2003 Private Sector partnership
2003 Private Sector partnership

2004-2009 Lean across Executive Branch
2003 Private Sector partnership

2004-2009 Lean across Executive Branch

2010 Iowa Lean Consortium

2010 Iowa Partners in Efficiency Award
2010 – 2012

2010
Iowa Lean Consortium

2010-2012
Internal capacity

2004-2009
Lean across Executive Branch

2003
Private Sector partnership

Iowa Partners in Efficiency Award
2003 Private Sector partnership

2004-2009 Lean across Executive Branch

2010 Iowa Lean Consortium

2010-2012 Internal capacity

2014-2016 Continued Capacity Building

Going Forward

<table>
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<tr>
<th>Agencies with Facilitators</th>
<th>Facilitators</th>
<th>Events 2003 - 2016</th>
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Our Challenge

- Lean is a proven, successful model.
- Many have tried to adopt and adapt it, some successfully, MOST not.
- Why?

John Shook, LEI
Plan vs. Reality

Your plan

Reality
"Mind you, I’m not responsible for the entire pipeline – just the section that flows through my office."
Levels of Process Understanding

What you THINK it is:

What it ACTUALLY is:

What it SHOULD be:

What we strive for…
A Key Lean Problem
Leadership

The final frontier

Or at least our biggest challenge.
Leadership Models
Role and Impact of Lean on Leadership Levels – John Shook

A Difficult Struggle at the Mid-management And First Line Supervisory Level

Role

Must Provide Vision And Incentive

Senior Management

Must Lead Actual Operational Change

Middle Management

Must “Do”

FRONT LINES

Impact

Likes the results

Left with changed, uncertain role

Likes the involvement
Practice of Leadership vs Exercise of Power

“Lead the organization as if you have no power.”

Kan Higashi to Gary Convis
(NUMMI’s senior Japanese and American Leaders)
Leaders on Board?

How do you know?

Observe the degree of:

- Openness to advancing change
- “Walking the talk”
- Integration into communications
- Intellectual curiosity
What does that look like?

- **Resistance**
  - Active
  - Passive
- **Neutral** – “lame duck”
- **Commitment**
  - Intellectual
    - Understand & conversant about Lean
    - Believes the organization needs it
  - Emotional
    - Will expend “discretionary effort”
Coaching

Up, down and cross-wise…

You have to **educate** and **coach** leadership

Help them develop into the improvement-minded leaders you need them to be.
Leaders Need to Learn

What is Lean?
Why would we do it?
What would we expect?
What is my role?
Leaders Must Understand

Lean is…

- A management philosophy
- 90% people-based, 10% tool-based
- A long-term journey
- About process, not policy
- Disruptive
- Not about FTE reductions
- Not a silver bullet
Leverage

Small Force → Big Impact

Small Force → Big Impact
Focus

You can’t change government from 30,000 feet

What are the key things that could “break” the status quo in your office?

Once you have your priorities, ensure they are successful

Celebrate!

Do it again and again and again.
Encourage leaders

- Go to the Gemba
- Allow time for improvement
- Focus and stick to the strategy

Take the lead

- Share observations
- Explore how far they are willing to go
- Share your Lean reading
Grow Yourself: Leader as learner
- Set your intention and practice
- Take action
- Reflect

Say – Do ratio

Tell me one thing I don’t want to hear
Leadership Legacy

What would you love people to say about you when you leave your next meeting?

How would you like someone to describe you to a stranger?

When people think of you, what word do you want to come to mind for them? How will you live out that word today?
“You can accomplish anything in life, provided that you do not mind who gets the credit.”

Harry S. Truman
A Lean Community
Thank You

Teresa Hay McMahon

Iowa Lean Consortium

www.iowalean.org