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MOVING AS ONE

Exploring the role and characteristics
of good leadership

IN THIS ISSUE:

Developing leaders at Toyota: *Jeffrey Liker*, Professor at the University of Michigan, explains what real lean leadership is and how Toyota develops its people.

Do it yourself!: Does self-management work? *Joseph Ricciardelli*, director of Tecla Consulting, looks at how (and if) a leaderless company can function.

Managing maintenance: In this article, *Ian Tindle* and *Peter Watkins* talk about a new approach to maintenance that GKN's Rockford plant in Illinois successfully adopted.

A chat with Toyota: In our interview, Mark Adams, Vice President of purchasing at Toyota Europe, talks about automotive supply chain in UK and Europe and explains how Toyota recovered from the recall crisis and, later, the tsunami in Japan.

Winning Shingo bronze: *Noel Hennessy*, continuous improvement Director at Lake Region Medical, shares with LMJ the company's model for standard work, which played a big role in LRM achieving a Shingo Accreditation Bronze Medallion.

Coming clean: *Sandra Cadjenovic* shares the most recent progress in SCGM's continuous improvement programme in this month's Lean Diary



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EDITORIAL

Commissioning editor

Roberto Priolo
r.priolo@sayonemedia.com

Editorial director

John Bicheno
picsiebook@btinternet.com

Contributors

Tim Brown
Sub-editor
t.brown@sayonemedia.com

DESIGN

Art Editor

Martin Mitchell
m.mitchell@sayonemedia.com

Designers

Vicky Carlin, Alex Cole
design@sayonemedia.com

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Dear reader,

A leader's engagement in a change programme, we are endlessly told, is the key to success. Whether the change is in adopting lean practices, altering work culture or shifting strategic intent. But how well do we really understand what makes a good lean leader? Not very well, I believe.

This issue of LMJ will help you to identify the most important traits a good lean leader should have. On page 07, Jeffrey Liker, a leading expert on lean leadership (and the newest addition to the journal's editorial board – welcome Jeff!), explains Toyota's approach to developing leaders. For this edition, I also interviewed Mark Adams, VP of purchasing at Toyota Europe, who discusses supply chains, risk assessment and Toyota leadership on page 25.

A great case study (page 10) on GKN's Rockford plant in Illinois, USA, will tell you about the successful experiments the company is conducting in maintenance leadership. And to discover how Lake Region Medical managed to become the first Irish company to be awarded a Shingo Accreditation Bronze Medallion, you should turn to continuous improvement director Noel Hennessy's article on page 31.

The focus we place - or should place - on people as part of any lean programme needs to include leadership, and not just machine operators and line or ward managers: it is important to develop the person before you develop the leader.

Toyota knows this. Just read Liker's *The Toyota Way to Lean Leadership* to understand why (John Bicheno reviews the book in this edition). What would have been the point of sending a young man to Indonesia to set up a production plant just after the country came out of a devastating civil war if not because back in Japan they knew the challenges he would have to overcome would make him a resilient employee and, ultimately, a better leader?

With exotic lean development locations in mind, I can tell you that as I write this letter I am about to fly to South America to attend a Lean Summit in São Paulo, Brazil. This will be a tremendous opportunity for LMJ to further expand its reach and share the experience of companies operating in a booming market. Stick around for our It's a lean world special on lean in Brazil in the October issue, with case studies on companies like Brasil Foods and 3M.

These are very exciting times for the journal: we are strengthening our existing partnerships and starting new ones, we just launched a brand new website and we are travelling the world to bring you examples of best practice from all over the planet.

Happy reading,

Roberto Priolo, Editor

INTRODUCING YOUR EDITORS

Articles for *LMJ* are reviewed and audited by our experienced editorial board. They collaborate on comment against articles and guide the coverage of subject matter.



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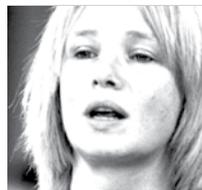
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Servants to the cause

The most essential dynamic in the health of a business and the successful execution of a strategy is competent and confident leadership – not ever to be confused with management. Effective leaders inspire those around them with the will to win. They provide stewardship, purpose, direction, support, and motivation to those charged with the pursuit of business initiatives. To be successful, the leader must see opportunity, and formulate strategy – then configure, prepare, and deploy assets. Most important for a successful leader is to ensure that all involved in the pursuit of strategy have the proper training, tools, capabilities, and clarity of purpose.

Thus, no duty is more important for leaders than studying their profession, understanding the human dimension of leadership, becoming tactically and technically proficient, and preparing to deploy those readied assets. These endeavors help leaders understand the effects of vigorous deployment on employees, departments, business units, and other leaders.

Leaders are to be selected for their tasks because of their moral character, firm willpower, and professional ability – not for any other reason, especially cronyism. They must imbue their commands with their ideas, desires, energy, and methods succinctly and with great simplicity – after all, they must be easily understood by everyone involved without mistake. The personal influence and competence of the leaders of individual business units, rolled-up to the enterprise level, have a direct and indelible effect on the achievement of business strategies.

Professional competence, personality, and the will of strong leaders represent a significant part of any business'

health and strength. While leadership requirements differ with the size and type of business, all leaders must demonstrate character and ethical standards – they must be able to “walk the talk” if they expect others to follow. In simplest terms, leaders are employees, but with the heaviest of responsibilities.

Leaders must know and understand their workers, the personal challenges they face, what is important to them, and what serves to motivate them. If a leader finds that an employee is irrecoverably incapable, then it is the duty of the leader – out of responsibility to the business and the other employees – to remove the weak so that the business does not gravitate towards operating to the least capable level. As such, leaders must act decisively with courage and conviction when faced with challenges – and, equally important, build trust and teamwork. In the execution of the tactics in pursuit of the strategies, they know when and where to make decisions, redirect, or otherwise influence the action by their personal presence.

Strong leaders and trained, dedicated employees are the greatest business multipliers. When challenged, the leader’s sense of duty, courage, loyalty, discipline, stamina, and skill – and preparedness and willingness of the employees – provide the decisive edge. When meeting the challenges, superior ability derives from the courage and competence of the employees, the excellence of their training, the capability of their equipment, the soundness of their combined business doctrine, and above all, the quality of their leadership.

A leader is a leader because others are willing to follow – as such, a leader must first and foremost be a selfless servant to a greater cause.

E V E N T S

There is currently an expanding pool of events available for the development of the lean community. They offer both general and sector specific opportunities to renew your enthusiasm and gain new perspectives through communicating with lean contemporaries.

UPCOMING LEAN EVENTS INCLUDE:

LEAN GOVERNMENT

September 20; The Barbican, London, UK

These are challenging times for the public sector, and managers must do things differently if they are to ensure the delivery of high-quality services. An increasing number of public sector organisations are implementing lean: a structured and systematic approach to involving staff in the delivery of more efficient and often better services, creating an environment that enables continuous improvement. A variation on lean is systems thinking, which looks at end-to-end processes. Using lean and systems thinking can transform public sector performance. The fourth annual Lean Government conference will offer practical sessions showcasing lean thinking in a public sector setting, sharing experiences and best practice. Delegates will receive an understanding of lean and its principles, a review of efficiency and lean initiatives in the public sector and lessons learned, and a range of case studies from central government, local government and the NHS.

OPERATIONAL EXCELLENCE SOCIETY

**London Chapter inaugural meeting, September 24; 5-8 PM;
Royal College of Surgeons, London**

Joseph Paris, founder of the Operational Excellence Society and chairman of the XONITEK Group of Companies, would like to invite you to the inaugural meeting of the Operational Excellence Society - London chapter, hosted by Kinetik Solutions (www.kinetik.uk.com) and RedQuadrant (redquadrant.com), at the Royal College of Surgeons, London.

Whether you are a practitioner, in academia, a consultant, or an individual who is interested – all are welcome to join and participate. You will:

- Learn and share what operational excellence is really about;
- Find out about the latest and most effective improvement methodologies and approaches;
- Give something and take something – get inspiration, help and build new business relationships.

There is no delegate fee for this inaugural event but please RSVP your attendance by emailing David Boyman at BoymanDR@xonitek.com and check the agenda on the event page <http://goo.gl/y9RKx>

Venue: Committee Room 1, The Royal College of Surgeons of England, 35-43Lincoln's Inn Field, London, WC2A 3PE.

If you have any questions, please contact David Boyman on +44 (0)79 1937 1927.