



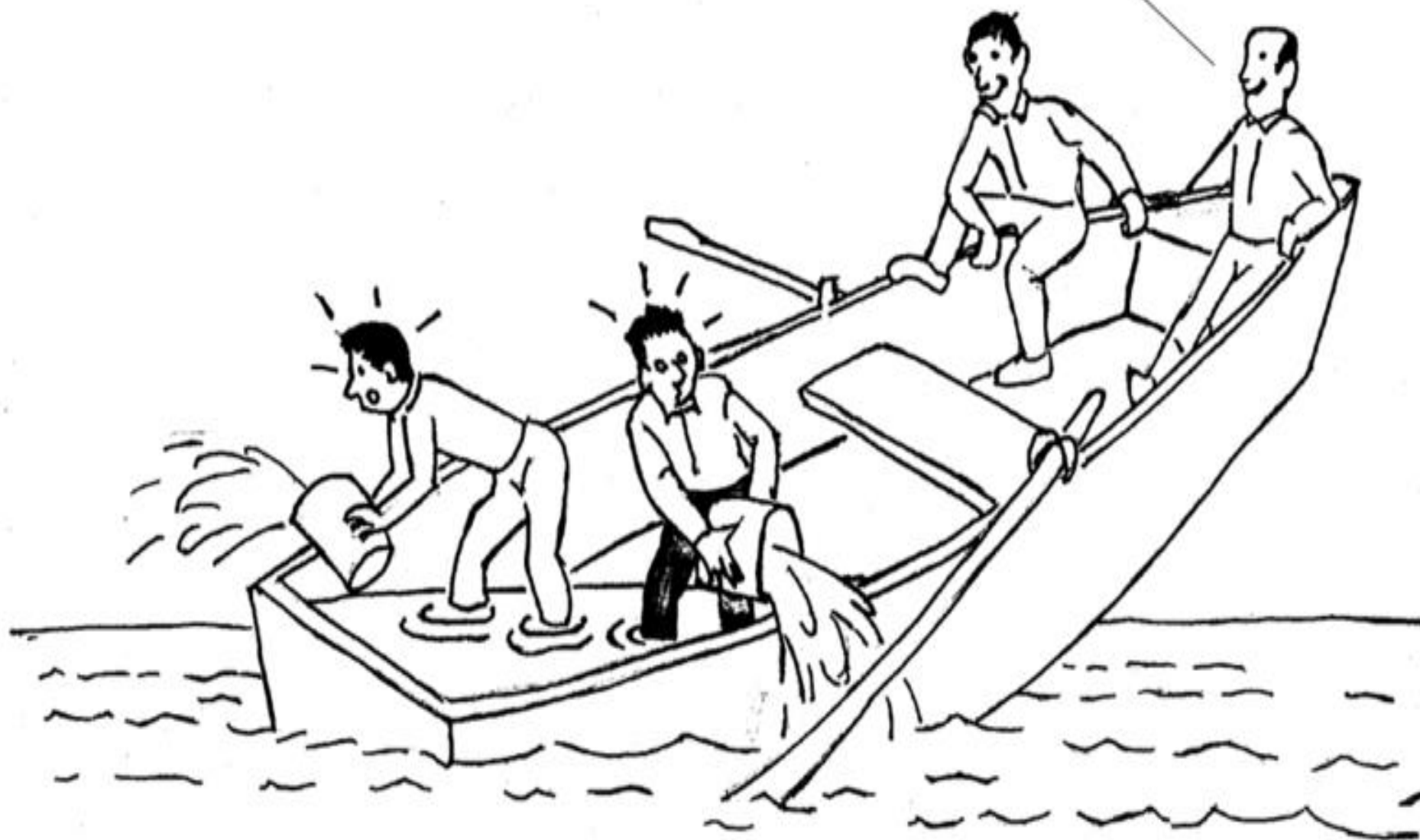
Leader Engagement Absolutely Needed

Steve Sorenson

Continuous Improvement Coach
Johnsonville Sausage



Sure glad the hole isn't at our end.







Leadership Paradigm

Your reputation for producing excellent results will mean you will be given more and different kinds of work to do.

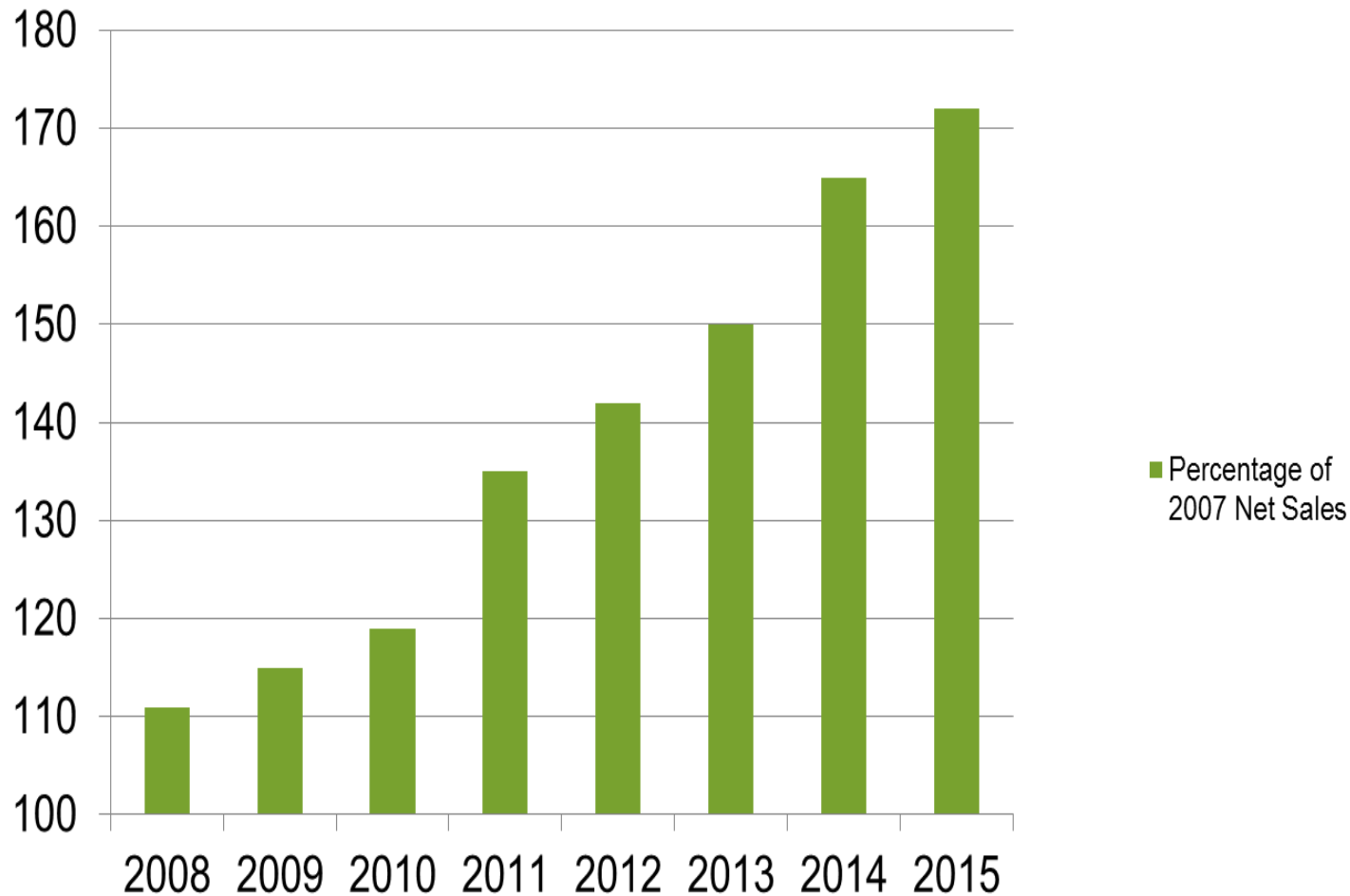


Quick Solution

- 1. Knock off the good work.*
- 2. Start disappointing people with significantly poor performance.*



Johnsonville





Purpose Driven Excellence

- Johnsonville's purpose is to use the business to build our Members
- Our Members are the experts
- Members will improve their process when given the time and authority
- Our profits allow us to create greater opportunities and reward our Members



**The role of leadership is to evolve,
challenge and sometimes
fundamentally change how
people think**



Four Key Principles

- **We are all in this together**
 - It Johnsonville's responsibility to create an environment for our Members to be successful...and our Member's vote counts more.
 - If you believe the Members can only be as good as their Coach then you also believe Coaches can only be as good as their Coach!
- **No one is doing anything wrong**
 - People are good and want to do the right thing
- **Anything can be improved**
 - Johnsonville has an un-limited bandwidth for change
- **We are going to help one another improve**
 - Change Requires Trust —Trust Requires Stability—Stability Provides the Foundation for Continuous Improvement— Continuous Improvement means we Win and Win BIG!



Reasons Lean Fails

1. No sense of urgency (burning platform)
2. Looking for a quick fix (Lean pill)
3. No Leadership commitment and support
4. No education and awareness among the employees and management
5. No understanding of Lean (flavor of the month)
6. No Coaches (Do-it-yourself Lean)
7. No Value Stream Map
8. No Implementation or sustaining plan
9. No customer and supplier involvement in the improvement process



Standardized Tools/Templates

- Sponsor expectations
- Pre-event checklist
- Scoping Document
- Charter
- Curriculum



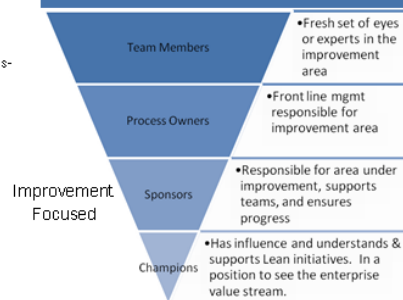
Sponsor Expectations

Scoping	Before Event	During Event	After Event
<ul style="list-style-type: none"><input type="checkbox"/> Define the purpose and objective of this initiative<input type="checkbox"/> Identify the process by which the work is being done (SIPOC Diagram)<input type="checkbox"/> Identify how the current process is performing (data/facts)<input type="checkbox"/> Clarify roles and responsibilities (select leader & team using Team & Leader Criteria)<input type="checkbox"/> Clarify the audiences (expectations)<input type="checkbox"/> Clarify what should be done differently after the initiative<input type="checkbox"/> Understand your workplace/learning environment<input type="checkbox"/> Set dates for Kick-Off & Lean Event	<ul style="list-style-type: none"><input type="checkbox"/> Order supplies needed for event<input type="checkbox"/> Line up meals for the event<input type="checkbox"/> Free up your calendar to be available and visible during the event<input type="checkbox"/> Send out invites for Kick-Off and Lean Event<input type="checkbox"/> Lead Kick-Off Event 1-2 weeks before event<ul style="list-style-type: none"><input type="checkbox"/> Provide objective, background, and current situation only<input type="checkbox"/> Show enthusiasm for event<input type="checkbox"/> Handout homework that needs to be completed before event<input type="checkbox"/> Inform team that an informational poster needs to be created that explains the what, who, why, and when of the lean event to the front line staff<input type="checkbox"/> Inform team that an information meeting needs to be had with the front line staff that explains the what, who, why, and when of the lean event.<input type="checkbox"/> Ensure that communication poster is hung, informational meeting and homework are completed before event.<input type="checkbox"/> Verify that team member regular jobs are covered the week of the event<input type="checkbox"/> Continue to show your enthusiasm for the event	<div>Day 1</div> <ul style="list-style-type: none"><input type="checkbox"/> Launch Lean Event<input type="checkbox"/> Show Enthusiasm for the event <div>Day 4</div> <ul style="list-style-type: none"><input type="checkbox"/> Attend and support the team at the Go Forward Planning session<input type="checkbox"/> Show up to the report out on time to demonstrate your support and its importance.<input type="checkbox"/> Support the team by holding them accountable for their goals.<input type="checkbox"/> Make public commitments and hold process owner and team members to the same standard <div>Day 5</div> <ul style="list-style-type: none"><input type="checkbox"/> Launch Kaizen Day(s).<input type="checkbox"/> Make sure you are available to the team throughout the day.<input type="checkbox"/> Check on the team every 2 hrs or so, to offer support.<input type="checkbox"/> Reward team members who bring problems to the surface.<input type="checkbox"/> Hold graduation and pass out certificates after the Kaizen Blitz<input type="checkbox"/> Take the team out to celebrate their hard work	<ul style="list-style-type: none"><input type="checkbox"/> Encourage team to create communications to inform others of their progress (e.g. post progress chart and plans for future actions).<input type="checkbox"/> Ensure teams use Charters and Checklists<input type="checkbox"/> Ensure Kaizen tracking system is in place to tie all Kaizen forms/documents together.<input type="checkbox"/> Ensure Kaizens are measured and posted to Lean Community SharePoint site.<input type="checkbox"/> Insist on monthly report outs<ul style="list-style-type: none"><input type="checkbox"/> Make sure the team is prepared for the event<input type="checkbox"/> Verify all appropriate stakeholders are invited.<input type="checkbox"/> Make sure the report outs are fun and celebrate the team's success<input type="checkbox"/> Possibly invite other front line employees or peers of team member.<input type="checkbox"/> Show up energized and supportive of the teams efforts<input type="checkbox"/> Ensure 2 Kaizens are complete per month<input type="checkbox"/> Occasionally join teams on gemba walks

Ask Yourself These Questions

- How do I define success for this effort?
- What are the business drivers for this change?
- Why should team members want to change?
- Are they ready to and capable of handling change?
- What will leaders need to do for this change to be successful?
- What specific behaviors will team members need to exhibit?
- What do I need to do to make this change successful?
- What has been done to address this need in the past?
- How successful have I been in implementing changes in the past?
- What are the potential obstacles to the success of implementing lean across the organization?

Behaviors



Drive Performance through Systems Thinking: Understand the purpose of the system and how interactions and interdependencies create value for the customer/consumer.

Leadership, Management, & Infrastructure

People know what to do, & they have the resources to do it



Performance Management

People have the desire & they know how well they are doing

Performance Support

People are capable & have the capacity to do it

4 Key Principles

We are all in this together

No one is doing anything wrong

Anything can be improved

We are going to help each other improve



Lean Leadership

Good leaders motivate people in a variety of ways, three of which are the basis to the “lean” approach.

1. Leaders must define the organization’s vision in a way that highlights the values of their group
2. Leaders must support people’s efforts to achieve the shared vision through coaching, feedback, and role modeling
3. A leader should recognize and reward success



“Power Team” Concept

- A cross-functional team of 4-5 individuals is formed
- Launched with 5 day event (learning/application)
 - The team learns to embrace CI principles and mindset
 - The team owns the value stream and delivers incremental improvement as part of their job
- Team members must dedicate 5 hrs per week minimum to delivering improvements
 - Weekly team meetings (1 hr weekly)
 - 2 Improvements per month (4 hrs weekly)
 - Monthly report out to Sponsor and management
 - Visual post impact to the organization
- Follow the PDCA Model



4 Questions to Drive Standards

- How do you do the work?
- How do you know you are doing the work correctly?
- How do you know that the outcome is defect free?
- What do you do if there is a problem?



Leadership Messages

- Leader's say many things...
- Actions speak louder than words....



What “Signs” Are You Sending?



Mixed Messages



Do As I Say, Not As I Do







Lean Leadership Lessons

Why is leadership such an important topic in Lean transformation?

- Lean is not something you engineer
- Lean changes the way you think, talk, see, act and react
- Change is a battle for employees and battles need leadership



5 Lean Leadership Actions

- There are five leadership moves, or actions, a leader can perform to provide leadership on the Lean journey.

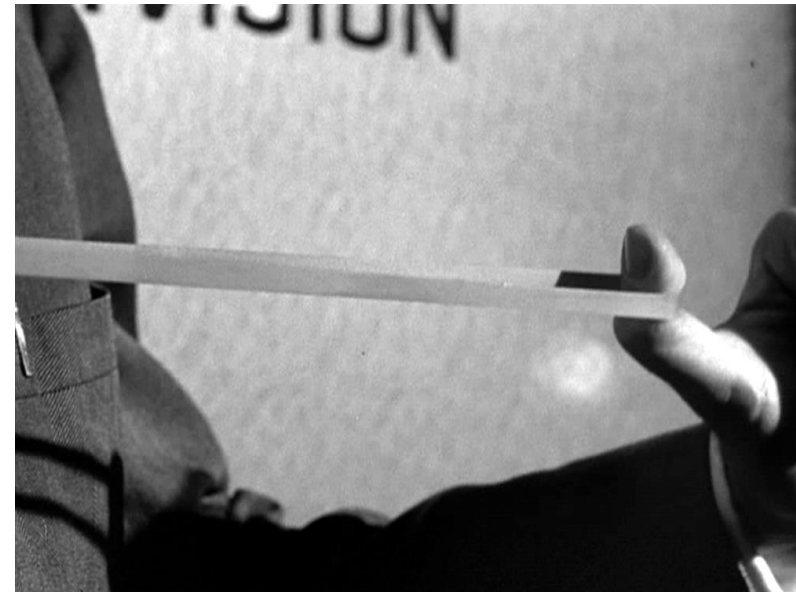
1. Leaders Must Be Teachers





5 Lean Leadership Actions

- There are five leadership moves, or actions, a leader can perform to provide leadership on the Lean journey.
 1. Leaders Must Be Teachers
 2. Build Tension, Not Stress





5 Lean Leadership Actions

- There are five leadership moves, or actions, a leader can perform to provide leadership on the Lean journey.
 1. Leaders Must Be Teachers
 2. Build Tension, Not Stress
 3. Eliminate Fear and Comfort





5 Lean Leadership Actions

- There are five leadership moves, or actions, a leader can perform to provide leadership on the Lean journey.
 1. Leaders Must Be Teachers
 2. Build Tension, Not Stress
 3. Eliminate Fear and Comfort
 4. Lead Through Visible Participation, Not Proclamation





5 Lean Leadership Actions

- There are five leadership moves, or actions, a leader can perform to provide leadership on the Lean journey.
 1. Leaders Must Be Teachers
 2. Build Tension, Not Stress
 3. Eliminate Fear and Comfort
 4. Lead Through Visible Participation, Not Proclamation
 5. Build Lean Into Personal Practice



Key Leadership Engagement

- Productivity is a one of the “Johnsonville 10”
- Productivity is a GPS component for all members
- CEO and other Strategy team members
- Dedicated time for front line Members



Key Learnings at Johnsonville

- Top leaders need to speak and act positively about Continuous Improvement
- There need to be non-negotiables
- Don't be willing to move forward when non-negotiables are not met
- Front line members are the experts and need to drive improvements
- Front line members need dedicated time



Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session: WP/25

Leader Engagement Absolutely Necessary

Steve Sorenson

Johnsonville Sausage

ssorenson@johnsonville.com