

Lean Managements Impact

on

Culture and Change



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Agenda

- **Workplace Culture**
- **Leadership vs Management and Change**
- **Why Employees Resist Change**
- **Why the Ability to Change is Important**

Workplace Culture



Workplace Culture

- Fair and Ethical
- Customer Centric
- Respect and dignity
- Attitudes and rules of behavior
- Ideals and values
- Day to day communication

Lean Workplace Culture

- Culture is the Foundation
- Without the right culture, lean tools will fail
- Buy-in, cooperation and involvement of all employees is critical to success
- Lean success requires a culture of capable, flexible, highly motivated people in an environment of enlighten experimentation

Lean Workplace Culture



Lean Workplace Culture



Accountability



“Accountability increases response-ability which in turn leads to fewer mistakes”

Commitment



“A true master is one who is deeply committed “

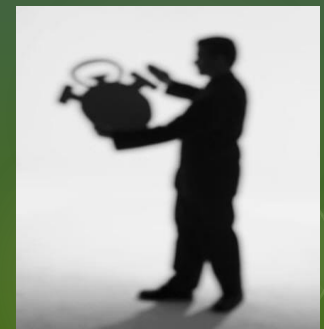
Excellence



“Chase perfection to catch excellence “



Leadership Vs Management and Change



Definition of leadership (n)

- **Definition of leadership (n)**

- **lead·er·ship**

- [léedər shìp]

- ability to lead: the ability to guide, direct, or influence people

- guidance: guidance or direction

- leaders: a group of leaders

Definition of Lean Leadership

- Commitment to your employees.
- Commitment to the system.
- Commitment to making changes towards improvement.
- Lean is all about eliminating waste through continuous improvement.

Definition of management (n)

- **man·age·ment**
- [mánnijmənt]
- administration of business: the organizing and controlling of the affairs of a business or a sector of a business
- managers as group: managers and employers considered collectively, especially the directors and executives of a business or organization
- handling of something successfully: the act of handling or controlling something successfully

Definition of Lean Management

- Lean management is an approach to running an organization that supports the concept of KAIZEN, also known as continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality.
- Lean management seeks to eliminate any waste of time, effort by identifying each step in a business process and then revising or cutting out steps that do not create value.
- Lean management defines value from the standpoint of the end customer. (our Veterans)
- Lean management identifies each step in a process and eliminates those steps that do not create value.

Leadership and Change

○“I think there is a world market for maybe five computers.”

-Thomas Watson, chairman of IBM, 1943

Leadership and Change

○ “We don’t like their sound, and guitar music is on the way out.”

- Decca Recording Company, rejecting the Beatles, 1962

Lean Leadership and Change

- Lean leadership guides people towards a particular goal/change.
- *Lean leadership has a long term impact on an organization.*
- *Lean leadership* provides a vision and then inspiring others to help achieve the goal.
- Visionary leadership is what propels a company into the future/change.
- Lean leadership is committed to improvement.
- Lean Leadership continues to make improvements but do not neglect to get feedback and suggestions.

Why Employees Resist Change



Why Employees Resist Change in the Workplace

- People are creatures of habit
- Fear or a lack of communication
- Failure by management to explain a change properly
- Loss of control
- Lack of input



4 S's of Resistance

- ❖ Resistance to Skills
- ❖ Resistance to Support
- ❖ Resistance to Society
- ❖ Resistance to Stress

The Faces of Change



The background features a vertical gradient from dark blue at the top to green at the bottom. Scattered across this gradient are numerous white circles of varying sizes, some overlapping, creating a bokeh-like effect.

Why the Ability to Change is Important

Change is Important/Good

- Assures/Justifies why the change is necessary
- Take time to slow down, prioritize, strategize and create supporting plans
- Involve employees, listen and gather feedback
- Identifies the day-to-day champions

○ "It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

- Charles Darwin

5 Stages of Change



“Drive for continuous improvement starts the chain of events that leads to fundamental change”.

This chain goes like this:

- Continuous improvement leads to....
- Product innovation, which leads to
- Service innovation, which leads to
- New processes, and finally.....
- fundamental change.

- Rick Morrow

“Ideal Workplace Culture”



1. Build Trust
2. Communicate positively and openly
3. Expect The Best From Your Staff
4. Create Team Spirit
5. Give Recognition and Appreciation
6. Give Credit and Take Responsibility
7. Be Approachable
8. Provide A positive Physical Environment
9. Make Staff Evaluations a Positive Experience
10. Make It Fun

Systems Redesign SharePoint

○ *How do I get to the SharePoint?*

- Start at the MEDVAMC intranet homepage
- Click on “[SharePoint Site](#)” link on the left hand side
- Systems Redesign is located under the [Service Lines](#) tab

○ *Direct Link:*

https://vaww.visn16.portal.va.gov/sites/HOU/systems_redesign/default.aspx

Systems Redesign Contacts

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Future Classes

- Yellow Belt Classes:
July 22-23, 2014

- Green Belt Classes:
TBA

- Community of Practice:
Every Friday @ 11am in the auditorium



**Call
26178
to sign
up**

QUESTIONS?

WORK
DOESN'T HAVE
TO BE AS
HARD
AS WE MAKE IT

