LEAN LEADERSHIP BEHAVIOUR TO CREATE A CULTURE OF CONTINUOUS IMPROVEMENT

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LEAN PHILOSOPHY REQUIRES TOOLS AND PEOPLE
LEADERS PLAY A CRUCIAL ROLE IN SUSTAINING LEAN
PH.D. RESEARCH SHOWS A LEADER-BEHAVIOURAL CASCADE

Higher-level management
Team leaders
Team members
LEADER BEHAVIOURS FACILITATE A CONTINUOUS IMPROVEMENT CULTURE AND, IN TURN, CREATE HIGHLY-PERFORMING TEAMS

Higher-level Leader Support

Strategic and Structural Clarity

Allied HR Policy

Sufficient, Available Resources

Affective states

Continuous Improvement Culture

Psychological Safety

Conflict Management

Information Sharing

Performance Monitoring

Innovating

Team Leadership

Organisational Goal Commitment

Team Member Support

Team Cohesion

Cognitive states

Behavioural processes

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5 BEHAVIOURS ARE KEY FOR LEAN LEADERS
BEYOND GENERALLY EFFECTIVE LEADERSHIP

Higher-level Leader Support

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<th>Behaviors of Lean Leaders</th>
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<td>Active Listening</td>
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<th>Values of Lean Leaders</th>
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<td>Honesty</td>
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<td>Participation and Teamwork</td>
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CASE STUDY: HOW TO DEVELOP LEAN LEADERS?
PROBLEM DESCRIPTION

Top manager:

“I want to empower my workers. They need to take more responsibilities, work towards continuous improvement and, at the same time, improve the quality of their output.”

Our focus:

- Develop continuous improvement behaviour
- Reduction of the inflow of error signals
CASE STUDY: HOW TO DEVELOP LEAN LEADERS?
FOCUS ON OBSERVABLE BEHAVIOURS AND ACTUAL PERFORMANCE INDICATORS

- Initiate local **Kaizen** events to solve rootcauses;
- Formulate **six simple, desired Lean behaviours** of managers and workers. Coaches observe those behaviours in regular meetings and provide feedback;
- **Coach managers to steer their teams** based on behavioural and output performance indicators.

**CASE STUDY**

HOW TO DEVELOP LEAN LEADERS?

FOCUS ON OBSERVABLE BEHAVIOURS AND ACTUAL PERFORMANCE INDICATORS

1. Define problem
2. Measure facts
3. Analyse rootcauses
4. Generate ideas
5. Implement solutions
6. Check results & sustain

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CASE STUDY: HOW TO DEVELOP LEAN LEADERS?

RESULTS

“I feel more energy amongst my workers and team leaders.”
– Top manager

“Workers look for rootcauses and help each other.”
– Team leader

Higher frequency of observed, desired Lean behaviour

Reduction of the inflow of 3/5 error signals

PROJECT START

PROJECT END

After

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FOLLOW-UP RESEARCH ON LEAN LEADERSHIP
WE LOOK FOR ORGANISATIONS WHO WOULD LIKE TO PARTICIPATE
Thank you for your attention!
Contact us for more information on our follow-up research.

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