Training program for managers
Taking Lean one step further

UNECE / HRMT / Krakow, Sept 9th 2016
Developing Capabilities for the Future
Anne S. Trolie
Lean in Statistics Norway

HRMT 2012

The improvement of HR management by using Lean

UNECE, Budapest, September 8th 2012

Jan Byfuglien & Anne S. Trolle
Statistics Norway: Division for human resources

Challenges for HR in the Lean implementation

- Management involvement and understanding of framework and philosophy. "Walk the talk"
- Coordination: one organisation - one philosophy
- Motivation of employees "Yet another efficiency program to make us work harder"
- Cultural changes requires time, focus, sustainability

HRMT 2014

The Key Role of Managers in the Implementation of Lean in Statistics Norway

Ingvild Maanum Møller
Anne Trolle

HRMT 2016

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Developing Capabilities for the Future
Anne S. Trolle
Different aspects of management

**Operation and performance management**
- Adapt overall frameworks, requirements and limits to unit level
- Plan and establish operational goals and objectives, and follow up on the performance
- Manage and control capacity and production. Allocate resources
- Ensure internal overview, visibility and prioritization
- Take ownership to and develops standards, in cooperation with employees
- Economic overview and control
- Ensure compliance of agreed level of productivity, service etc.

**Expert role, ensuring professional results**
- Deep understanding of the core issues and competencies related to professional issues
- Provide professional sparring and guidance. Ensure continuous improvement
- Ensure the professional quality of the work, as well as required competencies in the unit
- If necessary, be able to act as the expert worker on core issues

**Giving direction**
- Formulate and implement major goals and initiatives (vision, values, meaning)
- Provide overall direction to the unit
- Be able to forward thinking; being one-step-ahead
- Develop strategies. Develop the organization. Challenge cultural assumptions
- Understand and communicate “the big picture” internally
- Understand the business, the environment and the external stakeholders

**Developing people**
- Attracts, develops and retains the right people
- Develops individuals and teams through coaching and feedback
- Recognizes achievements
- Supports and provides conditions for individual and team-based learning
- Ensures a good and stimulating working environment

*Source: Implement Consulting Group*
Management Training program

Activities and schedules for the programs proceeding

Week 1

Start-Up
- Developing the focus areas and the maturity model for self assessment
- Study visit
- Gemba
- Self assessment
- Start-Up dialogues

Establishing individual objectives

Week 12

Theoretical inspiration, coaching and counselling
- 4 modules, half-day seminars:
  - Operation management
  - Coordinated management
  - Problem solving
  - Coaching leadership and feedback
- Observation of the leader in his/her everyday situation
- 1:1 coaching of the leaders (feedback and dialogue, new objectives)

Training and behavioural change on selected focus areas

Week 26

Termination
- «Next-Step» dialogue
- Evaluation
- Follow-Up dialogue after 2-3 months

Sustainability and further development

Fig 2
The lean leadership development process

- **Start-up**
  - **Gemba-walk**
    - Coach follows leader at relevant touch-points to get an impression of leaders starting point and leadership style.
  - **Self-evaluation**
    - Leader makes a self-evaluation based on the maturity model.
  - **Start-up talk**
    - Leader, coach and leaders leader identifies development goals based on self-evaluation.
    - Identification of relevant touch points

- **Implementation**
  - **Coaching**
    - Leader receives 12 to 15 times coaching and feedback sessions (total max 30 hours)
  - **Process confirmation by leader’s leader**
    - Leader’s leader observes leader in action and assess the maturity level and provides feedback.
    - Leader makes a self-evaluation based on the maturity model.
    - Leader, coach and leaders leader identifies further development goals based on self-evaluation.
  - **Next step talk**
    - Coach og leaders leader re-visits leader after 2-3 months and observes leader in action.
    - Follow-up talk

- **Closing**
  - **Follow-up**

Source: Implement Consulting Group

Statistisk sentralbyrå Statistics Norway
Core dimensions in Lean management

- Commitment and engagement
- Coordinated management
- Performance management
- Operations management
- Visualization
- Problemsolving
- Standardization
- Process confirmation
- Coaching and feedback
- Continous improvement

Source: Implement Consulting group
Lean leadership maturity model

<table>
<thead>
<tr>
<th>LEAN LEADERSHIP MATURITY MODEL</th>
<th>LEVEL 1: Sometimes</th>
<th>LEVEL 2: We do it</th>
<th>LEVEL 3: We run it</th>
<th>LEVEL 4: We live it. Continuous improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>operations management</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>coordinated management</td>
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<tr>
<td>problem solving</td>
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<td></td>
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<tr>
<td>coaching leadership and feedback</td>
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</tbody>
</table>
## Master diagram for operation management in the maturity model

<table>
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<th>We run it</th>
<th>We live it. Continuous improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Systems</strong></td>
<td>No common tools</td>
<td>Shared overview of tasks, deadlines, resources</td>
<td>Shared visual overview of tasks, deadlines and resources. Default timing and prioritization principles. Management by objectives</td>
</tr>
<tr>
<td><strong>Leaders behaviour</strong></td>
<td>The leader knows the status and will assign tasks in 1:1 dialogues with the employees. Is involved in operation management when asked by Co-Workers.</td>
<td>The leader require facts and information in order to assign tasks (80%)</td>
<td>The leader facilitate the common dialogue in the working group in order to ensure that the work is according to the overall goals (50%) MBO</td>
</tr>
<tr>
<td><strong>Employees behaviour</strong></td>
<td>The employee runs his/her own tasks. Priorities may be unclear. React often negatively when the working load is high</td>
<td>The employee will contribute with knowledge about operation status (20%)</td>
<td>The employee will contribute actively in discussions about the most important challenges that are brought to the workmeeting (50%)</td>
</tr>
<tr>
<td><strong>Consequences</strong></td>
<td>Limited possibilities to discover and prevent challenges in the operational planning at an early stage, levelling of resources and working load</td>
<td>Visibility of possible operational problems and improved possibility of levelling the working load.</td>
<td>Clear priorities. Management by objectives.</td>
</tr>
<tr>
<td></td>
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<td>Clear ownership of priorities according to the organisations objectives</td>
</tr>
</tbody>
</table>

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Fig. 5
The lean leadership development process

- **Start-up**
  - **Gemba-walk**: Coach follows leader at relevant touch-points to get an impression of leaders starting point and leadership style.
  - **Self-evaluation**: Leader makes a self-evaluation based on the maturity model.
  - **Start-up talk**: Leader, coach and leaders leader identifies development goals based on self-evaluation.
  - **Identification of relevant touch points**

- **Implementation**
  - **Coaching**: Leader receives 12 to 15 times coaching and feedback sessions (total max 30 hours).
  - **Process confirmation by leader’s leader**: Leader’s leader observes leader in action and assess the maturity level and provides feedback.
  - **Leader makes a self-evaluation based on the maturity model**
  - **Leader, coach and leaders leader identifies further development goals based on self-evaluation**

- **Closing**
  - **Next step talk**: Coach og leaders leader re-visits leader after 2-3 months and observes leader in action.
  - **Follow-up talk**

Source: Implement Consulting Group
«Blackboard-meetings» - structure
Coordination of both content and timing

Monday morning
an example..

Leaders within the section are meeting at 11:00-11:30

Group meetings
09:00-09:20 /
09:20-09:40

Director and section leaders are meeting at 11:00-11:30
Lessons learned

- Observable behavioural changes among leaders.
- Self-evaluation scores improved by between 17 and 37 percentage points.
- Employees are more involved at meetings.
- Training done as part of the leader’s daily work is less extensive.
- The maturity model is an excellent tool for reflection, coaching and feedback.
As for every athlete; knowledge and training is essential in order to improve.

Drilling on specific techniques over and over again. Being observed. Reflecting. Discussing. Setting new targets - and drilling again.