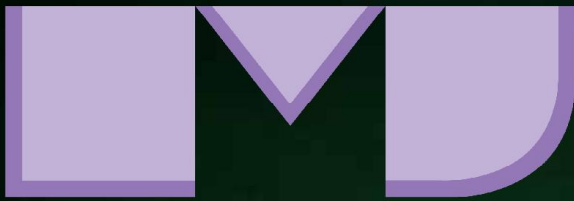


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A LEAN, MEAN GIVING MACHINE

Exploring the role of lean in the voluntary and charitable sectors and how it's helping non-profits through troubled financial times

Organisations and interviews featured in this edition include: Guide Dogs, NCVO, Chest Heart and Stroke Scotland, St. Andrew's University, CCBRT, Luxus Ltd, Commonwealth Bank of Australia, Joseph Ricciardelli, Bill Bellows.

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Lean leaders: developing people in the developing world: LMJ interviews Michael Grogan, the continuous improvement coach at one of the first hospitals in Africa to turn to LSS in order to deliver a better standard of care and talks of the troubles in bringing lean to the developing world.

Beyond budgeting: the what and the why: Get to grips with beyond budgeting with Penelope Blackwell, head of fundraising for Chest, Heart and Stroke Scotland. She shows the similarities and divergences between lean and how the two work together for a common goal.

Lean guidance: Steve Vaid, director of mobility services for Guide Dogs explains to LMJ how the organisation got behind lean, the changes it has wrought, and the difficulties involved in surviving as a donation-based charity in a recession.

Clash of clans: Max Cadrew returns with the second article on his series on lean in the professional environment.



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LEAN DIARY: 10 commandments for a leader of the future



Joseph Ricciardelli, the operator of Tecla Consulting, returns with the lean diary and analyses the role of a leader in a lean transformation. Here he explores how important they are to maintaining standards and making sure any continuous improvement project gets off the ground and ultimately succeeds.

I've put myself in their shoes, wondering, if one wanted to become a successful leader, which traits do they have to possess and which path do they have to take in order to become one?

These days you can come across forests of books teaching and selling tips and tricks on the topic. If you are lucky enough, you will find some seemingly helpful ones supported by successful case studies, or get a stray with paraphrased versions. Studying, you will encounter definitions, practical guides and proofs. You will try to apply those whose pieces of advice you assess as the best. And you will probably fail.

Why, if it's already proved to work out?

The answer is rather simple. Improvement systems are not just a set of tools that you can copy and paste; they are based on the most precious resources - people. Likewise the system, people cannot replicate the good-leader-traits

READ ABOUT:

How to be a respectful, engaged leader

Creating the brand of you

How little victories can build up to a big victory

Being an international consultant, I consider myself lucky. I love what I do for my job, and I love what my job does for me. It gives me opportunities to meet and work with a myriad of people within multinationals and SMEs and get to grasp with various business cultures along the way. I cannot help but notice that no matter the differences in systems, behaviours and approaches, there is one common point: which is leaders, that have desire to improve themselves, mostly struggle in vain and lose the battle.

“ Ask your people a simple question: is motivation yielding results or results motivation? ”

nor can they be taught to be the ones, especially not only by books. They have to learn by doing, develop their skills and grow through the process of becoming the leaders.

However, during many years of personal experience I have collected a few secrets, that will not teach, but rather facilitate, one's growing into an exemplary leader. I've summarised them into 10 commandments to follow, in order to change your future as a leader.

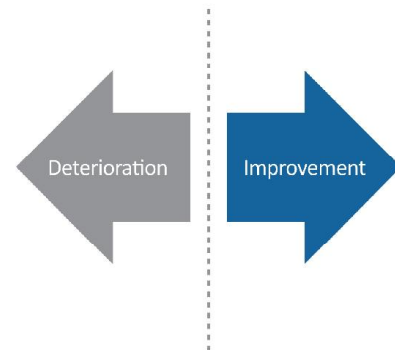
1) Better one step made by 100 people, than 100 steps made by one person

If you are called a leader, by default you are in a better position compared to the others; meaning that you hold a higher position in the organisational chart and probably the one on a payroll list; you make crucial decisions for your people and sign your valuable name under it. Every action you do, decision you bring, agreement you make is closely followed, monitored and commented, often copied by others.

That role of a leader everybody looks up to, can lead you to a false belief you genuinely are better. If that happens, you are on a very dangerous ground, for you are not better than anyone. The results achieved come only as a product of the sweats of your team and you mingled – you alone would never reach the same goal. This is commandment number one

and a starting point you are never to forget.

2) The right direction



A person whom nurtures themselves on healthy food and exercise will gradually enhance their wellbeing. On the other hand, the health of a couch potato eating junk food will, in time, decline. Which way to go in life is a matter of choice. The outcome would be obvious shortly, either way.

As a leader, on a path of processes, you are the one responsible for choosing the direction, for yourself, the team and the company. You can take one of two: a direction of deterioration or the one of improvement. To do it right, you need capability, experience and feelings developed to comprehend if every single step of the project is going towards improvements or deterioration. As in everyday life, results of your decision would be visible soon enough.

3) The importance of small things

Easier said than done, you think? It may seem so, but for the matter of fact it isn't. It's one-priority, and small-thing, at



a time. Set the right thing in motion following the priority rule. Take small, methodical, easy to achieve, not-big-investment bites. Small steps will yield small results, but do not underestimate them. They will

enable you to take control of every single bit of the project and let you see if you are heading in right direction. Eventually, the small things will topple the much bigger ones.

An example is with 57 dominoes, from *The One Thing*, a book by Gary Keller and Jay Papasan, which proves this idea of little eventually overcoming large. A single domino is capable of bringing down a domino 50% larger than itself. It starts with a 5cm tall domino, and each one slightly bigger than the next. And by the time we get to domino eighteen, it could topple the Leaning Tower of Pisa. The twenty-third domino looms over the Eiffel Tower. Domino fifty seven practically covers the Earth – Moon distance. Thus, take a small thing at a time, and take it seriously.

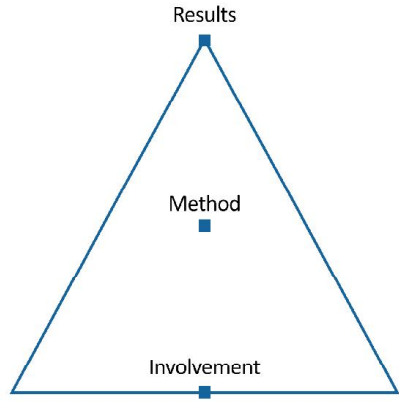
4) Results generate motivation

Ask your people a simple question: is motivation yielding results or results motivation? I have conducted the poll. 90% went for the first option, 9% said it was a continuous loop, and only 1% replied that results were the spark and true engine of motivation. I agree with the minority.

Small results, coming out of the daily kaizen your people reach, will last for a long time. Go for those improvements and they will drive your people ahead.

“ That role of a leader everybody looks up to, can lead you to a false belief you genuinely are better. If that happens, you are on a very dangerous ground, for you are not better than anyone ”

5) Methods



Back in the early seventeenth century the fathers of scientific method, René Descartes and Francis Bacon, stated that a generation of knowledge needs to follow a planned structure in a deductive manner of reasoning. Integration of scientific method into the science of improvement has been developed through time. So, in twentieth century, Deming developed PDCA, the four step cycle for problem solving that includes:

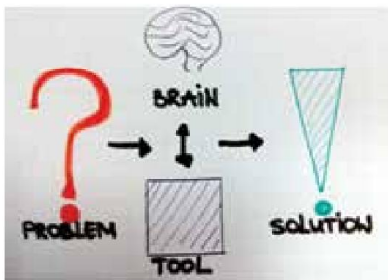
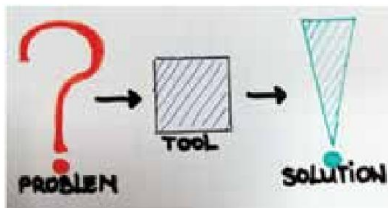
- **Planning:** definition of a problem and a hypothesis about possible causes and solutions
- **Doing:** implementing
- **Checking:** evaluating the results
- **Action:** back to planning if the results are unsatisfactory or standardisation if the results are satisfactory

Now, in the twenty-first century, we are still to use Deming's cycle as a proven problem solving method.

6) The success triangle

What is success for a leader? It's when you gather people, train and empower them to identify and hack whatever challenges come along and roll with the PDCA cycle to the peak of success.

7) The best tool is paper

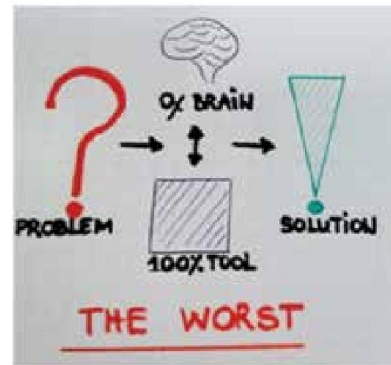


If you come across a problem, you will probably take a toolkit, choose the best fitting tool and find the solution. But only if the tool is used properly. So, whatever tool you have in your hands (A3, tagging, 5Whys) it will only be effective if is utilised during the analysis and solution process.

You can have the best tools, but if common sense is not involved, you will not arrive at the solution. Or rather, you may be able to tackle the problem, but the solution will be not sustainable.

Hence, write down the problem on a piece of paper, use your brain, and find the solution.

Improvement systems are not just a set of tools that you can copy and paste; they are based on the most precious resources - people //



8) To think is free

What does it cost to be a good leader? It will cost your energy, passion, patience and courage. However, to think is free. You have to use the benefit to facilitate the thinking process of your people as much as possible, as to avoid and eliminate obstacles due to bureaucracy and rules.

9) Look far ahead and nourish the dreams

Discoverers of the new world set sail with the guts to explore the unknown. What they had found was beyond their imagination. You are the captain of your boat that together with your crew should go towards the vision and mission. Stir the boat in the direction, keep an open mind and you will find a new world of improvement opportunities.

10) Brand you

I helped you go through these nine how-to-become-a good-leader points making sure you are on the right path. Now it's your turn to leave a mark, by making the tenth step on your own.

The very last tip from me is continually develop in order to develop the others. Do not copy, but just be the brand you.