

Using Lean to Improve Accountability and Ownership

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“How do I get my people to be more accountable?”

“How do I get my folks to take more ownership?”

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?

Source: *Troubleshooting by Defining Standards - The Lean Thinker* – Mark Rosenthal

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
- 2) 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.



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Thank you

