

# Simple Lean for the Whole Team

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Tony Heath, PhD

[tony.heath@optum.com](mailto:tony.heath@optum.com)

Lisle, IL



# The Description

1. I want people to  their work
2. Most people like to make the  better
3. I'll tell you about 2 models for  

# In an hour you'll be able to...

1

Describe the concept of small daily changes and relate it to employee engagement

2

Tell colleagues some new ideas about continuous improvement

3

Understand 2 team models of improvement and a set of techniques including the morning meeting and success boards

4

Get a few stories to tell your teams

# Simple Lean is...

... a proven path of learning to work together more effectively.

Dan Jones



# Engagement is...

A shared passion for helping others while improving the services we provide



# An Engagement Tip

You can't get people to care about their work until you first show that you care about them.

Bad lighting, bad seating and bad drinking doesn't exactly scream care and concern.

Dan Markovitz

Retrieved from: <https://www.industryweek.com/continuous-improvement/first-youve-got-show-you-care>, 11-20-18

# Continuous improvement...

- Builds employee engagement
- Creates a model of collaboration
- Gives everyone hope
- Promotes scientific process







# When Your Boss Doesn't get Lean

1. **Focus on Yourself:** You and I have enough waste for 10 lifetimes. Lean yourself.
2. **Focus on your Sphere of Influence:** Start building a lean culture within your authority.
3. **Leave:** Go find an organization that will support your Lean passion. Thousands of companies want people who get lean.

Retrieved from <https://bit.ly/2PVdc8a>, 11/30/18

# Two models for team engagement in improvements

# Model 1: Simple Lean

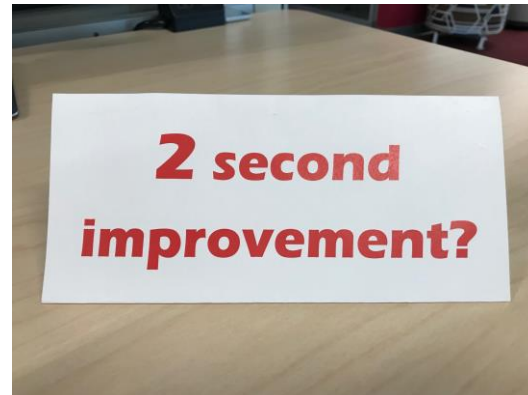
# Simple Lean in Steps

1. Enlist everyone in 2 second improvements
2. Practice what you preach
3. Lead daily team meetings
4. Video/photo record everything



# 1. Enlist everyone in 2 second improvements

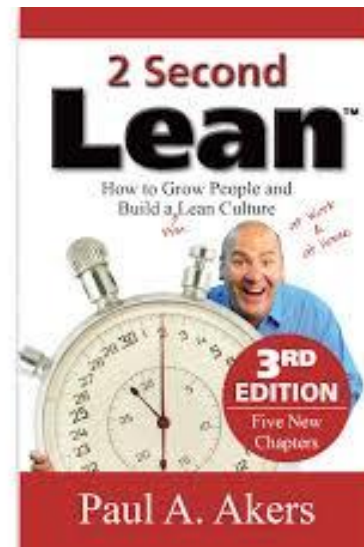
- Suggest a “2 second” improvement project as a month long experiment or pilot
- Print and distribute desktop trifolds
- Discuss the improvements in staff meetings and celebrate the changes!



# What is a 2 second improvement?

- The name of Paul Akers' book on Lean
- Based on the idea that the best changes are small ones created by employees
- Includes any improvement that takes  $\leq$  15 minutes

<https://paulakers.net/books/2-second-lean>



## 2. Practice what you preach

- If you don't walk the process, no one will follow
- Demonstrate that you are committed to improvements by doing 2 second improvements yourself
- Learn as you do

# Example 1

10 pieces of trash a day

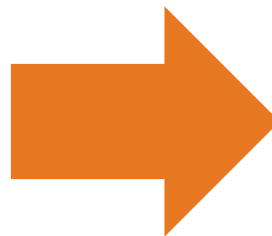




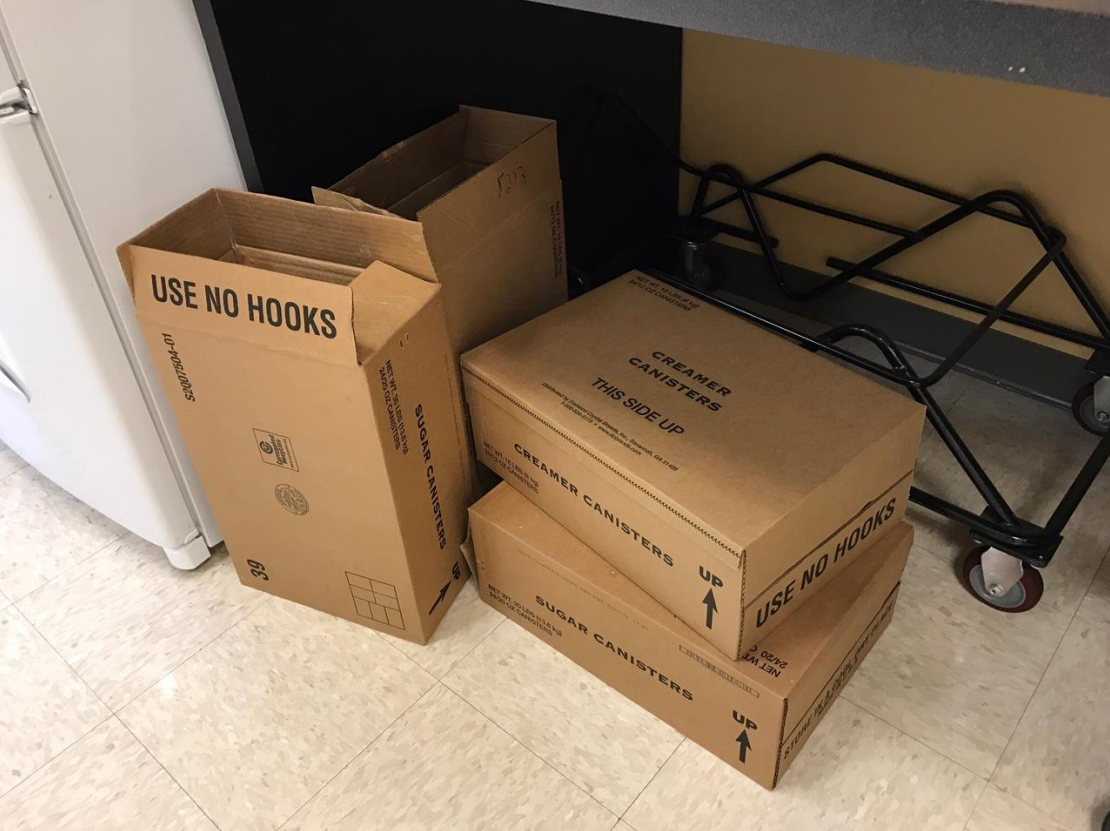
# Example 2



# Example 2



# Example 3



# Example 3



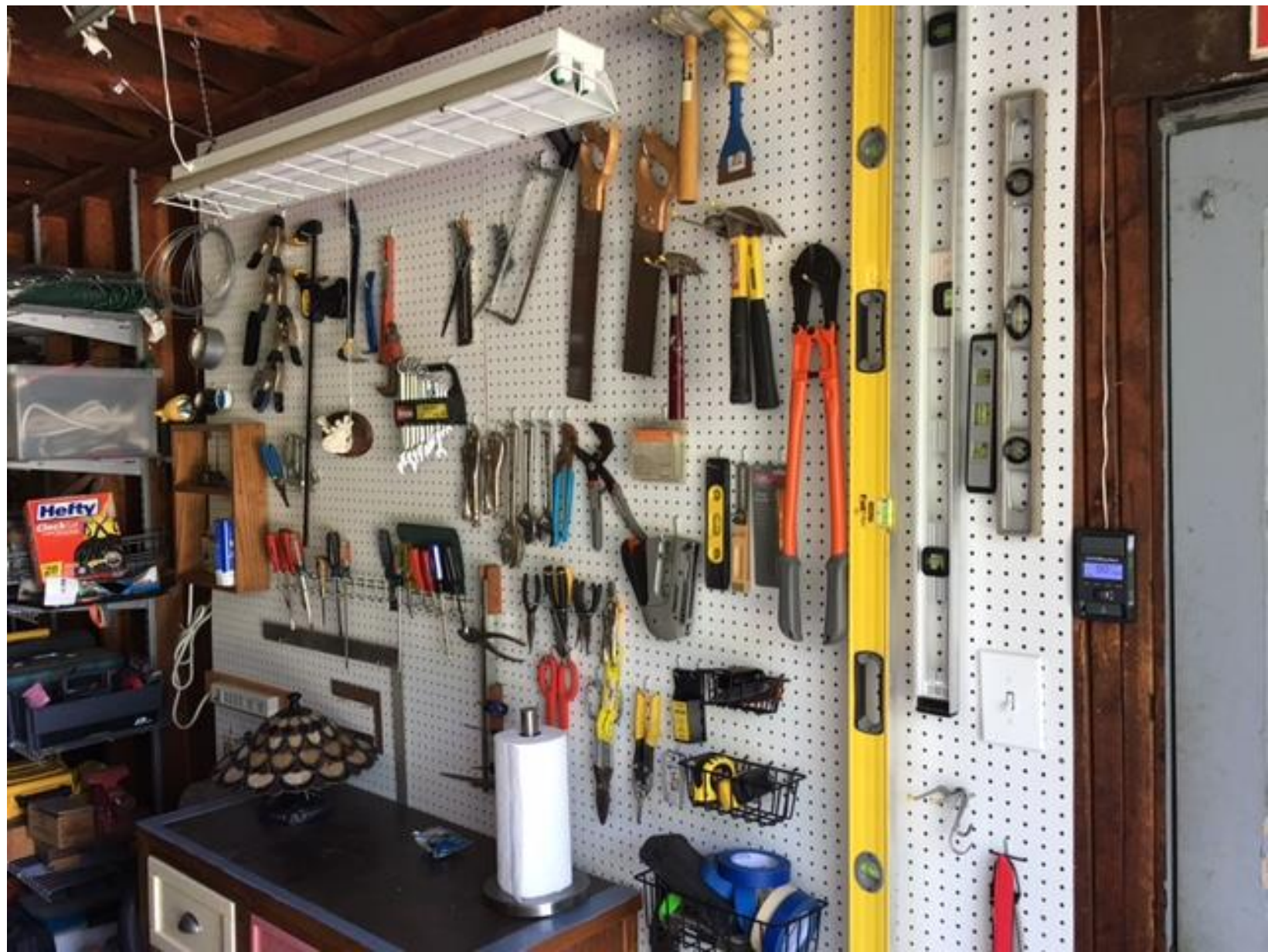
# Example 4



I can never  
find  
anything!

# Example 4

Now I can!



# 3. Lead daily team meetings

- It's actually useful and can be fun
- They help anchor in continuous improvement thinking
- They promote:
  - Communication
  - Engagement
  - Collaboration
  - Teamwork

# Daily team meetings 2

- 10-15 minutes max
- Not everyone loves them at first
- Share something such as a reading
- Review performance metrics
- Solve problems
- Start and end on time





## 4. Video/photo record everything

- Mobile devices make record keeping easy
- Sharing video records promotes pride and healthy competition
- Watch Paul Akers' YouTube channel for examples



# Build a “Fix What Bugs Me” Board

- List problems in the To-Do area.  
Discuss at daily meeting. Fix things  
in a couple days.

<https://www.youtube.com/watch?v=O6R2CmyaMIY>



# Build a Success Board

- A blank whiteboard, chalk board, cork board, or even a piece of paper somewhere visible in your office
- Enter your successes for the year in list form
- Acknowledging and celebrating your victories plays an important part in keeping yourself and your team motivated.

From [Lifehacker.com](http://Lifehacker.com)

# Model 2: Katas of Improvement & Coaching



Association for  
Manufacturing  
Excellence,  
2018

# The Kata of Improvement

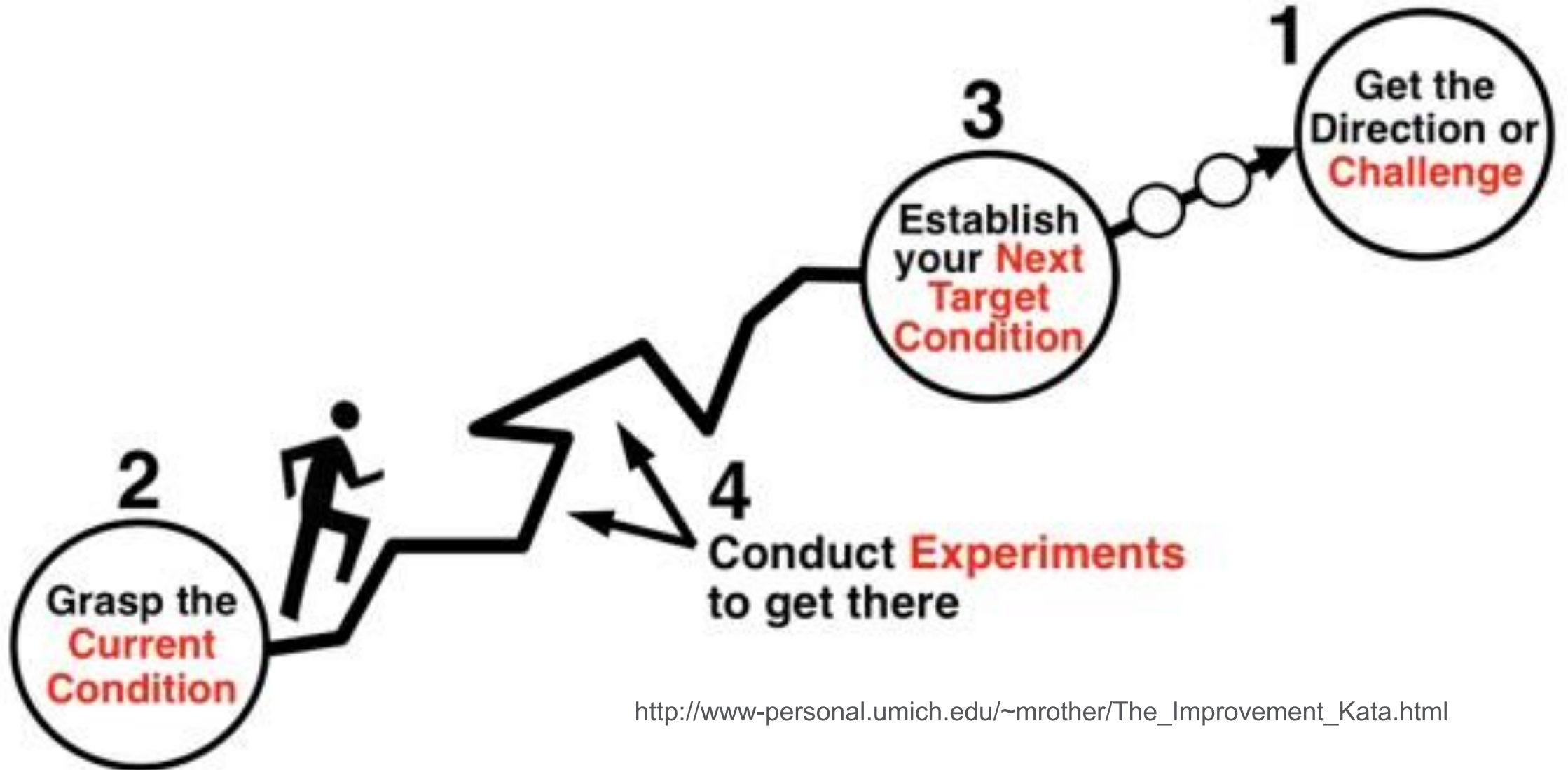
Kata is a routine of behaviors and thoughts

The steps of an improvement kata include:

1. Understand the target direction of the organization
2. Grasp the current condition
3. Define the next target condition
4. Conduct experiments (PDSA) to reach target condition

Source: Mike Rother: Toyota Kata (2010)

# The process



[http://www-personal.umich.edu/~mrother/The\\_Improvement\\_Kata.html](http://www-personal.umich.edu/~mrother/The_Improvement_Kata.html)





# The Coaching Kata

- Coaching promotes learning
- Without coaching we may not practice the right pattern or practice ineffectively.
- Coaching is kind, curious, and supportive
- Watch Mike Rother's YouTubes

Source: Mike Rother: [Toyota Kata](#) (2010)



# Wrap up

# Helping others on their Lean journeys





1. Share your passion for improvement
2. Teach everyone to see wastes
3. Challenge your teams to make 2 second improvements everyday
4. Make before and after videos of all improvement
5. Coach others and get coaching for yourself

*My Goal: Be 1% better everyday*

Contact me for slides about the 8 Wastes

# Lean content emails

- 37 emails on Lean topics
- 300 readers so far
- The majority have read all
- 72% have taken action
- I'd be happy to share these with you, free

 **OPTUM** | Operational Excellence  **Lean Daily Dose**  
Email Series

**Waste #8: Underused Employee Genius** T14.3

**Underused Employee Genius** is failure to use employees' unique mental, creative, and physical skills, talents, preferences, and abilities.

**Examples:** The right person has the wrong job, narrow job descriptions, lack of the right tools for the work, time lost to business travel.

**Causes**

- Competitive not cooperative culture
- Failure to re-evaluate employee skills
- Lack of trust for employees or the team
- Inattentive or distracted managers

**Call to action:** The next time you see evidence of lack of attention to employee skills or talents, share your solution ideas with your supervisor.

**Questions or Comments?** Contact [simplify@optum.com](mailto:simplify@optum.com)

What examples have you seen of the waste of underused employee genius?

**Why am I getting this email?** **Share with a friend**

**Lean Daily Dose** encourages Lean thinking across UHG. You receive them in response to a request or as a follow-up after a Lean event. **Lean Daily Dose** loves new readers! Please have your friends email [Simplify@optum.com](mailto:Simplify@optum.com) to sign up.

To unsubscribe, reply with "unsubscribe" in the subject.

Note: This waste has lots of names in the literature and the training. I chose this one very intentionally.

**Engage with UHG's [Lean Continuous Improvement Community](#)**  
**Learn [Lean Problem Solving](#)**

# Are you able to...

- ✓ Describe the concept of small daily changes and relate it to employee engagement
- ✓ Tell colleagues some new ideas about continuous improvement
- ✓ Understand 2 team models of improvement and a set of techniques including the morning meeting and success boards
- ✓ Get a few stories to tell your teams

# Questions and wishes



# More?

1. Watch Paul Akers amazing videos on YouTube
2. Read [The Goal](#), a key book about Lean Theory of Constraints. Fun read.
3. Watch Mike Rother's powerful Kata videos on YouTube
4. Read or listen to: [2 Second Lean](#). Get it free at [www.paulakers.net](http://www.paulakers.net)
5. Investigate [Systems2Win](#) as a source for simple Excel-based tools
6. Investigate [Planet Lean](#), the Lean Global Network. Excellent videos.
7. The [Lean Enterprise Institute](#) is the home of the USA adopters
8. Email me your questions and successes! [tony.heath@optum.com](mailto:tony.heath@optum.com)
9. Invite me to your organization to help you improve flow through Kaizen

# For your consideration

Creating a culture of continuous change is often viewed as shaping the way employees think, act and behave. We view cultural change as shaping employee behaviors *and evolving the way a company operates.*

Resilience grows from nurturing an employee's intrinsic motivation, autonomy and empowerment. Each person's path to resilience and their expression of it varies by age, job function, education and life experiences.

Company leaders can't just tell people how to be resilient, they need to allow dialogue for employees to explore, fail, grow and succeed.

Wellnesscoachesusa.com, 11-27-18



# Thank you



Tony Heath

[tony.heath@optum.com](mailto:tony.heath@optum.com)

Call me: 630-324-9601