



How do I get my leaders engaged in lean thinking?

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Dwayne Butcher,
Director of Marketing

Prepared for:



Flexware Innovation Exists to **Unleash the Potential** of Manufacturing Technology, Freeing You to **Focus on What's Next**



Discrete

Our extensive experience in discrete and industrial manufacturing translates into more efficient plant operations for you.



Automotive

We have been implementing solutions for Tier 1 and Tier 2 automotive suppliers for more than 20 years



Specialty Metals

The steel industry is near and dear to us, and nearly half of our company has steel and aluminum expertise



Life Science

From pharmaceutical to medical devices, we have helped industry leaders overcome productivity and performance challenges



Food & Beverage

Delivering world-class solutions to global leaders in the ultra-competitive food & beverage industry for decades



Utilities

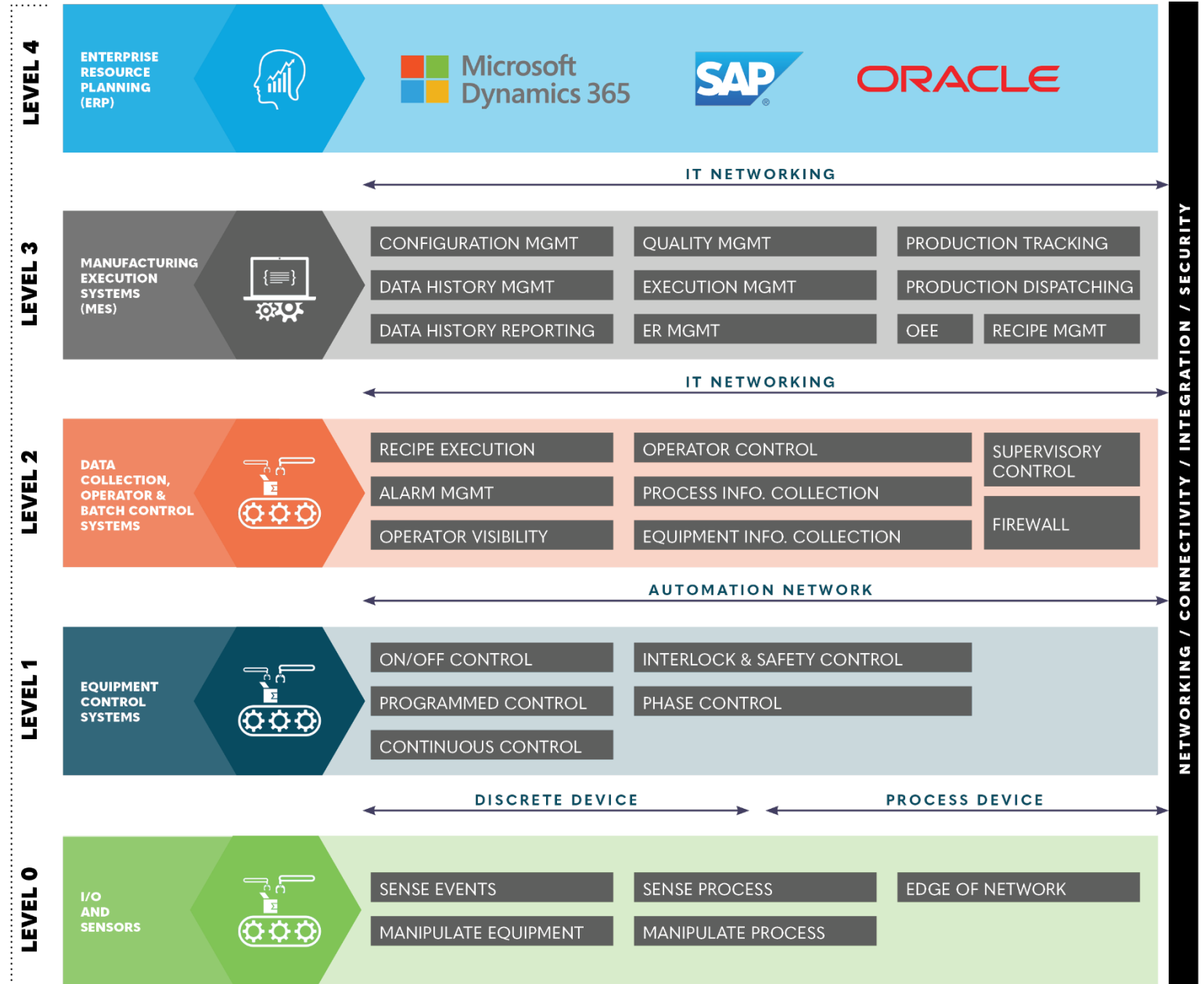
We have a long history of serving the diverse needs of the utility industry with intelligence and grit



Problem Solving from Shop Floor to Top Floor

- Automation
- Systems Integration & Software Development
- Manufacturing Execution Systems
- Business Intelligence
- Enterprise Solutions
- Products

X
 FLEXWARE'S
 IT & AUTOMATION
 SERVICES FROM
 LEVELS 0-4





My Story

THE BEGINNING

- I'm a marketing guy.
- Flexware Innovation Part 1.
- Introduction to Lean through Accounting (gasp).

THE MIDDLE YEARS

- Started Lean Frontiers with Jim Huntzinger.
- Conferences in the U.S., Europe, and New Zealand.
- Learned from notable lean leaders.
- Sold on "practice routines" like TWI and Toyota Kata.

TODAY

- Flexware Innovation Part 2.
- I'm still a marketing guy.
- I'm ALSO a lean guy!
- The story is still being written.

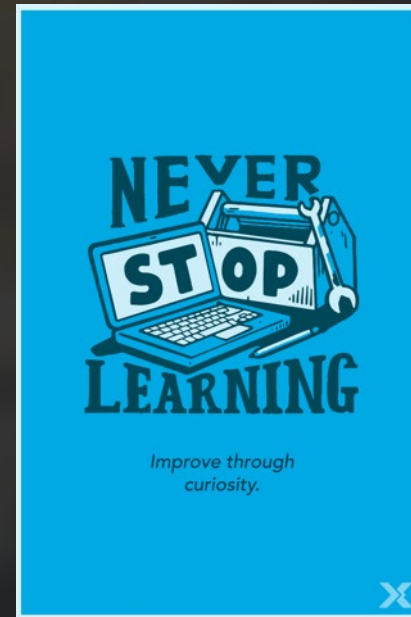
#1 Thing I Heard from Conference Attendees...

How do I get my leaders engaged in lean thinking?



Our Core Values

Flexware is a solutions-oriented culture, and we enthusiastically embrace challenges; we will not walk away from a problem. We hold ourselves accountable to get the job done according to your needs – whatever it takes and with whatever solution fits your exact requirements.





It Starts with ME!

I MUST PRACTICE LEAN. Even if no one else does.

- I must continue to learn by doing.
- Controller became CFO.

WHAT DID I DO?

- Practiced lean.
- Make my work visual.
- Established standard work.
- Use lean language in conversations.

Great idea!

Let's run the experiment!

A lesson from Toyota Kata. Be curious!



Approach Any Situation Humbly (including this presentation)

I STOOD IN THE "OHNO CIRCLE"

- Listened, watched, learned and asked questions.

WHAT WAS I LOOKING FOR?

- What does the company do currently?
- Are there lean thinkers within the company?
- Who are the leaders and what are they responsible for?
- Are there common problems that lean thinking might address?

Gather the Facts!

FROM TWI JOB RELATIONS

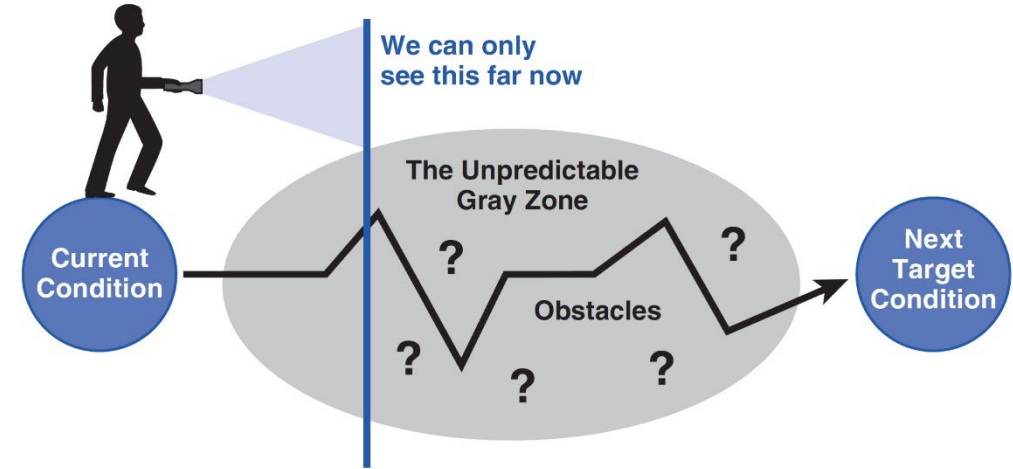
Training Within Industry & Toyota Kata...



JJ job instruction
taught supervisors how to effectively train others to perform jobs

JM job methods
taught supervisors how to break down jobs so they could better improve jobs

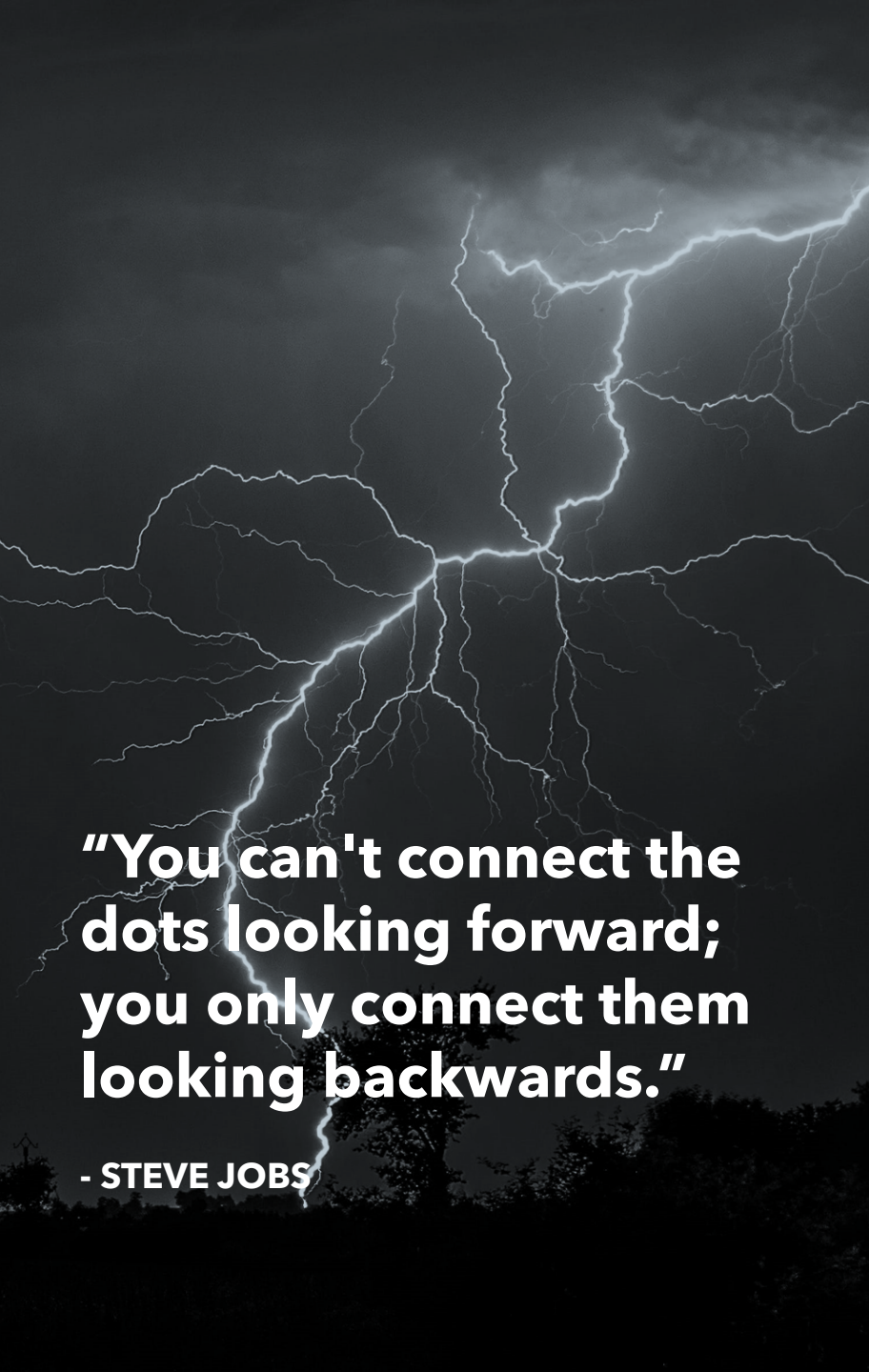
JR job relations
taught supervisors how to manage a workforce before "people problems" interfere with production



Source: Toyota Kata Practice Guide

Card is turned over to reflect on the last step

COACHING KATA	The Five Questions
	<ol style="list-style-type: none"> ① What is the Target Condition? ② What is the Actual Condition now? -----<i>(Turn Card Over)</i>-----> ③ What Obstacles do you think are preventing you from reaching the target condition? Which "one" are you addressing now? ④ What is your Next Step? (Next experiment) What do you expect? ⑤ How quickly can we go and see what we Have Learned from taking that step? <p><small>*You'll often work on the same obstacle with several experiments</small></p>
	<p>Reflect on the Last Step Taken</p> <p>Because you don't actually know what the result of a step will be!</p> <p><i>Have the learner state the obstacle being worked on</i></p> <ol style="list-style-type: none"> ① What did you plan as your Last Step? ② What did you Expect? ③ What Actually Happened? ④ What did you Learn? <p style="text-align: right;">-----> <i>Return to question 3</i></p>



“You can't connect the dots looking forward; you only connect them looking backwards.”

- STEVE JOBS

Listen for Problems and Connect to Lean

STAFF ISSUES

- Engineers promoted to Team Leads.
TWI JOB RELATIONS

CULTURE ISSUES

- Inconsistent project management.
STANDARD WORK & TWI JOB RELATIONS

PROCESS ISSUES

- Delayed delivery of sales quotes.
KAIZEN EVENT & WASTE REDUCTION

LEADERSHIP ISSUES

- Strategy not cascaded down effectively.
HOSHIN KANRE

CALCULATE ROI

- Found this relatively easy.

Patience.

The Rule of 7.

- True in marketing. True in selling lean!
- Multiple channels of communication.

Failure is not failure.

- Big initial event fell flat.

MARKETING LESSONS

- Frequent cadence.
- Similar message. Different angle.
- Multiple message formats.

“Patience is waiting. Not passively waiting. That is laziness. But to keep going when the going is hard and slow - that is patience. The two most powerful warriors are patience and time.”

- LEO TOLSTOY



When You Can... Coach and Teach.

EARLY ATTEMPTS

- Lunch and Learns (me and my network)
- Webinars
- Virtual Events

RECENT ATTEMPTS

- Book studies
- Benchmarking tours
- **In-person Events**

“Failure is good. It's fertilizer. Everything I've learned about coaching, I've learned from making mistakes.”

Rick Pitino



Events Are Catalysts. Incubators.

IN-PERSON CONFERENCES

- Invite the right people.
- Review the agenda together.
- Sit with them.
- Debrief daily.
- Make introductions.
- Eat!
- Let them explore.

LPPDE for Lean Product Development: www.lppde.org

Kata Summit (KataCon) for Toyota Kata: www.leanfrontiers.com/summits

TWI Summit for TWI: www.leanfrontiers.com/summits

AME Conference for Lean: www.ame.org





Celebrate Wins!

PUBLICLY

- Kudos on company forums.
- In conversations.

PRIVATELY

- Supervisors.
- Direct kudos.

“We tend to jump into making improvements without thought to standard work.”

Curt Crawford

“Without standard work, there can be no improvement.”
Taiichi Ohno



The Power of Frontline Workers!

ONE OF THE GREATEST LESSONS

- Mike Hoseus worked for X number of people.
- Involve the frontline workers.

TWO CLEAR WINS

- Training coordination team
- Delivery team kaizen event

“As we look ahead into the next century, leaders will be those who empower others.”

Bill Gates

When All Else Fails...

THE 9 BEST JOB SEARCH WEBSITES OF 2024

- Best Overall: Indeed
- Runner-Up, Best Overall: Monster
- Best for Employer Research: Glassdoor
- Best for Remote Jobs: FlexJobs
- Best for Experienced Managers: Ladders
- Best for Startup Jobs: Wellfound
- Best for Connecting Directly With Recruiters: LinkedIn
- Best for Up-to-Date Listings: Getwork
- Best for Hourly Workers: Snagajob

FIND A DIFFERENT OUTLET

- Coach a non-profit
- Volunteer for STEM classes in high schools

“The best way to find yourself is to lose yourself in the service of others.”

Mahatma Gandhi





Thank you! Now, let's go do good things!



DWAYNE BUTCHER

Director of Marketing

Flexware Innovation, LLC

Phone: 317.946.4715

Email: dwayne.butcher@flexwareinnovation.com

LinkedIn: www.linkedin.com/in/butcherdwayne

Website: www.flexwareinnovation.com

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