Training program for managers Taking Lean one step further

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Developing Capabilities for the Future

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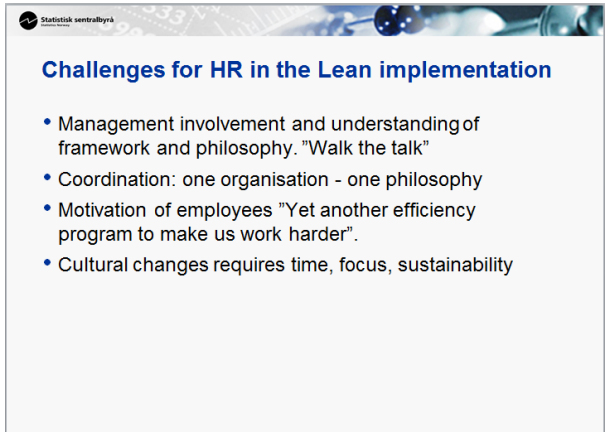
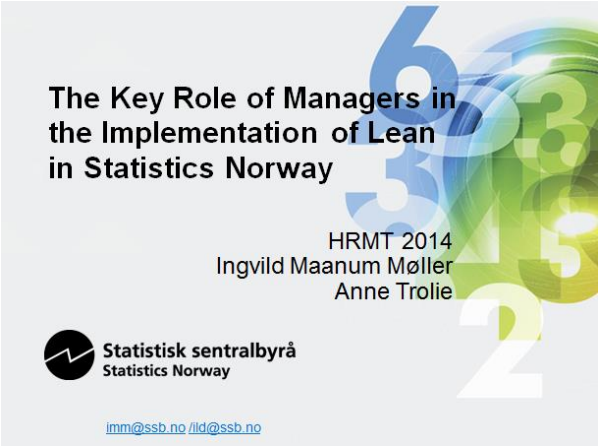
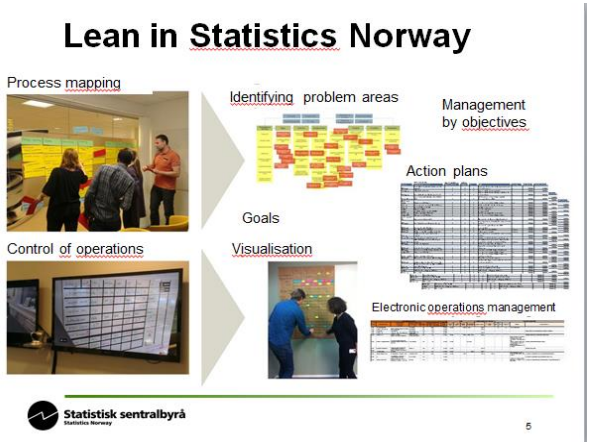
Lean in Statistics Norway

HRMT 2012



HRMT 2014





HRMT 2016

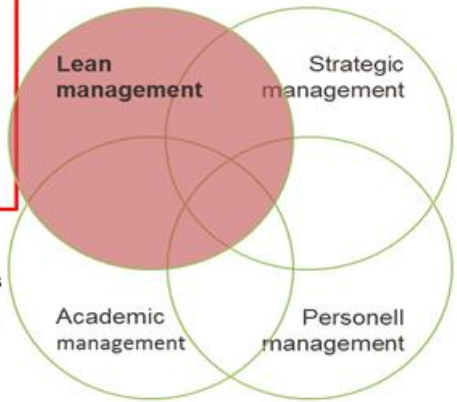
Different aspects of management

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.

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



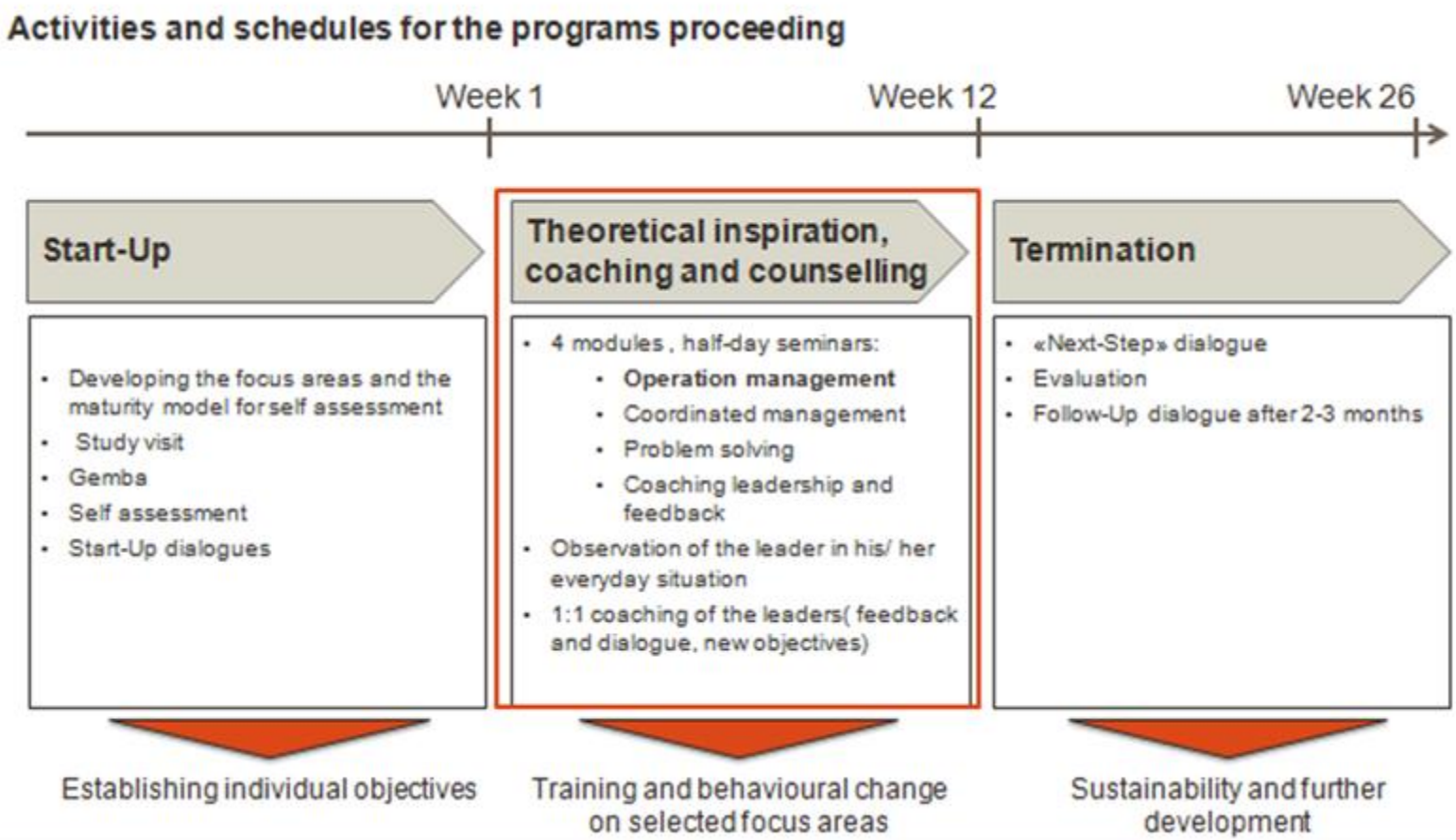
Expert role, ensuring professional results

- 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

- **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

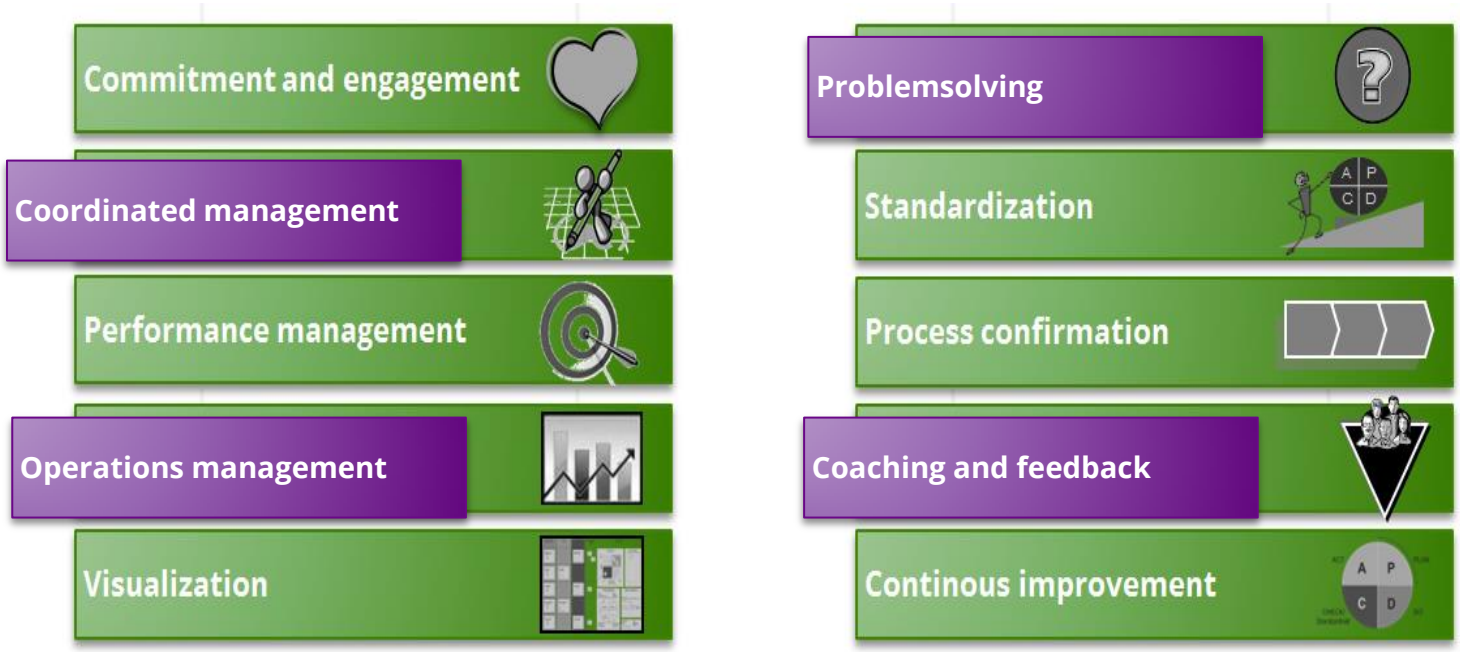
Management Training program



The lean leadership development process

Source: Implement Consulting Group

Core dimensions in Lean management



Source: Implement Consulting group

Lean leadership maturity model

LEAN LEADERSHIP MATURITY MODEL	LEVEL 1: Sometimes	LEVEL 2: We do it	LEVEL 3: We run it	LEVEL 4: We live it. Continuous improvement
operations management				
coordinated management				
problem solving				
coaching leadership and feedback				

Master diagram for operation management in the maturity model

		Sometimes	We do it	We run it	We live it. Continuous improvement
Operations management (Visual management)	Systems	No common tools	Shared overviewof tasks, deadlines, resources	Shared visual overview of tasks, deadlines and resources. Default timing and prioritization principles. Management by objectives	Shared visual overview of tasks, deadlines and resources. Default timing and prioritization principles. Management by objectives
	Leaders behaviour	The leader knows the status and will assign task in 1:1 dialogues with the employees. Is involved in operation management when asked by Co-Workers.	The leader require facts and information in order to asign tasks (80%)	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	The leader facilitate the dialogue in his group/section/department in a way that strengthens/ substantiates the proposed solution - to obtain targets and continuous improvements (20%)
	Employees behaviour	The employee runs his/her own tasks. Priorities may be unclear. React often negatively when the working load is high	The employee will contribute with knowledge about operation status (20%)	The employee will contribute actively in discussions about the most important challenges that are brought to the workmeeting (50%)	Employees are prepared to present their proposal for a solution to the most important operational challenges (80%)
	Consequences	Limited possibilities to discover and prevent challenges in the operational planning at an early stage, levelling of resources and working load	Visibility of possible operational problems and improved possibility of levelling the working load.	Clear priorities. Management by objectives.	Clear ownership of priorities according to the organisations objectives

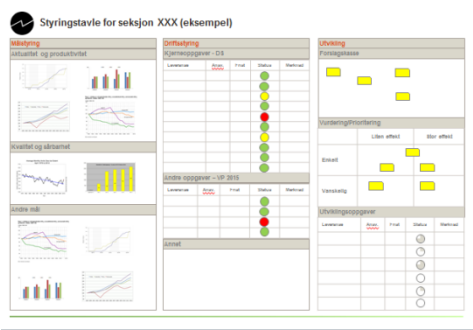
The lean leadership development process

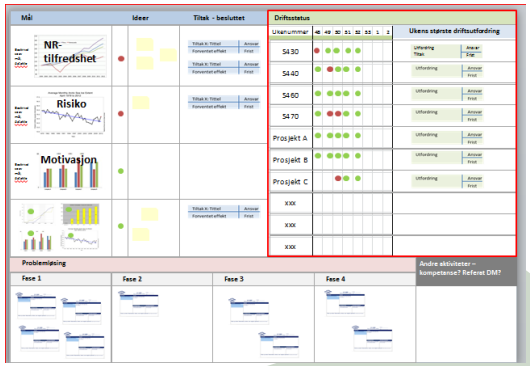
Source: Implement Consulting Group

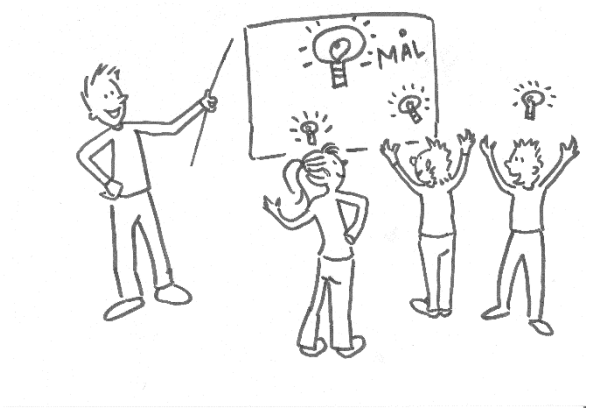
«Blackboard-meetings» - structure
Coordination of both content and timing

Monday morning

an example..







- Group meetings 09:00- 09:20 / 09:20- 09:40
- Leaders within the section are meeting at 09:45-10:15
- 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.
Beeing observed.
Reflecting.
Discussing.
Setting new targets - and drilling again.