

The Try-Angle

Of Sustainable Change



Duxinaroe

Behind every number, there are People

“We cannot solve our problems with the same level of thinking that created them”

Albert Einstein



**GIVE
WAY**

To **CHANGE** for improved performance and profit, leaders *must* **‘Give Way’** to new thinking and methods.

“If you always do what you’ve always done. You’ll always get what you’ve always got”

Henry Ford



Lean... or balanced?

The Choice is yours

Benefits from the application of lean tools and techniques have been popular under different names since the 1970's.

Some western business people who originally worked with Toyota understood that the tools and methods were designed, developed and implemented by the people involved in the work.

Some did not ...

Those who understood knew it was the *culture* and *conditions* that encouraged Toyota Employees to identify and design the efficient and effective processes we recognise as the 'Lean tools' which sit behind Toyota's global success.

Some however, did not understand this and returned to the West to promote *only* the tools as the solution. The Western market and mind-set recognised and accepted the logic being presented, as it was easy to translate the adoption of these tools into bottom-line benefits.

Unfortunately this approach failed to understand or promote

the philosophy which originally led to the beneficial and sustainable application of the tools. As a result, many western change programmes have since run into sustainability issues.

One or two organisations, like Wiremold and Danaher have documented great success. Many more have not.

However, the pursuit of Lean implementation is alive and kicking, which indicates that the benefits promised to businesses the world over cannot be ignored.

We would certainly agree with that!

Duxinaroe

Behind every number,
there are People

A 'Tools' approach ... or sustainable change ...

The Choice is yours



Duxinaroe have over 20 years of research and application experience.

From this we understand the reasons why a tools-and-techniques approach fails to be sustained in so many cases, costing organisations significant investments in time, resource and money, pursuing benefits which evaporate over time.

Duxinaroe provide an holistic solution which deals with these issues with hard and fast facts, delivered in a practical and pragmatic approach to help you develop your in-house resources and capability. We utilise the latest findings from neuroscience and psychology to allow your leadership teams to create the innovative *culture* and *conditions* required for sustainable and innovative lean change.

Duxinaroe are able to support your development journey, in a manner appropriate to your level of organisational maturity. We start at any point on our 'Give Way' model to suite your particular circumstances. Developing all 'Give Way' cornerstones is proven to lead to sustainable practices within organisations:

- 1.Strategy (Hoshin).**
- 2.The application of a mature Lean tool kit (developed in stages).**
- 3.The requisite mind set of all employees, managers and leaders (delivered through knowledge-transfer, understanding and skills development).**



Dux Corner-Stones

Mind-Set

(Right 1st time thinking)



The human brain sits at base of every feeling we have, every emotion, every thought that zips through our mind, every word we use and every action we take.



In that sense, the brain and mind are the 'Root Cause' of absolutely every result we achieve in our private lives *and* at work. The brain and it's functions are at base of every failure and every achievement ... and every acceptance or rejection of a new approach or process that might help us and the organisation that employs us.

It is the brain that accepts or rejects Lean Tools and new approaches to strategy deployment. Such emotional reactions are based on values and beliefs and collectively they create the 'Culture' of the organisation, which, in turn, contributes to the performance of the organisation.

Neural-networks develop in the brain to embody our beliefs about what is, or is not good for us. It is in this vastly complex mix of electrical and chemical signals that we become who we are.

Our thoughts, positive or negative, inform our emotional reaction to everything we experience and our behaviours are the presentation of that neurological, emotional response. .. Cont.



Mind-Set

(Right 1st time thinking)

What

we Believe affects what we Think, which affects what we Feel which influences how we Act (BTFA©).

With some effort and practice, we can become conscious of our thoughts and learn to alter them (Meta-cognition).

We can recognise and nurture those thoughts which lead to positive behaviours whilst challenging and addressing those which inhibit our progress.



Latest studies show that over time, the control of our conscious thoughts influences the formation of our brain. We can literally choose to change the patterns and signals that shape our perceptions and reactions.

At Duxinaroe, we understand how and why this happens and we help people improve their thinking patterns. This enables 'right first time' thinking for the individuals personal benefit and the benefit of their organisation, leading to commitment, ownership and autonomy.



Behaviour (Actions / Reactions)

Behaviour is a term used to describe how we physically act in the world, however, it is only a proxy for the ‘stimulus – response’ activity that takes place in the brain.

In all cultures we find a variety of methods used to detail and monitor the desired behaviours of people.



Typically, we also discover there are subsequent punishment and reward mechanisms associated to those behaviours, for example; docking pay for being late to work or the allocation of a higher ‘rank score’ in a performance review.

However, what many organisations are unaware of is that such methods introduce a measure of control that can influence the very thinking patterns within the brain. Unaware of such issues, we inadvertently create conditions in which people are literally re-wiring their brains to conform and comply, often through fear of punishment.



In Lean terms, we don’t want to create ‘compliance through fear’. We would much prefer discretionary commitment as well as ownership, empowerment, autonomy etc. By providing leaders with a working knowledge of the brain-behaviour connection and the influence of control systems, we help to create the conditions in which people can operate free of fear to be more innovative, committed and productive. Consciously providing such conditions ensures people are better able to solve problems, think rationally and come up with contextual solutions, to adapt, innovate and continuously improve. As W.E. Deming stated: we must ‘*Drive out Fear*’.

Culture (Cultural Layers)



From our interactions with, and experience of the world, we form the neural pathways that embody our values and beliefs which, in turn, collectively inform the culture of our workplace.

Such imprinted values and beliefs have a huge influence over our behaviours.



These values and beliefs determine our attitudes *and* our personal philosophy in respect to what we will or will not do; i.e. whether we judge something to be good or bad.

This includes our view of our **Physical, Emotional, Social & Systemic (PESS©)** conditions and the levels of **Honesty, Respect and Trust (HRT)** that we experience emotionally in the environments we create at work.

These imprints are significantly influenced by the language we are exposed to.

Language helps us determine 'Good' in all areas of life. This can be in terms of Lean, Neuroscience or CXO / Board level conversation.

Within most organisations we find hierarchical layers, departments and sections, all with a variety of people, experiences and language that combine to form their respective sub-cultures.

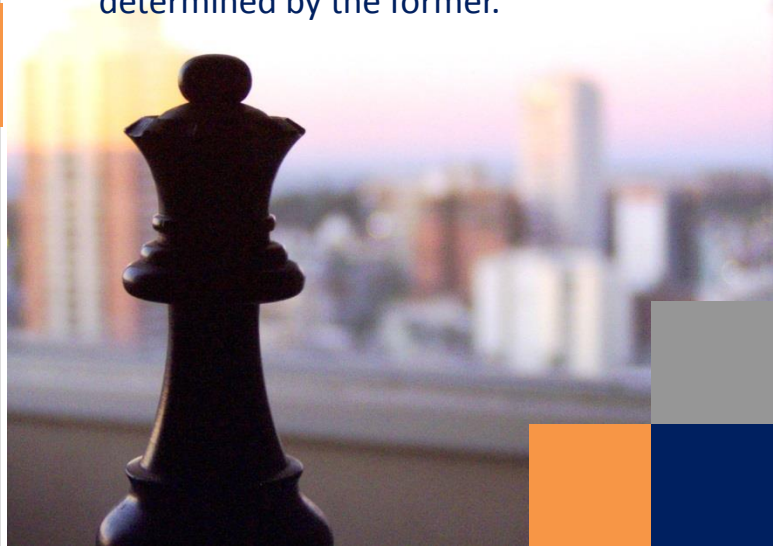
In that sense, when we consider organisational culture and change at a cultural level, it's imperative that leaders understand the creation of organisational cultural layers with depth and rigour - from the world of Psychology .

Strategy + Systems

a) Strategy (Hoshin)

At Dux we consider two types of strategy;

1. **Long Term** - covering SWOT, PESTLE, market conditions etc. and
2. **Operational** - providing a practical deployment approach through which organisations achieve the objectives determined by the former.



Hoshin clearly defines 3 to 5 year breakthrough objectives and provides a framework for annual departmental initiatives, supported by monthly action plans for each function within those departments. This ensures clear alignment of purpose and language across each cultural layer.

Not only that, but it satisfies many of the neural requirements associated with effective communication to provide live feedback in terms of progress. This creates what we refer to as 'psychologically congruent conditions'. Anything less falls short in providing the conditions required for people to act and innovate as effectively or efficiently as they otherwise can.



Strategy:

There are many strategy models out there such as BSC, STRAP and EFQM, but they often fail to deliver a robust deployment model which can convert organisational aspirations into hard and fast plans within a robust reporting mechanism, able to connect and deliver meaning across the cultural layers and languages within an organisation in terms of measures and resources.

This often see's KPI's in conflict between departments , promoting target driven behaviours that detract from overall organisational performance.



Under behaviour we briefly discussed compliance through fear. Another way to consider this is in terms of control. The adult mammalian brain does not react well to control. In fact if you create conditions in which human beings feel controlled, you have a very real possibility of triggering what is known as 'learned helplessness', which causes people to give up and stop trying.

In psychological terms, we have to be aware that many of the systems we employ to help us run our companies (ERP / MIS etc.) provoke such

b) Systems

feelings in people. The logic of the system can make people feel controlled. There are even comedy sketches made about the principle, where David Walliams and Matt Lucas's characters in the Little Britain TV series exhibit signs of learned helplessness as a slave to the system whereby the only answer to any question or request is **"computer says no"**!

It is crucial that the psychological impact of systems is considered by leaders if they are aiming to create the conditions in which their employee's brains can work best.





Initial Lean

Kaizen is a philosophy, making continuous Improvement a way of life that evolves from enlightened leadership.

One outcome of the Toyota leadership approach, was the company establishing itself as a global automobile manufacturer. The conditions created by the right attitudes and approach within the Japanese culture saw many of the Toyota methods and tools identified, formalised and then copied by the West.

However, the development of those methods and tools in Toyota was through the innovative problem solving conducted by the people [brains] employed in the organisation.

For a Western organisation to replicate those conditions and create a Lean company outside of the Japanese Culture, a lot more needs to be understood about the formation of culture, as briefly described on the previous pages.

Only when a leadership team is aligned in cultural terms, imprinted beliefs, philosophy and

strategy, will they truly understand what it takes to create the conditions in which Lean principles and tools can be adopted by the workforce.

It is not uncommon however, for organisations to initiate a development plan by employing external consultants to introduce Lean tools through training and workshops.

Where the organisational maturity is such that this is the right starting place for a company, the initial aspects of Lean to be understood are usually;

- The Focus on QCDGSM (Quality, Cost, Delivery, Growth, Safety, Morale).
- The principle of VOC – Voice of the Customer and Pull.
- The strict definition of the terms VA / NVA / ENVA (Value Adding, non-Value Adding and Essential Non Value Adding).
- The conscious control of stock, material and Inventory.



Fundamental Lean

Only when the basic principles are understood should the next level of Lean development be entered into.



In the fundamental stage we deal with the most common tools and techniques applied to manufacturing organisations.

Each one has to be learned (Form new neural nets) such that it is seen and understood to add value. It thus becomes the default approach voluntarily chosen by those tasked with achieving annual initiatives and the 3-5 year breakthrough objectives.

If the implementation is executed correctly the workforce are much more likely to 'Pull' the need for the tools from the management team, rather than, as is often the case, *resisting* the 'Push' (imposition) of the tools from the management team.

The tools at this level of development are typically:

- Kanban
- Root Cause Analysis
- Visual Management
- 5S
- OEE
- SMED &
- Standard Work (incl. Cellularisation, Chaku-Chaku, Poke Yoke etc.).



Mature Lean

In the more advanced stages of Lean development the tools and principles typically listed include;



- Heijunka (Level Scheduling)
- QFD - Quality Function Deployment (often used alongside FMEA / DOE and as part of an APQP – Advanced Product Quality Planning programme).
- DFMA – Design for manufacture and Assembly. (Or as many refer to it, following the popularity of Six Sigma – DFSS).
- Jidoka (Automation = Automation with a human touch).
- Empowerment.

We are sure you will see that many aspects of these ‘Lean’ principles will be impossible to implement sustainably if the Strategy, Culture, Behaviours and Mind-sets throughout the organisation are not established, in support of the ‘tools’, from the beginning.

The Try-Angle Of Sustainable Change



Whatever your current level of organisational maturity, Duxinaroe can design a support and development programme to suit your needs and help you realise the benefits of becoming 'Lean'.



Duxinaroe

Experts in:

- ▣ Cognitive Based Safety (CBS)**
- ▣ Lean Manufacturing**
- ▣ Performance Improvement**
- ▣ Culture Change**
- ▣ Strategy**
- ▣ Leadership**
- ▣ Parenting and child development**