THELEANMAG

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#9 November 2021

2nd anniversary edition

Editor's (quick) note:

Happy anniversary to theleanmag community.

Thank you to all members, subscribers, followers, partners, friends and family for your support.

It has been 2 years of great learnings, networking, sharing, with extraordinary personal growth!

The 2nd anniversary edition's content is (not always directly) dedicated to two of my favorite subjects in lean management: respect for people and leadership.

I have learned a lot since theleanmag started. I've put in practice what I read in the fantastic articles throughout this 9 issues.

I sincerely hope you enjoy this and take from it as much as I did.

Enjoy your reading.

Pedro Monteiro

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SOLVE MORE PROBLEMS BY ASKING BETTER QUESTIONS: The Impact of Breaking Your Telling Habit

*by **Katie Anderson**, internationally recognized leadership and learning coach, lean practitioner, speaker, and bestselling author of Learning to Lead, Leading to Learn.*

You might think that to be a great leader or coach you have to be the expert in the room with all the answers.

Maybe you feel like you have to be the one putting out all the fires and completing urgent tasks instead of using your problem-solving skills and your time to address the most impactful challenges to develop people.

So, what if that belief isn't true? What if you don't have to be the expert in the room? What if you don't have to have all the answers?

As a leadership coach, one of the questions that I get asked all the time is:

"*What if I already know the answer? Should I just keep asking questions even though I already know the answer?*"

My answer: it depends on your INTENTION.

Ask yourself:

- What is the impact that you want to have on the person you're asking the questions to?
- What is the importance of getting to the "solution" that you have in your mind right now?
- How open are you to other answers?
- How important is it for *your* answer to be the "right" answer?

Asking questions aligned with the purpose to develop learning is one of the most important skills leaders need to develop — learning how to navigate the continuums between asking and telling, advocacy and inquiry, and expert and coach.

Reflect on your purpose in that moment: are you there to help someone *learn* how to learn to get to an answer and to give them space to think, or is it more important to get to your answer immediately (and potentially skip an opportunity to learn the process of learning)?

A Leader Doesn't Have to Have All the Answers

One of the fundamental concepts of a lean learning culture is that "no problem is a problem", or as Toyota leader and subject of my book Learning to Lead, Leading to Learn, Isao Yoshino says, ask for "bad news first" ahead of what is going well.

However, one of the challenges that many leaders take on is the burden that they themselves need to take on all of the problem-solving responsibility for any problems that arise in their organization.

That isn't the leader's role.

Of course, a leader needs to take on complex issues that are outside of someone's else's span of control, to remove barriers, and to provide support to their people to solve the problems they own.

But problem-solving is not about the leader — or YOU — having to have all of the answers all of the time or taking on the burden of solving all the problems in an organization.

To be more effective as leaders or coaches, we must break our telling habit and learn to ask better questions to expand thinking across our teams and organizations.

This requires us to know when it is more helpful to be directive and when it is more important to invite thinking through open inquiry.

What Does Intentional Leadership Look Like?

When you lead with intention, you begin to successfully navigate the leadership and coaching continuums of:

- When to ask and when to tell
- How to provide both challenges and support as people are learning
- How to achieve business results while developing people at the same time

It guides you to better fulfill your purpose as a leader and coach, while helping others to be their best selves.

And, importantly, you solve more problems at the same time!

As a leader, how do you navigate these opposite poles on a spectrum?

- How do you set a direction and provide meaningful challenges?
- How can you support and nurture your people as they pursue these challenges?
- What is your attitude towards "failure"?
- How often do you teach your team the process of learning — and of failing — or and how often do you prescribe the "answer"?
- What questions do you ask to foster curiosity and learning?
- And how are you constantly developing yourself as a leader?

> *"Your role as a leader is to create an environment where people can bring problems and issues forward.*

The Leading to Learn Framework

As I describe in the book Learning to Lead, Leading to Learn, a leader's purpose is threefold:

1) Set the direction: provide a clear challenge or target

2) Provide support: help others develop competence & confidence in solving problems & achieving goals

3) Develop yourself: see yourself as a business condition that also requires improvement.

Intentional leadership is about setting the direction — having clarity of targets or goals, or what should be happening — and then providing the support so that people can solve problems and come up with or generate ideas.

And, of course, this means we always have to look at how we can improve ourselves as leaders to more effectively do both.

It's how intentional leaders amplify organizational impact, team impact, and personal impact.

It is simple in concept, more challenging in practice.

Your role as a leader is to create an environment where people can bring problems and issues forward, secure in the knowledge that they have the capability to clarify what the actual problem is, and that they have the confidence to move forward. This way, they know that they have the support to solve the problems within their span of control — or if there are bigger challenges, that they have their leader's support to remove barriers or help them navigate their way forward.

What are the ways that our habits limit learning?

In our interactions with people, we may assume that they need us to provide more explicit direction, when in fact they only needed us to listen and ask questions so they could think out loud through the situation in front of them.

When we make assumptions that others need "our answer", we limit our ability to genuinely connect with people, understand what is actually happening, and allow them space to grow and learn.

We are in the habit of telling -- sometimes without even realizing it.

Sometimes, especially under real business pressures and uncertainty, it can be easy to focus singularly on the business targets or goals you need to achieve. It can feel easier to tell people what to do or to give your ideas to get to "the answer" (or what you think is the answer) more quickly. Yet when you default to being the sole idea generator, you limit the richness that comes from collaboration and the generation of many ideas from others, and you end up owning responsibility for solving all of those problems!

When you shift your leadership approach from being directive to being focused on asking others to bring forward their ideas, you leverage creativity and develop problem-solving capabilities across your team.

When you ask intentional and open-ended questions, you give your team the opportunity to be forward-thinking and come up with ideas that you might not even have thought of.

How can you do that?

1.**Ask questions to expand learning and possibilities:** Ask open questions that do not presume a solution or imply judgement, and listen to what your team is telling you to understand what is happening now — for them and with their work. Maintain your connections with your people by checking your assumptions before jumping to conclusions.

2.**Give space for thinking and invite reflection**: Instead of posing a solution, consider asking your team to reflect on potential countermeasures they see to a given problem. Instead of independently generating ideas, give your team the opportunity to openly share ideas that they may have to achieve the goals. By giving your team more autonomy and time for thinking as it aligns with the direction of the organization, you'll likely find that it allows them the creative space to make the connections of their ideas.

3.**Be comfortable with struggle as part of the learning process**: Understand that struggle is an inherent part of the learning process. We often jump in to "tell" the answer when we see someone struggling or not sure of how to answer our question. Sometimes the other person does need us to move into a more directive teaching role to help them move forward and get unstuck, but we often move to this role too soon when we see the first sign of uncertainty or struggle. Your purpose as a leader or coach is to find the balance between challenge and support -- this is the learning zone -- where someone is stretched to learn but has enough support to keep moving forward.

Below are some additional ideas to incorporate into your practice to move forward with more kindness, love, and caring so that you can break your telling habit -- and to solve more problems at the same time:

•Ask open inquiry questions with the intention to help the other person think and learn.

•Listen without judgement to what others have to say with open ears, an open mind, and an open heart.

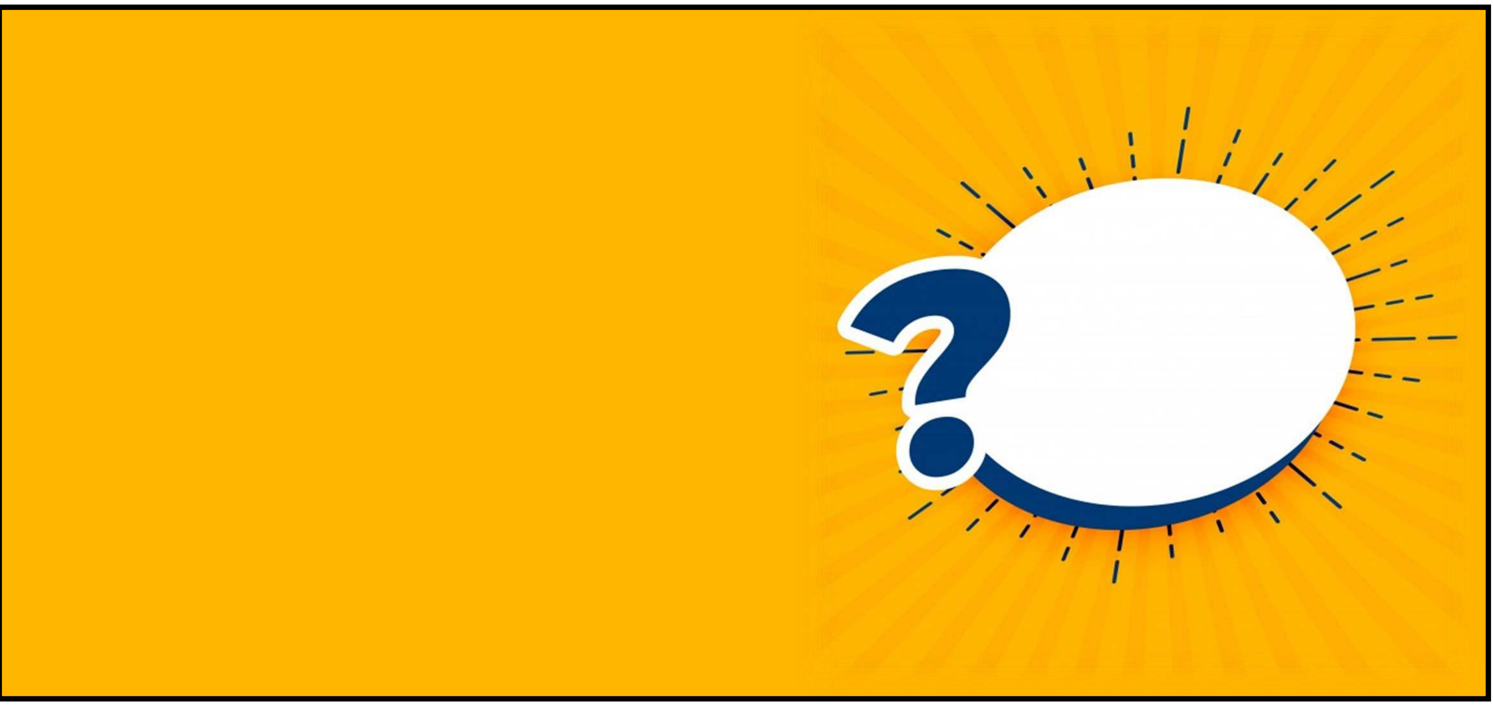
•Value the process of learning and be willing to out ideas to see what happens even if you don't necessarily think they will work

•Focus on helping develop people first and on "competition", dollars, and business results second.

Never forget the power of asking questions from a place of genuine caring and curiosity. When you ask the right questions, you give your team members the opportunity to be a part of the solutions. You give them the opportunity to learn, to develop their capability and confidence, and ultimately to accelerate continuous improvement.

When you realize leadership is about both setting direction and providing support, you are unburdened from having to be the expert with all the answers. When you break your telling habit and strengthen your habit to lead with inquiry, caring, and curiosity, not only do you solve more problems, your team -- and organization -- is able to flourish.

Want to start breaking your telling habit and learn how to ask more effective questions? Download this helpful guide for more actionable advice: 3 Tips to Break The Telling Habit https://kbjanderson.com/telling-habit]

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by **Jamie Flichbaugh**, an experienced entrepreneur, senior executive, consultant, and board member , spanning a range of roles across exceptionally diverse industries and functions.

TRANSPARENCY, VULNERABILITY, AND TRUST

Excerpt from "*People Solve Problems*" chapter 14

As your team and organization learn to solve problems, creating an environment that values transparency, vulnerability, and trust becomes increasingly important. These three words intertwine with each other. It is difficult to tear them apart and explore them completely independently. We begin with some quick definitions as it applies to problem solving.

Transparency is about being visible about the fact you have problems, what they are, and ultimately, what you are doing about it. The phrase "Don't air our dirty laundry" is thrown away; everyone has "dirty laundry," otherwise known as problems, and we are ultimately more effective when we expose them.

Vulnerability is about having what is called a "weakness orientation." We do not project that we have no problems but instead that we are open to hearing and learning about them. If we have nine successes and one miss, we focus on the miss and how we can improve it. This becomes a source of learning and improvement, openness to tough feedback, being shown problems, and metrics exposing our gaps, and so on helps us stay vulnerable and open to enable improvement.

Trust can help enable or destroy both transparency and vulnerability. Trust is a foundation on which we can expose our problems and collaborate openly because we know the spirit with which these behaviors are adopted. Trust in leaders, trust in each other, and even trust in the process all help enable an effective and vibrant problem-solving culture.

Early Visibility into Problems

Behaviorally, we want and, in fact, welcome early exposure of problems in our work and our processes. Why? Problems exist whether we know it or not. Problems exist whether we expose them or not. If you woke up on a Tuesday morning and went into work and there were no problems to speak of, is it more likely that there are no problems or that you just don't know about them yet? It is almost always the latter. There may not be any crises, but we do not want to wait until our problems become crises.

This transparency should extend into our team and beyond into our team's key relationships. Essentially, there should not be "two sets of books" when it comes to our performance and our problems.

Our personal or internal understanding is the same as our external view. A good test of this is whether you have "pre-meetings" with your team before you are then exposed to a larger audience. Many of these pre-meetings are about getting our story straight, determining our negotiating parameters, and deciding what to share and what not to share. This helps you have a polished and sound story going into the meeting, but it also means you have two versions: the internal version and the shared external version. This is not transparency.

Why is early visibility into problems so valuable? Because that is the best time to fix them. If you believe your process can handle anything, then it will handle anything right up to the point where the problems are so large that they finally break the process. By then, the problem is too large to solve easily or rapidly. This means we actually design our work to be fragile, to break easily, and to help us expose the problems.

Consider building two small bridges over a stream. The first bridge is made from many intertwined twigs, each one easily broken individually but collectively they are strong. The second bridge is made from one much larger, stronger log. If both structures have good integrity, that large, strong log seems better. If there are problems, then the bridge made from twigs will generate its first cracking sound, and before the rest of the structure collapses, you will be able to get to safety or even repair it. But if the log gives way suddenly, with one loud crack you end up hurt and wet in the stream. When you design your process to be fragile, it breaks early but in a small way, and you can fix it quickly while the problems are still small.

Just-in-time pull systems in manufacturing are one example. Inventory between steps is there to absorb problems. When you reduce inventory, small problems will disrupt the flow easily. It does not matter whether the problem is cycle-time variation, downtime, quality defects, or something else. As soon as the problem surfaces, the process will be interrupted. This allows you to respond to the problem quickly and while it is still a small problem.

“The clearer we communicate the why, the easier people can trust in the intention and their efforts.

In a product development team, most controls involve gates, review meetings, and templates. But the important connection in product development is resource-to-resource, such as one engineer trying to integrate a system design with another subsystem engineer. It is difficult to just trust that those two engineers will cooperate and serve one another. We prefer to put more controls in place to maintain the system. Person-to-person is a fragile system. If you build your product development system with enough granularity, you can spot such breakdowns easily. If you also have a mechanism in place for surfacing a problem immediately, you fix small problems quickly before you end up missing a true deadline.

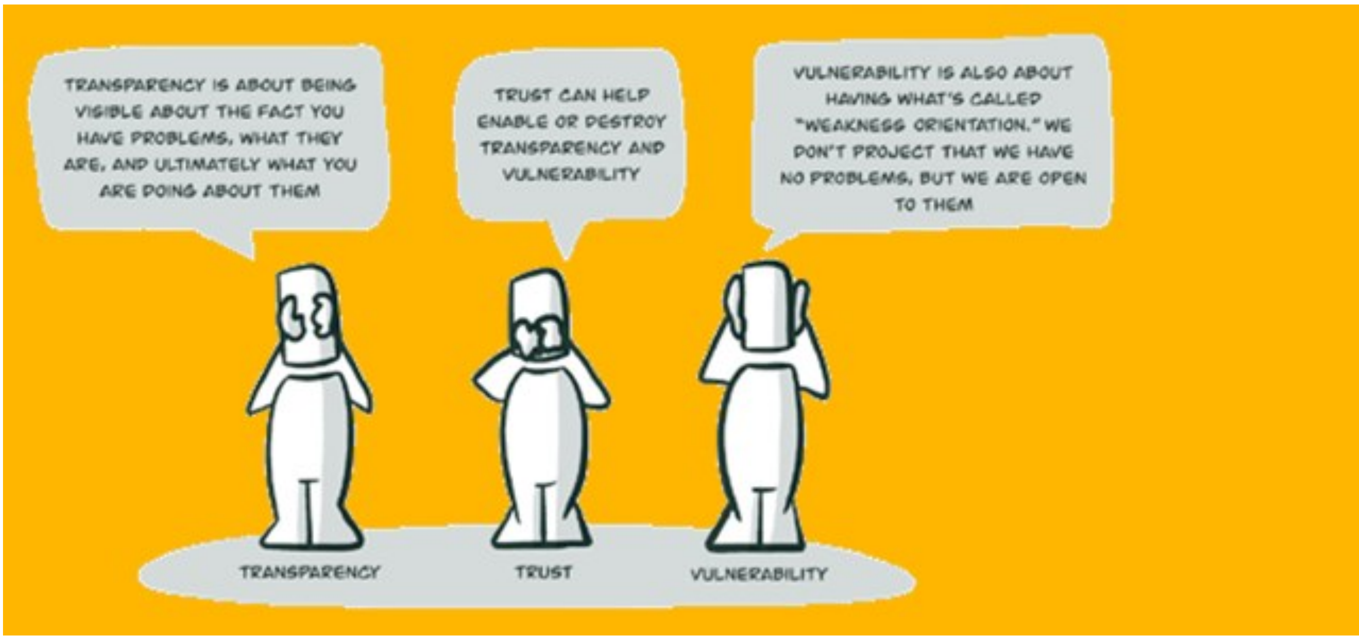
Transparency of Progress

Transparency of progress in solving found problems is just as important. For starters, it answers the question, "Are we working on the problem?" This is useful information for multiple reasons. First, it provides information to management about what is being worked on and what is not. There are a lot of management systems that are designed to review the performance of a team or a process. How much management time is spent trying to determine whether their various teams have a grasp on their problems and, ultimately, on their performance? Transparency can cut through all that overhead.

A good test of this is where performance metrics are presented and whether they have been shared in periodic-based meetings or on process walks. When a metric is presented, is the list of problems identified also included? Too often not. This leaves observers and managers wondering whether the problem is seen, understood, and engaged; if there is a concern, it often leads to interference where it may not be welcome or even helpful.

Horizontally, this transparency is also useful. You may depend on another group making progress on a problem. You may be contributing to that work. It benefits you to know where the work stands. It is equally useful to know whether the problem is not being worked on or will not be worked on. I see so much frustration in organizations when a problem is handed off to another department with the expectation that it will be worked on. It gets put in a queue and then continually deprioritized with no transparency. The feeling on the other side is that it is being done deliberately and with poor intentions. There may have been good intentions, but with the lack of transparency in the deprioritizing of that problem, only the worst is assumed. When you know it will not be solved, you then take ownership and start to solve it from your end, even if the solution will not be as powerful.

For example, if you submit a problem statement to IT for help and they accept it, you are then expecting them to turn around and do something with that problem. However, if you are unlikely to get it prioritized any time in the next couple of years, you might keep the problem statement and find another solution, even if it is not as good as something IT could have done for you. In the end, not only is frustration lower with transparency but more problems actually get solved.



Vulnerability and the Weakness Orientation

The weakness orientation is about being vulnerable to the fact that there are problems. A popular phrase in lean cultures is "No problema is a problem." This means we never assume there are no problems. If there are no problems, then we are not exposing them and open to them, and that is a far bigger problem. Vulnerability is about having the confidence to acknowledge problems because the power is in engaging those problems, not ignoring them.

The thinking that drives this is that any abnormal condition is a problem, not only those that produce noticeable or measurable impacts on outcomes. If a standard is not followed, that is a problema worth solving. If there is not a standard, that is a problem worth solving. If waste is found, that is a problem worth solving. If there is a surprise, that is a problem worth solving. If variation is higher than normal, that is a problem worth solving. These are all opportunities to improve, and the weakness orientation suggests we grab these opportunities once they are visible.

It is critical for this behavior that no energy be expended trying to convince ourselves that everything is fine. That is energy or resources that could have gone into making improvements. I visited one company that had an entire department under the banner of benchmarking, but their sole purpose was to review data and demonstrate that any gaps in performance compared to others could be explained by variables that were outside of their control.

Therefore, no action was required. Ultimately, this negatively influenced the culture to one that avoided talking about problems and gaps, and therefore little got solved.

Building Trust as an Enabler

Trust is what enables transparency and vulnerability. Without trust, people are unwilling to be transparent and would rather control what is exposed and what is not exposed. The fear is driven by not knowing how people might use the truth against them. Extending beyond just transparency and vulnerability, trust is crucial for lean success. In recent research I conducted, over 75 percent of respondents indicated trust was essential for lean success, meaning that lean cannot be successful without trust.

Trust also supports other behaviors discussed in this book.

Collaboration is greatly enhanced through trust because participants are able to focus on their collective efforts to solve the problem. Without trust, collaboration looks more like negotiation, where the parties involved are either winning or losing as the problema solving progresses.

Learning is also enhanced with trust because "I don't know" is more acceptable and will not be used against someone. If people are less willing to say "I don't know" because of a lack of trust, then problema solving becomes more a demonstration of what we already know instead of what we are learning about the problem through discovery.

Trust is built through four key mechanisms, which I have outlined in previous research and writings. The four enablers are called the 4Cs of Trust:

- Demonstration of *Care*,
- *Communication* of the why,
- *Competence* to deliver on the promise, and
- Doing all these with *Consistency*.

The *demonstration of care* is often first be cause without a sense on both sides that someone cares, the rest hardly seems to matter. What does this have to do with trust in problem solving? When we are trying to craft the problem statement, the care is about both the problem itself and its impact on people. Without demonstrating care about the problem, it is more difficult for someone to wade into the unknown and work hard in a vulnerable way.

Communication of the why, or context, is also particularly importante for problem solving. Why does this problem matter? Who will care if I do or do not solve it? Sometimes within the problem statement, the why is incredibly obvious. Often it is not obvious, especially as we start solving more problems that can only be described as abnormal conditions. Why does failing to follow the standard matter? Because it could lead to defects or delays, which would, in turn, lead to deteriorating customer confidence and a loss of sales. The leap from the problem to the "why it matters" is not always easy or obvious, and the more clearly we communicate the why, the easier people can trust in the intention and their efforts.

Competence is particularly important when problem solving involves collaboration. Many collaborative efforts break down when parties do not trust each other's competence. Will you solve it at all? Will you solve it well? Will you solve it quickly? They start taking steps without each other, draw their own conclusions, and do not give each other equal weight in determining solutions. This then ceases to be a collaboration and therefore not a shared solution, which hurts both the creativity and adoption of the solution.

Finally, this must all be done *consistently*. Without consistency, trust in transparency and vulnerability deteriorates with each misstep.

Questions and Reflections

Transparency of Progress - What if there's no "problem cause(s)" presented even if the metric is RED? In an environment where "no problem is ok" instead of "no problem is a problem", wouldn't transparency, vulnerability, and trust be jeopardized? What would be the impact on the organizational culture and how could we turn it around?

Trust is absolutely at risk in these circumstances. However, trust in what? If we have a clearly defined system of work, including how we manage problems, and consistent rules in how we use it, then the lost trust is in the system. This is quite easy to recover from if you then put effort into improving your system. Trust in the system can withstand lapses such as this as long as there is trust in the intentions and efforts to improve. However, if there is no system of transparency of problems, then lapses such as this result in lost trust of intentions. That is much harder to recover from.

Vulnerability and the Weakness Orientation - What could help to grow this sense of "weakness orientation"? Is it a leaders-only thing?

This can be an individual or a leader thing. Leaders can help set the tone first and foremost by being transparent about their own weaknesses. Stating things such as "I don't know", "that was my mistake", and "I need help" all set the tone that weaknesses aren't something to be ignored. We all have them. Pretending that we don't have weaknesses, that our processes don't have weaknesses, or that our companies don't have weaknesses is ignorant. Phrases such as these help make it acceptable not only to have weaknesses, but to talk about them, expose them, and most importantly, to work on them.

TLM

LEARNING TO NOT RE-LEARN

Acknowledging the Good and Bad

*by **Cynthia J. Young**, founder of CJ Young Consulting, LLC, a knowledge management consulting firm, and a curriculum developer and instructor with Leidos, a defense contracting company*

A lesson learned is when an event has a positive or negative occurrence. It is essential not just to acknowledge that an event has occurred, what was learned from it, good or bad, to prevent the negative event from happening again or to repeat a positive event making the lesson learned useful. Lessons learned are a vital part of continuous improvement because they are a competitive advantage for businesses. When lessons are not learned or documented, they can be re-learned, potentially costing an organization time, money, quality, or resources in rework.

Every organization should have a lesson learned program or process to help assess successes and failures. A primary point of contact (POC) should lead the effort with personnel, call them knowledge managers, to weigh in on each department or division. The following is a process to capture, document, implement, and revisit lessons learned to make them useful.

Capture the lesson.

The best way that I have found to capture the knowledge of lessons learned is to write things down in the moment. This helps in situations to prevent forgetting what the pain points were in that lesson that you learned. When connecting the lessons learned to the success or failure of a task or project, capture these lessons as honestly as possible. Keep in mind that not all lessons learned are real lessons learned. It may be that a team member just forgot how to do something and the rest of the team helped them recover from the oversight. Carrying around a notebook is the easiest way to capture those details.

What is meant by honest is that while not assigning blame, you state how the situation occurred so ensure it is fact-based. You need to capture the background of how the lesson learned occurred. If you don't capture it as it is happening or just after it appears, you will miss the tiny details. If a lesson is not captured while it's occurring, you may want to implement a rule where the team takes time to evaluate if a lesson learned should be acknowledged at the end of each day. If daily is too ar duous, then go no more than weekly, with every team member spending 10 minutes reflecting on any lessons they learned or captured in their notebook.

Use formality when documenting.

Now that you have captured the knowledge, you need to decide where it will be documented for future use. Are you going to put it in a business process management system? Are you going to put it into a training file to teach later? Are you going to make it required reading for those preparing to execute similar projects who may use it? These questions are important to consider since documenting knowledge is not helpful if it isn't used later.

When you document it you also need to say why it's important, what occurs to make it important enough to capture, and what future use you think it'll have. It's not just writing a lesson learned, it's about having an accurate recall of why it was determined it was a lesson learned, the discussion aspects of it, and any recommendations.

This fact-based script below is how lessons learned were documented when I was in the military and how I write lessons learned now:

Issue: In one sentence, state the problem.

Discussion: In one paragraph, state the background and why the problem was or is a problem.

Recommendation: State how the problem was solved or recommendation(s) to solve the problem.

Here's an example of one lesson learned that I have used previously:

Issue: Weekly data analytic reporting is not being completed on time.

Discussion: Data collection is hindered due to access to a system that requires the customer to data the data to the contractor to analyze. The contractor cannot gain access to the system. This delay restricts the time the contractor has to perform the data analytics.

> *“Keep in mind that not all lessons learned are real lessons learned.*

Recommendation: Standardize a timeframe to gather data with requisite permissions to allow the contractor to perform data analysis and submit required reports on time.

Using this format removes emotion from the process, allowing the organization to use a fact-based approach.

Ensure accessibility.

Now that you have captured and documented the lessons learned, consider storing it for future use. There is no use in writing a lesson that was learned if you don't intend to use it. You can often keep knowledge in a SharePoint portal, but you need to have somebody responsible for updating that knowledge. You will also need to ensure the people who will need it in the future will have access to it since it does no good to capture the knowledge of lessons learned if no one knows it's there or can access it if they do.

Standardize revisiting the lessons.

Whether you put the lessons learned in a database or have a method of sharing them through training, you will need to revisit the lessons learned on a routine basis. This helps to ensure you don't have repeats (or lessons re-learned) in the database. It also helps to ensure you are training appropriate lessons learned. Some lessons learned may be outdated if the system or metric you are trying to achieve has been changed.

Once you've agreed on a timeline to revisit previous lessons learned, the assigned POC or a community of practice oversees the processes. The knowledge managers familiar with their department or division's lessons learned can provide insight into the previous lessons learned submissions. This also supports the program to not fall onto one individual's plate and creates buy-in throughout the organization. If not evaluated regularly, the program will grow stagnant and fail when needed.

Conclusion

Lessons learned are essential for organizations to capture, document, implement, and revisit. This process ensures that an organization formally acknowledges the good and bad of a project or process. The issue, discussion, recommendation format is one format that is useful for documentation of lessons learned.

More importantly, organizations find a method that works for them to prevent loss of time, money, resources, and the quality of the product or service they are providing to their customers or a process internal to the organization.

Finally, consider including this process in your business process management system so all employees understand it and can support it. ■

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"HOW DO YOU IMPLEMENT LEAN IN A UNIONIZED WORK FORCE STUCK IN ITS WAYS?" - ask Art

*by **Art Byrne**, now Operating Partner with J.W. Childs Associates, a firm specializing in leveraged buyouts and recapitalizations, implemented lean principles in more than 30 companies, 14 countries in the past 30 years*

I suppose the flip answer to this question is "Well, unstuck it." After all if a union is "stuck in its ways" it is only because management allowed this to happen. If you want to change this and move to lean then it is management's responsibility to get the union to change its ways. In fact because we are talking about moving to lean it is more specifically the CEO or leaders role to lead the change as lean has to be led not managed to be successful. You may want to start by asking yourself why did we get a union in the first place? Were we taking our people for granted? Were we treating them poorly? What is the root cause and once we had a union how did we let them get "stuck in its ways?"

But lets back up for a moment. I think the bigger question here is can you implement lean in a union environment? After all unions have contracts and work rules and plenty of specific job classifications all of which seem counter to the environment you find in a lean company. Switching from a traditionally run batch company to a one piece flow, lean company is hard enough without the complications of a union. Can you do both things at the same time? You would be surprised at how many traditionally run companies conclude that you can't and decide not to even start on the lean journey.

The truth is it is very possible to implement lean in a union environment. I have done it many times. Sure it is harder to implement lean in a union environment do to the existing work rules and contract. It may take a little longer as you work around the obstacles but the fundamental approach is no different nor are the outstanding results.

Converting to lean is all about people. It is not some capital investment project. The thing you are trying to convert are the people. You need to change the way they think and act. To become lean you have to remove the waste from all your processes in order to be able to deliver more value to your customers. You need to have all of your employees engaged in this effort. Lean is a team sport and everyone needs to be on that team. As a result the most important first step is to stop differentiating your people as union or non union. You are all simply associates working for a common goal. Everyone benefits if you deliver more value to your customers than the competition can. You need to understand that the best ideas to remove the waste will come from the people doing the work. It is your job as leader to facilitate and encourage this. Respect your people. All of them.

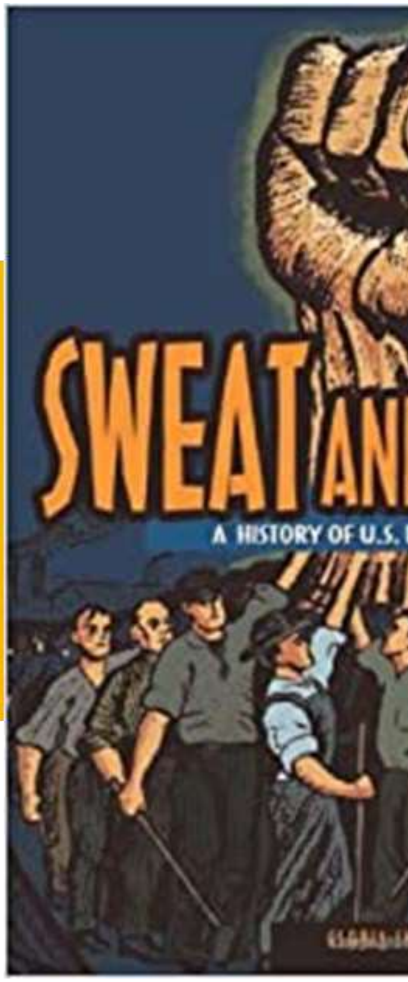
One of the best examples of converting to lean in a union environment is the joint venture between Toyota and General Motors called NUMMI. When Toyota decided it needed to produce cars in the US it chose to start with a joint venture. GM was willing and had an idle plant in Fremont, CA that it was willing to contribute as long as Toyota agreed to hire back the UAW employees that GM had laid off when it had closed the plant which at the time was one of their worst performing plants with high absentee levels and lots of labor management issues. Toyota was reluctant but took on the challenge. They took teams to Japan and trained them in the Toyota Production System. They treated them with respect, asked for their ideas and let them make improvements. Within a very short time NUMMI became the best performing plant in GM. Unfortunately GM was not able to transfer this success to its other plants and eventually went bankrupt.

When I first became a Group Executive at The Danaher Corporation one of my Group Companies was Jacobs Engine Brake or Jake Brake which made engine brakes for big diesel trucks. In fact my office was in the Jake Brake building. Jake Brake was really struggling and myself an the President of Jake Brake , George Koenigsaecker, decided to convert it to the Toyota just-in-time system in order to save it. George had come across the Shingijutsu consultants, all ex Toyota, and we convinced them to help us. They were a big shock to our system, but in a good way.

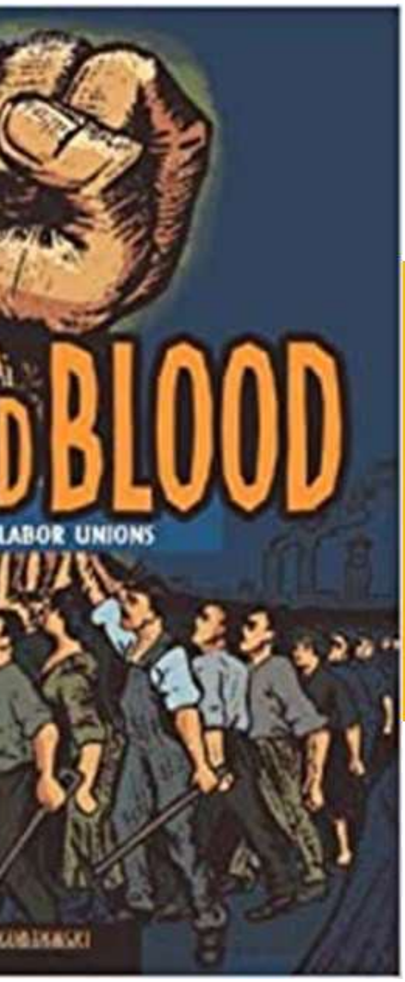
Jake Brake was a UAW union shop so we got the union heads involved from the start so that they could understand what we were planning to do and why. The UAW regional area head wasn't too interested and our Jake Brake shop leader, Big Benny, was at best very skeptical. We were very honest and up front with them and made sure there were no surprises and that we kept our word. Our pace of change was very rapid and that led to some pushback as you would expect. On the other hand every time we created a new cell we painted the area and equipment and added better lighting, Jake Brake looked like a cave when we started. Our associates appreciated the cleaner better environment. In addition they understood that every move we made with their input was making their jobs easier and safer. We freed up space and added some employee recreational areas they could use during breaks. I remember once creating a new machining cell despite a lot of pushback from the guys in that area that the machines were too close. Even so they agreed to try it. We came back a couple of weeks later and they had moved the machines much closer freeing up more than 50% of the space. Their reaction now was "Hey, why didn't we do this sooner." In fact when the Rales brothers who owned over 50% of Danaher came to visit George had the UAW members do all the presentations on the shop floor. They were very enthusiastic and led the Rales brothers to ask George and I afterwards, "how soon can you do this in the other 12 Danaher companies." With the UAW's help Jake Brake achieved a 29% gain in productivity in brakes per man hour for each of the first five years of their lean journey.

When I left Danaher to become the CEO of The Wiremold Company which made raceway and fittings for the electrical industry we had the IBEW as our union. Wiremold's earnings had declined by 82% in the two years prior to my arrival so it was clear that we needed to convert to lean as soon as possible. One of the first things I did was to outlaw the wearing of ties in the company. Historically the managers and engineers wore ties and the workforce did not but they were convinced that ties cut off circulation to the brain. This was a big shock to the salaried workforce but it put us on a better path to functioning as a team where you were judged by your contributions not your uniform or status.

When I announced that we would be implementing lean I did the initial training myself and made sure that all our union heads participated in the training and were on the first kaizen teams. I also made the pledge that no one would loose their job as a result of our kaizen efforts. I didn't ask for anything in return from the union which of course would have been shocking in a traditionally run company. Even so it was important to send the message that we were all on the same team and no one would be hurt as we improved. That was all nice but it didn't stop the workforce from bringing our first kaizen teams to a screeching halt. The teams were half hourly and half salaried employees and when the salaried employees started moving things or using tools to make adjustments to the equipment the work force pushed back that that wasn't allowed in the contract. Yikes! It took us a few hours with the union heads to work things out and get the kaizen teams back on track. The thrust of that discussion was "hey, we are all in this together and if we don't improve Wiremold will go out of business and we will all loose our jobs."



After that we were able to conduct our kaizen activity without problems and we did a lot of them. We always published the results so that everyone could see the type of gains we were getting. We also did this to teach people to celebrate if a kaizen team was able to go from 8 people needed to do a job to 3 people instead of being just scared that they would loose their job. We of course lived up to our no layoff from kaizen activity pledge but how you do it is also important. For example, if a kaizen team went from 8 people to 3 the team leader would naturally offer up his/her 5 weakest people to be freed up. Instead we wanted the 5 strongest to be freed up. This gave us a chance to promote a few people as a result of the kaizen, another reason to celebrate. It also gave us flexibility in manning as we had 5 people available who knew the work in that area who could step in if someone were out sick. Most importantly it forced the 3 people remaining to step up and with our help improve their skills.



Another hurdle with unions and lean is the number of job classifications that unions tend to create over time. At Wiremold I think we had 63 different hourly job classifications. With lean we only needed about 5 or 6 as lean requires a flexible multi skilled workforce. For example, in our prior functional state a worker might only do one job or run one machine. When that machine is then moved into a one piece flow cell that has 8 operations needed to make the product complete then that operator will need to learn all 8 jobs. We started by just eliminating any job classifications that had no one currently in them. Then step by step over a couple of years we were able to get down to the 5 or 6 classifications needed. We made sure no one lost pay as we consolidated the classifications.

Of course after our associates were comfortable that they weren't all going to get laid off it didn't take them long to say, "Hey, I used to just do one job and now you put me in this new cell and I do 8 jobs what do I get for that? In our case we had the perfect answer, profit sharing. Wiremold had always had a profit sharing program but when I got there it was only paying out at about a 1% rate above base pay. We set an objective of getting it to 20% and with our aggressive kaizen approach we got close to that a few quarters but for the most part we were averaging about a 14% payout which was a significant boost in everyones pay. We paid out quarterly and held an all employee meeting each time to discuss the results and what we needed to focus on in the current quarter to get better and increase the payout. We got a lot of good questions at those meetings and always answered them honestly which is important but which a lot of traditionally run companies don't do.

As we grew Wiremold, we more than quadrupled in size in just under 10 years, we did a lot of acquisitions some of which also had unions. One small company we bought in Patterson, NJ was represented by IBEW local 3 witch was rumored to be controlled by the mafia. This business made poke thru's that were in the floor outlets used to bring power and data to the middle of open spaces mostly in commercial buildings. This business fit with our underfloor duct business in WV so we knew upfront that we would eventually move it and told them that. But our WV operation was building a new plant so the move was two years away. In the meantime we started kaizen with the existing union. We worked with them on the shop floor and with their ideas we created new cells and made their work easier and safer. In the end we gave them good stay bonuses and severance and helped them find new jobs as the kaizen activity had expanded their skill levels. They had learned a lot and had only good things to say. By the time we moved the business to the new plant sales had grown by 133%, inventory had dropped by 77%, we needed 66% fewer people in the new plant despite the sales gain and space was reduced from 50,000 sq. ft. to 4,000 sq. ft.. We never heard anything from the mafia!

Summary

A union is not a barrier to implementing lean. Just treat you people as people not as union and non union. Lean is all about people. Teach your team how to see and remove the waste with lots of kaizen activity. Make sure kaizen teams are half hourly and half salaried. Respect your people. Listen to them. The best ideas on eliminating waste will come from the people doing the work. Your associates will very quickly understand that you are helping make their jobs easier and safer. For example at Wiremold we took a 14 hour rolling mill set up to 6 minutes, a 150 ton punch press set up from 3 hours and 10 minutes to 1 minute and an injection molding set up from 2.5 hours to under 2 minutes. No one was complaining about that. The worst thing you can do is talk yourself out of going down the lean path because you have a union. What you really have is a capable group of people who want to be on the winning team if you will let them.

OHNO'S THEORY OF NONPRODUCTIVITY

Waste, Unevenness, and Unreasonableness

*by **Bob Emiliani**, who studies areas of Lean leadership and Lean management that others ignore.His work covers both how to be successful with Lean and why leaders resist or reject Lean.*

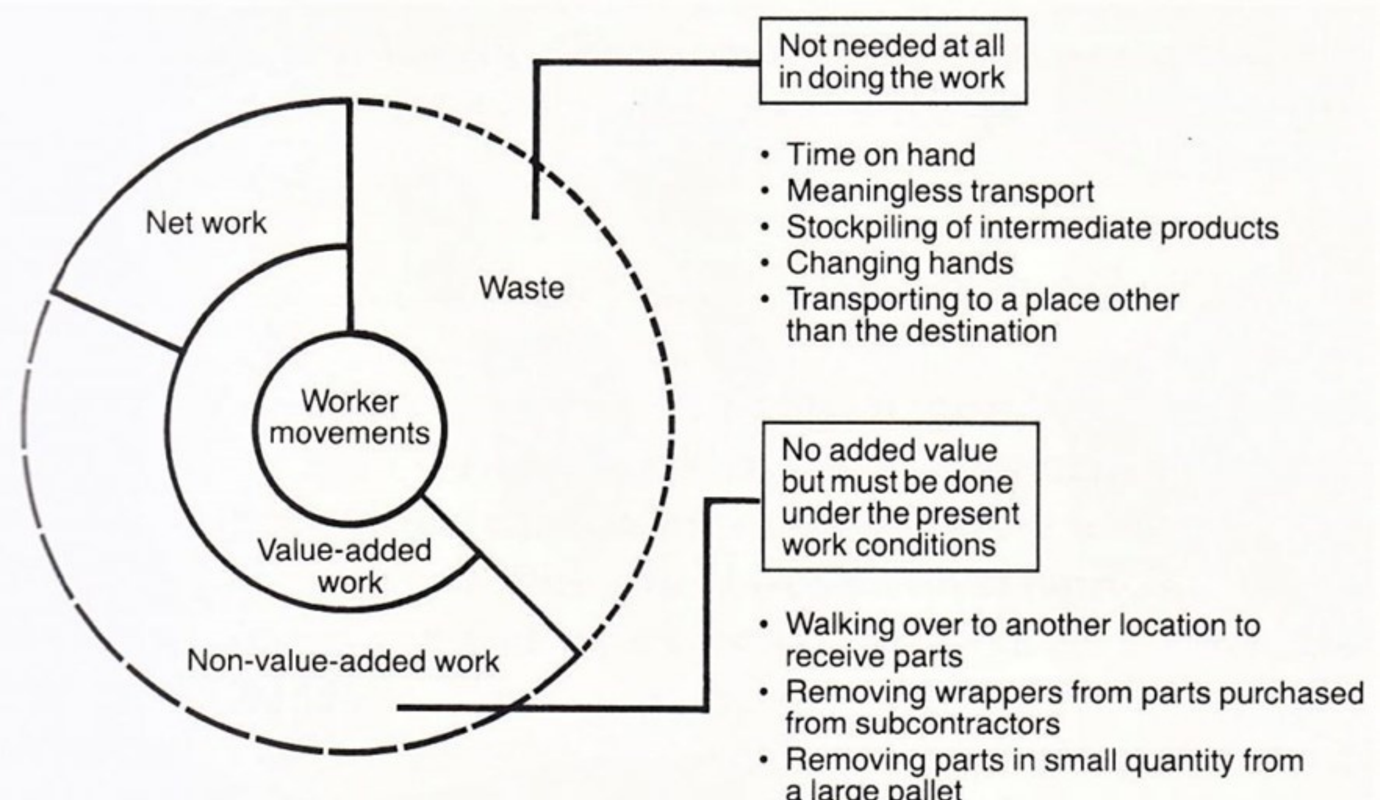
Mr. Taiichi Ohno had a theory of nonproductivity that people know but which they do not truly understand. In the image below, Ohno-san makes a clear differentiation between the types of work that workers do: work that is *waste, non-value added work* that is necessary under present conditions, and *net work.* By "net work," he means the portion of work that is value-added, meaning, "some kind of processing" (Ohno, TPS, p. 57).

Ohno-san also said, "Moving is not necessarily working." He said, "The ideal is to have 100 percent value-added work," meaning, no waste (TPS, p. 58). This would lead to the "Full Work System" (TPS, p. 59). Importantly, the financial reward for the worker's work, their remuneration, would reflect their actual contribution to making the product. In his view, workers should not be paid for waste, and it is management responsibility to assure that workers do value-added work and get paid for doing that (and non-value-added but necessary work), and thus not get paid for doing work that is waste. Ohno-san surely reasoned that paying workers for waste would be a poor use of company money (increase costs) and reduce profit.

Ohno-san's specific theory of nonproductivity of work was preceded by a more general theory of nonproductivity advanced by *sui generis* economist and sociologist Thorstein Veblen in his 1899 book, *The Theory of the Leisure Class: An Economic Study of Institutions*. Veblen's theory of nonproductivity, one of numerous novel and impactful ideas in the book, is an aspect of production that neoclassical economists ignore, then and now, because they do not think nonproductivity exists or refuse to acknowledge that it does. Dr. Veblen showed, in exacting theoretical and practical detail, that nonproductivity was real and must be accounted for in economic theory. The simple idea he put forward, radical in its time and still radical today, was:

Net Productivity = Productivity – Nonproductivity

Dr. Veblen demolished the accepted economic argument that individual persons are rewarded (monetarily compensated) based on what they produce in doing their work. Yet, some forms of work are clearly nonproductive in that they do not contribute to making a product. In Toyota's management system, waste is nonproductive. In addition, management is considered nonproductive because they have no role in producing the product. Managers are a nonproductive cost that customers must pay for. So, for managers to be worth their pay, or a portion of it, they must do things that somehow connect to the productive work that workers do such as developing people's problem-solving skills. Developing people, as well as engaging people on the shop and office floor to improve work, would be "net [management] work," while manager's other work is comprised of non-value-added work (necessary under present conditions) and waste.



Source: *Toyota Production System*, Taiichi Ohno, Productivity Press, 1988, p. 58

In most companies — those ruled by classical management — manager's "net work" is near zero. Their workday, busy as it is, is filled with non-value-added work (only some of which necessary under present conditions) and waste — with most of the time working (and movement — walking, talking, nodding, etc.) being waste. Needless to say, the reward for one's work does not exactly coincide to one's contribution to the product. The situation is worse for senior leaders. Take for example a worker who is paid $200 a day and spends the day successfully responding to a part shortage so that a one-million-dollar product that generates $200,000 dollars in operating profit can be delivered to a customer on-time. Compare that to the CEO of a big company who is paid $75,000 per day who works on budgets, or internal political problems, or rearranges the organization chart, or calculates how many people to lay off. Neoclassical economics says that the CEOs contribution that day is more productive because the CEO was paid more money than the worker, and that both the CEO and the worker got their rightful share of income. But, in fact, the CEO got paid a lot of company money for waste.

Dr. Veblen understood that work, long and hard as it may be for CEOs, is not necessarily productive, and that one's reward for work does not accurately reflect one's contribution to the work. Ohno-san, more than 50 years later, understood this as well. Every Toyota and Lean person understands this too because they have witnessed it firsthand. Yet, important people in high places obviously favor the neoclassical view of productive work and abhor Veblen's and Ohno-san's progressive view (meaning, favoring change, improvement, making progress) — the mere reality that not all work is actually work — because it defends and preserves the status quo (which nearly all economists are in league with). So, when it comes to TPS and Lean management, they both demand things of top leaders that they are not willing to do.

And they demand that economists also do what they are not willing to do — acknowledge the existence and significance of nonproductivity. The guiding economic principle of productivity (neoclassical) competes against the guiding principle of nonproductivity (waste), and the latter usually loses. It is a royal pathology that sustains classical management — a system of profound privilege — to be as productive as one desires, or not. And so, progress in the practice of both management and leadership, and the related advancement of humanity, are slowed down or halted.

Additionally, leaders frequently misdirect resources to nonproductive uses such as stock buybacks, budget cuts (to training, R&D, operations, IT, customer service, benefits, etc.), hiring more managers, and ever-higher executive pay and benefits. Nonproductivity, it turns out, has great social significance and is thus highly sought after. Employments that are disconnected from productive work are viewed as having far greater status and honor than productive work. It accounts for both leaders' nonparticipation in kaizen and the explosion of employments related to moving money around from one place to another (so-called "money games"). The rapid growth in nonproductive employments in recent decades surely comes to the detriment of corporate and national productivity growth.

The acquisition and preservation of status to sustain nonproductive work, while at the same time accumulating financial rewards at a rate that enormously exceeds the actual value of the work (near-zero "net [management] work"), means leaders must, knowingly or not, retard progress in its various forms and thus lower the efficiency of productive work. While this inefficiency preserves status and privileges, it makes leaders maladaptive to learning and thus unable to break their preconceptions, traditions, and habits. Leaders' methodological assumptions (preconceptions, traditions, and habits) used in the process (method) of reasoning to formulate understanding and business decision-making are at odds with achieving higher productivity because they increase nonproductivity. The things that leaders do, illuminated by the *CEOs Wealth Creation Playbook*, mostly relate to "getting" wealth rather than "producing" wealth. That is why despite decades of great prosperity and GDP growth, there are so many people still living in poverty and why so many middle-class families have slipped into lower middle or working poor classes.

In classical and neoclassical economics, the factors of production are land, labor, and capital. In progressive economics, the factors of nonproduction are preconceptions, traditions, and habits. Together these produce massive amounts of waste, unevenness, and unreasonableness despite the appearance of economic efficiency. By ignoring nonproductivity, classical management, rooted in classical and neoclassical economics, is a powerful and purposeful restraint of both productivity and progress. While this serves the interests of preserving the status quo to benefit leaders, it denies humanity the types and forms of progress that are needed to assure survival.

If you want to know more about this important subject, more about what is going on and why leaders resist and reject progressive change, please read the books below. It is only by knowing more about this problem that progress can be made. You can't just keep doing what you are doing and expect a better result. These books will change your thinking and inspire new ideas and new actions to take in search of practical solutions.

> *"Ohno-san surely reasoned that paying workers for waste would be a poor use of company money and reduce profit.*

TLM

Júnior Empresa Lean de Aveiro (JELA), a non-profit organization, is composed by students of Engineering and Industrial Management of the University of Aveiro (Portugal) and whose main purpose is to put the Lean Philosophy into practice. It holds events and workshops about Lean in the academic community, with several successful editions and many renowned speakers. It also has an important role in the business environment, implementing projects related to continuous improvement on the industrial sector.

JÚNIOR EMPRESA LEAN DE AVEIRO

O PENSAMENTO NA PRÁTICA

TRAINING ACTIVITIES

All JELA members receive specialized training in Lean Management that complements their basic training. Having this training makes us feel ready to pass on our knowledge to companies, non-profits associations and students.

In most of the training courses we provide there is a theoretical component and, alongside this, there are practical activities that can consolidate knowledge or draw lessons from practical examples.
As an example, some of the topics that can be covered are: “The origins of Lean”; “Toyota Production System”; “Lean Tools” (examples: 5S, Standard Work, Poka Yoke,..).

Among other themes that are constantly adapted and studied.
Finally, as Lean is a philosophy that cuts across many other themes, our Operations Management Department adapts to the proposals that are made and creates a totally customized training, according to the objective of the entity that requests it.

“Even though Baka Yoke 3.0 was an online event, it was an excellent way to explore the Lean concept, both in its more theoretical and practical aspects, enabling a better learning experience provided by the great interaction between the participants and the speaker.
It was an experience that I would like to repeat.”

Sara Leitão, IEM student

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JELA
Júnior Empresa Lean de Aveiro

*by **Ana Matos** from **Kaizen Institute Western Europe**, provides consulting and training services with expert teams working side-by-side with their clients to achieve breakthrough results and sustainable growth.*

HUMAN RESOURCES DIGITAL TRANSFORMATION – simplify to digitalize

The digital revolution is transforming the needs of increasingly demanding consumers. Organisations are evolving at an ever-increasing pace to meet the demand for more competitive, agile, global, fast, and effective services.

With digital experiences, consumers are becoming increasingly engaged in their interactions with companies. What if interactions with HR processes were equally user-friendly? How different would the contribution and performance of an employee be if he/she was as engaged with their organisation as a consumer is with their favourite brands?

In this journey, human resources take the leading role, not only in their own transformation, but also in empowering the whole organisation in the skills needed for its digitalisation. Despite several organisations reporting some maturity in the most basic digital skills, such as self-service tools or workflows, few are those that master advanced skills, such as process automation, real-time monitoring, or analytics. In addition to these gaps in technical skills, there are two common mistakes in managing this transformation process in human resources:

- **Failure to consider the impact on people and culture**

One of the main goals of digital transformation is to support the elimination of waste, so that all employees use an increasing share of their time on value-added tasks. In this process, not considering the impact on people can result in frustration and can lead to the failure of this journey. Therefore, it is essential to change the organisation's culture to become more transparent while fostering a mindset of speaking with data. The new digital tools will require human resources teams to become more interactive, proactive and customer-oriented. Not changing HR's mission may well mean the failure of the digital journey not only in this team, but also across the whole organisation.

- **Digital transformation is all about automation**

The role of tools such as RPA (Robotic Process Automation) in simplifying and automating repetitive transactional tasks, such as salary processing, is undeniable. By adopting a methodology of prior analysis of critical processes, prioritisation, and re-engineering, before starting the journey of implementing RPA, one is guaranteed disruptive results in reducing waste.

Additionally, digitalisation not only opens doors for more agile, comprehensive, global, and intelligent service delivery, but also allows employees to upskill. Not transforming processes before digitising them is a mistake that should be avoided as digital transformation is the golden opportunity to revolutionise HR's interaction with its internal customers, by adopting a customer-centric mindset through the delivery of more personalised and accessible services.

A popular application of this concept is the use of virtual assistance interfaces or virtual assistants (chatbots). This tool's implementation comes as a result of the internal customer journey mapping exercise. This exercise allows the identification of the experience's pain points and acknowledges which processes need to be redesigned to optimise this experience. Thus, this is the starting point that ensures a holistic view of customer interactions. In addition, service-desk implementation is another way to transform the customer experience, allowing customers to solve simple problems quickly and autonomously.

By bringing culture and technology together in the transformation of HR processes, it is possible to simplify, improve the teams' work and eliminate communication barriers. An example of this are the various areas in which top performing companies have been applying digital solutions to support process innovation:

•Transforming the recruitment and onboarding experience

In order to increase the organisation's engagement and number of interactions with potential candidates, the mapping of recruitment sources and processes can be supported by the use of chatbots. This process, specifically designed to interact directly and in a standardised way with candidates, is responsible for high conversion rates and a considerably higher number of candidates when compared to the manual version.

Furthermore, in the admission process, several organisations have reported finding it difficult to manage all the information and communications with newcomers. After analysing which information is most relevant and eliminating unnecessary intermediate approvals, the use of workflow management software contributes to the dematerialisation and simplification of the process. From the moment the contract is signed, sequential and automatic actions are triggered, such as sending useful information for onboarding or even sharing helpful contacts.

"By bringing culture and technology together in the transformation of HR processes, it is possible to simplify, improve the teams' work and eliminate communication barriers.

•Transform the development and training process

HR teams tend to spend most of their time managing the back office of the process (such as sending out notices, managing attendance, evaluating sessions, reconciling the agendas of trainers and trainees, among others). In order to increase the portion of time that these teams devote to value-added tasks in training management, it is essential to re-design and standardise the process by supporting it with digital tools that facilitate the interaction between organiser, trainee and trainer. Furthermore, it is possible to use gamification concepts to increase satisfaction and attendance rates in training - for example by using competition elements such as rankings and leader boards.

•Simplify benefit management

Keeping the benefits portfolio and working conditions of all employees up to date is a non-value-added task that is time-consuming for HR teams. Often, these documents require signatures, which increases the amount of time spent managing the paper and archive associated with this process. That said, it is difficult for employees to consult their up-to-date employment situation with regard to working conditions, salary and benefits. To increase employee satisfaction and improve their experience, several human resources departments have been adopting digital systems that allow the upload, digital signature, and quick consultation of all benefits, with no associated administrative burden.

There are several companies that have digitally transformed their HR operations and have been successful in achieving better financial performance, greater diversity across the organisation and increased productivity. If the first step of this transformation is simplification, technology can be used to re-engineer processes and achieve exceptional results in the quality of the services provided by human resources teams.

BRING JOY BACK TO THE WORKPLACE

How to Achieve a Psychological Safe Culture through Leadership Practices

*by **Mohamed Saleh**, Lean & Six Sigma practitioner with extensive experience in healthcare, manufacturing, supply chain, network optimization and enterprise information systems.*

The fact that we are in this time of crisis, also possesses an opportunity for us rethink many things! This opportunity can span from our daily leadership habits to the purpose in all things we do. Even though we could see downturns from individual commodities that we do, it is an inevitable cycle. We are creatures who change only when subjected to threat. However, the threat must be immediate and cannot be disabling. Nothing screams change now, then a pandemic coupled with the great resignation. So, one of the things leaders need to be armed with is how to masterfully trigger the right switch. The switch cannot be from a place of fear as that can be disabling but rather from a place of purpose and cause. That is a process; and in that process, organizations can avoid it by layering what we call the S-curve. Now, Adrian Bejan in the Journal of Energy Research, March 2020, discussed the overlaying of different S-curves, and the inflection point at the top of each S as the opportunistic time for immediate interventions and disruptive inventions. At that **inflection point**, like many of us, we need to reinvent or product and services and our daily practices as we lead. But how?

How could we look at our society, bring forward concepts of exaptation “the repurposing of something from a purpose other than what it was intended for”. We see this all around us today, with distilleries making hand sanitizers, car manufacturers making ventilators and even the textile industry, who started making masks. All these examples are examples of exaptation, companies leveraging their capabilities to make something that’s needed now. They weren't created for these purposes. Yet, due to the change in our ecosystem, they've adapted and exacted in this fiscal year based on the challenges ahead. So, the question then becomes, how can you equip yourself and your teams with leveraging your capabilities and pivot with emerging challenges that we see today.

Now in order to pivot responsively, you need to understand the data that you're receiving. That is particularly hard when you are in a state of confusion. Many are feeling confused, fearful of the uncertainty and completely in disarray. It's a very common and normal feeling. I have those same feelings myself. Now David Snowden, the pioneer of the Cynefin framework warns that those who adopt best practices, and just copy and paste in both complicated and complex domains are most vulnerable to creating chaos. So, you need to take a step back in the state of confusion and understand what obvious/clear knowns is are, what's complicated but still orderly and predictable and which things are just complex-unknown-nonlinear-non unpredictable. These require a different school of thoughts, then our system thinking approaches. Now the danger of this unorderly confused state is that we may perpetuate the noise out of fear and thus require us to be aware and not absent minded of weak signals within.

Knowing how to detect these weak signals before it's too late can save your company! Now, if you're someone who's opening their pantry and you're out of food or looking into your savings account, and you're out of money, your response to this situation is too late and the lesson will hit home quite deeper as you may have additional layers networked perpetuated by fear. It's important to acknowledge those, take a step back and understand these signals and parse it from the noise that you see all around us. Now, in this article we will highlight seven different real-time sense making approaches that could allow you to parse signal from noise. Noise often is extremely loud and so, we look for even the weak signals to point us in the right direction, as gaining truth of information is very hard to find.

1. First one is our **social sense-making vehicle**. The social structures, our friends, co-workers, social medias etc. give us a significant amount of information which encourage us as we interact and stir up conversations to gain. This is a critical venue but is just one.

2. To better understand the dynamics of the world around you, and the direction that you're heading to the second one would call to **sourcing** its validity to give you clear frames of references. So, look at some valid viable legitimate sources to help allow you to compare the information around you.

3. The third one is to look at the information at a **retrospect perspective**, relevant past experiences. What are they telling you, what has worked and what has not worked in the past? This set of information is vital.

4 .The next one is looking at the **cues**, those signs ahead, that are telling you where to go. Neglecting details in the current environment that has pointed you to an upcoming fork in the road. These cues are very often very informative but require you to have a deep awareness to your surroundings ecological state.

5. The fifth one is what **impressions** are you seeing. Now, we've been talking about emotional awareness throughout, these activities create impressions to the ongoing changes and realities, giving you a significant set of information to observe for and read the reactions. You could see body languages that inform you of how the ecological environment is reacting to it, sides being taken, and opinions being voiced in noticeable tones. These impressions and reactions paint a visible stroke of paint on the upcoming realities at hand and parse a weak signal of truth to how to pivot.

6. **Plausibility** is also another equally popular signal, which comes from all the propaganda, news and stories of what is happening. Look at breaking news, listen carefully to the sides being taken and how the narratives are being formulated, and understand different perspectives. There is truth within both sides and can be parsed out of the noise with an overlay of the previous informative signals. These different perspectives that are fabricated in the media have a weak informative signal of information that requires thorough raking. The information gained here, allows you to weave what you're hearing with the impressions you're seeing, the cues that you're getting, the retrospect experience, the sources that you've cited and your personal social interactions.

7. **Enactment** is a very critical and powerful real-time sense making venue. This lens allows us to look at the actions that clarify our own thinking. A good example is during the COVID-19 outbreak, what has happened for people that didn't listen to social distancing, or what I like to call physical distancing? Those that did not abide by physical distancing, initially, like Italy and India, catastrophic implications were seen. This consequence brought reality and conviction to its magnitude to a higher and elevated level to MOST of the observing countries. This observable real-time epidemic allowed us to gain information, overlay on the previous sense-making informative vehicles that we've received to gain a clear picture to the inflammation and magnitude of the situation and to responsively pivot.

Within the very small signals that you've been able to filter through all this noise. There are weak signals. These allow you to be more responsive and pivot before it's too late. Now once you understand where you need to pivot to the question, then becomes how do you empower your team to execute that?

How could you move from sense making to execution? strategy formulation to Strategy Deployment? Now, we've heard the term command and control, an old school, outdated, authoritarian approach to employee misery. This approach, during these remote times has come to a halt for many, let it "Rest in peace". So, if I am that leader, and being forced to understand this distributed leadership landscape, what can I do? How can I empower my people and distribute ownership? The first step is to acknowledge that it's not a temporary transition but a permanent style of leadership moving forward. The second is to acknowledge that your team knows best. Not knows as much as you but rather MORE than you! Next comes the **psychological transfer of ownership**. For this to come to life and your teams to be empowered, requires you to do two things with your teams. The first thing is to give them the **clarity** they need, the direction of where they need to go. Secondly, they need the **technical competency** on how to perform what is being asked. L. David Marquet describes these two tenants as the pillars to psychological ownership in his book "Turning the ship around", the crucial aspects to empowerment.

Now you as a leader must possess certain leadership behaviors to activate that empowerment. This requires breaking into new daily leadership habits. These habits usually fall under a broader Management System umbrella we call Leader Standard Work

Practices. These practices include habits such as Waste Walk, Employee Rounding, Patient Rounding, Standard Work Observation, 5S Review, 1-1 Coaching Sessions, and Problem-Solving Sessions. All these practices are governed by many key principles:

- Respect for Humanity
- Psychological Safety
- Empower decision making to lowest capable level
- Leading with Humility

Element	Definition	Template
Waste Walk	You can either perform a waste walk following the value stream (patient continuum of care) with an eye for waste or stand in a circle at a specific pain point in the process and observe for waste and a depth of understanding the conditions the process is subjected to. Engage staff in generating ideas. Focus on building and maintaining relationship with front line staff (get to know them personally and professionally). Length of walks vary – **Waste walks - approx. 30minutes - 3 times per week**	• Waste Walk Summary • Stand in the circle Template • Waste Walk Pictorial
Patient Rounding	Walk the area interacting with patients to gain a depth of understanding of their experience. **Patient Rounding goal 2 to 4 patients per walk - approx. 30minutes. 3 per week**	• Patient Interactive Rounding Template
Employee Rounding	Walk the area interacting with staff with an eye for recognition, what motivates your team, do they have all they need to do their job and provide leaders with feedback on how they can get better. **Staff engagement goal = 2 to 4 employees per walk - approx. 30minutes. 3 per week**	• Employee Rounding Template
Standard Work Observations	Ability to observe staff barriers to following Standard Work, engage staff on good ideas to eliminate waste, and improve standard. Important things to consider is to know who should do this and how the observation will be perceived. **SW Observation goal = 3 per week for identified standards**	• Standard Work • Daily Management Board
1:1 Coaching	To proactively grow leaders who can proactively run the business, advance their problem-solving capabilities, grow their own staff, and reinforce our leadership behaviors. **Coaching Sessions 2 times per day – 2 x 15 minutes**	• Coaching Kata Card • Skill Matrix
Participated in Problem Solving Session	Join team as an active member in the problem-solving session. The goal is to gain a depth of understanding of the problems they encounter, strengthen team and role model leadership behaviors such as active listening, understanding separate realities/perspectives, vulnerability, and humility. This also serves as an opportunity to observe A3 leaders and teach, coach and mentor. Leaders cannot provide solutions. **Problem Solving Sessions 2 hours per day**	• A3 Problem Solving Template
Accountability Meeting *(Strategic AIP)*	Operational meetings established on a routine basis to discuss progress, barriers and hold the team accountable to strategic or operational initiative deliverables, overall operational performance, and team development. **Accountability Meeting 1 to 4 per month with all your direct reports as a group.**	• X-Matrix • Dashboard/Scorecard
Training *(Attending or giving)*	Time invested in developing yourself and/or developing others on your team on a skill, standard, tool or methodology. **Training 2 to 8 hours per month (giving + receiving)**	• Training Slides • Skill Matrix

Leader Standard Work Key Tips and considerations:

- Amy Edmondson points out 3 Things you must do to start the process of psychological safety:

	Low Standard/Performance	High Standard/ Performance
High Psychological Safety	Comfort Zone	Learning Zone
Low Psychological Safety	Apathy	Anxiety Zone

a. You must go first,
b. Be a don't knower
c. Own your Mistakes

- Gemba Walks/Rounding/Waste Walk:

a. Mindset: You don't know and what are your people seeing out there?

b. Connecting staff to a sense of purpose. Relay a shared mental model. A hope and cause to what "it can be" when the crisis settles. Perhaps, develop new menus, optimization and workflow redesigns, proactive considerations, and ideas to reduce mistakes leading to customer complaints. Be the inspiration, the beacon of hope that awaits their return.

c. Psychological safety that your people are in a blame free, fear free Learning Zone.

d. Admit mistakes that you've made. Ask for guidance from them. Your vulnerability will only enrich the empowerment.

e. See as a leader, you must embrace, and welcome feedback not just tolerate it.

f. Make sure that you as a leader participate. Your commitment to them, will not go anywhere unless you roll up your sleeves, role model those behaviors and participate with your people. They are all in distributed environments, many who have kids at home and others that are struggling with something. Many that are just afraid. So be empathetic and DO the little things that need to be done. Stop delegating and be that participatory leader.

g. Hunting for opportunities that can get in the way of your employees' day being joyful and used in non-value-added work. Once an opportunity is identified, engaging with employees on ideas to try to remove waste.

h. Employee Rounds, ask:

i. What are they most proud of?
ii. Seek to learn what motivates your team
iii. Remove barriers and build relationships
iv. Do they have the tools and means to do their job effectively?
v. What feedback they have for you to be a better leader

j. Patient/Customer Rounding

i. Are you connected to you patients?
ii. What can you learn?

- Problem Solving Sessions

a. Celebrate intelligent failures and encourage calculated fail fast experiments

b. It is critical that we don't mistake si-

c. Active listening. How are you actively listening to your people? Are you seeking to respond or seeking to understand? Listen for the weak signals? The emotional tones? Pay attention to how the team interacts. What are the group norms and tendencies? In every session, consider three things:

   i. Does your team have the clarity in the mission and your leadership intent?

   ii. Equality in everyone speaking up and taking turns

   iii. Are you reading the non-verbal cues (Social sensitivity)?

d. Acknowledge that your default mode of communication may not work for different individuals Need to create space for problem Solving. Carving time and space out and participating with teams to problem solve is crucial. You can not problem solve in-between work. It must be an intentional planned time and is mission critical to innovation and learning.

e. Warning signs in a problem-solving session is that the agenda is overpacked, only certain people are talking

f. Train your teams to be an effective team! How to be effective as a team requires a win-win compensation reward system. Observe for team splitting, teammate distancing or elevating task work over teamwork. Start with team recognition and observe the weak signals. Invest in building your team, this is now deeded more than ever! Many of us have not been trained how to work as a team and now in this distributed world where everyone's working remotely, it couldn't be more vital or paramount. Your ability to advance and laser focus on teamwork training will become your key ingredient to success and perhaps survival as an organization.

- 1-1 Coaching:

a. Pre-engagement questions to consider:

   i. What is she/he thinking?

   ii. How do I best connect with this person? Do I know what motivates them?

   iii. How do I put myself in the other persons shoes?

b. Humble inquiry. How empathetic are you in this time of uncertainty? Are you inquiring more about their wellbeing or the task at hand?

c. Understanding those separate realities. Are you putting yourself in their shoes? How are those living paycheck to paycheck coping? Validate how they feel, what they are facing and offer an environment or scenarios that are win-win. If it's a waitress not coming in, what scenario planning can you proactively think through? What compromises can you do to ensure the message isn't, you're just a number but a valued member…AND we care!

d. Focus your question on something that matters, invite careful thought, and give people room to respond. Examples of that is asking what are we missing, what other options might we consider and who has other points of view.

Understanding your inflection points, parsing the weak signal from the noise, ensuring that your team has the clarity they need coupled with the technical competencies of what to do and role modeling the required leadership behaviors, ensures not only psychological ownership and true empowerment, but also results in psychological safety.

The underlining practice of disciplined Leadership Standard Work is paramount to being effective as a leader and bringing a just and psychological safe culture. And if people feel psychologically safe, your teams will gel better, be more effective, produce disruptive ideas and will start trusting you.

This is how you weather the storm of uncertainty. Trust becomes your new industry ROI.

That is the outcome that you must seek.

Seek no other. If you're not trusting your team - I would advise you to look in the mirror, because the problem might just be you! ■

> “
> *Disciplined Leadership Standard Work is paramount to being effective as a leader and bringing a just and psychological safe culture.*

THE ART OF PERSUASION FOR BUSINESS LEADERS

*by **Sonia Singh**, from Sonia Singh International LLC, a leadership coach, managing partner of MPlus, and an adjunct professor at the University of San Francisco.*

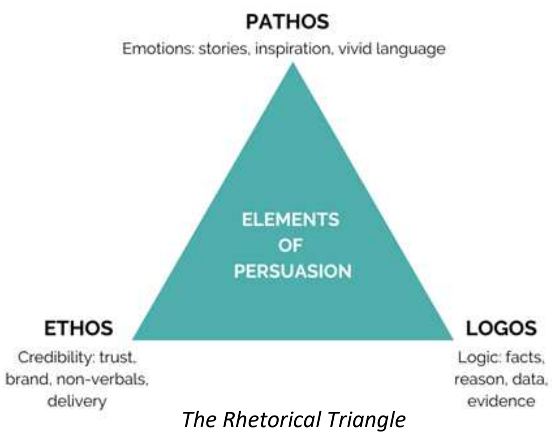
We all sat around the table, anxiously waiting to find out why we were called in to the meeting. With his head down and in a shaky, hesitant voice, the executive read from the paper in front of him, "I'm so excited to share an amazing opportunity with you." The rest of the speech was a blur. We were all too focused on the clear mismatch between his body language and words we heard. His presence was full of nervous energy. The lack of eye contact, the contracting of his upper body, and the unnatural tone of voice made everyone in the room distrust anything that was shared. No amount of exciting benefits and opportunities would convince the room that the change being introduced was one in their best interest, even if it was. All they heard was that they were losing their jobs. Simply put, they weren't persuaded by the facts.

It happens every single day, inside and outside of work. An idea is presented, regardless of its potential positive impact, that's met with doubt, skepticism, and fear. Someone wants to make a career change, but their spouse believes it's too risky. An employee wants to incorporate a new program, but their manager only sees the costs. A manager wants to change workflows for increased efficiency, but staff fear loss of freedom.

In these scenarios you might share the WiiFM (what's in it for me) benefits. To get buy-in, you list out the reasons why it's a good idea. "This will improve customer satisfaction, it will save you time, it will help you develop new skills." They push back even more. You share more data and figures showing the positive changes that would result, but to no avail. They stand even firmer in their opposition.

The truth is that majority of our decisions are heavily influenced by our emotions, not logic. The delivery of our message is also quite important in persuading someone. We are constantly looking for cues on what to believe, think, and do. Who is sharing the message? Do I trust and believe them? Why should I care?

Ethos (credibility), pathos (emotions), and logos (logic) are critical elements of persuasion, based on Aristotle's rhetorical triangle.



The Rhetorical Triangle

Corporate managers often rely on logic, but few have mastered the ability to appeal to people's imagination, values, and need for trust and human connection. It's often what distinguishes a manager from a true leader.

This is where the speaker's qualifications, reputation, and personal brand come into play. People want to know the source of the message and decide if they trust it. Additionally, audiences are searching for authenticity. Even a well-respected leader could deliver a message poorly if they do not seem transparent and forthcoming. People will wonder what they're hiding and begin mistrusting the leader and possibly the organization.

Studies have shown that people appreciate transparency so much that they are more willing to forgive a service provider for being late, and wait, when the delay was communicated as early as possible, and the customer could decide how to respond. Complaints usually come in when there is no transparency or acknowledgement, and the customer is left wondering and anxious.

Emotions are also a significant driver of motivation. Both negative and positive emotions can move a person to act. Leaders who understand the power of emotions and successfully use them can connect with people in a way that will either inspire them to move forward or dissuade them from taking a negative action.

In the first example, the executive did not come across confident or authentic in his message. There was no sign of empathy or desire to understand potential downsides from others' perspective. He relied solely on logic and failed to build trust, inspire possibility, and ultimately persuade the audience to believe in the change. Your past credibility, reputation, and authority is important but so is the delivery of your message. Even the most respected and admired leaders can fail to inspire or generate true connection with others.

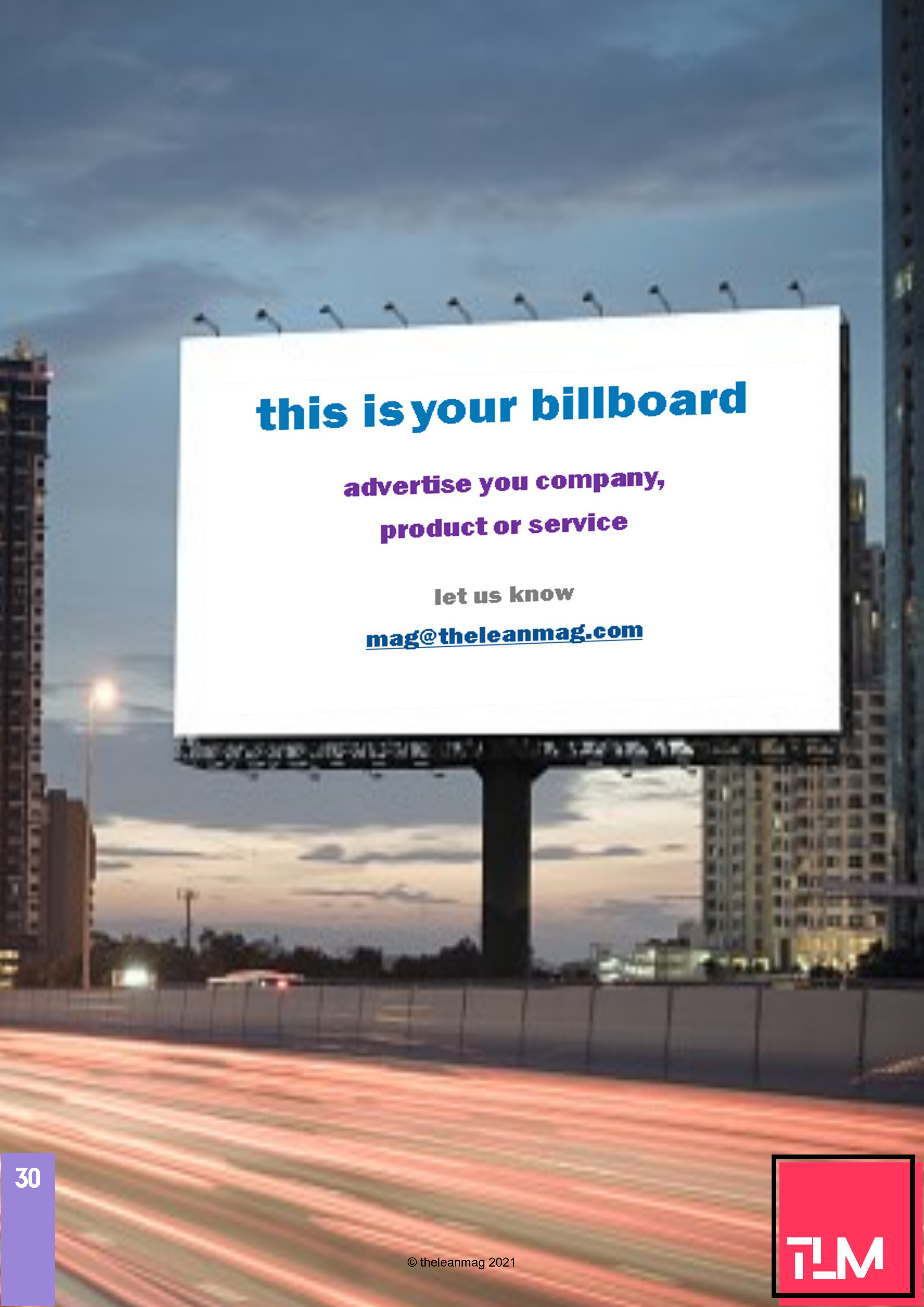
Before you try to persuade others to believe an idea, ask how much you believe in the idea yourself. Your non-verbal language gives away a lot more than you may know. In fact, experts state that anywhere from 70—90% of our communication is non-verbal. This would include your eye-contact, body posture, hand gestures, voice tone and pace, facial expressions, and even our energy. We give away who we are and what we believe without even saying a word.

Another mistake is failing to inspire people by painting a vivid picture of what is and what could be. Find out the current pain your audience is experiencing. You want to begin by describing the pain first through examples and stories. Use analogies and metaphors. Help people visualize the situation and the negative consequences of the status quo, specifically on them as well as others. This not only helps people relate and put the idea into context, but it'll also help you empathize with your audience. Jumping straight to benefits, without any mention of what's happening now can be perceived as insensitive. Others can't relate to you because you haven't demonstrated you relate to them. Once you've acknowledged their pain points, then you can shift to painting a picture of the brighter future, of what's possible. The key is to utilize the power of emotion to move people forward.

The next time you want to influence someone, consider incorporating all three of the elements of persuasion: ethos, pathos, and logos, the Greek words for character, emotions, and logic. Along with the message itself, think through how you want to deliver the message. Remember that people need time to process emotions and thoughts. Rushing through the process of gaining buy-in of an important message will only end up taking more time later to overcome resistance. Take the time to understand people's potential concerns, questions, and fears so you can build in stories and examples in your communication. Take time, even if it's a few moments at the start of a critical meeting or presentation, to acknowledge people and their pain points. Set yourself up at start to be the kind of person people want to entrust in and follow.

The art of persuasion is a skillset all leaders ought to develop and thankfully can be learned.

> “
> *The truth is that majority of our decisions are heavily influenced by our emotions, not logic.*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MISSED VALUE OUT OF CONTINUOUS IMPROVEMENT AND HOW TO GET IT

THE READER'S CORNER

*by **Valorie Hendrix**, from Dynamic Empire Consulting, uses a combination of Lean and Quality tools, and Value Analysis/Value Engineering, to optimize performance.*

As Continuous Improvement professionals, we strive in achieving a balance between quality, timeliness, and value; all are expectations of customers. There are multiple methodologies, such as Lean, TPS, TOC, Six Sigma and Total Quality Management that provide for the expectations of timeliness and quality. These methodologies remove any of the non-value-added waste within the process to make them more efficient and effective.

But what in Continuous Improvement evaluates value? Not to denote these mentioned methodologies do not create value. They do, but those are not the objective of their methodologies. The value from mentioned methodologies is a byproduct which in turn do not make as much of an impact to the end user as if you were to use a methodology that analyzed, calculate, defined, and created value.

When we think about value, it is a form of analyzing a degree of psychology and economics. The psychology part of value assesses what in our mind we need or want from a product or service. While the economic side is an equation to what are we will to sacrifice (monetary) for that product or service. This we can define that Customer Value is as follows:

$$\text{Value} = \frac{\text{Perceived Customer Benifits}}{\text{Total Customer Cost}}$$

This understanding of what a customer wants and needs goes beyond the requirements of an efficient and quality methodology. It goes into a Value Analysis methodology.

Value Analysis questions the current process/product with:

- How can we add additional value to the customer?
- How can this part or service be done with less cost?
- How can it perform in the shortest amount of time?
- What alternative can we use?

One of the requirements of a customer, that often overlooked, is the target cost of the product or service. In efficiency and quality, analyzing all cost and comparing them to the target market cost are not part of the process.

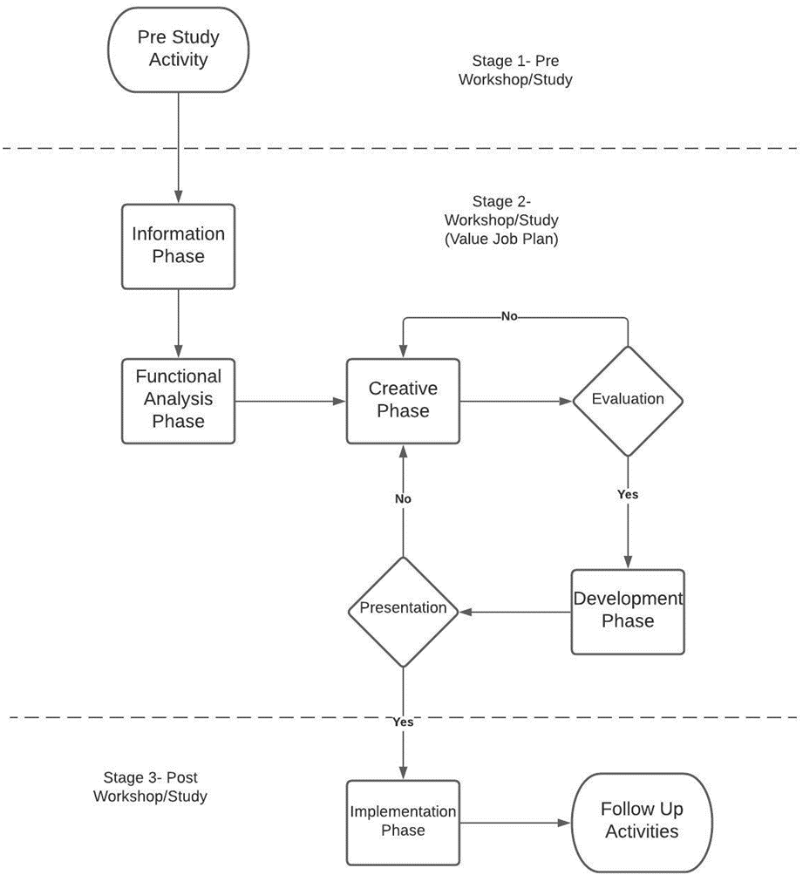
Value Analysis/Value Engineering (VA/VE) is the assessment of analyzing the cost of products and/or services to their functions. Providing team members, a function to cost understanding of the product and/or service. Making comparison to parts, subassemblies, and processes to determine if it can be then eliminated or if there are other alternatives that can do the same or better function at a lower cost.

As you can assess, there are three major functions that VA/VE does:

1. Increase function
2. Decrease cost
3. Combination of increasing function and decreasing cost

VA/VE works in simultaneously to Lean and other Continuous Improvement initiatives since the objective of CI is to solve problems within the organization. We can see similarities in other CI methodologies and VA/VE in the aspect that both methodologies are used to increase the customer experience and remove any non-value-add objectives using a set of problem-solving technique. Lean Six Sigma and VA/VE uses the requirements of customer to make decisions that will correct and fix problems with the product or service.

VA/VE provides a different outlook, objective, and process towards determining the problem and solving the solution. VA/VE job plan is different from the DMIAC that Lean Six Sigma provides. VA/VE goes as follow:



Pre-study Stage: The pre-study provides all the framework and criteria that the team will need to continue in each phase of the project. This would require such objectives and information such as:

- Analysis of the problem or solution that need solved
- Strategic Development
- Steering Committee
- Schedule
- Project Charter
- Competition
- New Technology
- Customer Requirements
- Market Analysis
- SWOT
- Competitive Analysis
- Patents
- Laws and Regulations
- Standards
- Organization's rules

Job Study Stage: provides an outline to the progress and goal of the VA/VE project. The overall goal is to see the product or service function effectively while also increasing profit margins of the organization. The job study consists of six phases as follows:

Information Phase: this phase will gather and assess all the data and information needed to make critical decisions as the team passes through the phases of the VA/VA Job Plan. Here are few of the general information your team may need:

- Technical
- Economical

Functional Analysis Phase: this phase will analyze the cost of a product and/or service to its functions. The easiest way to do this is by using a Functional Analysis System Technique (FAST). FAST gives a visual interpretation towards the function's independency to one another. It also explains "How," "Why," and "When" during the function evaluation. Functional Analysis Phase: this phase will analyze the cost of a product and/or service to its functions. The easiest way to do this is by using a Functional Analysis System Technique (FAST).

FAST gives a visual interpretation towards the function's independency to one another. It also explains "How," "Why," and "When" during the function evaluation. This analysis can provide detail of functions that are unwanted and question if there are alternative ways to do that same function. The second tool used in the Functional Analysis Phase, is the Value Analysis Matrix (VAM).

The VAM gives a calculated assessment of the function to the cost of that function and compares it to the target cost of the function. Any cost that are above the target cost function cause concerned to reviewed for cost reduction.

Creative Phase: During the Creative Phase, your team will be brainstorming ideas for alternatives to reduce cost or increase functionality of the product and/or service. It is important to note that during our brainstorming phase, that there is no judgement. All ideas, no matter how out field they may be, will lead to more ideas. Eventually, one or more of these ideas will be the solution.

Evaluation Phase: This phase will be eliminating ideas from the Creative Phase that do not meet the standards, regulations, and requirements. During this phase, we will be using qualitative and quantitative analysis to refine the list and determine the best alternatives.

> *"VA/VE provides a different outlook, objective, and process towards determining the problem and solving the solution.*

Development Phase: Will determine if the alternatives from the end of the Evaluation Phase will be feasible. Your team will be analyzing the cost, economic risk, timing, and market acceptance.

Presentation Phase: This phase will bring about all the ideas, data, and information to make a presentation for the Steering Committee or decision makers. It will be up the decision makers to determine which, if any, changes will be made to increase functions and/or decrease cost. Be prepared for any questions the committee may have. All information needs to be accurate. Any inaccurate information will lead to possible wrong decisions.

Post Job Study: The Post Job Study will address the following:

Implementation Phase: This phase will implement all changes made by the Steering Committee. This will address any training, design, tooling, supplier, and location changes. It will devise a list of actions and accountability for the changes to take place.

Follow Up Activities: Follow up activates is to ensure that there are no issues during and after implementation. That all the changes are running smoothly for suppliers, operators, and customers. If there are any changes needed, correct them in conformance to your organization's standards. A feedback loop is important to create to make sure there is feedback for more VA/VE projects.

VA/VE works with and not against your current Continuous Improvement culture. You have already implemented a team of creative, problem-solving, convergent, thinkers. Now you can add a different type of problem-solving technique. It will allow your team not just to look at how the process flows but also how cash flows through the process and the functions that are then built-in assemblies.

The culture of Continuous Improvement needs to be more divers in their options of analyzing, assessing, collecting, problems-solving techniques. Adding VA/VE into one's culture will not just add benefits of reducing cost, but it will add benefits of increasing the functionality to your consumers while challenging the questioning "Can we do this better/quicker/easier with less cost?" Allowing your team to enhance the end user experience of your product or service. VA/VE was not made to replace an already in place CI system, but to provide the missing link of adding additional value to your CI culture. ■

5S AS A CULTURAL ENABLER

THE READER'S CORNER

*by **Scott Gauvin**, a change agent experienced in performance gains and operations strategy, leading companies through their lean transformations.*

At its best Lean can be a powerful catalyst for cultural transformation. In the short term, its implementation can change the way teams interact and how they create and deliver value to the customer and each other. In the midterm, new processes beget new routines that together engender behavior change. Over time, if the Lean effort is sustained, that behavior change gives rise to the fabled continuous improvement mindset that can power high performing organizations long term.

But getting from zero to the mindset shift necessary to create a new cultural paradigm requires being specific about your intention for Lean. Your intention directly correlates with the new behaviors that will result upon implementation. Organizations' intentions for Lean are too often shaped by nearsighted needs: Cost savings, productivity gains, delivery times. The problem with this approach is that nearsighted intention builds behavioral habits that only serve the short term.

The true value of Lean is in how it can affect the big picture. With the right intention, it is possible to have a broad lasting impact, even when you're starting small. 5S is a great example of how a smaller-scale effort can have either a limited physical impact or serve as an important cultural enabler depending on the intention behind its implementation.

For example, 5S is traditionally executed to get a quick win and show progress when launching a Lean effort. If the intention is simply to achieve a spruced-up working environment, you'll attain that. You may or may not be able to sustain the cleanliness depending on how you stay on top of it, but regardless, a tidier workspace in one area won't render new thinking and new productivity and collaboration improving habits in another.

If, however, you introduce 5S with the intention of it being the first step to improve employee engagement and company culture, Sort, Set in Order and Shine take on a new, more significant meaning with very different criteria around their implementation. Suddenly participants aren't just sorting to see what they have, they're thinking about how those items got there, why they have them, why they need them, who cares about them being there, what leadership or other team members have to do with the current chaos and what can be done about it.

What kinds of habits do we want to create? A habit of putting things back where they go? Or a habit of thinking critically about what creates value and what doesn't?

Intention also plays into sustainability. Before I begin a 5S workshop I spend time trying to understand why people are working in their environments the way they are. All behavior is an expression of a need unmet – we all do what we do as a result of a need we have that isn't being satisfied. There are tangible reasons why the area is the way it is. This is why cleaning up an environment without addressing the root causes of the current state doesn't lead to sustainable change. It's why we see 5S efforts repeated several times – and why my garage never stays clean.

"What kinds of habits do we want to create? A habit of putting things back where they go? Or a habit of thinking critically about what creates value and what doesn't?

Whatever your intention is for 5S, partnering with employees, and leveraging their experience, knowledge, and wisdom are key to seeing it come to fruition. They play an important role in helping to flag unproductive habits and identifying new ones that will sustain the change.

Intentions declared and desired habits articulated, your role as a leader is to monitor, follow up, coach, and support those new habits – on a frequent and consistent basis. It takes 20 days to make the habit a routine and 66 days to become unconscious – this is why being strategic about the specific habits we want to create at the outset is so important.

5S doesn't end when the area is clean. Once the initial habits have become routine, it's time to reevaluate and identify the next habits that will further the intention of the effort, work to establish those habits, and so on and so on.

For example, in my practice of using Lean to cultivate high performing organizations, reinforcement of 5S gains takes shape via a Gemba Card reminder structure. I've found that participation in monthly audit and scoring systems tends to be forced and is perceived as punitive. Without a guide to gauge progress though, leaders can fumble the opportunity to glean valuable insight and ask questions that are too broad or that don't support the advancement of their effort.

The Gemba Card tool enables leaders, managers, and supervisors to have more thoughtful interaction in the Gemba than if their goal was simply to ensure that certain activities were executed or not. Here again, intention makes its mark, resulting in higher level of engagement, improved communication, better accountability, and a higher percentage of habits becoming internalized. We also tend to see a lot less resistance to future change efforts.

5S as a cultural enabler checklist:

- Be specific about the intention of your 5S effort
- Consider the use of the space and begin the Sort, Set in Order and Shine with that intention in mind
- Investigate the behaviors and habits that undermine your envisioned future
- Be strategic about the new behaviors that you want to encourage (how to interact, use the space, and maintain order)
- Be explicit about identifying the new habits that need to be adopted
- Establish a system that encourages, support, and reinforces the new habits
- Offer frequent and consistent support in pursuit of sustainability

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