



LEAN THINKING METHODOLOGY

**Shifting the Paradigm to Create Cultural
and Transformational Change**

Facing the Challenge:
Delivering Better Outcomes

Mobile Team Challenge Ltd

Unleash the Potential of Your People

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What is Lean?

Lean is a unified approach to achieving improved performance, which, when correctly deployed, will drive continuous improvement, or even dramatic step changes in performance, and will be a major enabler in achieving the goal of becoming an **"Outcome Focused Organisation"**.

From integrating quick pace transformational change to maximising customer value whilst minimising waste, the Lean Continuous Improvement principles create the Winning Behaviours and Attitudes across the "people and processes" across any organisation.

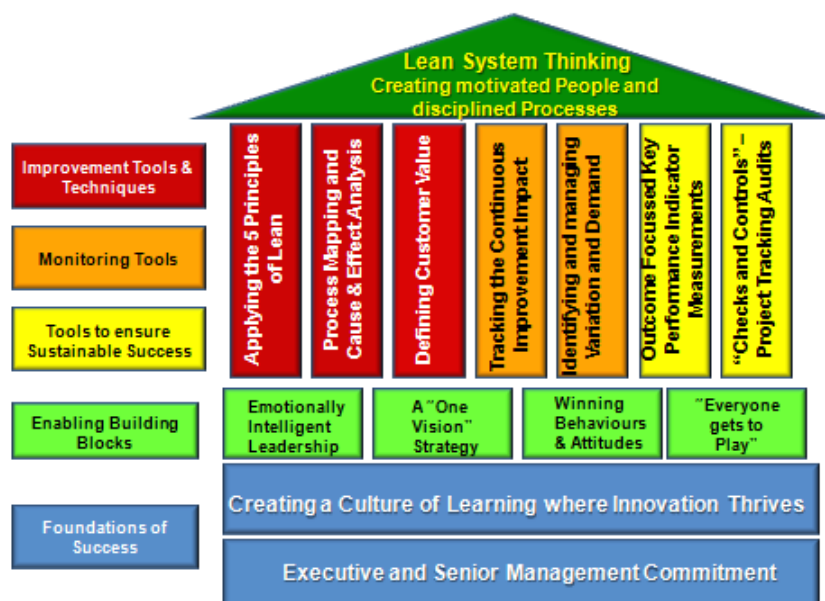
"We must become far more disciplined in managing project programmes with less dependency upon a few key individuals and more systematic and rigorous approach to project and programme delivery across the whole organisation" – is a strategic statement of intent which we hear on a daily basis from many organisations and the implementation and practice of the transforming 5 Principles of Lean and Continuous Improvement are the perfect vehicle required to achieve this desire.

In the current political and economic climate there is a focus on public services to do more for less, i.e. to be more efficient. Government departments and local authorities are in the process of working on the detail of how budget cuts will be implemented. An important methodology at the disposal of public sector managers is Lean, which can deliver many benefits.

The approach can be applied in many situations and is equally relevant within the private and public sectors. Many major organisations have already adopted the methodology of Lean and they are experiencing remarkable improvements as a result.

Using a rigorous data based approach, Lean encompasses an extremely wide and comprehensive toolkit as well as a structured methodology for deploying these tools, to increase customer satisfaction, drive out errors and waste, reduce cycle times, reduce costs and improve delivery.

The Graphic below illustrates the key imperatives required for a successful and highly efficient implementation of Lean Thinking across the Authority.



In order for the implementation of Lean to be successful, it is important to achieve “buy in” across 3 areas:

- Support Staff at all levels
- Middle Managers and Team Leaders
- Executive and Senior Management

This document will give a brief overview of our proposal how to achieve total engagement across the whole organisation.

Workshops Options:

Support Staff

- **An Introduction to Lean Awareness – 1 Day**
- **Process Mapping... How to – 1 Day**

Middle Managers and Team Leaders

- **An Introduction to Lean Awareness – 1 Day**
- **Process Mapping... How to – 1 Day**
- **Leading for Lean Success – 2 Days**

Executive and Senior Managers

- **Leading through, and beyond, Change with Lean – 2 Days**

Foundations of Success

🟡 **Executive and Senior Management Commitment**

It is vital that all 3 levels of proposed workshops appreciate and SEE and HEAR the commitment from the Executive Board and Senior Management to the Lean Thinking Strategy and how it aligns to **the “Facing the Challenge: Delivering Better Outcomes”** initiative

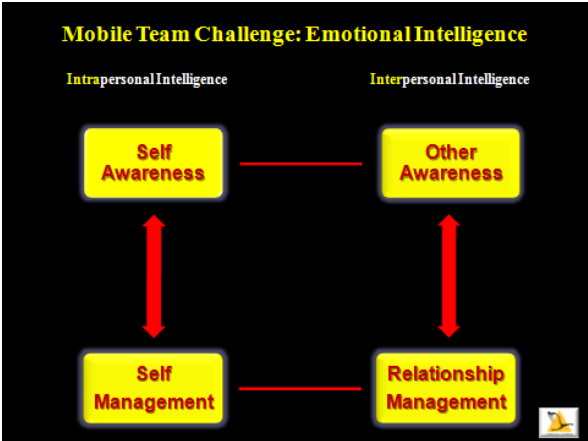
🟡 **Creating a Culture of Learning where Innovation Thrives**

In order to create successful transformational change across an organisation, it is important that everyone in a Supervisory or Management position recognises their specific role in the creation of a culture which encourages and develops continuous learning, improvement and where innovation can be practised and thrive. Our recommendation would be to include a module on Leadership Styles in the Workshops targeted at **Middle Managers** and **Leaders & Senior Management**. This would entail a very simple, yet effective self profiling of their personal Leadership Style to establish if they are deploying the correct leadership style to encourage Cultural Change and Innovation and risk mitigation. Specific Leadership styles can either; motivate and promote innovation whilst the application of the inappropriate leadership style can stifle innovation. During the Process Mapping and Re-Engineering stages of Lean it is important that staff members are working in a “no blame” environment in order to allow them to apply innovative and creative solutions.

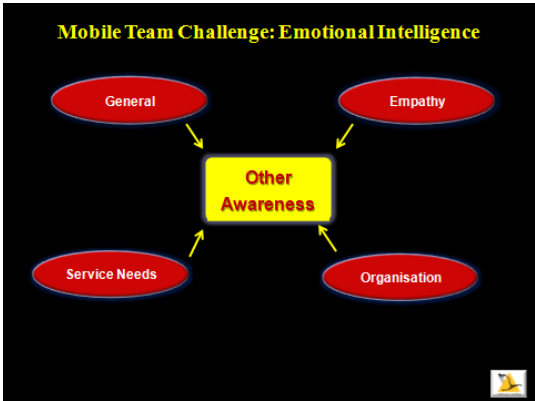
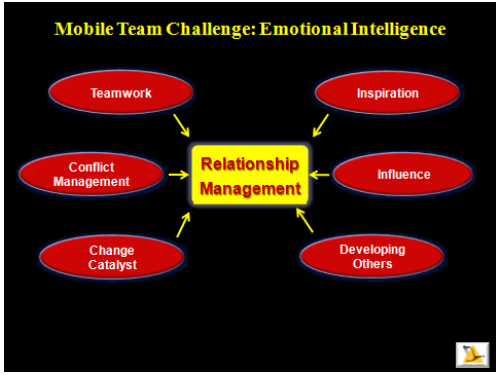
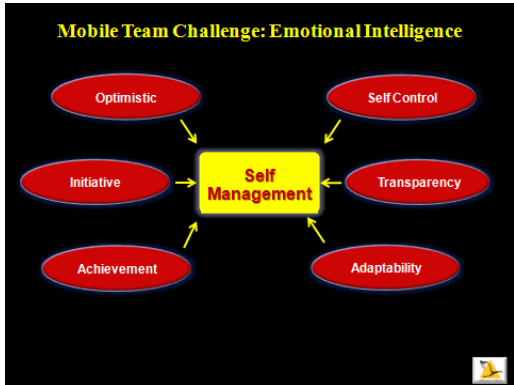
Enabling Building Blocks

● Emotionally Intelligent Leadership

Leading through, and beyond, cultural change requires Emotionally Intelligent Leadership as the Managers of the People and the Processes navigate their teams through previously un-chartered waters. It is important during this stage that the Leader recognises their own E.I. strengths and areas for development. **Many of the E.I. behaviours are closely aligned with the skills required to drive through successful change: Intra and inter personal skills**, optimism and positivity, initiative, self control, adaptability, teamwork, conflict management, change catalyst, influence, inspiration etc are all E.I. behaviours which are; able to be developed and equipped for cultural change and also which are all extremely relevant to how a Manager reacts in change - as the slides below demonstrate.



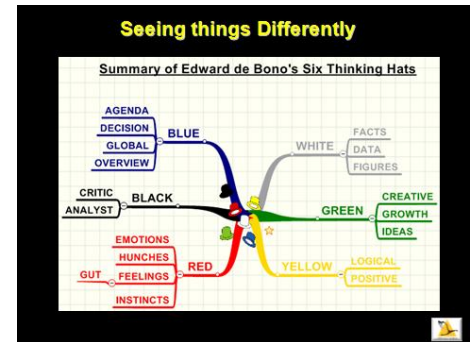
For the Workshops aimed at Middle Managers and Leaders and Senior Management we would propose a short module within these workshops covering Emotionally Intelligent Leadership to equip the Leadership with the necessary softer skills to implement fast paced, successful change within the organisation.



● “One Vision Strategy”

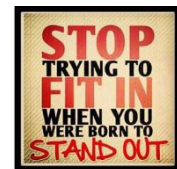
This enabler refers to the successful communication strategy where every member of Staff, at every level, understands the need, the change processes and the objective of the change. Lean System Thinking is not a “one off” initiative it is about changing the DNA of the organisation which becomes totally integrated into the thinking – strategically and operationally – of the Authority.

Every newly re-engineered process also needs to have a “One Vision Strategy” and our approach is to utilise Appreciative Inquiry and Disney’s Creative Strategy to visualise (or Dream) the perfect outcome or perfect process. These visualisation techniques will be covered in all 3 workshops, so too will **De Bono’s Six Thinking Hats** which is an extremely powerful tool to develop creative thinking when applied to re-designing processes.



● Winning Behaviours and Attitudes

Positive and Pro-Active Change Catalysts are vital create the inertia at the start of a Cultural Change and Lean Thinking project. This enabler will inspire and motivate the Staff to become pro-active (rather than reactive – Covey’s 7 Habits of Highly Effective People) and to demonstrate that every Staff member is able to **choose** their attitude when they come to work each day. It will challenge the staff to establish whether they are “Thrivers – Survivors – or Nose Divers”. This module will be covered in all 3 levels of workshop.



Leading for Success: Emotionally Intelligent Leadership

1. “Be Proactive”

> **Proactivity Defined:**

Reactive People are driven by feelings, circumstances, conditions and the environment – they are people who let “life to do things to them”

ProActive People are driven by carefully considered, selected and internalized values - they are people who “do things in life”

InActive People are NOT driven by anything!

> **Taking the Initiative:**

Does **NOT** mean being pushy, obnoxious or aggressive

DOES mean recognising our responsibility to make things happen

Highly Effective Leaders are RESPONSE-ABLE Leaders

We CAN Choose our Attitude and Behaviour

● “Everyone gets to Play!”

When Lean Improvement Teams work together it is vitally important that the while group act as a high performance team. This enabler briefly looks at the teamworking principles required to develop a High Performing Team thus encouraging **everyone** to have their input to the mapping or re-engineering process enabling them to “buy in” to the “new”. This module will include a couple of experiential activities to underline the importance of creating a Highly Functional Lean Project Team.



Improvement Tools & Techniques

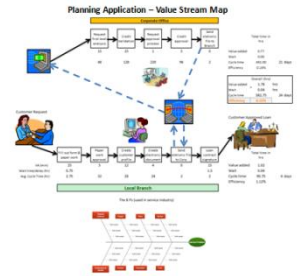
Applying the 5 Principles of Lean

All 3 workshops will cover the 5 Principles of Lean – ranging from an Awareness through to a practical application of the principles in a “Current State to Future State” Mapping project.

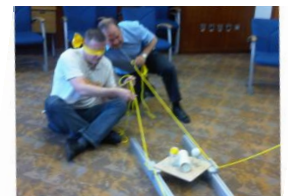


Process Mapping and Cause and Effect Analysis

Again, as above, all 3 Workshops will cover the concepts of “Current to Future State” Mapping Processes from Awareness to Advanced Practitioner levels.



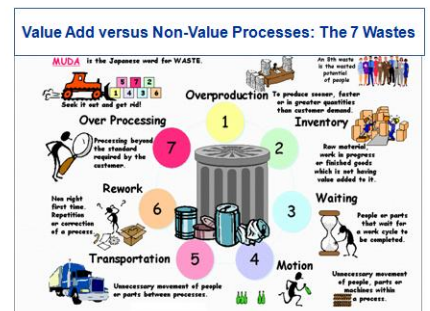
We will also include an Experiential Activity in this module which stimulates thinking on process mapping and process improvement.



Defining Customer Value

This module covers:

- Customer or Stakeholder Analysis
- Defining what “Value” is to the Customer
- Mapping the Value Stream
- Benchmarking
- Problem Solving – Ishakawa
- Identifying the 7 Areas of Waste
- 5S
- KaiZen Concepts
- KanBan
- Root Cause Analysis



Monitoring Tools

Tracking the Continuous Improvement Impact

"Not all that can be counted, counts. And not all that counts can be counted." - So said Albert Einstein.

However given the developments in Lean and Six Sigma Concepts it is critically important that measurements and monitoring tools are evident throughout the entire "Current to Future State" process – and Lean ensures that EVERY process has a value and can be measured. This module covers Benchmarking concepts to identify "Current" State and then uses the same tools to measure the improvement on the journey to achieving the improvement goal.



Identifying and Managing Variation and Demand

Without consistency in processes, the standard of excellence becomes virtually unattainable. Any variation in a process or a system introduces the element of inconsistency of output or result. This module focuses on forecasting tools and "pull" and "flow" concepts.

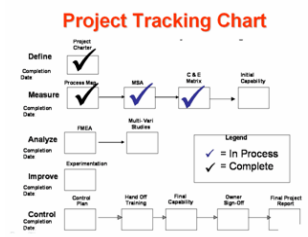
Tools to ensure Sustainable Success

Outcome Focused Key Performance Indicator Measurements

This module will explore the concepts of Performance Management, Goals, and Objectives at various levels for all 3 Groups – from heightening awareness to Master Practitioner Level.

"Checks and Controls" – Project Tracking Audits

This module will identify ALL of the measurements in improvement in costs. Financial, Waste, Efficiency targets and how to set entitlement targets – i.e. how to set realistic improvement targets



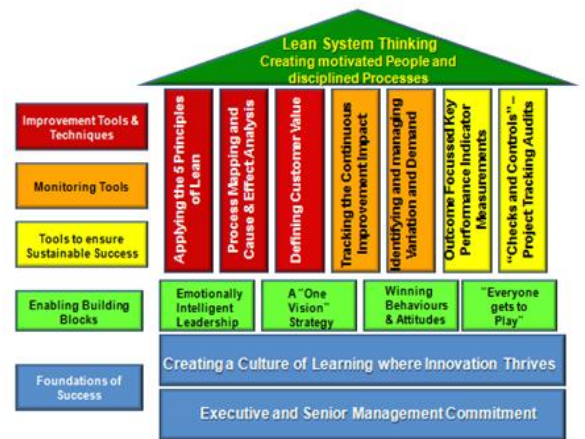
Workshop Overviews

Support Staff

Workshop 1: Lean Awareness – 1 Day

Introduction

- Executive / Senior Management Sponsorship – “Why are we here?”
- The Reasons for Transformational Cultural Change
- Emphasising the “Facing the Challenge – Delivering Better Outcomes” Initiative
- A Brief History of Lean and Continuous Improvement Concepts - KaiZen



Experiential Activity: Paradigm Shifter – this activity challenges the Team to consider the steps they would pursue in order to complete a task with a ball. The Team will have several attempts at the task – each time, analysing HOW and WHAT they did and then considering the thought processes they would go through to complete the task more efficiently each time.

The principles behind their “improvement process” in this activity will become the foundation of their understanding of ALL of the 5 Principles of Lean Thinking. What is the CURRENT process? – How many Stages / People involved? – What is the desired FUTURE State? – “how can we get there from here?”

How do we Measure Quality and Excellence?

Customers

- Who are our Customers and how would they define the Value of our Service?
- Customer or Stakeholder Analysis
- How do we listen to the “Voice of the Customer”?
- Identifying the Touch Points - seeing our Service through the eyes of our Customer”
- Overview of the tools for determining who our primary customers are and how to identify what they want with discussion around techniques such as Kano, Cycle of service, Structured Interviews, Surveys and Focus Groups.

Experiential Activity: “Seeing our Organisation through the eyes of a Customer”

Delegates will list the Touch Points a Customer has with our Authority and will assess the Quality of our Service from the Customers’ perspective.

- How to identify Customer Value Streams – Value Stream Mapping: Value Add, Value Enabling, Non Value Add

The 7 Deadly Wastes

Experiential Activity: "Slide Over" – This activity requires 2 Teams to work on a process to transfer materials from one end of a 7ft beam to the other end in competition with each other. The delegates will discover:

- Managing for Performance – Key Performance Indicators
- Process Improvement Concepts
- Learn how to Process Map the Activity and how to re-engineer and improve the Process
- Plan- Do – Check – Act
- Identify Causes and Effects of inefficient processes
- Explore the measurements of efficiency
- Establish Benchmarking Techniques
- Identifying the 7 Areas of Waste
- How to introduce Waste Saving concepts through Mapping
- Root Cause Analysis
- Solutions Focussed Thinking – De Bono's 6 Thinking Hats



The 8 Ps (used in service industry)



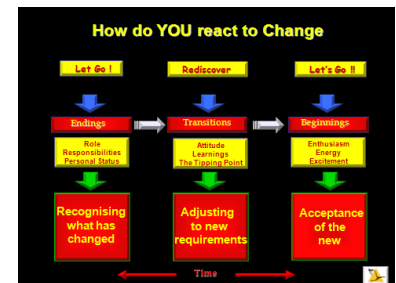
The 5 Principles of Lean

- Applying the 5 Key Lean Tools to the "Slide Over" Activity Above
- Tracking the Continuous Improvement Impact - Metrics

Experiential Activity: "Slide Over" – Revisited – this time applying Lean Continuous Improvement Process and Measuring the Improvements compared to the benchmarks set during the first attempt.

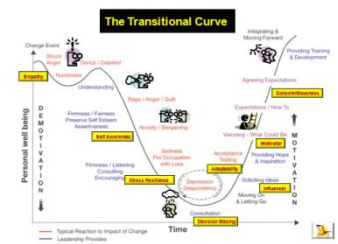
People and Processes – "Winning Behaviours and Attitudes"

- How do we react to Change? – Victims, Cynics, Possums or Team Players



Experiential Activity: Experiencing Change

- Adopting Winning Behaviours and Attitudes through Change
- Are you a Thriver – Survivor - or Nose Diver?
- Choosing your Attitude for Change
- Understanding the Impact of Change – The Change Curve



Experiential Activity: Teeter Totter Bridge – This activity requires 2 teams to navigate across 2 x 7ft bridges to a safety island between the 2 bridges without the bridges teetering or tottering (hitting the floor). At the half way stage both teams will meet in the central island where they will: Share Best Practice with the other Team, Seek Benchmarking measurements, identify theirs and each other's reaction to change, consider continuous improvement options, apply the 5 Lean principles and will explore their own "winning behaviour and attitude". Then the teams will continue their journey across the 2nd bridge until both teams have changed sides over the imaginary ravine.



People and Processes – “Everyone Gets to Play”

- Creating High Performance Lean Teams
- Avoiding the 5 Dys-Functions of a Team
- The 10 Team Working Lessons we can learn from the Geese
- Including the Customer in your Lean Improvement Teams – “The Voice of the Customer”
- How to create a Shared Team Vision – A One Vision Strategy” - applying the Disney Creative Strategy to Lean Team Thinking



Experiential Activity: Levitation Challenge – this activity requires the Team to apply ALL of the previously learned principles to the task to work together and to lower the pole to the ground. The task draws upon their newly acquired: problem solving skills, process improvement concepts, team building and communication skills, working a One Vision Strategy and applying the Team Working principles of the Geese.



Support Staff Lean Awareness: Learning Outcomes:

Attendees to this workshop will have:

- A heightened awareness of the 5 Lean principles and how to apply them
- A deeper understanding of Continuous Improvement Concepts – KaiZen etc
- Discovered and agreed who their Customer and Stakeholders are
- Learned how to Map their Customer Value Stream
- Learned to distinguish Value Add and Non Value Add processes
- Considered how their Customers perceive their Service
- Learned how to obtain “The Voice of the Customer”
- A greater understanding on the impacts of Change on People and Processes
- A working knowledge of and appreciation for Performance Management
- Learned how to identify the 7 Areas of Waste and how to maximise efficiency by eliminating waste.
- Discovered how to apply Solutions Focussed Thinking, De Bono’s Thinking Hats and Root Cause analyses using Ishakawa templates.
- Learned how to create benchmarks, improvement targets and how to integrate measurements.
- Learned how individuals react to Change and how to Choose their Winning Behaviours and Attitudes equipping them for Change
- Developed a greater awareness as to the importance of creating a High Performance Lean Project Team – which is Functional
- Learned how to Visualise a “Future State” by applying Appreciative Inquiry and Disney Creative Strategies to process map their journey from Current State to Future State.
- Created a greater team working awareness and benefit through the participation on the Experiential Activities throughout the Workshop

Support Staff

Workshop 2: Process Mapping – How to... 1 Day

From experience we have found that Process Mapping is best learned by the Group working on actual, real life, processes. In many of our Groups we ask the delegates to arrive in work groups of 4 or 5 and to come to the workshop with a process requiring Lean Thinking – having been scoped and signed off by their Line Manager. Each Group will Process Map an actual supply chain or process and the 3 or 4 groups will participate in a working session under the guidance of our Facilitator who will supervise and advise during their mapping activity in a plenary session. At the end of this session, 4 Groups will have completed a “real life” process map – so the training workshop has also become an actual working session which they can present back to their Line Manager the following day.

The first hour would be a quick re-cap of their Lean Awareness Workshop – particularly with reference to the Process Mapping learning.

Experiential Activity: Big Foot and Matrix Walk – this activity requires 2 teams to traverse a short distance across the floor using 2 skis per team. The teams will complete one, competitive, run and then analyse their process, performance and apply improvement measures and targets. The 2nd run will be more efficient and the teams will be asked to measure and prove their increased performance in agreed metrics.



Usually, the communication during the task would be “left” “right” or “one” “two” and they move left and right legs. We will then add a 3rd beam. Teams will usually then modify their commands to “left”, “middle”, “right” or “one”, “two”, “three”. So the process has gone from a 2 stage process to a 3 stage process by adding the 3rd beam, Both teams will then be challenged to apply the 5 Lean principles, Solutions focussed Thinking techniques to maximise efficiency by reducing the 3 stage process back to 2 stages – but still using 3 skis.

This activity requires the team to apply all of the principles learned on their Awareness Day.

The remainder of the day the group will be split into 4 – each working on their Process Mapping and our Facilitator will oversee each of the 4 groups applying the 5 Lean Principles to their real life process. Each stage will be discussed in plenary before the groups move onto the next stage.

At the end of the session all 4 groups will have a Lean project which will have been scoped, analysed, had Lean principles applied to them ready to present to their Line Managers the following day.

This also requires the Line Manager to have had their training in how to scope a Lean project which would be included on their Awareness Day.

Support Staff Process Mapping- How to...: Learning Outcomes:

Attendees to this workshop will have:

- An increased heightened awareness of the 5 Lean principles and how to apply them
- A reminder of Continuous Improvement Concepts – KaiZen etc
- Learned how to Map their Customer Value Stream
- Learned to distinguish Value Add and Non Value Add processes
- Had further exposure to Lean Principles during the Experiential Task
- Produced an real life Process Map of an actual Lean Project
- Methodically been taken through the 5 Stages of Lean for their personal project
- Fast Tracked their first Lean Project ready for approval or further investigation.

Middle Managers and Team Leaders

Workshop 3: Lean Awareness – 1 Day

As detailed in the Section Above for the Support Staff

Middle Managers and Team Leaders -Lean Awareness: Learning Outcomes:

Attendees to this workshop will have:

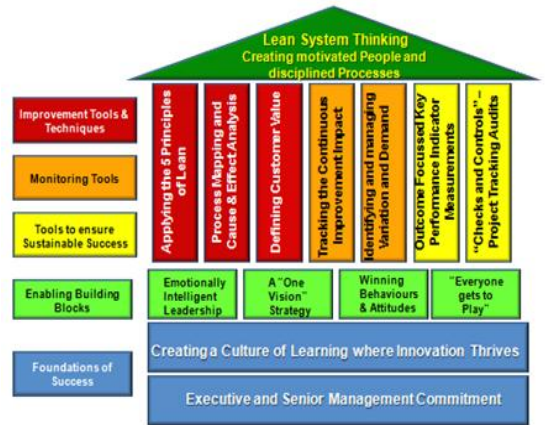
- A heightened awareness of the 5 Lean principles and how to apply them
- A deeper understanding of Continuous Improvement Concepts – KaiZen etc
- Discovered and agreed who their Customer and Stakeholders are
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- Learned how to identify the 7 Areas of Waste and how to maximise efficiency by eliminating waste.
- Discovered how to apply Solutions Focussed Thinking, De Bono’s Thinking Hats and Root Cause analyses using Ishakawa templates.
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- Learned how individuals react to Change and how to Choose their Winning Behaviours and Attitudes equipping them for Change
- Developed a greater awareness as to the importance of creating a High Performance Lean Project Team – which is Functional
- Learned how to Visualise a “Future State” by applying Appreciative Inquiry and Disney Creative Strategies to process map their journey from Current State to Future State.
- Created a greater team working awareness and benefit through the participation on the Experiential Activities throughout the Workshop
- Created a Common Language with their Support Staff when discussing Lean Projects

Middle Managers and Team Leaders

Workshop 4: Applying Lean Management within Your Team / Service – 2 Days

As previously covered – ALL of the areas on this graphic will be covered in detail on this Workshop – with particular emphasis on the Leadership distinctives required to drive a Lean Cultural Change Programme.

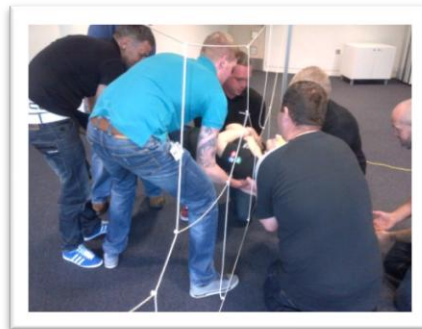
This workshop will utilise Stephen Covey's "The 7 Habits of Highly Effective People" and apply them ALL to Leaders of Lean Teams



Introduction

"Leading for Lean Success": – 2 Days

- **Leadership or Management?** – Peter Drucker – "the man who invented Management"
- Develop an understanding of **Personal Leadership Styles - Profiling**
- Awareness of application of **different "styles" required for successful leadership during a Lean Change Project**
- Understanding different **Personality Types - Managing People**
- How to achieve **"Buy-In"** in your Team
- Understanding; **"Leadership, Followership and Conflictor!"**
- **How to 'choose and use' from the 4 different Leadership styles** to "get the job done" and to encourage a culture of innovation, learning and "no blame".
- **Action Centred Leadership: The 6 Core Principles of Leadership** – John Adair
- *The winning behaviours and attitudes for **Highly Effective Leaders***
- How to create **highly effective and functional teams**
- Understanding the **roles people play in teams**
- The 4 progressive stages of **Team dynamics** and development
- **The 7 Habits of Highly Effective Leaders** – Stephen Covey
- **Building High Performance Teams**
- **The 5 Dys-Functions of a Team** – Patrick Lencioni
- **The 4 theories of Motivation** – how to choose the correct one to motivate your team?
- Creating **SMART goals** and **objectives**



Workshop Agenda

"The 7 Habits of Highly Effective Lean Leaders"



Habit One – "Be Proactive!"

- Building the Lean Team
- The 5 Dysfunctions of a Team – How to create High Performance Lean Teams
- Understanding Team Dynamics
- There's Leadership, Followership and there's...**CONFLICT!**
- Assessing the functionality of our Team
- **Experiential Activity: Trust Me / Spiders Web**



Habit Two – "Begin with the end in mind"

- How to Create "buy-in" so that our teams all pull together
- Getting from Current State to Future State – The Lean Journey
- Increasing the level of Accountability in our Team
- Choosing our Lean Champions and Specialists
- Creating a Culture of Innovation – the 3 Ingredients for Innovation
- Collaborative Working across Teams and Organisations
- **Experiential Activity: Shared Visions and Buy-In**

Habit Three – "Put First things First"

- Creating optimised efficiency through prioritisation
- Integrating Lean into our DNA – not a one-off initiative
- The "important and urgent" analysis of what we do with our Time
- How can we do MORE in the same amount of time?
- Where do most successful leaders spend their time?



Habit Four – "Think Win-Win"

- Overcoming the Fear of Conflict on our Team
- The ABC of Managing Behaviours
- Embracing Conflict in the Team
- Anticipating the impact of Change on our Teams and Organisations
- Conflict Resolution and Management within Teams
- **Experiential Activity: Levitation Challenge**



Habit Five – "Seek First to Understand – then be Understood"

- Identifying your dominant Leadership Style
- Recognising different Personality Styles
- Leadership Models: Action Centred Leadership
- The Emotionally Intelligent Leader – developing our E.I. Behaviours and equipping ourselves to Lead, through and beyond, Change.
- Emotional Intelligence Personal Profile
- **Experiential Activity: Teeter Totter Bridge**



Habit Six – "Synergise"

- Increasing our awareness of Personality Types: Myers Briggs
- Motivating and Energising Techniques
- Keeping the Lean Teams Motivated
- **Experiential Activity: Big Foot and Matrix Walk**

Habit Seven – "Sharpen the Saw"

- Maintaining Peak Personal Performance
- Recognising and applying the "Stress Busters"
- Overcoming Frustration and Conflict emotionally

🍊 Learning Outcomes: Delegates will:-

- Consider the impact of **Managing** and / or **Leading Teams through and beyond Change through Lean Projects**
- Complete a **Personal Leadership Style Profiling** in order to identify their “natural” style and to identify how to apply the correct style of leadership to any given situation.
- Increase their **Self Awareness** and **Confidence** in their **Leadership Style during Cultural Change**
- Develop their personal Emotional Intelligence on their journey towards **Emotionally Intelligent Leaders.**
- Complete a **Personal Emotional Intelligence Leadership Profile**
- Gain a deep insight into **personality types** and the dynamic impact that diverse personalities have within a Team.
- Consider **the 3 roles of an Inspirational Leader**: Assessing the achievement against KPI’s, Coaching the under performers AND the high performers to maximise their contributions and becoming the Conscience of the Team so that Team develops total commitment to the key Tasks.
- Learn how to identify (potential) leaders, Lean Champions, Followers and potential or existing Conflictors and **how to motivate the Team** to buy-in to the vision.
- Learn the importance of developing a **flexible leadership style** and know when to use each style.
- Discover the 3 ingredients required to create a **Culture of Innovation**
- Learn and apply **Adair’s 6 Core principles of leadership** into their daily tasks
- Learn how to create **highly effective and functional teams**
- Discover how to achieve **“Buy-In”** – Creating **Shared Visions** in Teams – Creating the One Vision Lean Strategy
- Learn the 4 progressive stages of **Team dynamics** and development
- Discover **how to Build High Performance Lean Teams**
- Explore how to turn Conflict into Collaboration – **Managing Conflict in Teams**
- Explore “The 5 Dys-Functions of a Team” – **Creating a Functional Lean Team**
- **Consider the 4 theories of Motivation** – ...and ... **how to choose the correct one!**
- Learn how to **create buy-in of shared visions** thus creating a motivated Team.
- **Learn how to assess their own teams for functionality** (Lencioni’s 5 Dysfunctions of a Team) – and will practice 5 skills to develop functional and high performance teams.
- Learn to use the same **Leadership and Team Working Principles** which we have previously delivered to the **Red Arrows**
- Learn the necessary skills to **create a high performance team**
- Participate in **Experiential Activities** in **Team Building**



Middle Managers and Team Leaders

Workshop 5: Process Mapping – How to... 1 Day

As detailed in the Section Above for the Support Staff but with a specific emphasis on:

- Scoping a Lean Project – Managers to bring a real life Lean Project for Scoping at the Workshop
- Choosing the Improvement Metrics for each Lean Project
- Distinguishing a Lean Project from a “Just Do It” Project
- Setting realistic and achievable lean Improvement Targets
- Identifying entitlement in a Lean Project
- How to select your Lean Champions
- How to motivate your Lean Champions
- How to conduct project reviews with your Lean Champions and Teams

Middle Managers and Team Leaders - Process Mapping- How to...:

Learning Outcomes:

Attendees to this workshop will have:

- An increased heightened awareness of the 5 Lean principles and how to apply them
- A reminder of Continuous Improvement Concepts – KaiZen etc
- Learned how to Map their Customer Value Stream
- Learned to distinguish Value Add and Non Value Add processes
- Had further exposure to Lean Principles during the Experiential Task
- Learned how to Scope a Lean Project
- Learned all of the improvement metrics to measure
- Discovered how to set realistic and achievable Lean Improvement Targets utilising Entitlement techniques
- Learned how to select and motivate the Lean Champions
- Produced an real life Process Map of an actual Lean Project
- Methodically been taken through the 5 Stages of Lean for their personal project
- Fast Tracked and Scoped their first Lean Project ready for approval or further investigation.
- Learned how to conduct project reviews with your Lean Champions and Teams.

Leaders and Senior Management

Workshop 6: Leading through and beyond Change – 2 Days

In order to ensure consistency of language and vocabulary, our proposal would be to include a simple overview of Workshops as delivered to Support Staff and Middle Managers and Team Leaders – i.e. **Lean Awareness, Process Mapping** and the concepts delivered in the “Applying Lean Management within your Team / Service – including a brief overview of **“The 7 Habits of Highly Effective Lean Leaders”** as delivered to the Middle Managers.

There would be specific focus on the additional following areas:

- **Leadership** and how to deploy Lean in an organisation
- **Consulting and Coaching in Lean**
- **Mentoring and the GROW Coaching Model**
- Advanced **Statistics** and **Entitlement Measurements**
- **Measuring** and **monitoring** the **financial success** of projects and programs
- **Sustaining the Change**
- **Influencing and Emotional Intelligence** – with particular emphasis on the 8 Emotional Intelligence Behaviours and their application to ensure highly successful **Lean Leadership**
- Advanced Visualisation and Creative Techniques to fast **track the Lean Journey from Current State to Future State**
- To avoid the 10 Reasons why **Lean Change Programmes** can fail
- To be aware of, and prepare for, **the shift in Culture that a Lean Programme initiative** can have on an Organisation
- How to create a culture of **Continuous Learning, Innovation** and **Creativity**
- Outlining the Concepts of Peter Senge’s **“The Fifth Discipline – Lean System Thinking”**
- In-depth knowledge of how to implement both **DMAIC** and **Design for Six Sigma (DFSS)** successfully into any sector.
- In-depth knowledge of how to hear **“The Voice of the Customer”**
- Creating an **energetic and positive communication flow across ALL Lean Project Teams**
- Playing the **Role of the Master Black Belt / Champion in Lean Teams**

🟡 **Learning Outcomes: Delegates will have:-**

- A **Master Practitioner** knowledge of the **5 Lean principles** and how to apply them
- A complete understanding of **Continuous Improvement Concepts** – KaiZen, Deming etc
- Discovered and agreed who their **Customer and Stakeholders** are
- Learned how to **Map their Customer Value Stream**
- Learned to distinguish **Value Add and Non Value Add processes**
- Considered how their **Customers perceive their Service**
- Learned how to obtain and engage **“The Voice of the Customer”** at an Executive Level
- A total understanding on the impacts of **Change on People and Processes and the Authority**
- **A deep working knowledge** of and appreciation for **Performance Management**
- **Learned how to identify the 7 Areas of Waste** and how to maximise efficiency by eliminating waste.
- **Discovered how to apply Solutions Focused Thinking, De Bono’s Thinking Hats and Root Cause analyses using Ishakawa templates.**
- Learned how to create **benchmarks, improvement targets** and how to **integrate measurements.**
- Learned how individuals **react to Change and how to Choose their Winning Behaviours and Attitudes equipping them for Change**
- Developed a greater awareness as to the importance of creating a **High Performance Lean Project Team** – which is Functional
- Learned how to **Visualise a “Future State” by applying Appreciative Inquiry and Disney Creative Strategies** to process map their journey from Current State to Future State.
- Created a **greater team working awareness** and benefit through the participation on the Experiential Activities throughout the Workshop
- Created a **Common Language with their Support Staff and Middle Managers when discussing Lean Projects**
- Consider the impact of **Mentoring, Coaching, Managing** and / or **Leading Teams through and beyond Change through Lean Projects**
- Complete a **Personal Leadership Style Profiling** in order to identify their “natural” style and to identify how to apply the correct style of leadership to any given situation.
- Increase their **Self Awareness** and **Confidence** in their **Leadership Style during Cultural Change**
- Develop their personal Emotional Intelligence on their journey towards **Emotionally Intelligent Leaders.**
- Complete a **Personal Emotional Intelligence Leadership Profile**
- Gain a deep insight into **personality types** and the dynamic impact that diverse personalities have within a Team.
- Consider **the 3 roles of an Inspirational Leader:** Assessing the achievement against KPI’s, Coaching the under performers AND the high performers to maximise their contributions and becoming the Conscience of the Team so that Team develops total commitment to the key Tasks.
- Learn how to identify (potential) leaders, Lean Champions, Followers and potential or existing Conflictors and **how to motivate the Team** to buy-in to the vision.
- Learn the importance of developing a **flexible leadership style** and know when to use each style.
- Discover the 3 ingredients required to create a **Culture of Innovation**

- Learned how to apply **Adair's 6 Core principles of leadership** into their daily tasks
- Learned how to create **highly effective and functional teams**
- Discovered how to achieve **"Buy-In"** – Creating **Shared Visions** in Teams – **Creating the One Vision Lean Strategy**
- Learned the 4 progressive stages of **Team dynamics** and development
- Discovered **how to Build High Performance Lean Teams**
- Identified how to turn Conflict into Collaboration – **Managing Conflict in Teams**
- Explored "The 5 Dys-Functions of a Team" – **Creating a Functional Lean Team**
- **Considered the 4 theories of Motivation** – ...and ... **how to choose the correct one!**
- Learned how to **create buy-in of shared visions** thus creating a motivated Team.
- **Learned how to assess their own teams for** functionality (Lencioni's 5 Dysfunctions of a Team) – and will practice 5 skills to develop functional and high performance teams.
- Learned to use the same **Leadership and Team Working Principles** which we have previously delivered to the **Red Arrows**
- Learned the necessary skills to **create a high performance Lean team**
- Participated in **Experiential Activities in Team Building**
- **Learned Lean Leadership** and how to deploy Lean in an organisation
- **Developed skills to Consult and Coach in Lean**
- Become a **Competent to Mentor and use the GROW Coaching Model**
- Learned to use **Advanced Statistics** and **Entitlement Measurements**
- **Considered all ways of Measuring and monitoring the financial success** of projects and programs
- Discovered **how to Sustain the Change**
- **Developed Influencing and Emotional Intelligence** – with particular emphasis on the **8 Emotional Intelligence Behaviours** and their application to ensure highly successful **Lean Leadership**
- Learned **Advanced Visualisation and Creative Techniques** to fast **track the Lean Journey from Current State to Future State**
- Avoided the 10 Reasons why **Lean Change Programmes** can fail
- Increased their awareness of, and prepare for, **the shift in Culture that a Lean Programme initiative** can have on an Organisation
- Learned how to create a culture of **Continuous Learning, Innovation and Creativity**
- Become familiar with the Concepts of Peter Senge's **"The Fifth Discipline – Lean System Thinking"**
- An In-depth knowledge of how to implement both **DMAIC** and **Design for Six Sigma (DFSS)** successfully into any sector.
- In-depth knowledge of how to hear **"The Voice of the Customer"**
- The techniques required to Create an **energetic and positive communication flow across ALL Lean Project Teams**
- Become qualified to Play the **Role of the Master Black Belt / Champion in Lean Teams**



Barry Bailey FInstILM, FInstISMM

Barry Bailey is a well qualified and significantly experienced Senior Manager with 25 years of service at Executive level within 3M, a \$35Bn global Corporation.

He won Business Diplomas from Ashridge and the London Business School, an MBA with the Open University, a Fellowship with the Fellowship with the Institute of Leadership and Management (FInstILM) and a Fellowship with the Institute of Sales and Marketing Management

(FInst SMM). Achieving the position of European Divisional Vice President Position where he was wholly responsible for a \$475M business within the Electronics and Telecom Sector.

Barry spearheaded 3M's European roll out of Lean / Six Sigma across 15 European Countries and is a Master Practitioner in all levels: Green Belt, Black Belt, Master Black Belt and Champion. His Lean / Six Sigma projects realised savings of £75M over a 3 year period.

Barry is an active member of The British Institute of Learning and Development (MBILD), the British Psychological Society where he is a Master Practitioner in Emotional Intelligence, a fully accredited NLP Master Practitioner (trained under Richard Bandler – the founder of NLP), PTTLS qualified, Myers Briggs Practitioner (Step 1, 2 and Team Building), Life and Business Coach and Mentor, Belbin Practitioner, Appreciative Inquiry Master Practitioner and a Master Black Belt Champion in Lean / Six Sigma.

A strong strategic thinker and a Global Marketing Award Winner on 2 separate occasions, Barry has worked extensively in Business Change Management and Strategic Planning across Central and Local Government, in excess of 20 NHS Foundation Trusts, and he is currently engaged with the RAF Leadership College at Cranwell where he is writing and delivering Leadership (ILM Level 3 & 5 and CPD Accredited), People development, Coaching, Mentoring and high performance team building workshops (including the Red Arrows) across 52 RAF bases in the UK as well as in Afghanistan, Basra and Cyprus. He is also currently delivering Leadership theory models to all levels of command within the Navy, Army and Tri-Services Armed Forces.

Private sector and retail organisations have also contracted Barry to deliver Customer Service Excellence - including Jaguar, Land Rover, ITV, Warner Brothers, Honda, John Lewis, B&Q, Ordnance Survey, McAfee, Masterfoods (Mars), Durham University, University of Worcester, University of Derby, Birmingham, City University, Kingston University, Siemens Vodafone Retail, DVLA, AoN, etc

Barry has created and authored many courses and has worked with over 100 local authorities covering; Change Management, Performance Management, Coaching and Mentoring, Customer Service Excellence, Organisational Development, Emotional Intelligence, Team Building, Strategic Planning using Appreciative Inquiry, Stress and Resilience Management and Continuous Improvement Lean/Six Sigma

Delivery style

Barry demonstrates excellent facilitation skills which create energised and active learning environments. Frequently described as "inspirational", "motivational" and "energising" his style involves using a mixture of presentations, experiential learning activities, discussion, case study, syndicate work, role-play and self-assessment to encourage participation and to promote learning.

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