Making Lean Stick

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Three Ingredients Needed for True Change

- Finding opportunities to pull in new ideas
- The people who find opportunities that pull in new ideas
- Helping outsiders on the inside get to the right place at the right time to identify opportunities to pull in new ideas/ways of doing things

Pushing vs. Pulling Change

Finding the “Right” Challenges to Pull in New Ideas

- Competitive/Political Environment
- Organizational Strategies
- Working Level Practices

Need for alignment between macro and micro challenges

The World as “Insiders” See It

Organizational Assumptions

What we see
How we see it
What we do about what we see

* J. Klein, True Change: How Outsiders on the Inside Get Things Done In Organizations, Jossey-Bass, 2004
The World “Outsiders” Often See

Missed Signals
Misinterpretations
Flawed analyses
Application of Wrong Solutions

Finding the Gaps

Current View of Challenge

Gap

Root Cause of Challenge

Current Practices

Challenge Persists/ Masked

Alternative Set of Practices

Challenge Resolved

Typical Approach

= Push

Outsiders on the Inside Wear Two Hats

Outsiders

• Not blinded by internal cultural assumptions
• See mismatches between current approaches and root causes of problems

Insiders

• Understand cultural interdependencies
• Have organizational credibility
• Can leverage existing culture

Outsider-Insiders

Outsider-Insider Role

• See a *problem or challenge* where internal assumptions are getting in the way of overcoming that challenge

• See how *outsider views* can help overcome that challenge

• *Leverage the culture* to get others to accept alternative assumptions and approaches to solve their challenges

Building a Critical Mass of Outsider-Insiders

- Shared responsibility owned by both the organization and the developing outsider-insiders

- Need for an support infrastructure that matches, but nudges, the existing culture

Outsider-Insiders Come in Two Flavors

1. Insiders who learn to wear two hats
   - Full Immersion on the outside
   - Looking through a window to the outside

2. Outsiders who build credibility as an insider without losing outsider perspectives

* J. Klein, True Change: How Outsiders on the Inside Get Things Done In Organizations, Jossey-Bass, 2004
Building a Support Infrastructure

Insiders → Exposure to Outsider Perspectives → Learn to Wear Two Hats → Maintaining Outsider-Insider Perspectives → Being in a position to identify opportunities to pull in change

Outsiders → Recruit/Hire → Learn Culture → Build Credibility

Aligning the Organization

- Articulate and communicate strategic challenges
- Match outsider-insiders to key business challenges
- Coach outsider-insiders
- Use outsider perspectives to find opportunities to pull in change

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Living in Two Worlds Over Time

- Keeping the two hats in balance
- Rejuvenating outsider perspectives
- Maintaining bridges between the two worlds