# Using Lean to Improve Accountability and Ownership

Mike Leigh
OpX Solutions LLC

**Business Success Symposium 2023** 







### 1. Clear Expectations

Clear outcome standards

Clear goals (Hoshin Kanri)

> 2-way discussion (ownership)



### 2. Capability

Standard work (jointly developed)

- "Respect for people"
  - ➤ Standard conditions present
  - ➤ Training and Development
  - ➤ Delegation of Authority

NOTE: Must address these BEFORE assuming there is a motivation issue.



## 3. Measurement & Tracking

> SMART goals

> Regular monitoring and early correction

Visual management – clear indication of problems or gaps



# Troubleshooting by Defining Standards

- 1) Is there a clear standard for the outcome?
- 2) Is there a clear standard method that will achieve the outcome?
- 3) Are the standard conditions required for success present?
- 4) Is there variation in execution?
- 5) Was a standard method followed but the results were a surprise?



# 4. Coaching & Feedback

- > Timely feedback
- Positive reinforcement and corrective coaching
- Discipline to teach
- Embrace mistakes



### "Tell Me About It" Coaching

1) Identify and agree on the problem

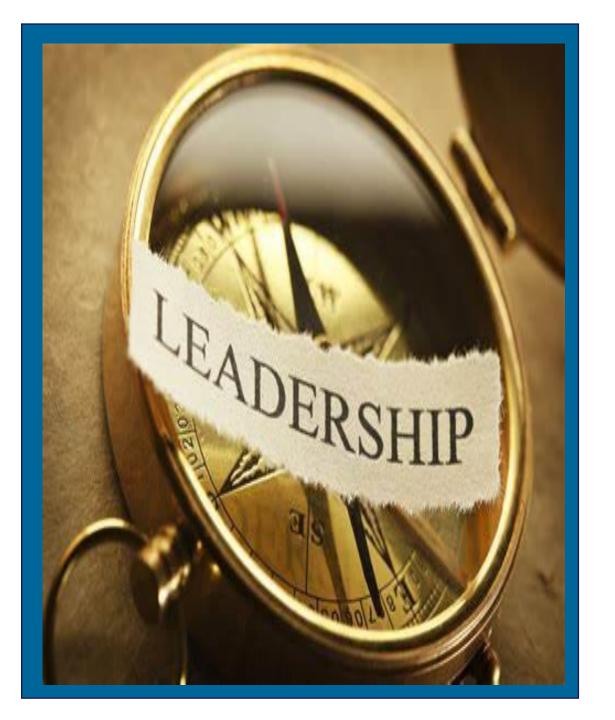
Say to employee: "Tell me about it."

3) Ask the employee to suggest a solution

4) Agree on how to track or measure results

5) Agree on the follow-up process





# **Final Takeaways**

✓ Consequences only AFTER everything listed is in place.

✓ Accountability and Ownership can not be dictated.
Developed through leadership behaviors.





Mike Leigh

540.355.1607

Mike@OpXSolutionsIlc.com

Thank you

