

# Getting a better view

As lean seeps into new environments and encounters external disciplines horizons expand for the scope of lean implementations. This issue of LMJ provides some new perspectives for practitioners.

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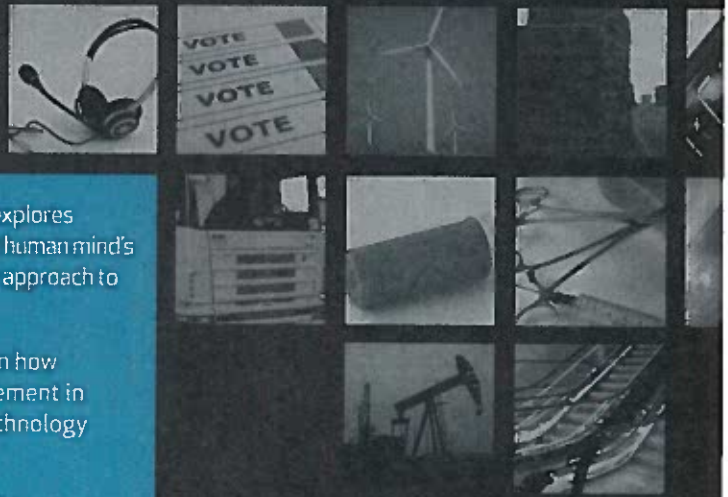
**The enemy within:** *David Bovis*, PCC consulting, explores recent discoveries in neurology. Discover how the human mind's reaction to challenge and change might alter your approach to organisational transformation.

**To adopt or adapt; that is the question:** Learn how Deutsche Bank have found 'hooks' for engagement in their lean programme for improvement in technology production support.

**Process focus: Lean Product Development:** *Don Reinertsen*, Reinertsen & Associates, explains the 'dos' and 'do nots' in the application of lean thinking to product development.

**History and evolution of: 5-whys and root cause analysis:** *Steve Garnett*, Simpler consulting, provides the next chapter in LMJs review of the history and evolution of the lean toolset by tracing the chequered past of 5-whys and root cause analysis.

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# Disruptive thinking


**Why should a mature lean practitioner attend a conference on their topic of their expertise? Jane Gray talks to those responsible for delivering the LMJ's annual conference to get a flavour of the challenges to be addressed at an event which aims to shake up complacent thinking in the lean community.**

**F**or experienced lean practitioners, with regular access to the latest literature on implementation challenges and with a wealth of knowledge and in the bank, what possible use could there be for a lean conference event, the likes of which litter the portfolios of most consultancies? Such events are generally aimed at building knowledge of the lean tool kit and demonstrating structures for disseminating waste elimination techniques through policy deployment. The LMJ conference is not for the same delegation.

## Sit back and make yourself uncomfortable

To explain why the serious lean practitioner will not be disappointed in LMJ's annual conference, the event chairman, Dr Nick Rich, Cardiff Business School states: "If you can come away saying you haven't learnt anything from this event, you probably haven't been listening. As markets speed up and the world becomes more uncertain there is an ever greater role for





innovation and being quite radical in our thinking. A lot of the speakers at this event are talking about transformations; radical changes that they have made to their business models – as opposed to continuous improvement.

“In addition, a lot of the speakers come from lean environments that are well matured. These are companies that have sustained lean – not just implemented it – and it will be fascinating to hear more about the challenges that face the mature lean organisation – not many people are aware of these.”

*“It is mandatory, absolutely mandatory, that lean leaders engage in opportunities to shake up their thinking. If you do not, you will get stuck in a rut, complacent in your own method, ticking boxes and not really creating any value for your customer.”*

Giving an overview of some other discussion areas he hopes will be raised at the event, Rich says: “I would really like to see how small businesses are ignoring their size and taking a greater role in the supply chain. I think it is important that companies double their improvement efforts and think beyond the factory to their supply chain. Another issue is how companies are using lean to cope better with regulation and bureaucracy.”

Clarifying the call to action that this event puts out to lean leaders across all sectors, Rich adds: “The speakers at this event will be challenging – particularly those toward the end of the day. It is mandatory, absolutely mandatory, that lean leaders engage in opportunities to shake up their thinking. If you do not, you will get stuck in a rut, complacent in your own method, ticking boxes and not really creating any value for your customer.”



## Rattling the cage

One of the “challenging” speakers that Rich anticipates will shake delegates out of this complacency is Dr Bill Bellows, associate fellow at United Technologies’ Pratt & Whitney Rocketdyne and president of the In2:InThinking Network, a non-profit group dedicated to pioneering organisational improvement. Speaking for himself about the limitations of many current lean implementations Bellows states: “I suspect many organisations are practicing lean because their MD said ‘go do it’, and the MD said this because perhaps his peers on the golf course made it sound good. GE’s Jack Welch was known to have evangelised 6 sigma on a golf course.

“I don’t doubt that the audience at this event will include those who are confident that their understanding goes beyond this and that they have contextualised TPS for their environment. But I would ask those individuals if they are absolutely confident that peers in their respective organisations have likewise moved on in their understanding.”

Bellows questions if there is enough being done within the lean community to create a curriculum that makes the organisational relationship with lean “accessible to people from all walks of life,” and says the largely US belief in root causality and sharing practices to eliminate waste are inconsistent with the thinking Dr Deming’s original work.

What Bellows is keen to see is a much more conscious effort on the part of improvement professionals to broaden their awareness of the different approaches available for exploration and exploitation beyond the lean community. He suggests that it is the responsibility of such individuals not to be content with the accepted wisdom of their community: “Lean practitioners tend to benchmark against themselves. That is, they benchmark within their community and they are unknowingly content to accept these boundaries.

“I know the temptation to be like that. I was firmly entrenched, for a time, in the Taguchi community [Genichi Taguchi developed the concept of the quality loss function so central to robust design techniques] and experienced the same phenomenon of comparing notes with the fraternity on who was doing what. When I stepped back I was blown away by what was outside our tiny, insular world. I encourage those in the lean, 6 sigma, Deming, De Bono, systems thinking, and all other organisational improvement communities to accept that they have only got a piece of a greater solution.”

Without this broader perspective Bellows asserts that companies will continue a trend of “fixing things that are broken” as opposed to innovating new business models which will give organisations the same progress trajectories that disruptive innovations have given to technology development and energy markets. Bellows will explain how

the wealth of knowledge available across a variety of improvement communities has informed his framework for thinking; a framework without which: "the advanced tools and techniques which companies and individuals invest so much in will be under-utilised, if not counter productive to the aim of the improvement efforts. Dr Deming captured this essence in his so-called Second Theorem, "We are being ruined by best efforts, not guided by Profound Knowledge". As to Profound Knowledge, this theory of management was the essence of Deming's last book; a need to appreciate systems, people, variation, and knowledge, plus their many interactions."

Bill Bellows controversial provocation of lean adherents will be a highlight of LMJs annual flagship event. However, the day will

also include contributions from speakers representing lean advancement in a broad range of industries and environments. Martyn Craske, head of lean at the Department of Work and Pensions, will share his experiences of lean leadership in a programme aiming to engage with 120,000 employees spread across 1000 locations and presentations from GKN, Burton Foods, the Royal Mint and many others will showcase a variety of best in class applications of lean learning systems, tools, culture building, performance management and strategic alignment. **END**


If you would like to join us at the LMJ annual conference on June 16 please contact Benn Walsh for full conference details and booking on: 0207 401 6033 or [b.walsh@sayonemedia.com](mailto:b.walsh@sayonemedia.com)



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# Insight, inspiration & collaboration on your lean journey

## THE LEAN MANAGEMENT JOURNAL ANNUAL CONFERENCE 2011

This year's annual conference will again feature a cutting edge seminar programme designed to challenge the most experienced lean practitioner.

Experts from industry and academia will explore the application of lean principles in environments from manufacturing to financial services, shaking lean leaders out of their everyday routines and discussing the latest approaches their research and real life programmes are taking.

No matter which sector you work in or how long your lean career, this event will bring delegates new insight and reanimate the learning curve for programme owners.

**The Hilton Metropole**  
Birmingham (NEC)

16th June 2011 - 09:00 to 17:00

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Head of Service Improvement  
Liverpool & Broadgreen NHS Trust



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Continuous Improvement Manager  
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## LMJ Annual Conference - Closing Keynote Session



### Dr Bill Bellows

President  
In2 InThinking Network

### Unlocking a Thinking Phenomena of The Toyota Production System

Many current management practices naturally evolve towards sub-optimization while companies engaged in Continuous Improvement focus on seizing savings through an incremental "Faster, Better, Cheaper" attitude.

By contrast, Bill, an Associate Fellow in the InThinking Network at United Technologies' Pratt & Whitney Rocketdyne will illustrate the distraction that TPS and other improvement methodologies, which have been adopted dogmatically by organizations across sectors, represent. He will clarify the unifying practice of continuous investment and solution tailoring which gives TPS its foundations and challenge delegates to consider whether their own lean implementations truly respond to their own business needs. Expanding on this theme Bill will encourage delegates to consider whether their approach to lean thinking is in fact limiting the scope of the competitive advantage available – he will ask "do we want to be able to travel down the same road faster, or should we be asking ourselves if there is a better road altogether."

Core to Bill's beliefs is the idea that there are missing links in the lean fraternities understanding of the connections between organization thinking and the inherent systems which affect long term performance. Attendees will learn to better appreciate how their thinking is often causing them to focus on problem solving and not see a wider array of opportunities for valuable investments.



### Professor Zoe Radnor

Professor of Operations Management  
Cardiff Business School

### Lean in Services: Panacea or Paradox?

This session will aim to challenge participants regarding the concepts of 'Lean', considering its use or intended use in service sector and, the degree which it is context-dependent. Based on research findings across the public sector including Central Government, Justice and Health the presentation will question and reflect on when, and how it is, possible and appropriate to transfer practices between not only organisations but sectors. The presentation will introduce the 'House of Lean' for public services as well as consider both the success factors and barriers in the sustainable implementation of Lean.

## Conference Chairman



### Dr Nick Rich

Honorary Fellow  
Cardiff University

Nick Rich was a co-founder of the Lean Enterprise Research Centre with Professor Dan Jones and the Innovative Manufacturing Research Centre (Cardiff Business School). Nick still holds an Honorary Distinguished Fellowship at the University and he continues to write and supervise his masters/doctoral students. Nick has authored five books on lean thinking and numerous papers.



### Peter Watkins

Global Lean Enterprise  
& Business Excellence Director  
GKN

Peter is responsible for developing, directing and implementing the Lean Enterprise and Business Excellence (EFQM) approach for GKN Plc (Aerospace, Automotive, Land Systems & Powdered Metals) in over 130 facilities 30 countries with over 38000 employees. In the role he has introduced "Flow of Value" thinking into the organisation to break through traditional management thinking, works with a team of Global Continuous Improvement Leaders to support divisional CEO's and Lean Directors develop their Lean capability and strategic direction and operates as key member of Lean Enterprise Sub Committee (chaired by GKN CEO) to develop strategic direction on structure, knowledge and process support. Peter is responsible for deployment of following Lean Enterprise approaches: People Excellence, Business Process Excellence - (Lean Office Processes), Production Excellence, Extended Value Stream – Supply Chain.



### Martyn Craske

Head of Lean  
DWP

The DWP lean challenge was staggering. 120,000 employees spread over 1,000 locations, but under Martyn's leadership the DWP Lean Programme has engaged the business to generate impressive results. Getting the results has taken Martyn on a roller coaster journey of building lean capability and performance in one of the UKs largest public institutions. Join Martyn as he illustrates many of the leadership challenges he has faced on his five year journey, exploring many of the methods and techniques employed in a complex environment with many layers of management and stakeholders. Delegates will also get a greater understanding of how to develop cultural alignment in your leadership to ensure your lean journey keeps to the path.

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ANNUAL CONFERENCE 2011

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To Register A Place Please  
Contact Benn Walsh At:

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Email: [b.walsh@sayonemedia.com](mailto:b.walsh@sayonemedia.com)

