


# Are Middle Managers Really the Biggest Obstacle to Lean?



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HELLO my name is

**Bob**

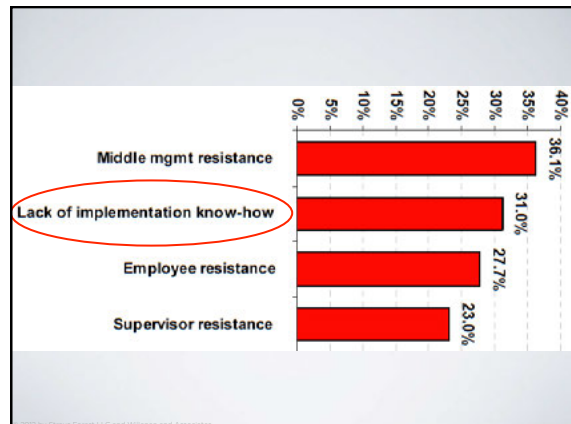
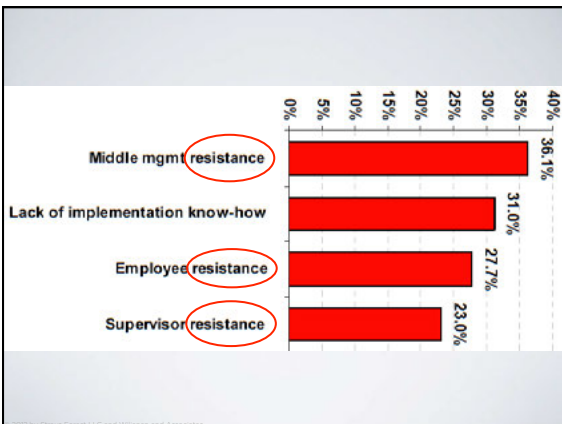
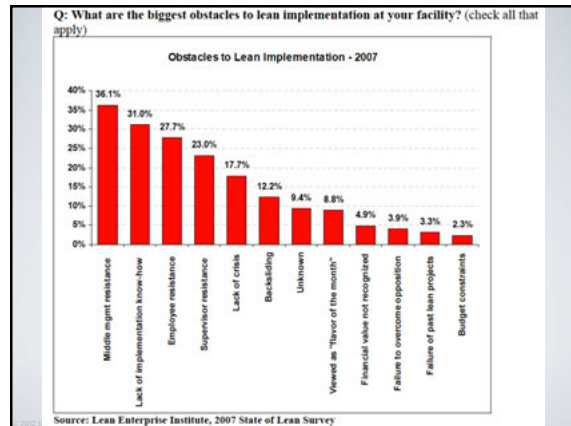
1. Name
2. Where you work
3. What you do
4. Where are you on your Lean journey?

**IMMEDIATE RELEASE**

**New Survey: Middle Managers Are Biggest Obstacle to Lean Enterprise**

*Nearly 40 percent of those polled cite middle management resistance, according to Lean Enterprise Institute*

Cambridge, Mass., July 18 -- Middle management resistance to change is now the number one obstacle to implementing ...lean production, according to a new survey ... conducted by the Lean Enterprise Institute, a nonprofit management research center.

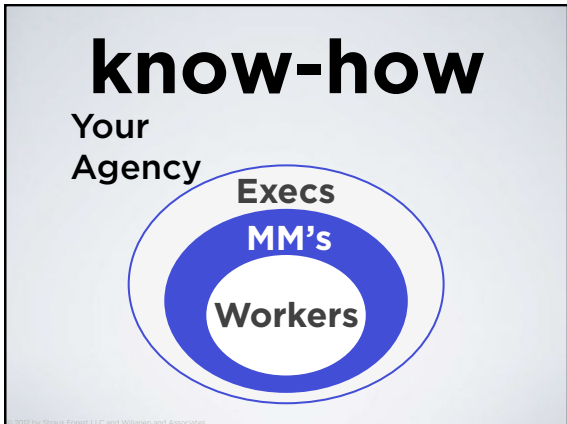


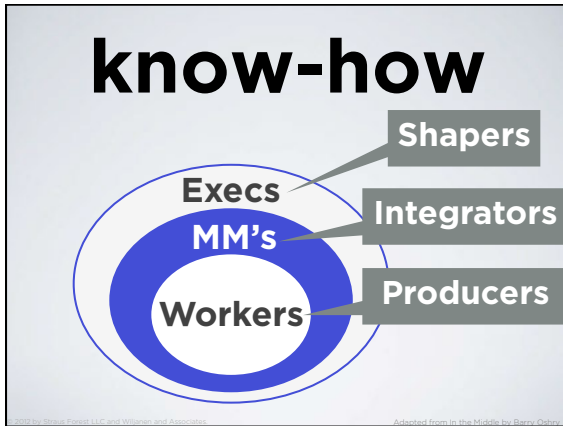
Middle management  
**resistance**  
is a  
**symptom**

The problem is  
**know-how**



**know-how**  
  
The Middle Manager  
Role in Lean

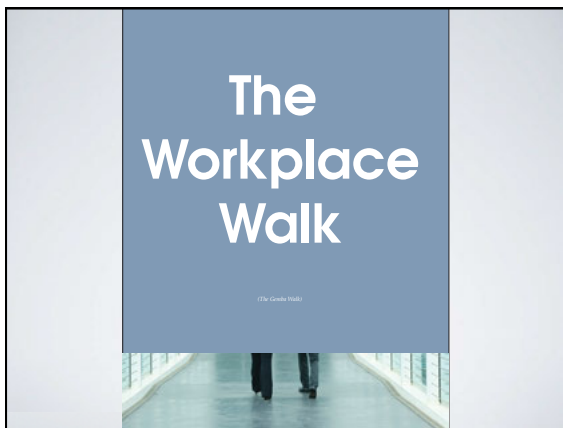




**MM's** **Integrators** **know-how**

Integrate Lean Strategy into the work

- Track value stream performance
- Coach leaders and employees using Lean principles
- Integrate with other value-stream owners
- Sponsor Lean projects and training

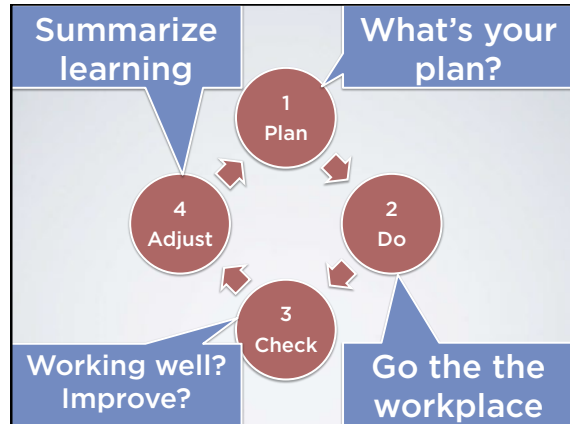


## Workplace Walks: What It *Isn't*

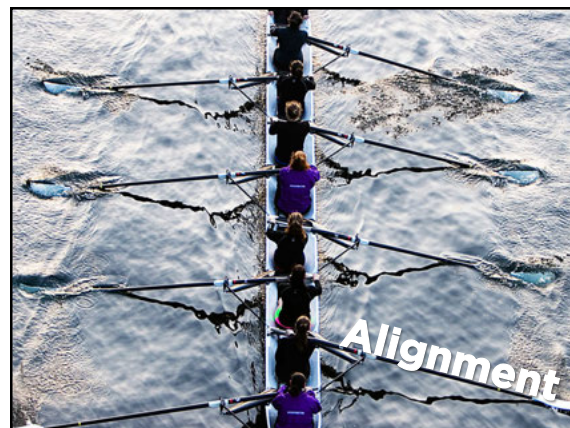
- Fault-finding or blame
- Drive-by public relations visit
- Spontaneous, free-flowing event
- Problem-solving
- Checking on managers
- Just a meeting



Role of Management				
What	How	When	Response	Critical Behavior
Does the process meet standards?	Check the workplace: is standard work being followed?	Daily	Root Cause Thinking	Maintain the discipline of standard work
Is it capable ?	Check the visual display: is the process meeting output control points?	Defined by the Measurement Plan	Root Cause Thinking	Understand customer requirements Use an in-process measure to identify a contingency plan
Is there room for improvement ?	Check the work: where can waste be removed?	Quarterly or as defined by the team	Root Cause Thinking	Lead continuous improvement Improve based on facts and data



- ## Organizing The Walk
- Frequency
  - Theme
  - Communications
  - Performance and metrics



- ## Start by Grasping the Situation
- What is actually happening?
  - What should be happening?
  - What is the ideal?

## Start by Grasping the Situation

Do we have a problem? If so, why?

Ask **“why”** five times—or as many times as it takes to drill down to the root cause.

## Teaching: A3 Thinking

1. What is the gap? (What are we trying to improve?)

2. What's preventing us from meeting our target(s)?

4. Which actions will address the most important causes?

3. What are the causes in order of importance?

## What does it look like?

*Video*

### Gemba [Workplace] Walks

*with Joel Suelzle, VP*

**Part 1: Quality of Care Team**  
**Part 2: Certificate of Coverage Team**

## While you watch the video

- Identify 3 questions you thought were key in engaging the front-line staff
- Identify 1 or 2 key enablers for successful workplace walks

## Discussion

Please turn to the person next to you and...

- Identify 3 questions you thought were key in engaging the front line
- Identify 1 or 2 key enablers for successful workplace walks

## The Challenge for Leaders

- Discipline
- Follow Through
- Commitment

## Getting Better Each Year

**Learn  
more**

**Booth # 15**

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