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# LEAN

CONFERENCE CANADA  
WINNIPEG | JUNE 6-9, 2022



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MANUFACTURERS  
& EXPORTERS

CANADA'S LARGEST LEAN  
EVENT IN 2022

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# Leader Standard Work – “Honing the Art of Leadership”

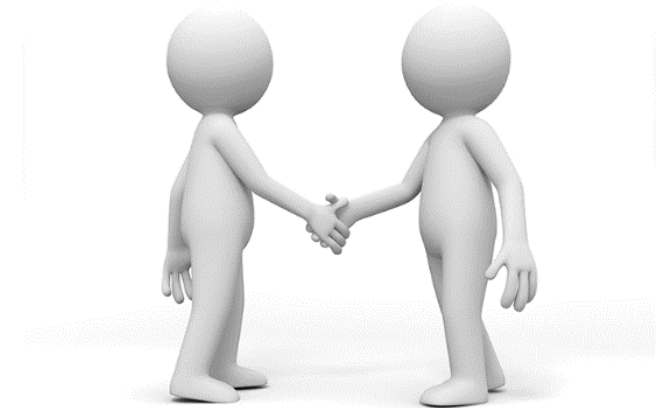
**Tony Lindgren**  
*Lean Manager*  
Polaris Industries



Tony Lindgren is a graduate of North Dakota State University and a veteran of the US military. For the past 20 years he has worked in progressive leadership roles within manufacturing and continuous improvement. He has extensive experience within the powersports industry, along with distribution experience both domestically and internationally. Tony is a certified Lean Six Sigma Master Black Belt. When he is not in the plant, Tony enjoys coaching girls' hockey and traveling with his family.

On the note card on your table please document the following items:

- What is the name of your Company?
- What is the primary product or service your company provides?
- Who is your target customer?



On the note card on your table please document the following items:

- What metric does your business utilize to measure the effectiveness of providing your customer with your marketed product or service?



On the note card on your table please document the following items:

- What metric does your business utilize to measure the efficiency of your process for providing fulfillment of the product or service to your customer?

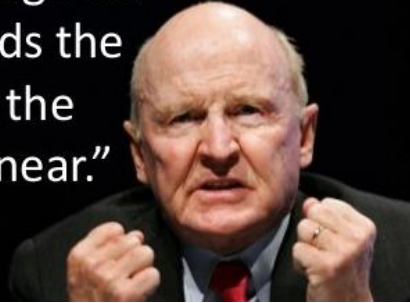


# We are all dealing with Post-Covid Challenges

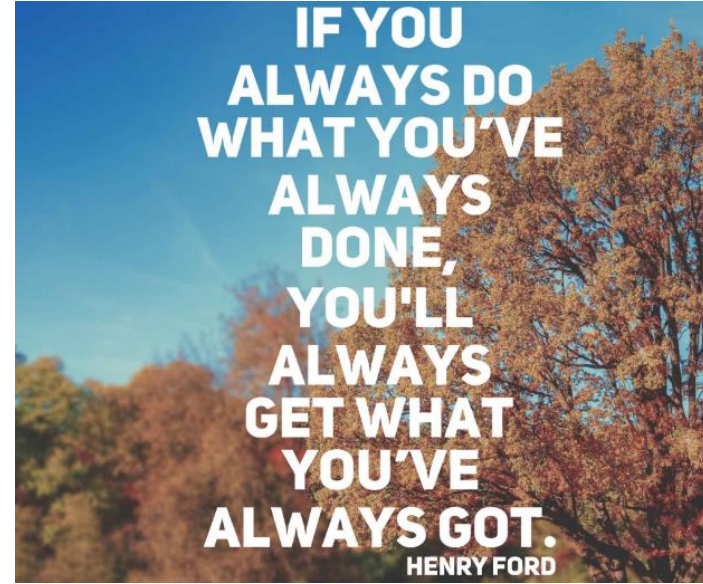
- Aggressive growth in all markets for 2021!
- Many companies becoming more “Global”
- Our Supply Chains are stressed to a new level.
- Our Human assets are pushed into a new level of work/life balance
- We are primarily a human institutions that design, market, manufacture, sell, and distributes services and products globally!



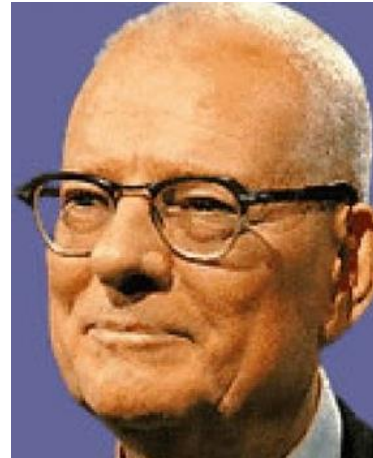
"If the rate of change on the outside exceeds the rate of change on the inside, the end is near."  
- Jack Welch



IF YOU  
ALWAYS DO  
WHAT YOU'VE  
ALWAYS  
DONE,  
YOU'LL  
ALWAYS  
GET WHAT  
YOU'VE  
ALWAYS GOT.  
HENRY FORD



© quotes-carryon.com  
PEOPLE ALWAYS FEAR CHANGE.  
**PEOPLE FEARED**  
ELECTRICITY WHEN IT WAS  
INVENTED, DIDN'T THEY?  
- BILL GATES



It is not necessary to change.  
Survival is not mandatory.

— *W. Edwards Deming* —

“As world class North American manufacturers, we must hold tight to our core values while modernizing our methods.”





## Leader Standard Work

The Key Ingredients to Successful Implementation of Leader Standard Work.

- Vivid understanding of a DILO (Day in the life of).
- Key responsibilities of a Leader.
- Coach versus Boss.
- Transparency of responsibilities.
- Driving actions to the Compelling Scorecard.
- Cadence of Accountability.
- Reflection on “Leadership is the Art of Accomplishing more than the Science of Management says is possible –Colin Powell”
- Doing more than the Science of Management says to do.

## Document your reality

The Key Ingredients to understanding your daily, Weekly, and Monthly tasks are to group your tasks into categories and frequencies

- Administration.
- Routine tasks.
- Interruptions.
- Waiting time.
- Project-related activity.
- Meetings.
- Coaching.
- Interviewing.
- Traveling.

Time	Activity (main)	Activity Detail	Time mins	Value Added	
				Yes	No
0545 - 0601	Shift handover	Discussed last 12 hours problems with off going team leader; <ul style="list-style-type: none"> <li>• Is the plant currently operational</li> <li>• What did the engineers complete last night and read the appropriate input logs</li> <li>• Confirm upcoming production requirements</li> </ul>	02	Yes	
reMr Xs	<i>This is critical to effective commencement of shift and the key issues expected from a handover have been identified here. I may consider a review of the handover sheet to include more critical running information and less NVA in relation to guard checks and kronos</i>				
0602 - 0611	'Walk the talk' with the team	Visit the team members on line to see if all is ok in relation to running, cleanliness and updating of forthcoming schedule	10	Yes	
reMr Xs	<i>The team leader should show their face asap when the shift commences. This provides the psychological support and general information the staff need to show the relevant morale and motivation</i>				
0612 - 0618	Alarm sounding on water treatment	Mr X attended to investigate sounding alarm which was not specialist attended. He phoned process co-ord to ask if any action was being taken	07		No
reMr Xs	<i>The team leader should not have to attend this breakdown at this time - the process co-ord should have attended and passed any relevant production related e.g. stoppage apparent as required</i>				
0619 - 0633	Process co-ord arrived on scene	He explained the there had been issues throughout the night and process manager was informed	15		No
reMr Xs	<i>The team leader should have had the advance information in relation to last nights problems; I would look at communication at shift handover in addition to process dept communications</i>				
<del>_____</del>					
1723 - 1739	Free time / catch-up		17		No
1740 - 1800	Handover	Evening handover to the oncoming night shift	21	Yes (75%)	No
reMr Xs	<i>Good to see the team leader arriving with more than a adequate time to complete an effective handover. The activity was effective but maybe could be more directed if the above comments are used during the preparation phase</i>				
<b>Total Times</b>			<b>720</b>	<b>209.5 VA</b>	<b>510.5 NVA</b>

## Decide what is important to the Business

When creating your Leader Standard Work, alignment must be made to the “Goals and Objectives” of your business

- Tie your daily accountability tasks to the Plan (Hoshin Kanri)
- Ensure the measurements of success are in place
- Eliminate the NVA where at all possible
- Ensure your elements of standard work match your role responsibilities
- Ensure that your cadence matches the needs of the team and the process

Hoshin Kanri Planning Matrix			
		Quarterly analysis and review to decrease variation in processes. Give employees an extra week's annual leave this year. Employ and train one casual worker for every five employees. Bring in an automation consultant.	
		<b>Top-level improvement Priorities</b>	
5% decrease in number of faulty units per thousand.	10% decrease in employee sick leave.	20% decrease in overtime worked.	Automate 10% of QA tasks.
	<b>Annual Objectives</b>	<b>Targets to Improve</b>	
		<b>3-5 Year Breakthrough Objectives</b>	
		Decrease the number of faulty units per thousand. Improve staff well-being. Impose stricter quality assurance measures.	<b>Resources</b>

“Leadership is the Art of accomplishing more than the Science of Management says is possible”

-General Colin Powell

Who has been your most influential leader in your journey so far?

Coach?

Leader?

Teacher?

What are the key characteristics of this Leader?

A selfless coach who is Firm, Fair, Friendly!

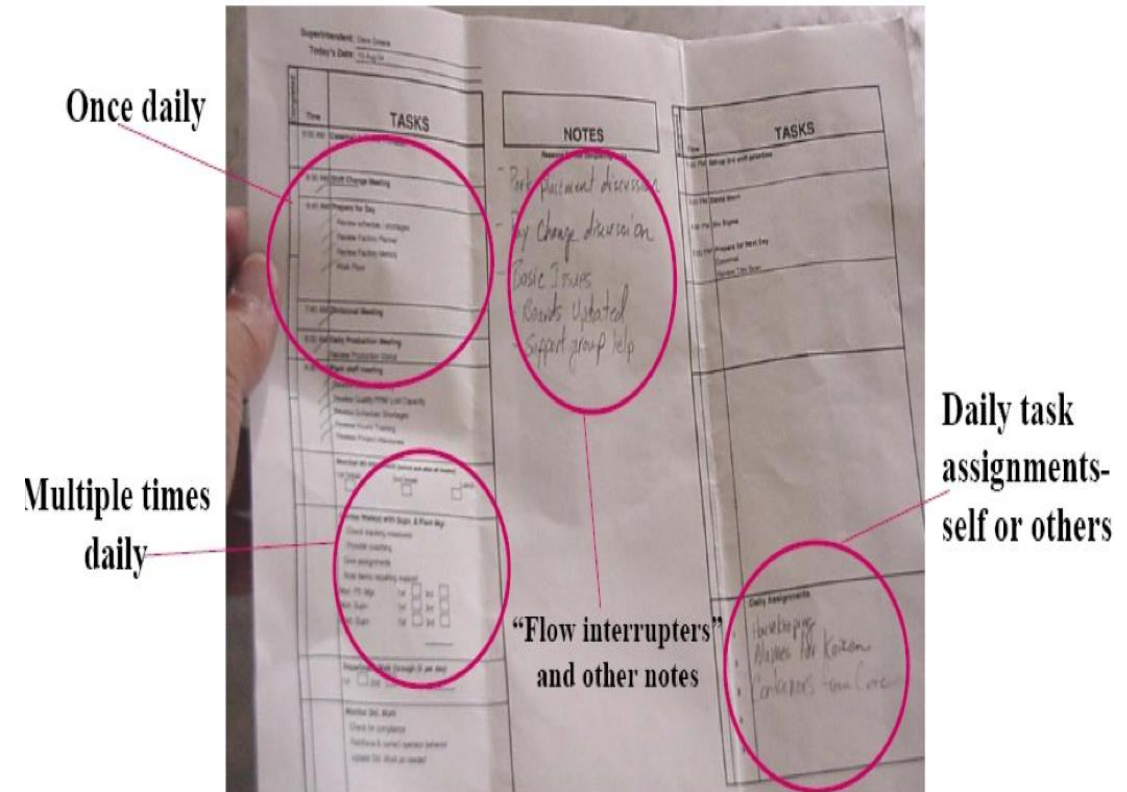
## DNA of a Great Coach

- \* Innate ability to Spot and Foster Talent
- \* Communicates with great Purpose and Passion
- \* Provides a Winning Culture (Structure to Achieve)
- \* Vision to Guide Beyond Expectations
- \* Ability to Inspire to Extraordinary Effort
- \* Knows their own Playbook and will lead by example
- \* Key: The Gravity to attract people and the ability to Hold those very people 100% accountable for their own success!

## Coaching versus Managing

As a leader, your role is to serve as the catalyst for change and the monument of steadfast motivation

- Transparency where applicable (ensure your team can see you living your standard work)
- Ask to see the “Play book for the day/week”
- Action your misses
- Find the 1 “Job Whale Done” in each of your reports each day
- Broadcast positive accountability techniques and be humble
- Go to the Gemba often and ensure your Standard Work reflects the observations
- In your coaching sessions with team members, ask to see their standard work. Everyone should have it on their bodies



## Leader Standard Work – Begin the Journey

As a leader, your role is to serve as the catalyst for change and the monument of steadfast motivation

- Start today, not next quarter when things are predicted to be easier
- Don't stop when things get chaotic. Stick to the process
- Use the discoveries to drive real change and improvement in your teams
- Ensure you cascade the success through your teams. Lead and coach by example



If you can't fly, then **run**.  
If you can't run, then **walk**.  
If you can't walk, then **crawl**,  
but by all means, **keep moving**.

- *Martin Luther King Jr.*