



Lean Success Breakout Sessions

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Overview of Sessions

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Dialogue for Learning



Lean Success Breakout Sessions

Presentations – hearing from presenters:

- **Success in implementing lean approaches in large organizations**
 - **Case studies of lean implementation using lean principles, frameworks and approaches**
 - **Results and how they were accomplished**

Discussion – engaging the audience:

- **What is surprising, challenging and common?**
- **What can we lessons can we learn for enterprise lean?**

Goal – learning together:

- **Insights and lessons for lean success across organizations**



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Lean Success Breakout Sessions: Main Presentation

Topic / Content	“Main” Presentation (25-30 min)
Organization – background and context for improvement effort, your position and role in the change	
Results – what was accomplished and why is it significant relative to other and historical efforts	
Time line with milestones of strategy, meetings, events and activities on one side, and measurement of progress and results on the other side	
The “start” – what conditions were you and the organization facing when you started your efforts?	
What alternatives did you consider? What help did corporate programs or resources provide? Where did you go for ideas and direction? What help was available and used locally?	
What strategy, infrastructure and process did you put in place? What training was involved, and how did it go? What challenges did you encounter as you sought to implement your strategy?	
Taking stock and calibrating efforts with reality. What was different than what you initially expected and how to did you adjust your plans, programs and activities?	
What critical events or activities took place along the change and improvement process that provided the model for improvement?	
Where there any “turning points” at which success became clearer? If so, please describe what happened and its reasons.	
What are you doing to sustain the improvements that you have accomplished?	
What “metrics” provide quantitative data for success? What were these measures before you started? What are they now? How has what you measure changed?	
What “lessons” would you say you learned that were not intuitive when you started?	



Lean Success Breakout Sessions: Short Presentation and Discussion Lead

Topic / Content	“Short” Presentation and Discussion facilitation (5 min pres. with 25 minutes Q&A)
Organization – background and context for improvement effort, your position and role in the change	
Results – what was accomplished and why is it significant relative to other and historical efforts	
Time line with milestones of strategy, meetings, events and activities on one side, and measurement of progress and results on the other side	
What “metrics” provide quantitative data for success? What were these measures before you started? What are they now? How has what you measure changed?	
What “lessons” would you say you learned that were not intuitive when you started?	
Summarize the accomplishments and lessons of the two main presentations What is significant and surprising to you from their experience?	
What questions would you like answered to help you better understand and replicate their success? What questions would you ask to help you avoid some pitfalls that might have occurred? What questions does the audience have?	
Facilitate discussion among audience with these and new questions and main presentations	



Lean Success Breakout Sessions: Four Sessions

A Industry-Government Infrastructure

- Turbine Engine Devt / Sustainment Process
- Sustaining the Lean Movement in the Global Hawk SPO
 - Partnering for learning

Ed Kraft
Ronald Jobo
George Roth

B Extending Lean Processes

- JDAM Experience
- Fleet Ballistic Missile
 - Produce-ability /Affordability Process

Karen Darrow
Mat Joyce & Captain Lewia
Ray Peters

Wednesday morning:

C Lean in government enterprise

- Enterprise Change
- Lean in Repair – C130 PDM
- Lean in Repair –C-5 & workforce
 - Lean in Admin - Purchase Requests

Gregg Beecher
John Dickman
Anthony Dunn & Lydia Fraile
Jessica Cohen

D Processes and approaches

- F/A-22 Raptor Lean Team
- Approach to Process Mgmt Transformation
 - TPS secrets

Don Handell
Dean Westcott
Jerell Smith



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What is dialogue?

- **dia = through**
 - **logos = meaning or relationship**
- collective thinking and learning together***

dialogue is a sustained inquiry into everyday experience and what we take for granted



dialogue shifts

From:

certainty

competence

knower

fragmentation

actor

content

expert

To:

uncertainty

vulnerability

learner

wholeness

observer

context

novice



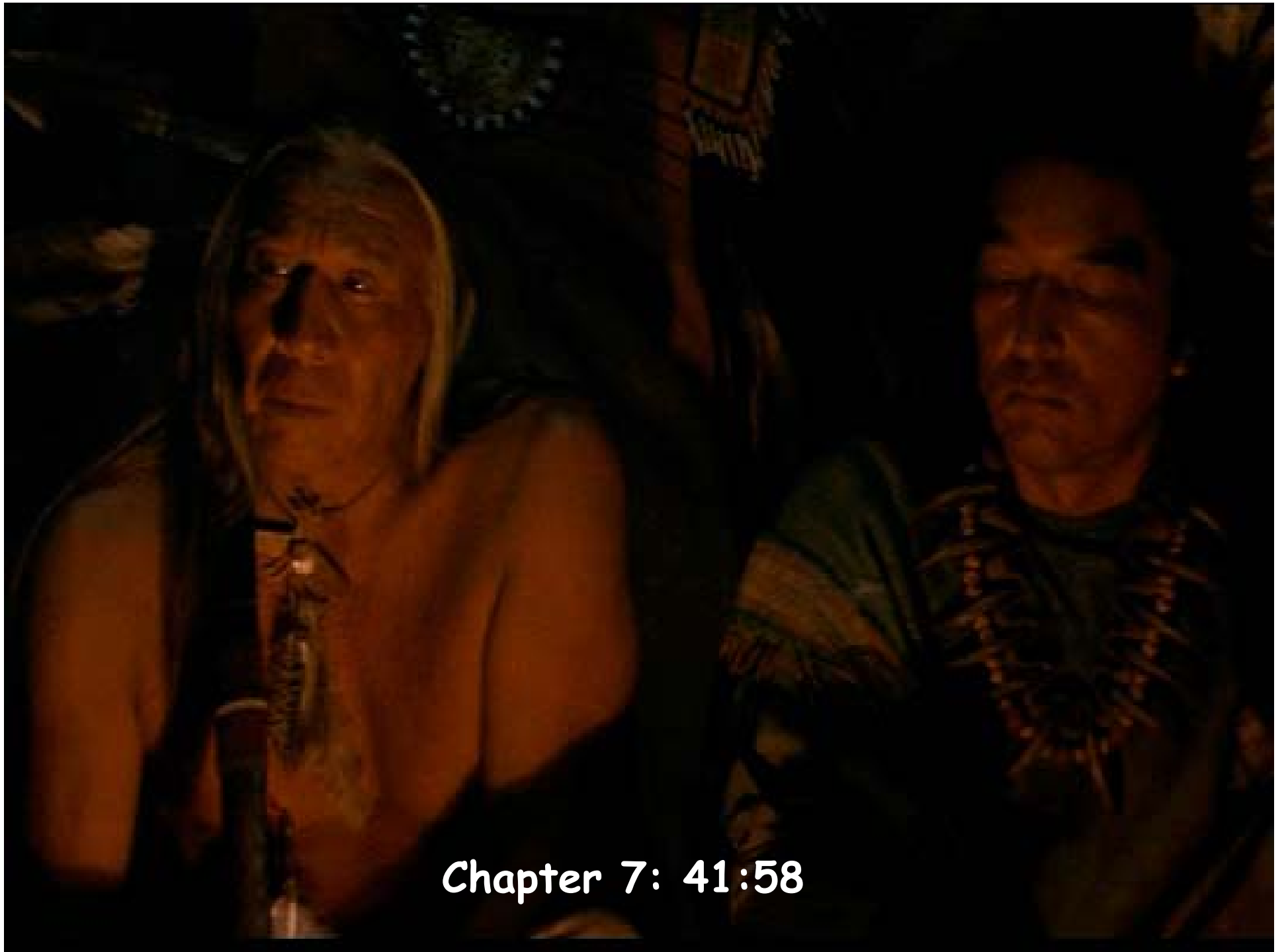
guidelines for dialogue

- **leave roles and position outside**
- **display and question your assumptions and those of others**
- **suspend certainty and judgment**
- **inquire into your own and other's reasoning and feelings**
- **listen deeply to others and listen to your own listening**
- **slow down**



guidelines for dialogue

- **allow for silence**
- **speak from “I” and listen to the “we”**
- **speak to the center vs. to a person**
- **welcome polarities and embrace paradox**
- **allow multiple ideas/perspectives to surface without the need to resolve them**



Chapter 7: 41:58



Dialogue process

Conversation
(turning together)

Deliberation
(weighing out)

(Lack of understanding; disagreement; basic choice point; personal evaluation of options and strategy)

Suspension
(internal listening;
accepting differences;
building mutual trust)

Discussion
(advocacy;
convincing)

Dialogue
(confronting own and
others' assumptions;
building common ground)

Dialectic
(logical analysis;
exploring opposition)

Debate
(competing;
resolving by
logic and by
beating down)



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