

# Open Exchange Session Report

## Metrics ~ Rich Gildersleeve

### Finding Valuable Lean Metrics

- What 'Lean' Behaviors Do You Want To Drive?
- Knowledge Sharing/Capture And Write Them Down
- Market Input/Outside Orientation
- Problem Solving
- Teaching
- Cycle Time
- Understand Customer
- Profits
- Waste Elimination/Value Creation
- Communication
- Project Team Stability
- Fast Handover/Ramp-Up When It Must Occur
- Differential Innovation
- Save/Ok To Kill
- Think about Adverse Behaviors That Can Tag Along

### Why Bother?

- Shows how you're doing
- Where you're going
- Gut alternative can be wrong
- Want to drive desirable behaviors

### How To Cure "Bad" Metrics

- Find root cause for why negative behaviors were reinforced
- Get rid of it
- Management must allow "Bad" to be fixed
- OK to kill bad metrics

### Discussion Points

- Actual metrics that measure lean
- Lean vs. Lean
- General Metrics
- Metrics about Lean PD
- Cure metrics that drive poor behaviors
- How to keep simple
- How to find "Right" metrics
- How to keep from hurting teamwork

### Lean NPD Metrics

- Measure Value-Add time by NPD staff -> Drives down poor processes
- Number and magnitude of problems solved
- Velocity: measure of rate of work completion
- Number of KC forms/time, Number of hits?
- Number of early options (SBCE)
- Hand over waste/Turn over attrition

### Rewards?

- Group vs. Individual
  - Group: Teamwork ↗ Sharing ↗ KC ↗ Weaker Links ↘
  - Individual: Simple ↗ Silos ↗ Tangible ↗ Hero/Firefighters ↗
- Type
  - Money: Complete Projects ↘ Keep Staff ↗
  - Non-Money: Typically More Powerful