

The leadership principles necessary to start a lean journey from scratch

Brent D. Timmerman

Chief Innovation Officer

Department of Families, Government of Manitoba

Agenda

- Why?
- The context of the Manitoba Government Department of Families
- Introduction to the Three Spaces Model of Lean Transformation
 - The Space of Trust
 - The Space for Change
 - The Space for Continuous Improvement
- Summary
- Results from the model
- Leading on the edge

It's called a Lean “journey” for a reason



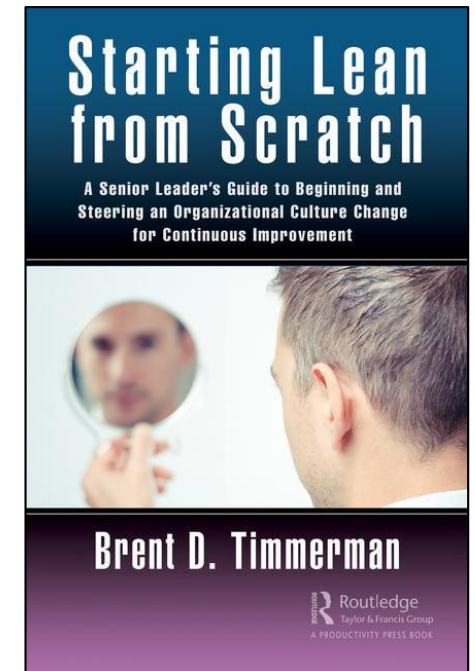
The path is difficult. Change is challenging for people.

The leader's mindset is crucial



How leaders view their people is important.

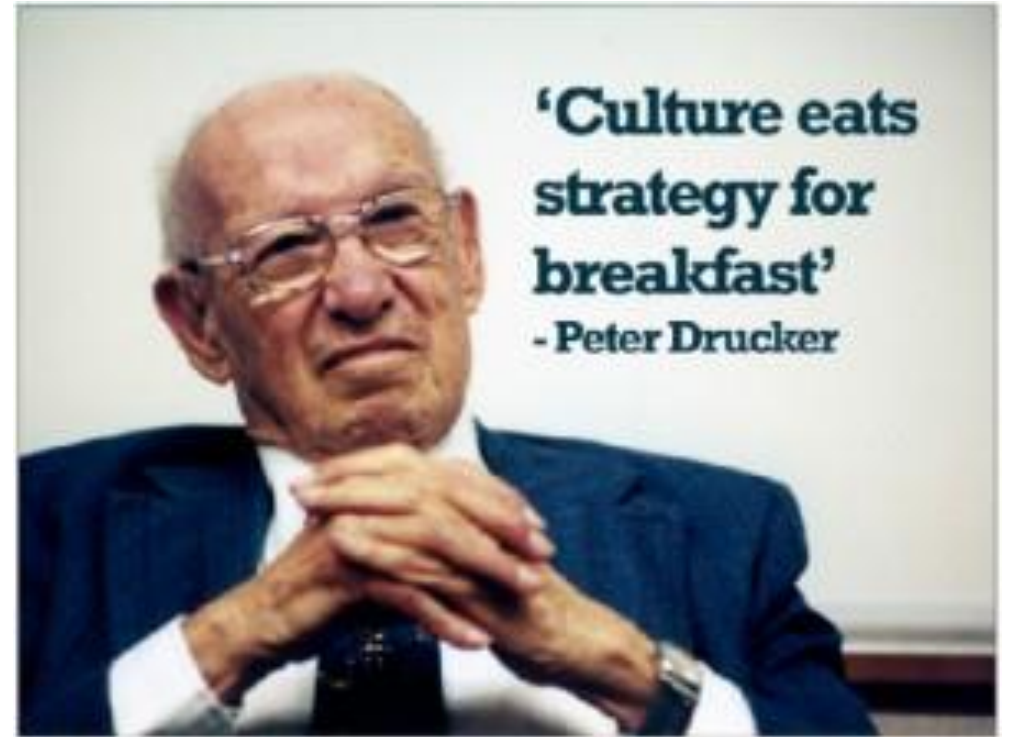
If you are the leader, what if the problem is not your people?



What if the problem is you?

Culture counts. Build it, shape it, sustain it.

- Our Lean journey has never been about simply pushing Lean tools across the organization.
- It has always been about changing the culture within the Department of Families.



What is the Manitoba Government Department of Families?

- Responsible for a wide range of social services and programs across the province:
 - Child and family services
 - Employment income assistance (welfare)
 - Adult and children's disability programs
 - Low-income rent assist
 - Social Housing Rental Program
- A mix of service delivery by the department and by community-based partner organizations and agencies.
- One of the larger departments of the government.
- Annual budget of over \$2 billion, and almost 2,000 civil servants across the province.



Introduction to the Three Spaces Model



This model was developed based on our experiences starting a Lean journey from scratch.

The Space of Trust

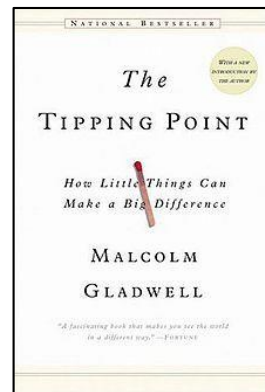
»» Adjusting The Leadership Environment



“It’s a terrible thing to look over your shoulder when you are trying to lead and find nobody there.”
- Franklin Delano Roosevelt

People become a product of their environment

It's up to the leadership to change the environment to one that allows the people to succeed.



Every senior leader needs to have their own personal reckoning

The lens through which you choose to look at your organization and the team has a profound impact on how you behave as a leader.



X doesn't always mark the spot



McGregor's Theories of X and Y



Theory X says that people:	Theory Y says that people:
Need close supervision	Want independence in work
Will avoid work when possible	Naturally want to work
Will avoid responsibility	Seek responsibility
Desire only money	Are motivated by self-fulfillment
Must be pushed to perform	Will drive themselves to perform

99% of people come to work every day wanting to do a great job

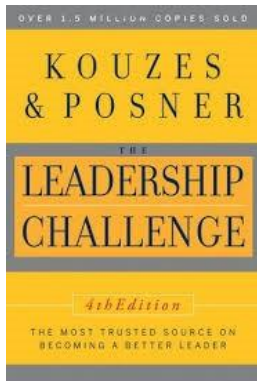


When leaders choose to believe this, the effects on the staff can be transformational.

You've got to "Model The Way." Every day.



Senior leaders need to walk the talk.



The real world is outside of your office



You must “go and see” to understand the perspectives of your people.

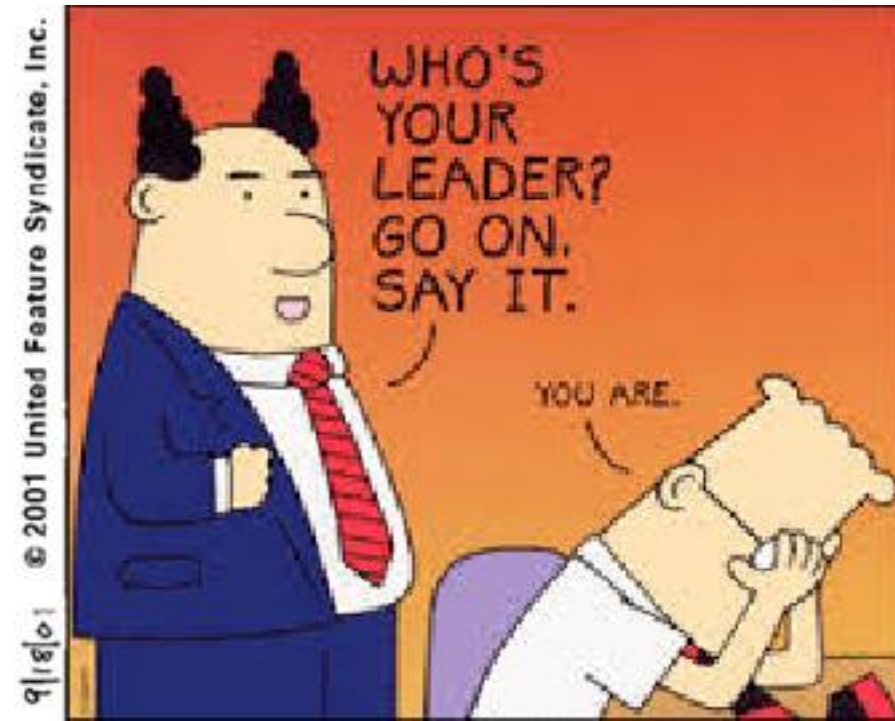
Why isn't the coach dressed to play?



Leaders are more valuable as coaches than as super-experts

The team members probably
have better answers to the
process problems than their
leader.

They need to believe that their
ideas matter.



Someone on the team will drop the ball at some point. Then what?

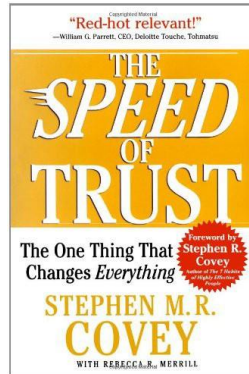
Be prepared to protect your people from those above when mistakes are made in good faith.



You are building trust relationships between leadership and the staff



Treat those relationships with respect.



You can fool the fans



But you can't fool the players...



The Space for Change

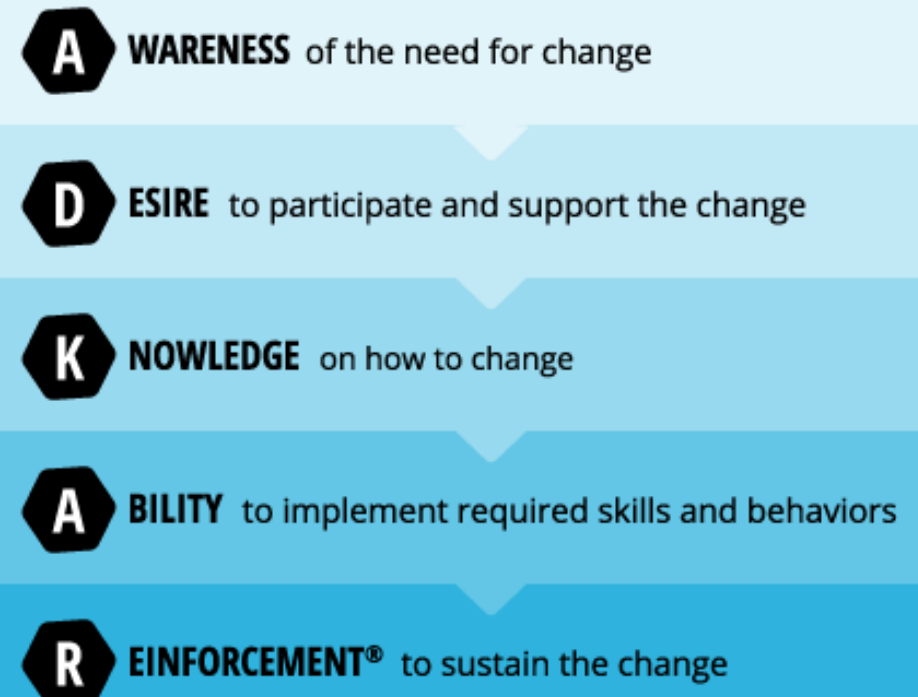
»» Setting the Stage for Positive Transformation



“The secret of CHANGE is to focus all of your energy not on fighting the old, but on building the new.”
- Socrates

Change is hard for people. Don't underestimate that.

If you've never studied
Organizational Change
Management theory, do it!

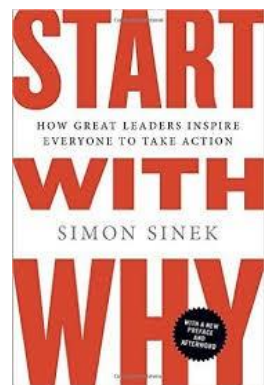


Prosci ADKAR model for Change Management

Start by answering the “WHY?”

Fine-tune the “standard” Lean terminology to use language familiar to the team.

Take away the mystery. Give awareness training to everyone.



Build capacity from within

The best facilitators will be
your **own** people.

Staff helping their colleagues
builds trust in the system.



Get a pattern of simple wins going!

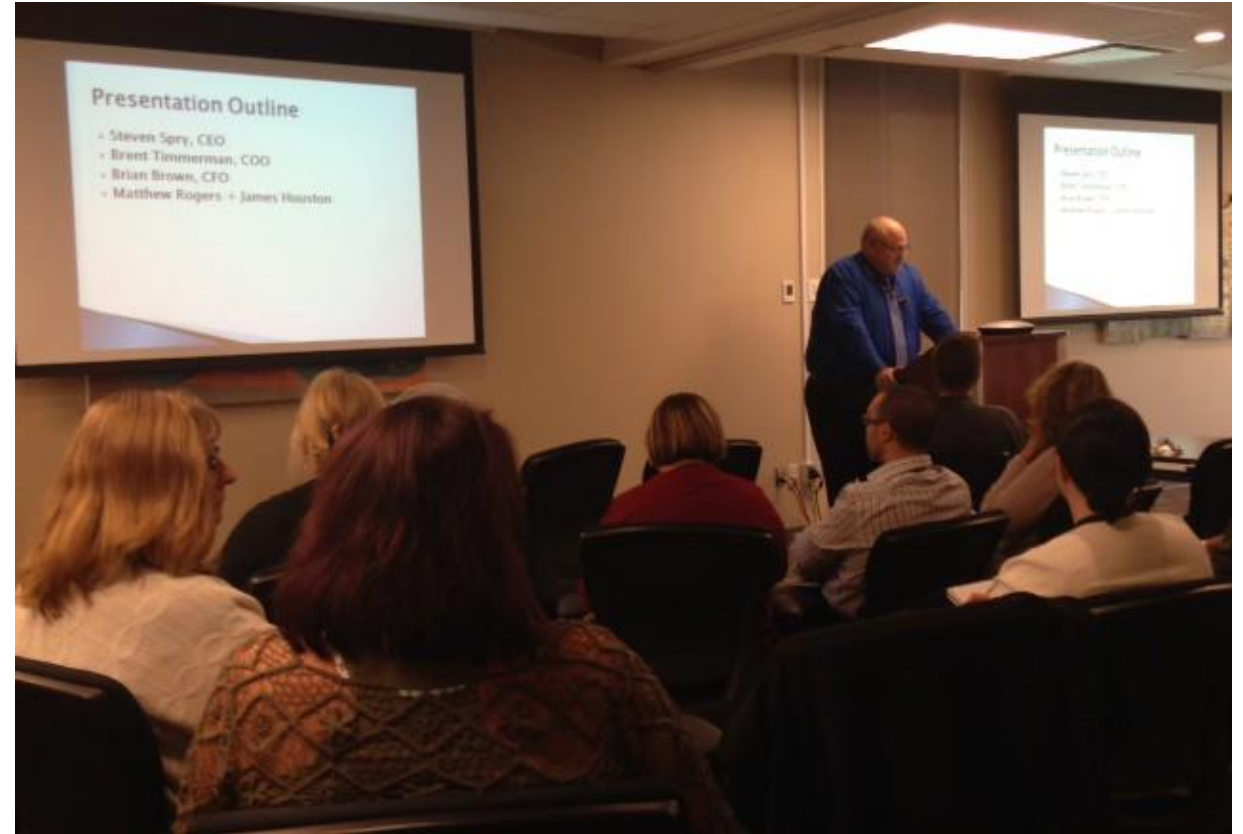
...and don't forget to celebrate each success with the staff!



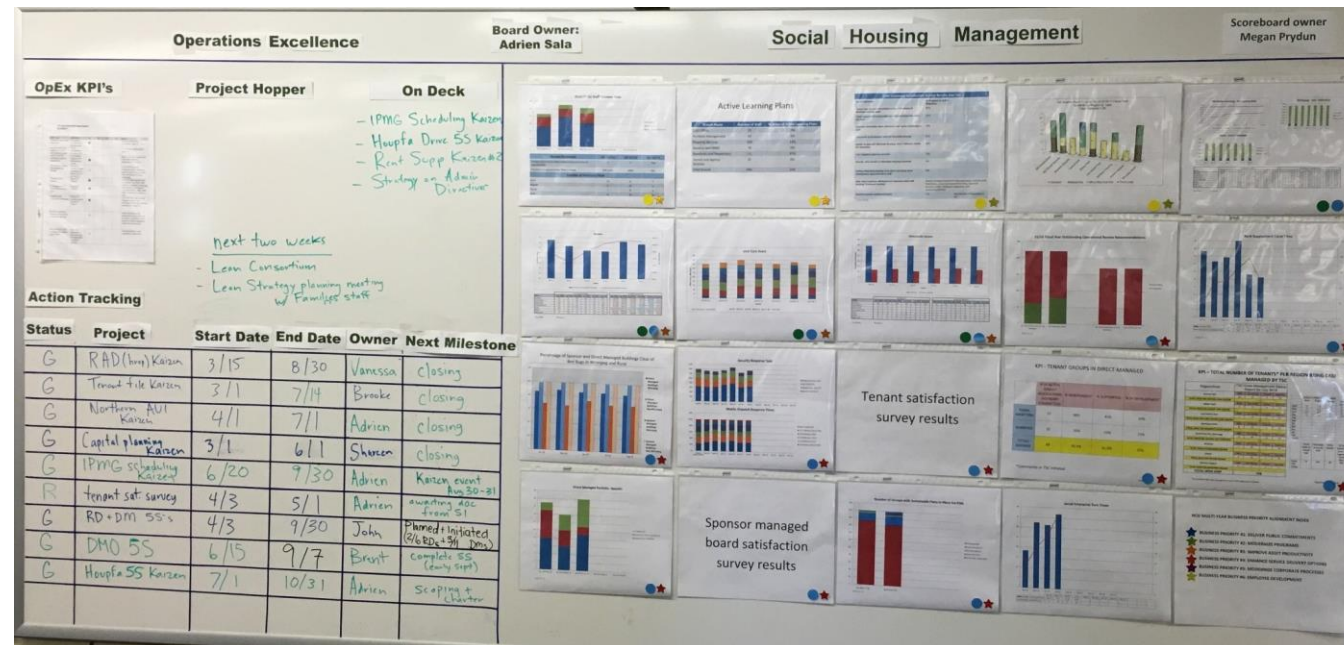
Keep me informed. I don't like surprises.



One size does not fit all when it comes to communication.

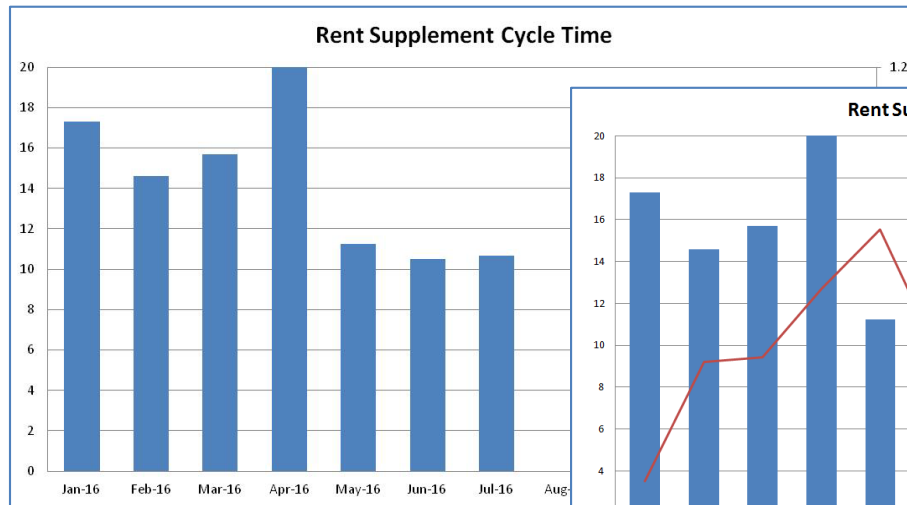


Starting to measure things is its own culture change journey

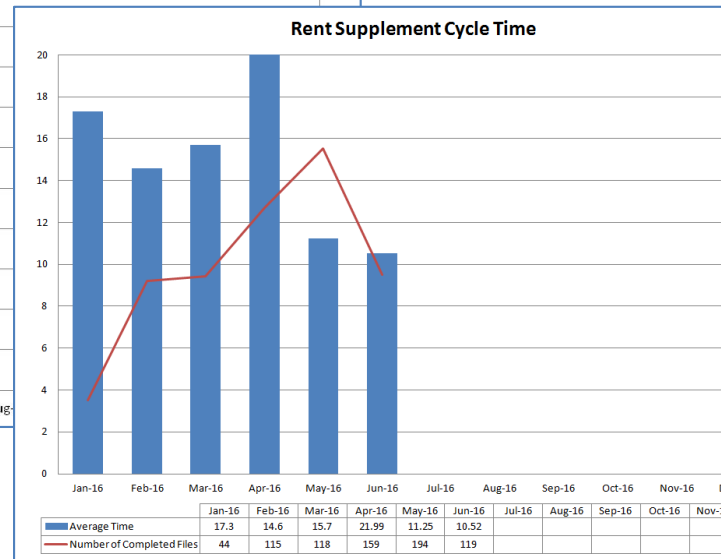


Your team will have fears at first. Change management is crucial.

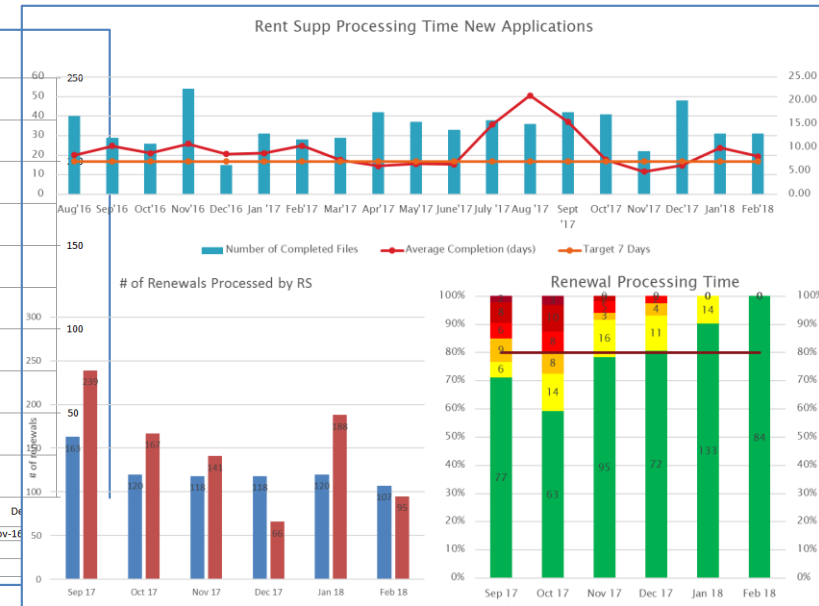
Metrics...just starting can help you get better!



Revision 1



Revision 2

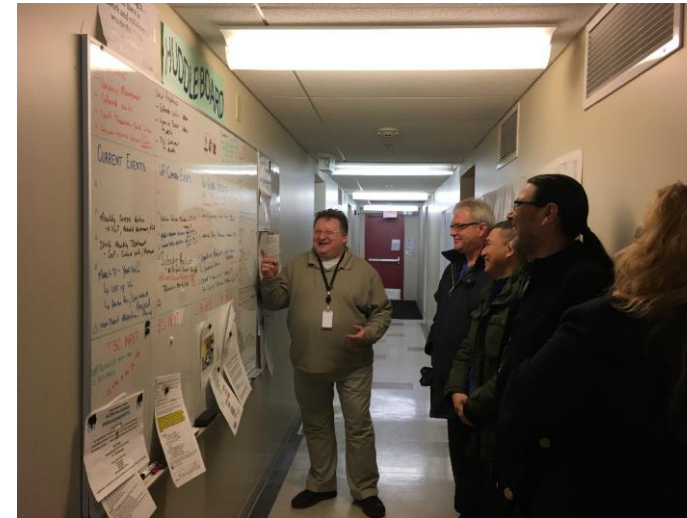


Revision 5

The business learning from the evolution of KPIs can be monumental.

Huddle Boards...part of the culture change

At first, it's not important WHAT is on the board, but it is important that people see the team meeting around it.



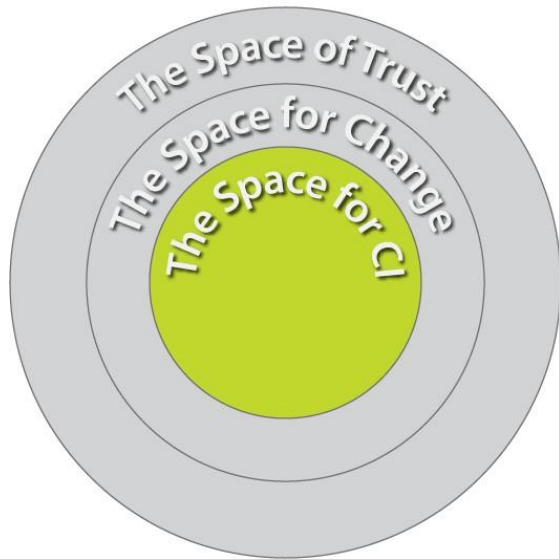
When you get the Change Space right, you will know!



The Space for Continuous Improvement



Setting the stage for success for the Kaizen team and Facilitators in each Lean event



“Continuous Improvement is better than delayed perfection.”
- Mark Twain

Scope and Plan your C.I. Activities for success!

Be careful of the tendency to overshoot!

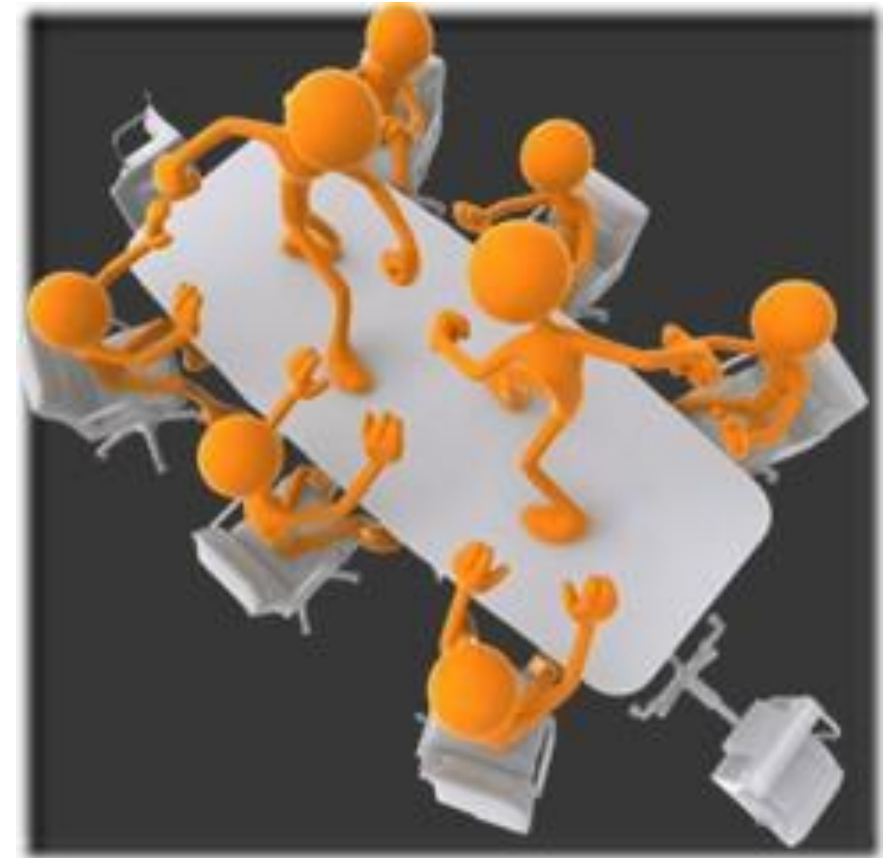
At first, your goal should be to get your team
a guaranteed win.



Prepare for the personnel dynamics in Kaizens

Expecting any opposing perspectives
from some event participants?

Plan for it!



Elimination of barriers

It's the senior leader's job to find and remove these before the Kaizen event.



Post-Kaizen: when the work begins...

Be prepared to provide support
as needed to push action items
over the finish line!



In Closing

»» Wrap up

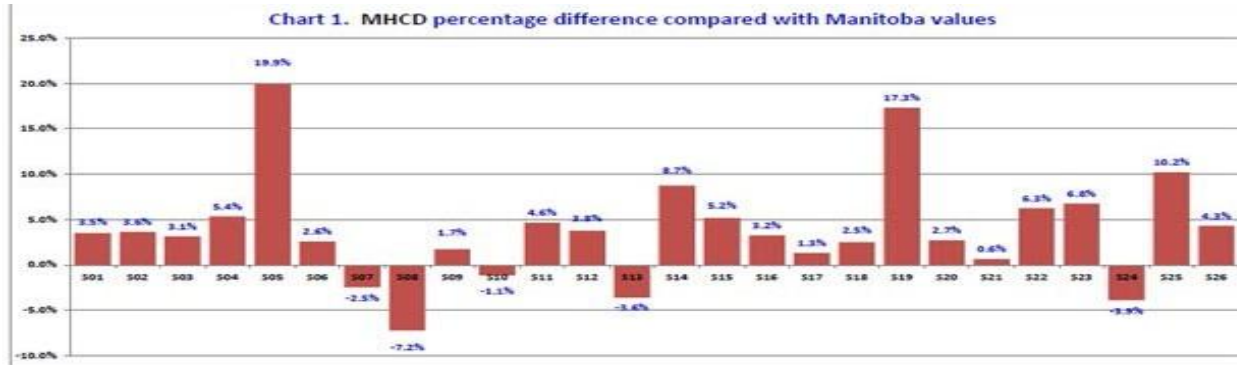


The spaces are NOT phases...

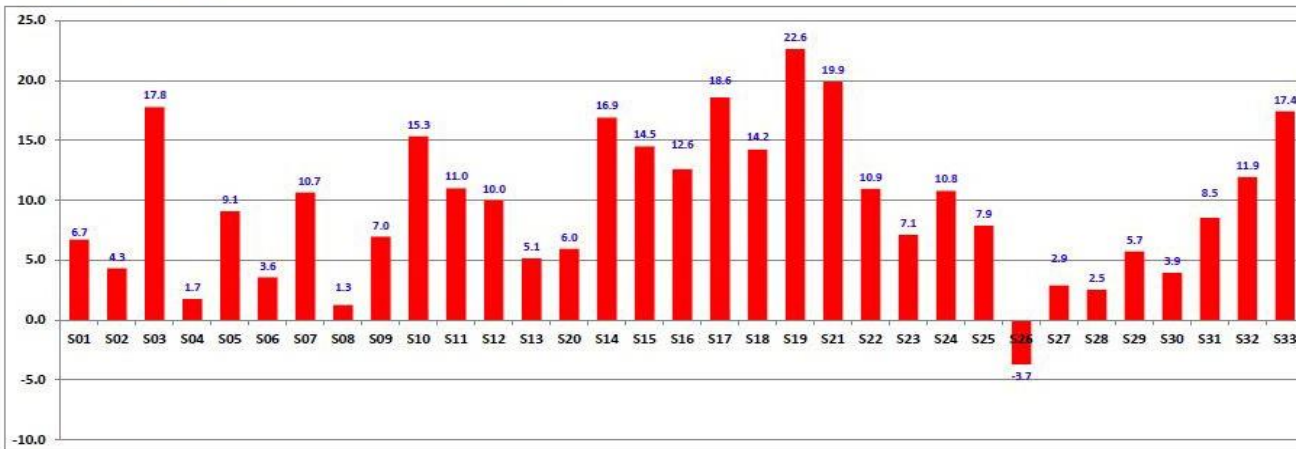
They are **NOT** sequential activities to check off a to-do list.



So, did this approach work?



Housing and Community Development
Appendix 8 - Percentage Above / Below Overall Manitoba Scores

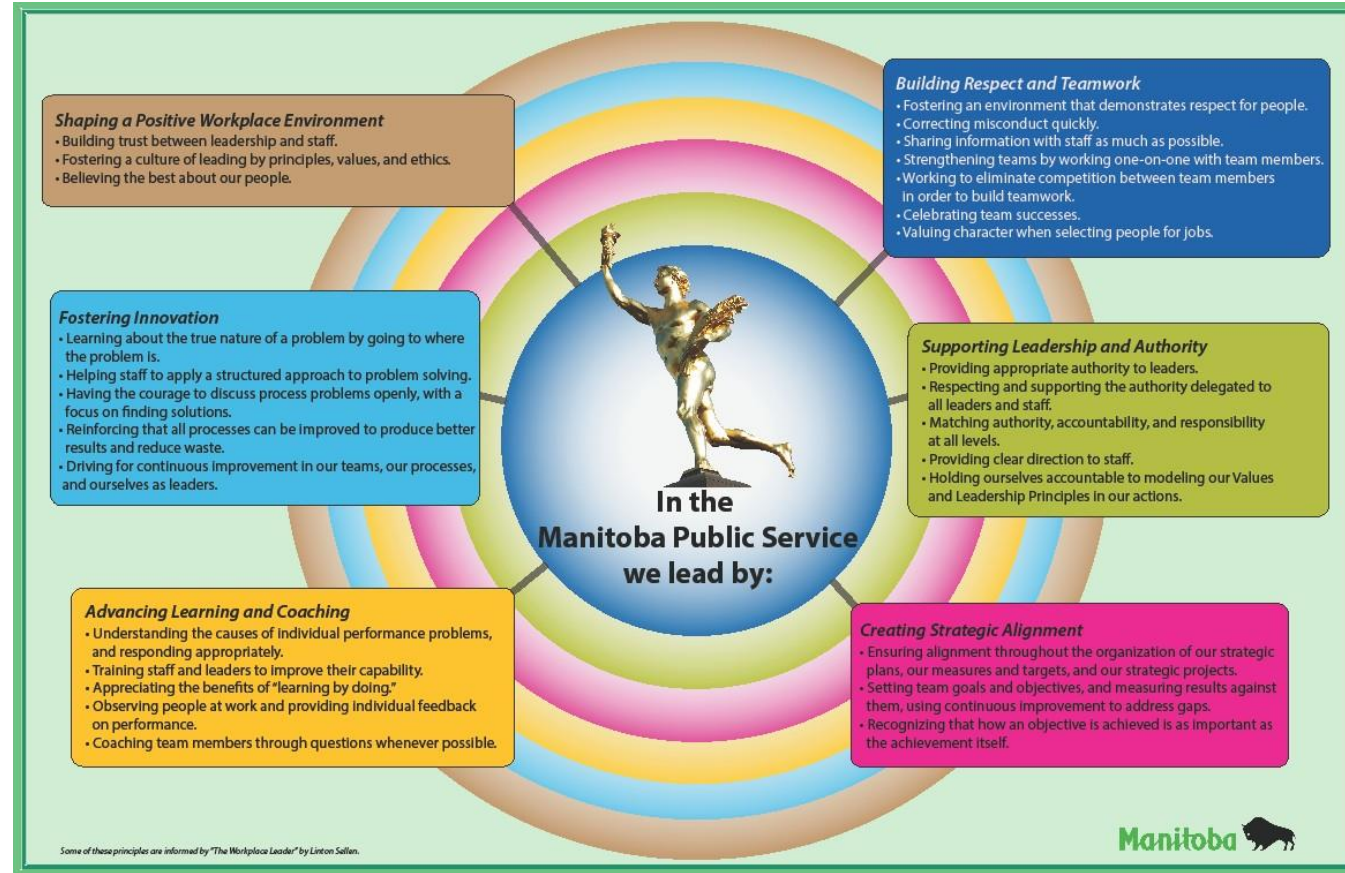


- 2013 Employee Engagement Survey

- 2015 Employee Engagement Survey

Leading on the Edge

- Starting a Lean journey from scratch is very different than advancing a journey already in progress:
 - Culture first, tools second.
 - The leaders shape the culture.
 - Trust is crucial to an innovative culture.
 - Change management matters.
 - Plan so that the team succeeds.



If you are the senior leader

And you want to change the culture of your team...



...ask yourself, are you willing to change first?

Thank You!

Your opinion is important to us!

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

Session No: TS/08

**The leadership principles necessary to start a lean journey
from scratch**

Brent D. Timmerman

Department of Families, Government of Manitoba

Brent.t@outlook.com