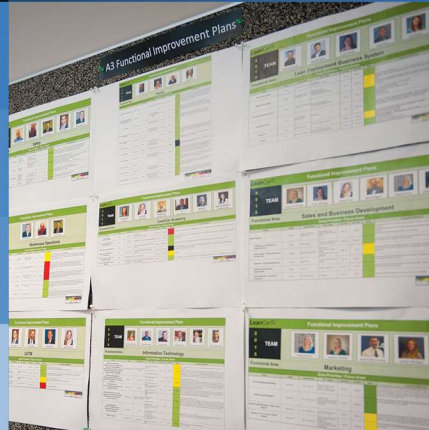


# Lean People

## 1-Hour Webinar



*We teach.*

*We consult.*

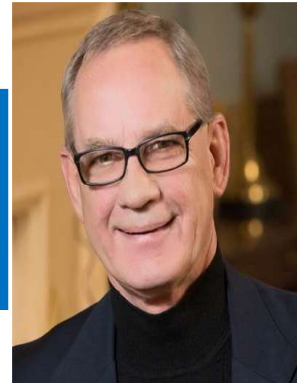
*We do.*

# Facilitators



**CHRIS LUERY**  
Consulting Director

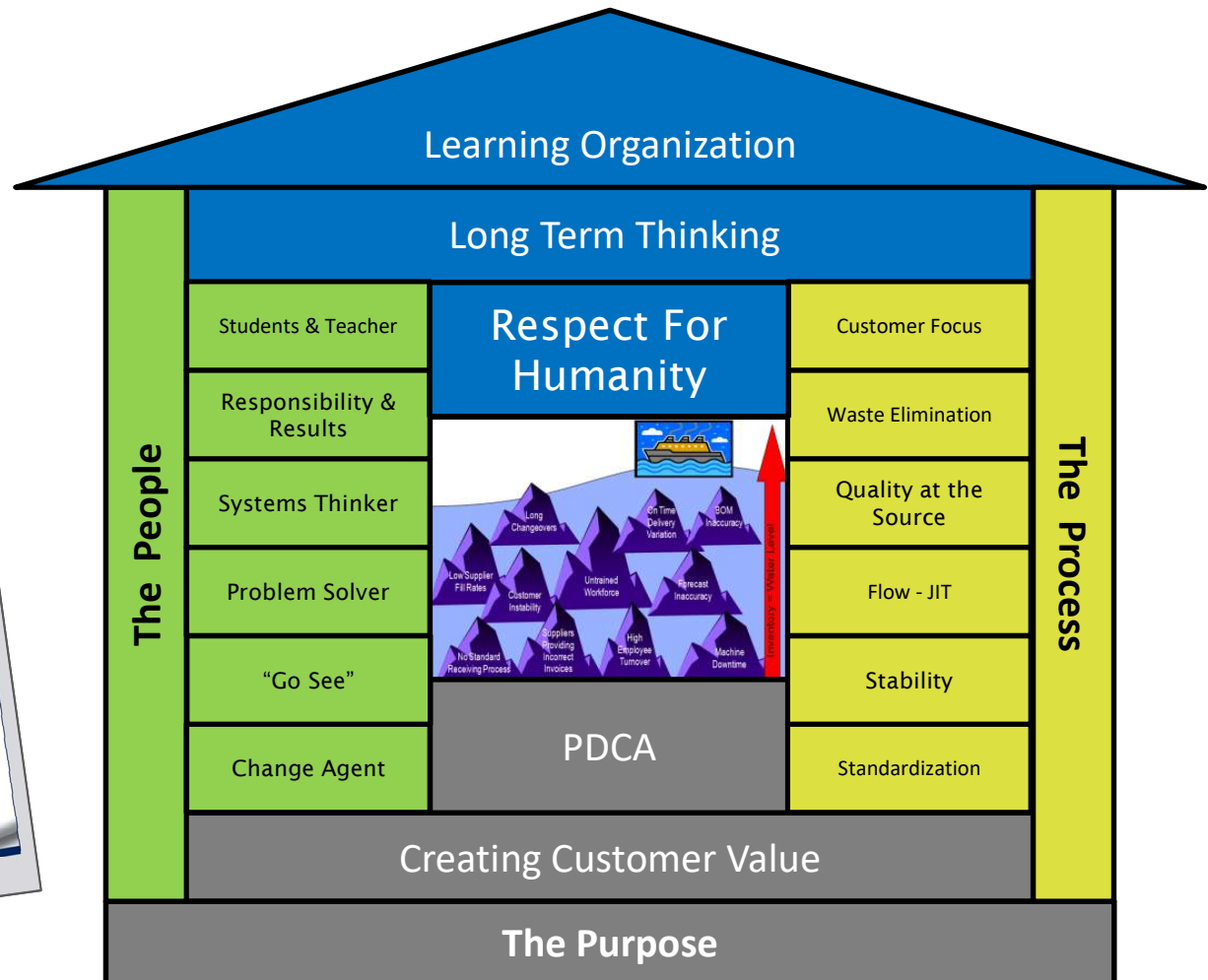
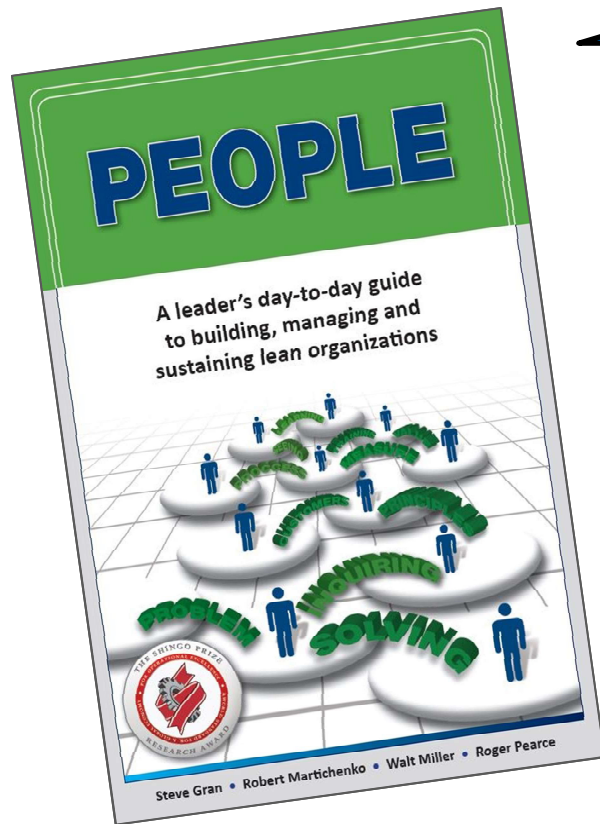
- 35+ years of operational leadership roles in end-to-end supply chain management
- Leads consulting projects and teaches lean supply chain and leadership training courses for LeanCor clients and public partners
- Business Administration degree  
Professional Logistician designation



**MARK WHEELER**  
Lean Deployment Executive  
Safety Officer

- 35+ years of operational leadership roles in end-to-end supply chain management
- Leads strategic and tactical behavior-based safety activities for LeanCor's corporate and facility locations; Coaches lean leadership blended learning courses for LeanCor clients and internal teams
- Bachelor of Science degree – Business Administration and Economics

# The Lean Organization

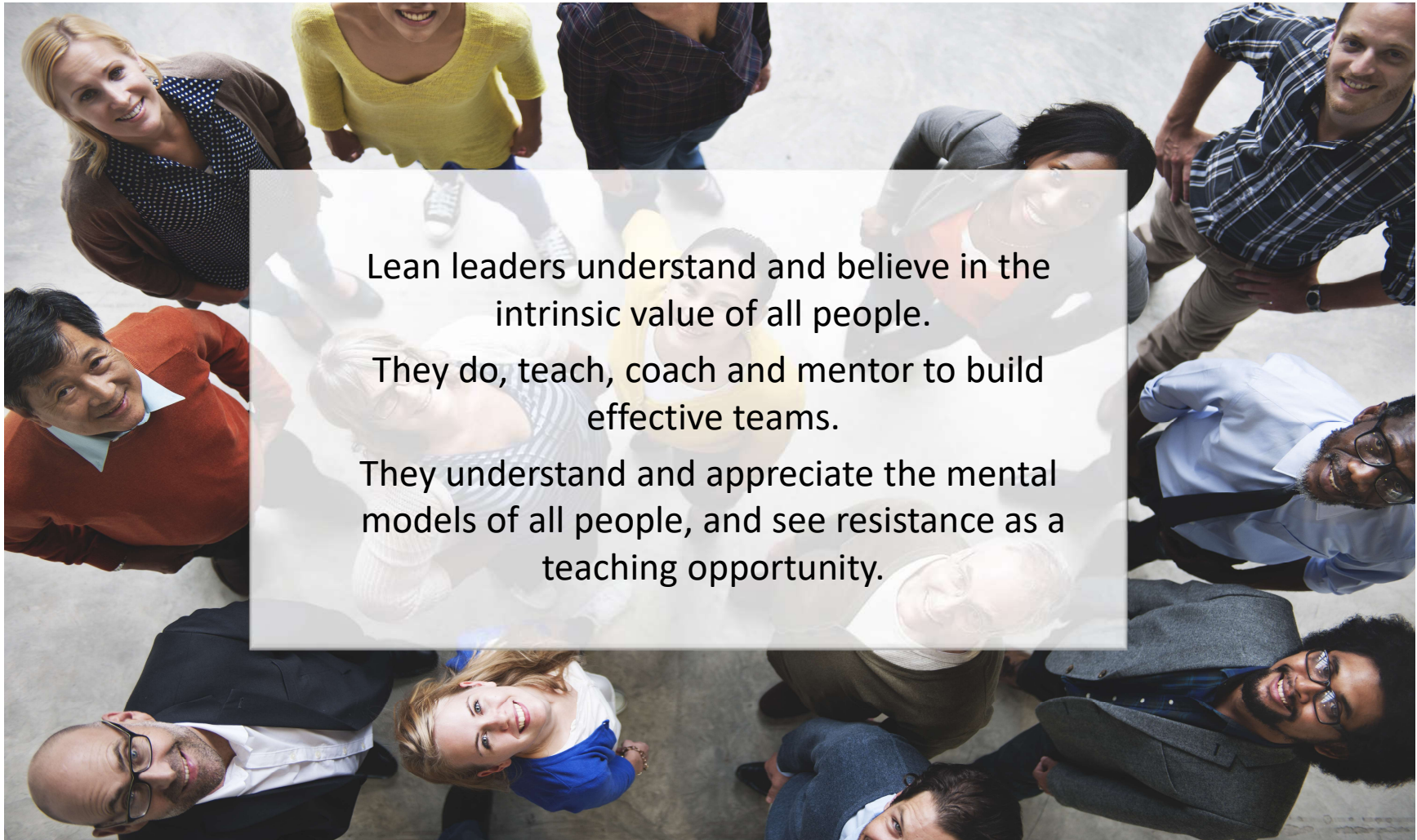


# Lessons Learned

- Lean and Leading People
- The Value of People
- Traditional vs. Lean Leadership



# Lean and Leading People



Lean leaders understand and believe in the intrinsic value of all people.

They do, teach, coach and mentor to build effective teams.

They understand and appreciate the mental models of all people, and see resistance as a teaching opportunity.

# Prioritize People

**Put your staff first,  
your customers  
second and your  
shareholders third.**

**~Richard Branson**



**Take good care of your employees, and they'll take good care of your customers, and the customers will come back. ~J.W. Marriott**

# Traditional vs. Lean Leadership

Traditional	Lean
No standards exist or complicated standards are hidden in a binder.	There are simple, visible standards for all critical processes for all to see.
<i>Specialized engineers</i> solve problems and create the best way to do the work.	The <i>people doing the work</i> design the work and solve problems.
Hire brilliant people to fix <i>broken processes</i> .	Empower people doing the work to improve upon <i>brilliant processes</i> .
Try to empower people without the knowledge and tools for success.	Enable people to succeed - educate, train, coach, and mentor.
Managers work in offices and manage with data and assumptions.	Managers “go and see” and manage with data and facts.
The cause of a problem is people.....we ask “ <i>who?</i> ”	The cause of the problem is process .....we ask “ <i>why?</i> ” (5 times!)
We become defensive if others suggest problems in our area.	We are thankful that others see what we do not see ourselves.

# Lessons Learned

- Empower People
- Enable People
- Appreciate Different Learning Styles



# Empower People with Knowledge

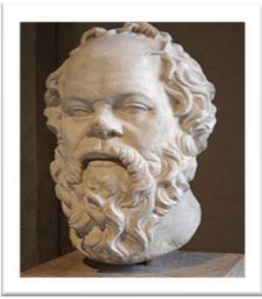
People often don't solve their own problems because...

- They don't know how
- They don't have the right tools or support
- No one asks them to do so

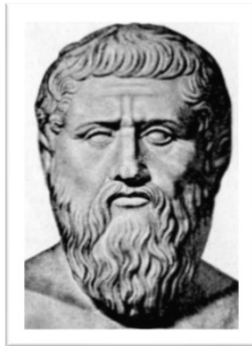
How do we promote an environment that enables/encourages people to solve their own problems?



# Socrates – Plato – Aristotle

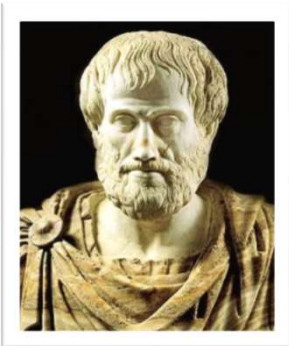


▶ “All [people] by nature desire knowledge.”



▶ “The only real wisdom is knowing you know nothing.”

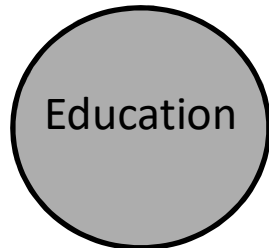
▶ “The more you learn the more you realize you don’t know.”



▶ “If you know but you don’t do, then you don’t really know.”

*Seem like pretty bright dudes ! 😊*

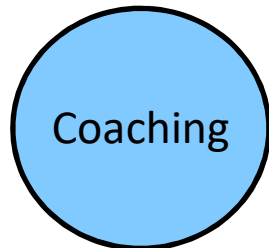
# Enabling People with Teaching



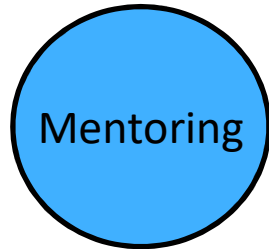
- Transfer knowledge / no expectations of results
- Student decides the “golden nuggets” to take away



- Transfer knowledge / expectation of “please do”
- Teacher plans the “golden nuggets” to communicate



- Teaching centered on skill development and accountability
- Uses inquiry well / help student achieve goals



- Teaching that is supportive and consultative
- Bridge professional and personal life skills
- Help student reach their potential

# Different Learning Styles

<b>Visual</b>	<ul style="list-style-type: none"><li>▪ Learners prefer use of images, maps, graphics</li><li>▪ Can better understand information with access to visual representation of the subject</li></ul>
<b>Reading &amp; Writing</b>	<ul style="list-style-type: none"><li>▪ Learners with strong reading/writing preference</li><li>▪ Learn best with written words, takes notes</li><li>▪ Can translate concepts into words/essays</li></ul>
<b>Auditory</b>	<ul style="list-style-type: none"><li>▪ Learners prefer listening and speaking – lectures and group discussions</li><li>▪ Use memory and repetition techniques</li></ul>
<b>Kinesthetic</b>	<ul style="list-style-type: none"><li>▪ Hands-on learners</li><li>▪ Learn best with tactile representation of information</li><li>▪ Figure things out by hand</li></ul>

# Lessons Learned

- Respect People
- Listen in Order to Learn
- Lead People to Succeed

# Respect For All Team Members

- Recognize that the team members who are directly connected with the work are the experts.
- Ask for and respect their opinion for improvement ideas.



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# Respect

## Leading with Respect for People (No Blame)

I create a safe environment for learning - both physically and emotionally.

I regularly ask my team members: "Why?" (as opposed to "Who?") and "How can I help?"

I ask for and encourage open communication from all people.



# Listen to Learn

- There are two parts to communicating. The first is to speak (transmit). The second is to listen (receive).

"**Courage** is what it takes to stand up and speak...

**Courage** is also what it takes to sit down and **LISTEN**".

*-Sir Winston Churchill*



*Leader.... As Teacher and Student*

# Lead People to Succeed

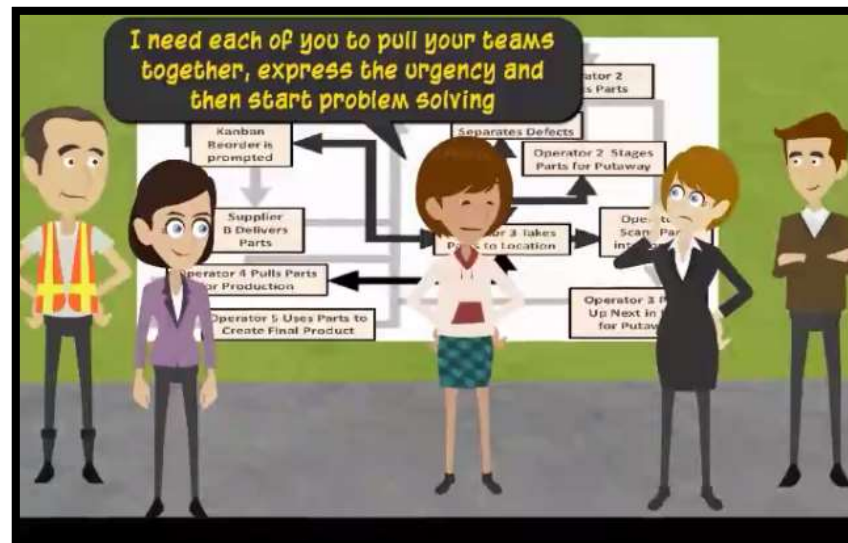
## Leading by Advocating Lean Thinking and Mitigating Resistance

I show people the whole vision so they can see where they fit in the big picture and the importance of their role.

I appreciate where resisters are coming from and let people know that together we can get it done.

Before lean initiatives, I show people what challenges and hurdles are expected - acknowledging how their work will be impacted.

I pilot small lean initiatives and improvement work to show how good it can be.




# Lessons Learned to Action

- Why
- How
- Guiding Principles



# Why



To fully engage customers, suppliers and all team members to increase customer satisfaction, increase revenue, reduce costs and improve working capital - all while creating rewarding careers for our team members.

# How

- Principle Based Organization
- A3 Thinking
- Goal and Target Deployment
- Collaboration
- People Engagement

**Vision  
Alignment &  
Strategy  
Deployment**

- Training and Education
- Appropriate Curriculum for all Levels of the Organization

**People  
Development  
and  
Capability  
Development**

**Value Stream  
Improvement  
Systems  
Thinking**

- Visible Improvements Across all Functions and the End to End Value Stream

**Functional  
Improvement  
Applied  
Learning**

- Visible “Quick Win” Improvements within Functional Span of Control
- Results of Training and Education



# Guiding Principles People

These training principles are developed to guide instructor behavior, decision making, selection of facilitation methods and tools, as well as to measure progress and ultimately determine whether the team is aligned on how goals will be achieved.

<b><i>Learn by Doing</i></b>	Utilizing applicable activities and case studies to apply the tools and techniques highlighted in the training
<b><i>Educate on the <u>Why</u> before the <u>How</u></i></b>	Communicating with the goal of understanding when and why to use tools before application
<b><i>Train to Solve Real Problems</i></b>	Understanding challenges in the business processes and learning those concepts and techniques needed to close those gaps
<b><i>Trainers as Doers</i></b>	Experienced LeanCor instructors providing guidance to the students throughout each engagement
<b><i>Stories are Key</i></b>	Use of stories and lessons learned to connect concepts to real world examples across multiple industries
<b><i>Respect for People</i></b>	Understanding that people learn in different ways and using a mixture of several approaches to transfer knowledge

# LeanCor Company Overview

LeanCor is a trusted supply chain partner who specializes in lean principles to advance supply chains - “We Teach, We Consult, and We Do”



We engage people and building a lean culture through training that delivers business results from empowered problem solving.



We advance processes and collaborate with stakeholders within the end-to-end supply chain to improve working capital and discover hidden profit.



We engineer and operate lean transportation networks (inbound and outbound) to deliver visibility, stability and control.

# Thank You!

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