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
Lean Success Breakout Sessions

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  • Success in implementing lean approaches in large organizations
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# Lean Success Breakout Sessions: Main Presentation

## Topic / Content

| 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 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

<table>
<thead>
<tr>
<th></th>
<th>“Short” Presentation and Discussion facilitation (5 min pres. with 25 minutes Q&amp;A)</th>
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<tbody>
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<td><strong>Summarize the accomplishments and lessons of the two main presentations</strong></td>
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<td>What is significant and surprising to you from their experience?</td>
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<td><strong>What questions would you like answered to help you better understand and replicate their success?</strong></td>
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<td>What questions would you ask to help you avoid some pitfalls that might have occurred?</td>
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<td>What questions does the audience have?</td>
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<tr>
<td><strong>Facilitate discussion among audience with these and new questions and main presentations</strong></td>
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Lean Success Breakout Sessions:
Four Sessions

A Industry-Government Infrastructure
  • Turbine Engine Devt / Sustainment Process Ed Kraft
  • Sustaining the Lean Movement in the Global Hawk SPO Ronald Jobo
    • Partnering for learning George Roth

B Extending Lean Processes
  • JDAM Experience Karen Darrow
  • Fleet Ballistic Missile Mat Joyce & Captain Lewia
    • Produce-ability /Affordability Process Ray Peters

Wednesday morning:
C Lean in government enterprise
  • Enterprise Change Gregg Beecher
  • Lean in Repair – C130 PDM John Dickman
  • Lean in Repair –C-5 & workforce Anthony Dunn & Lydia Fraile
    • Lean in Admin - Purchase Requests Jessica Cohen

D Processes and approaches
  • F/A-22 Raptor Lean Team Don Handell
  • Approach to Process Mgmt Transformation Dean Westcott
    • TPS secrets Jerell Smith
Lean Success Breakout Sessions

Discussion – engaging the audience:
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• What can we learn from lessons can we learn for enterprise lean success?

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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
certainty
competence
competence
knower
knower
fragmentation
fragmentation
actor
actor
content
content
expert
expert

To:
uncertainty
uncertainty
vulnerability
vulnerability
learner
learner
wholeness
wholeness
observer
observer
context
context
novice
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
Dialogue example

From Dances with Wolves

Later also Chapter 9; 58:10 of movie

Chapter 7: 41:58
Dialogue process

Conversation
(turning together)

Deliberation
(weighing out)

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

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

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

Discussion
(advocacy; convincing)

Dialectic
(logical analysis; exploring opposition)

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