



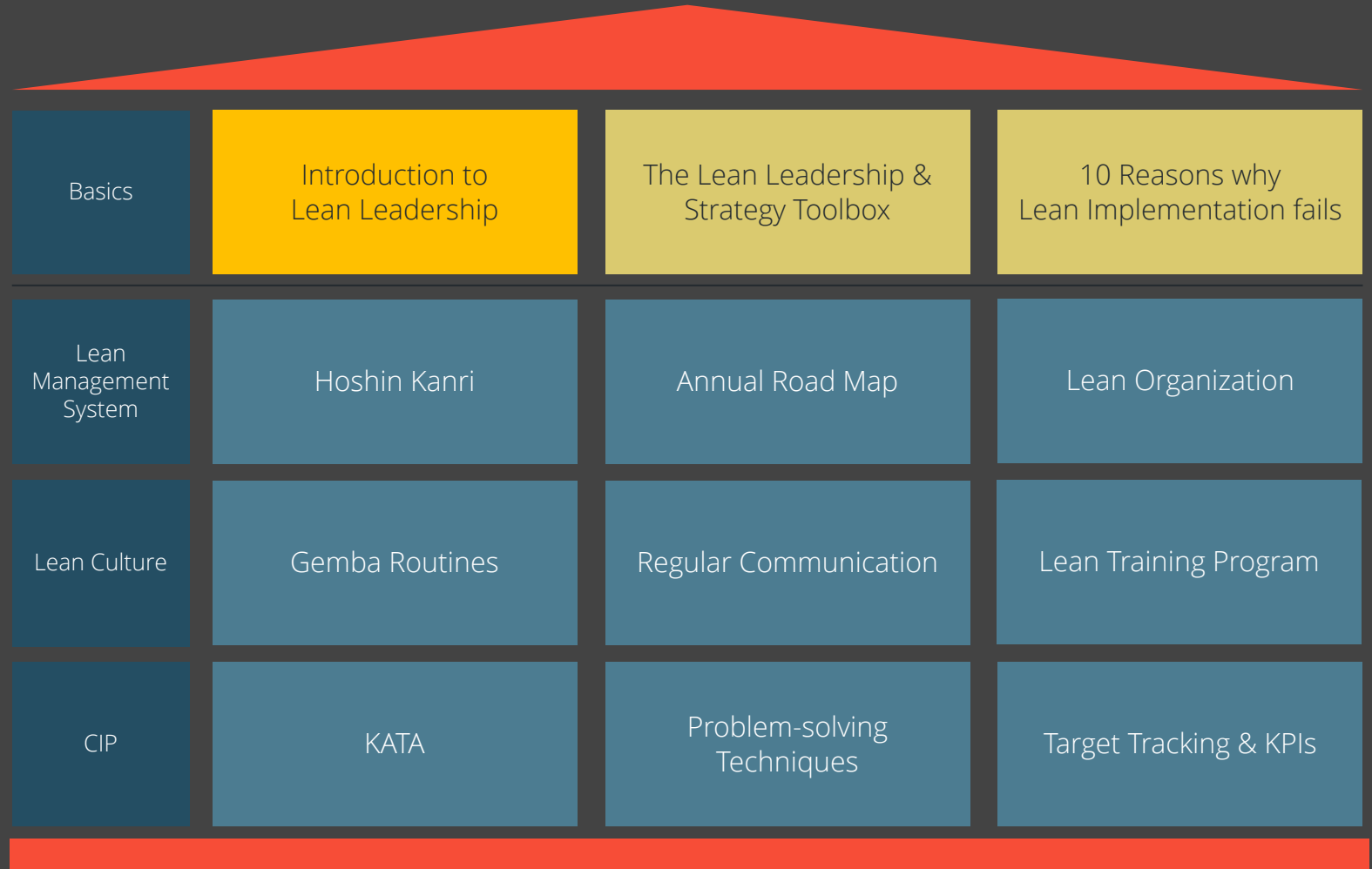
Introduction

to Lean Leadership & Strategy



Lean Leadership & Strategy

The Toolbox



Management & Leadership – What are the differences?

Lean Leadership & Strategy

	Management ... creates order and stability	Leadership ... creates change and movement
Tasks	Plan & budget	Set the long-term direction
	Monitor day-to-day operations	Collect ideas & develop vision
	Controlling & solving problem	Align employees with corporate goals
	Guide employees	Motivate & Inspire employees
Dealing with risk	Minimizes risks	Takes risks
Key capabilities	Organizational skills	Creativity
	Analytical thinking	Curiosity
	Delegate	Authenticity
Management style	Tends to be responsive & controlling	Tends to be transformational and active

Management & Leadership – What are the differences?

Lean Leadership & Strategy

Management means keeping an organization running at any time

Leadership means changing an organization and getting others involved in the process.

Manager or leader? – In fact, a successful company needs both:

Managers who have both feet on the ground and handle day-to-day business efficiently.

Leaders who keep an eye on the big picture and use their vision to keep the company from stagnating.

“Important is the right balance between management and leadership. Too much management freezes the organization internally, with too much leadership there is a lack of discipline and structure.”



Manager

Example

Sheryl Sandberg
COO of Meta Platforms



As COO, she is responsible for handling Facebook's central operational processes - and obviously very successfully, as the company's business development suggests.

Leader

Example

Steve Jobs († 2011)
Founder & CEO of Apple



Steve Jobs is very often cited as the prime example of leadership. He is considered a creative visionary who created completely new, revolutionary technology. Last but not least, Steve Jobs also mastered the art of inspiring others.

We have learned that management is just as necessary as leadership.

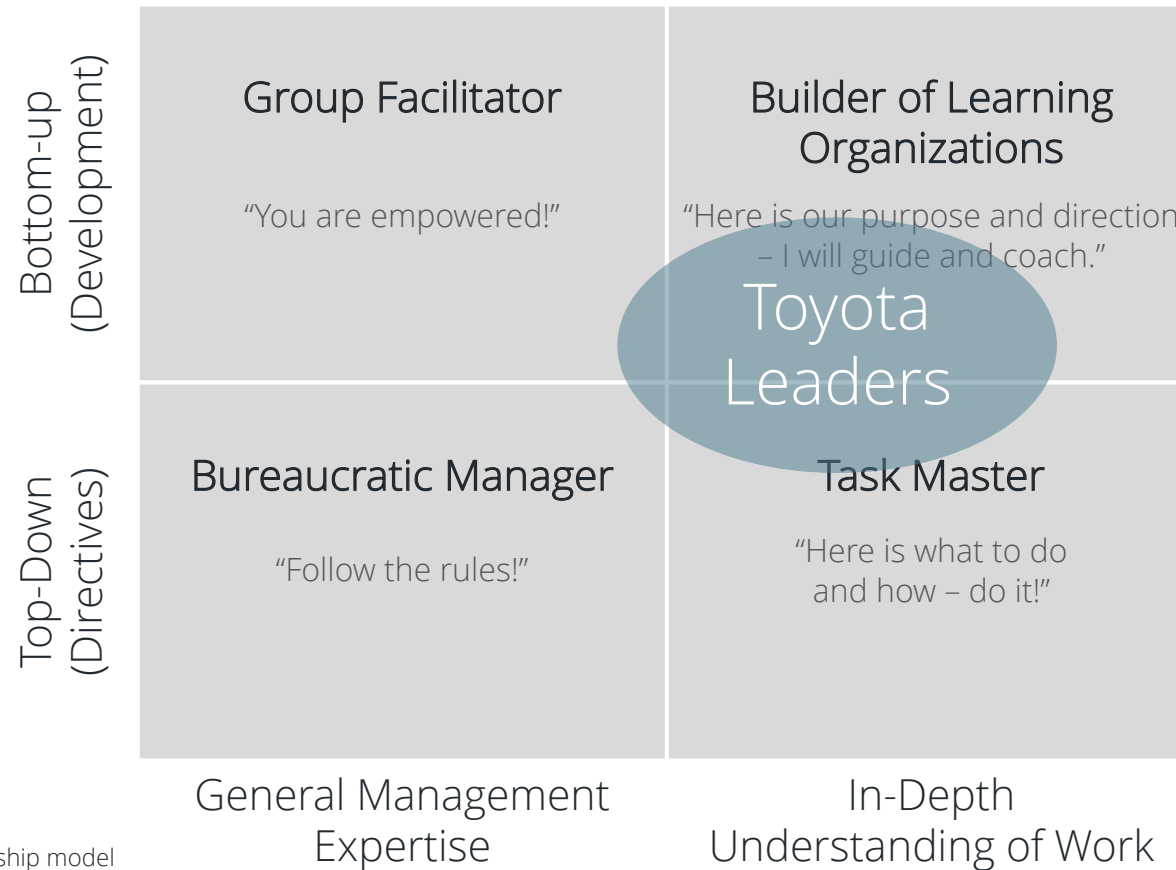
Nevertheless, in this module we will focus on leadership, with a close look to **Lean Leadership**.



What is it all about?

Lean Leadership & Strategy

Lean Leadership became popular through the management development model at Toyota (Toyota Leadership Model). The understanding of leadership in Lean Leadership differs greatly from conventional leadership models and management styles.



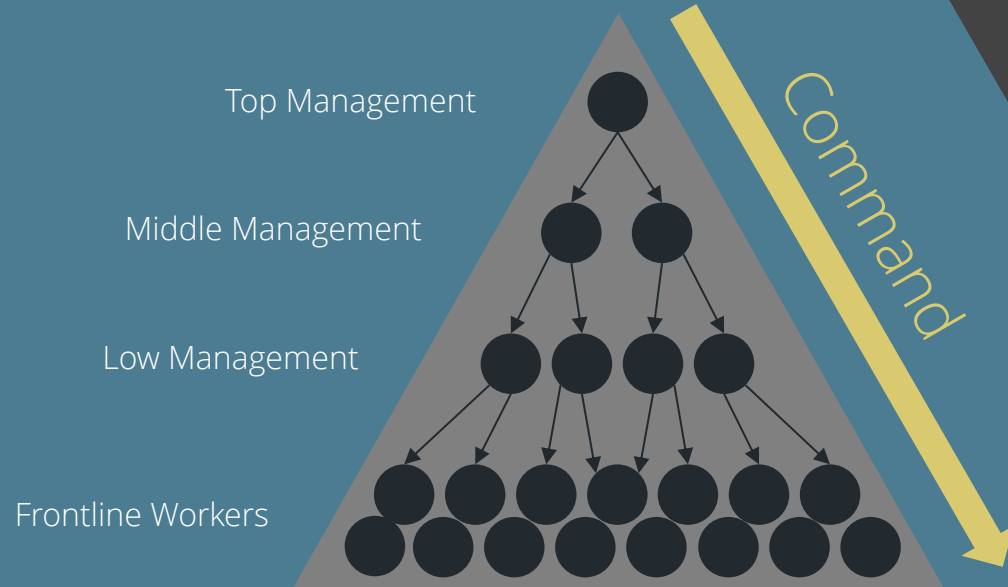
Traditional Western Leadership vs. Lean Leadership

Lean Leadership & Strategy

Traditional Western Leadership	Lean Leadership
Quick Results	Patient
Proud	Humble
Climb ladder rapidly	Learn deeply and horizontally and gradually work the way up the ladder
Results at all costs	The right process will lead to right results
Accomplish objectives through people	Develop people
Overcome barriers	Take time to deeply understand problem and root cause before acting
Manage by numbers and graphs	Deeply understand the process by go and see what happens in the first place

Traditional Leadership

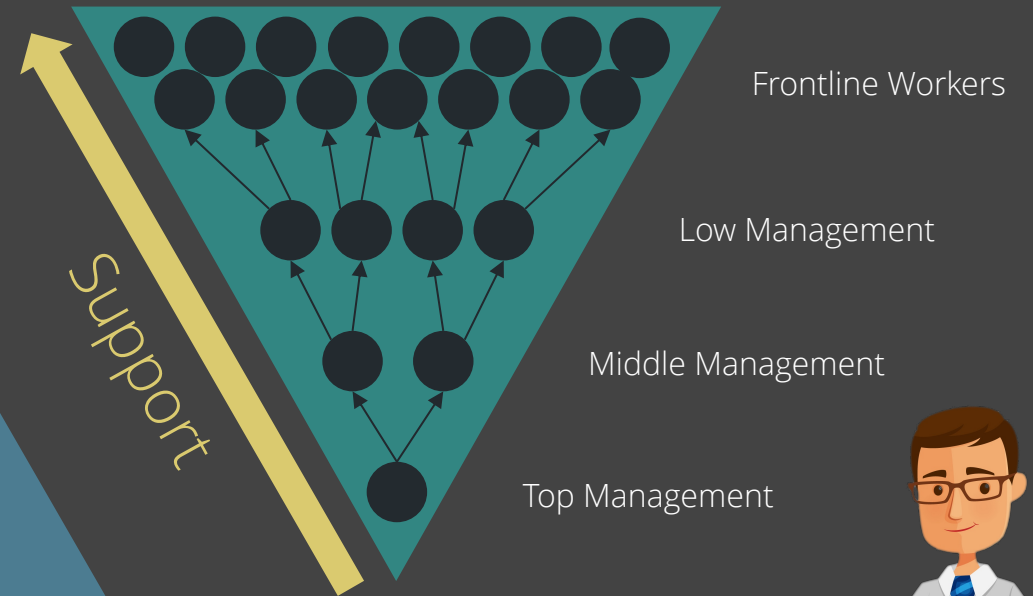
Characterization



VS.

Lean Leadership

Characterization





What does Strategy mean?

Strategy is understood as the (usually long-term) planned market behavior of the company to achieve its corporate goals. In this sense, the corporate strategy in corporate management shows how a medium-term (approx. 2-4 years) or long-term (approx. 4-6 years) management goal is to be achieved.





Chess

One of the most famous strategic game in the world is chess. The goal is clear: winning the game. Since this game has thousands of possibilities, the game can only be won by using a strategy. Nevertheless, the strategy must be chosen in such a way that it is still possible to react to the opponent.

How to build up a Strategy?

Lean Leadership & Strategy

- 1 Defines the company vision. Exactly how this is approached will be covered later in this season.
- 2 Defines the mission. In contrast to the vision, the mission statement is the description of what you represent yourself as a company. You go into what makes you unique and how to make customers happy with what.
- 3 Defines the company values. By dealing with your core values, you can also quickly define which values you represent as a company and which values you avoid. This is also almost like a guide on how to work to achieve your goals.
- 4 Do a SWOT analysis. In order to achieve goals, it is also important to know where you stand and what your strengths, weaknesses, opportunities and threats are.
- 5 Define the top level goals. After you have dealt intensively with the vision, your own mission and your SWOT analysis, you should set the top level goal. With what goals can the vision be achieved?
- 6 Define the annual goals. Based on the top level goals from point 5, these are abstracted on an annual basis. What do we need to accomplish this year to achieve our long-term goals? What is the intended progress this year?
- 7 Defines the initiatives. Here you define clear activities for the individual goals in the year. Depending on the complexity of the annual goals, these must also be explained in detail accordingly.

*MORE IN THE
HOSHIN KANRI APPROACH*

What can we expect for modules in this season?

Lean Leadership & Strategy

Lean Management System

In this category we look at the approaches to **building a lean management system**. Setting up and introducing a lean management system can only be done by top management.

Hoshin Kanri

Hoshin Kanri is one of the strongest lean management approaches. Hoshin Kanri integrates all managers and employees in one **systematical cascading process**. The horizontal and vertical coordination, vision, strategy and targets are derived for all areas. This enables employees **work towards on the same direction**.

Annual Road map

The annual road map is the **guidance** that records the initiatives at the division and department level that should be carried out within a year. The road maps **help us to stay on the path** to success throughout the year.

Lean Organization

A well-organized corporate organization is also part of the lean management system. In this module we look at the **organizational structure** and the **process organization**.

Lean Maturity Model

A maturity model helps a company to **reach the defined ideal state** in several well-known steps.

What can we expect for modules in this season?

Lean Leadership & Strategy

Lean Culture

In this module we look at **what constitutes a culture** and **which measures can create a culture** in the sense of lean management.

Lean Routines at the Gemba

Routines are **constant processes** that are **repeated regularly**. This module discusses which lean routines exist and how they can be introduced.

Communication structure

Efficient communication is extremely important for lean management. In this module we look at the possibilities for good communication and how structures can be set up.

Lean Training Program

In this part of the season, we look at how **Lean trainings** need to be organized and structured in order to optimally **prepare employees** for everyday life.

Visualization of Success

"Do good things and talk about them". Making successes in lean management visible is very important and helpful in **shaping the culture** towards the lean philosophy.

What can we expect for modules in this season?

Lean Leadership & Strategy

Continuous Leadership

Lean Management is the **philosophy of continuous improvement**. In addition, it is now known that Lean requires leadership. In the last block of Season 4, we turn to the **approaches to achieve consistent leadership**.

KATA

KATA originated at Toyota. The aim is to anchor and **increase problem-solving skills** as a core skill throughout the company by **developing appropriate learning and behavioral routines**.

Problem-solving Techniques

Which problem-solving techniques are available and **when which are used** are presented in this module.

Target Tracking & KPIs

"If you can't measure it, you can't improve it." - This sentence by **Peter Drucker** illustrates how important it is to **define key figures and make activities measurable**.

Multi Project Management

Last but not least, the Multi-project management will be introduced. Multi-project management is a management task and is **becoming increasingly important** for companies.

This DEMO file was just a short extract
from the LeanActivity Toolbox (Business)

Get the full Toolbox here: <https://leanactivity.com/leantoolbox>

