

Wednesday's Words of Quality (March 2018)

Why Lean Leadership for Culture Change and Successful Outcomes? Ask Jeffrey Liker.

In 2012, Dr. Jeffrey Liker, renowned University of Michigan author of The Toyota Way series of books, wrote the following words of encouragement that I have saved.

“Lean, six sigma, and Lean-six sigma have now been practiced by organizations in all sectors throughout the world for many years. The basic concepts trace back more than 50 years. There are many positive reports of companies that have literally changed the game in their industries using these methods and management principles. Unfortunately, there are many more that have been disappointed by clear improvements in processes that slip backward and reported cost savings that mysteriously disappear over time.

We believe that path to sustainable competitive advantage, is leaders shaping a culture of continuous improvement.

Organizations that have had long-term success in many different cultures have in common leaders with certain characteristics. They are passionate about satisfying customers, believe people are their most valuable resource, and view Lean transformation as the evolution of a culture in which all employees are engaged in, and expected to, constantly question how they do their work and how they can better serve customers.

When these leaders are transferred or leave the company often the exciting transformations they have led slip back toward mediocrity. The problem is that these leaders too often seem to appear almost randomly and are not systematically selected and developed. Moreover, leaders are not acting as teachers and coaches who develop deep bench strength so that the next leader up has the same level of vision and skill to evolve the culture.

Key Messages:

1. Culture is complex and operates at multiple levels--Culture can be seen at the surface level of artifacts, at the level of shared values, and most deeply at the level of underlying assumptions. Culture evolves in complex ways as a result of nation, industry, company, and subcultural values and beliefs.
2. The complexity of culture change is vastly underestimated--Culture change in many organizations is delegated to human resources or some other staff functions that plans on "deployment of culture" through training sessions, media campaigns, new reward systems, and projects. They usually fail to understand that culture change must target the deep personal level of new ways of thinking and behaving which can only be influenced by ongoing learning cycles on the job with the help of coaches.
3. Much of Lean management that is viewed as a toolkit to operate on process improvement is intended within the Toyota Way to provide opportunities for developing people and culture and are very powerful if used correctly.
4. Strong models for personal and culture change abound such as the master-apprentice relationship, religious conversion, health behavior programs like Weight Watchers and

Alcoholics Anonymous, and the small percent of organizations that have understood the real meaning of Lean and significantly transformed their culture leader by leader, work group by work group.”

Tired of the status quo? Trying to engage and develop your people in your critical mission? Unable to effectively rid wasteful work, balance resources and achieve consistent flow and throughput without burnout? Come and try something different to jump-start success by investing in a culture of continuous improvement and employee engagement toward these important business goals. Lean management defines this culture with management systems that structure and support these outcomes.

We begin the 2018 series of Lean education for leaders with Silver Lean Certification this April 12-13 followed a month later by Gold Lean Certification on May 21 here on the campus of Henry Ford Hospital. Since silver and gold certifications are CME granting, they are available through the GME events site.

<https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg>

Only Bronze level knowledge base, self-instructed, is on the University. If you're a leader, shoot for Silver then Gold.

LEAN Certifications- Henry Ford Production System			
	BRONZE	SILVER (14 CME Credits)	GOLD (7.5 CME Credits)
Who can attend	Any HFHS employee who can access HFHS University. Complimentary registration, otherwise \$350.	Complimentary registration for HFHS employees, otherwise \$695.	Complimentary registration for HFHS employees, otherwise \$695. Prerequisite: LEAN Silver Certification
Audience	All HFHS employees	Managers, Supervisors, Administrators, Physicians, designated LEAN team leaders	Managers, Supervisors, Administrators, Physicians, designated LEAN team leaders
Course Topics	LEAN Production & Fundamentals, 5S, Systems of Deviation and Daily Management, Process Mapping, Data-driven Problem Solving with A3's	LEAN History, Leadership and Cultural Transformation, LEAN Fundamentals and Methodology, 5S, Daily Management System, Gemba Waste Walk Observation, Kanban System, Value Stream Mapping, Data-driven Problem Solving with A3's	Hoshin Strategic Planning, KPI's, Functional Team Management, Human Development, Connecting Key Systems of Improvement, Deviation and Daily Management, Development of Sustaining Mechanisms, Manager's Standard Work
Training Location	HealthStream Modules (6)	Henry Ford Hospital, Education and Research Building, Room 2096	Henry Ford Hospital, Education and Research Building, Room 2096
Next Training Dates in 2018	Anytime	April 12-13	May 21
How to Register	Log into HFHS University and Search for "LEAN Bronze" in catalog	Register at https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg	Register at https://hfhs.eventsair.com/HenryFordCEPortal/hfhs/cmereg