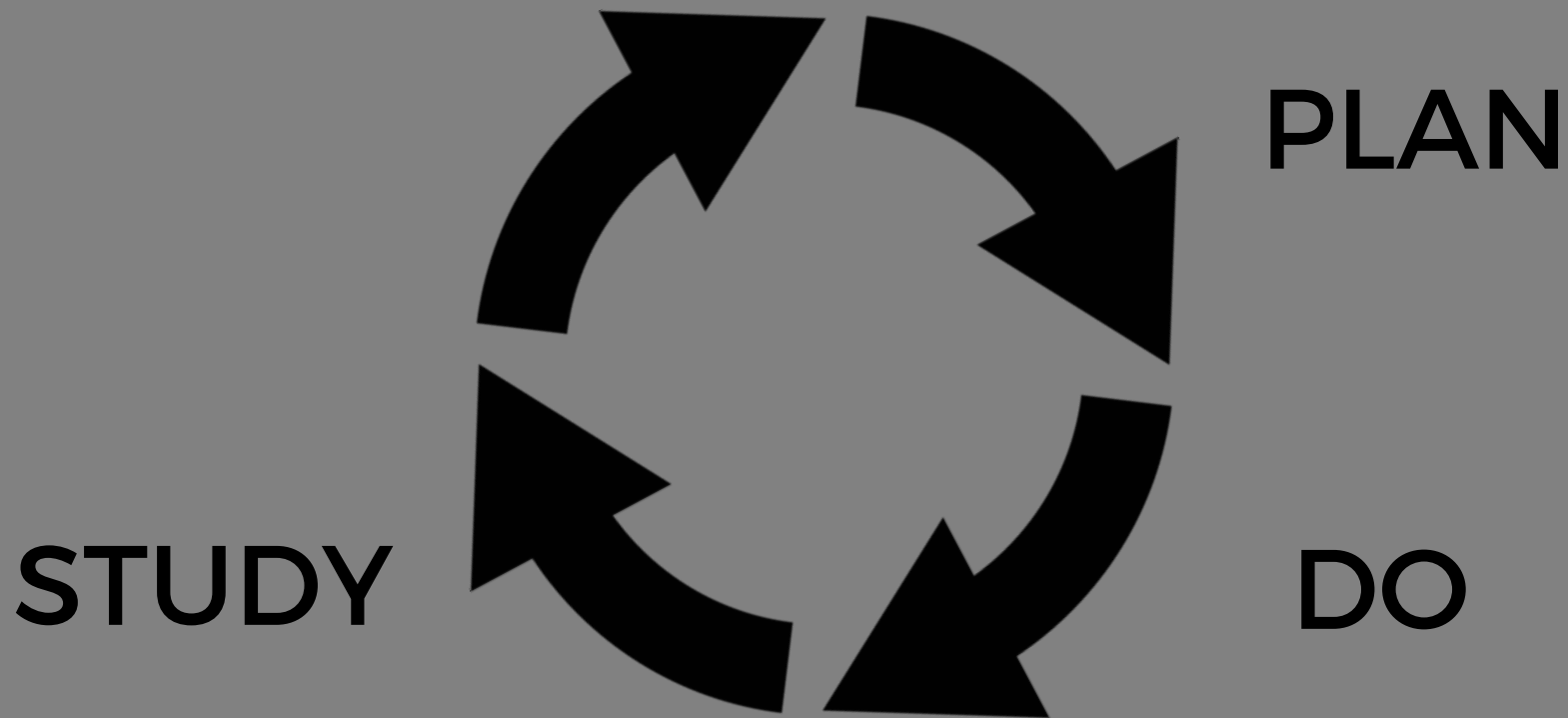


PLAN

DO

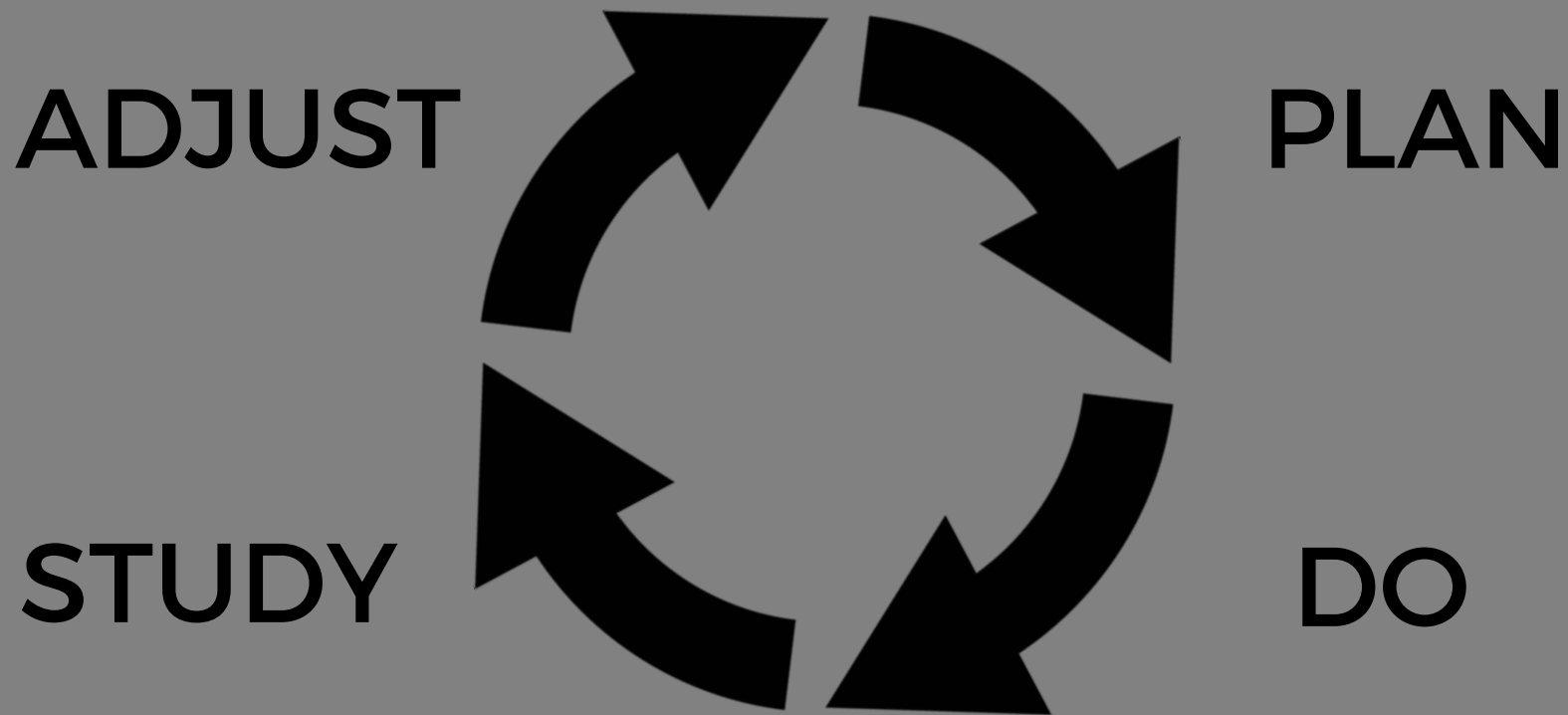
PROCESS

i m p r o v e m e n t



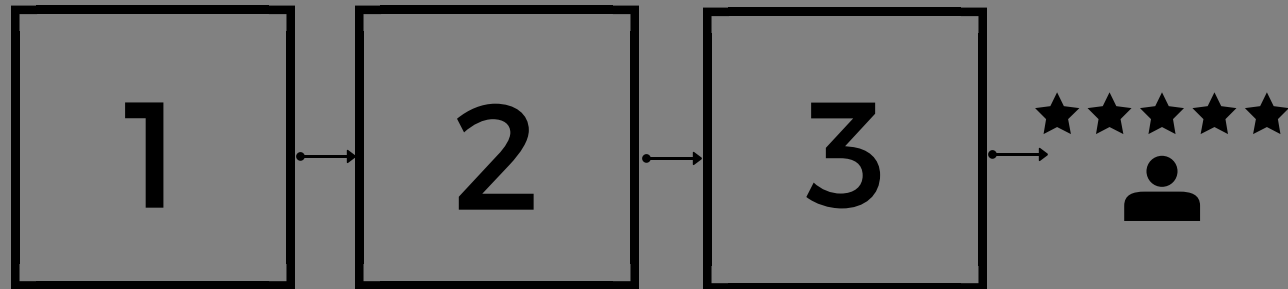
PROCESS

i m p r o v e m e n t



PROCESS

i m p r o v e m e n t



”

The Toyota style is not to create results by working hard.
It is a system that says there is no limit to people's creativity.
People don't go to Toyota to work, they go there to think.

TAIICHI OHNO

PEOPLE

The Role of the Lean Team Member



do the work



improve the work

”

There are three kinds of leaders.

Those who tell you what to do.

Those who let you do what you want.

And lean leaders who come down to the work and help you figure it out.

JOHN SHOOK

PEOPLE

The Role of the Lean Leader



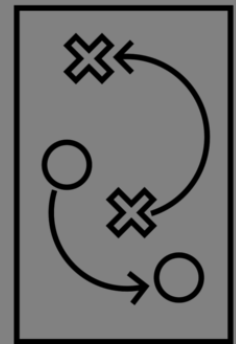
Set direction
and navigate



Gather ideas
from those who
know the work
best



Be predictably
present where
the work is
happening



Coach on the
method and
model
behaviors

PEOPLE

The Role of the Lean Leader



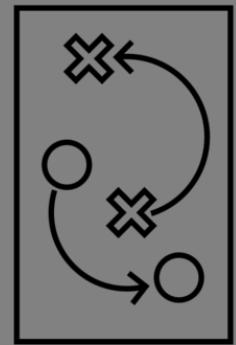
Set direction
and navigate



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Be predictably
present where
the work is
happening



Coach on the
method and
model
behaviors

BE PREDICTABLY PRESENT



Same time, same place



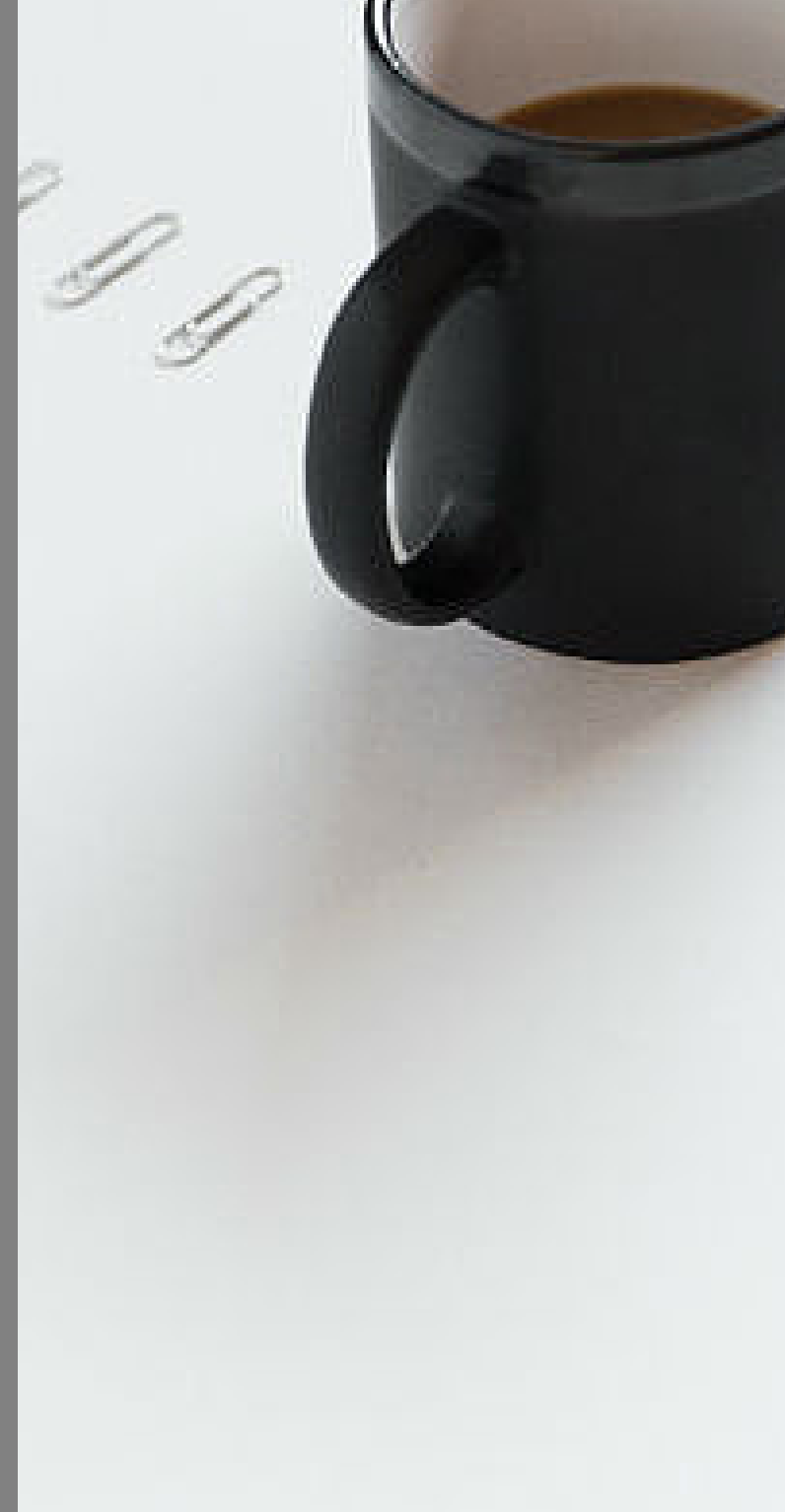
Go see



Ask why



Show respect



START A REGULAR HUDDLE

*Reduce firefighting and
email overload*

*Identify and remove barriers for
your team*

Spark ideas for improvement

*Discuss status of process
standardization and improvement*

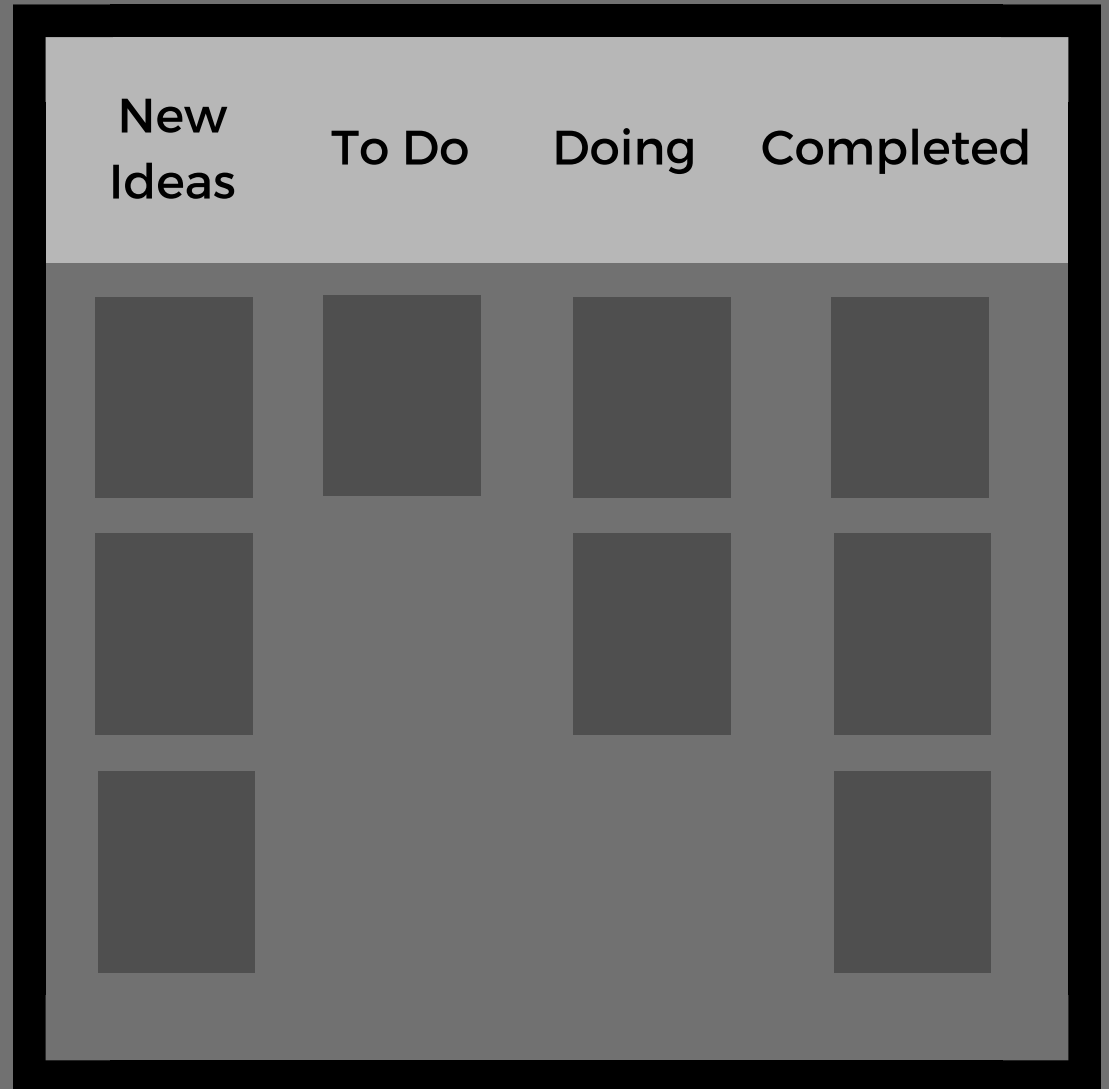


START AN IDEA BOARD

*Motivate your team
to solve problems*

*Show how small
changes make a big
difference*

*Create accountability
for improvement*



START AN IDEA BOARD

Use a structured idea card



*"Work the board" at a set time,
following a standard process*

*Include owners and due dates to
encourage accountability*

*Celebrate improvements and
share lessons among the team*

START A LEAN BOOK CLUB

Creating a Lean Culture

David Mann

Beyond Heroes

Kim Barnas

Lean Thinking

James P. Womack and Daniel T. Jones

Daring Greatly

Brené Brown

”

We want to not only show **respect to our people**, the same way we want to show respect to everyone we meet in life, we also want to **respect their humanity**, what it is that makes us human, which is our **ability to think and feel** – we have to respect that humanity in the way we design the work, so that the work **enables their very human characteristics to flourish.**

TOYOTA CHAIRMAN FUJIO, AS TRANSLATED BY JOHN SHOOK

Thank you!



THE MODERN MANAGER

for leaders of fellow humans