Transformation is function of leadership


Transformation requires dramatic change in the way leaders lead. While clearly the case for the executive team it is also critical that leaders at the manager and director level dramatically change the way they are leading too. The following pages describe two paths for managers/directors.

**Leader standard work for managers and directors**

**Standard lean training for managers**

This is intended to give managers who are not on model lines an experience in lean that is not at the certification level but is sufficient for them to develop understanding and translation of lean concepts in their workplace and positions them well as leaders when formal lean opportunities develop in their areas.

**Instructional objectives**

Upon completion, participants will apply key lean concepts to an area of their work (5S, standard work, flow, mistake proofing at a minimum) and also bring lean management concepts to their areas of responsibility. In addition, they will develop “Everyday Kaizen” in their unit.

**Methods of Instruction**

SLTM: using models of adult learning, there will be didactic instruction followed by rapid experiential application of the methods in their units. Following completion of this set, the second step would be brief training on standard work for rounding that the cohort would develop according to principles accomplished through facilitation and coaching.

**Goal of the Program**

Develop managers who can effectively understand that a key aspect of their job is to monitor process health and try to improve it.

**An example of SW for all managers done daily upon course completion**

- Spend dedicated time every day on the unit, not in the office.
- Observe work of the day for flow.
- Check on any 5S area for rigor and address defects as observed.
- Every day kaizen reinforcement.
- Recognize staff for good work.
- Search for root cause of problems.
Model line leadership training for managers and directors

This is intended for model line managers and directors who are on the certification track to deeply understand the methods of change leadership and application of lean to their areas of responsibility and support.

Instructional Objectives
Upon completion, participants will be able to actively monitor all lean improvements in their area using standard work for leaders, visual management and accountability, and function as translators and teachers of the methods for the benefit of patients and staff.

Methods of Instruction
Using models of adult learning the key principles of leader standard work, visual management and accountability are reviewed through didactic instruction, role playing and then application and observation on the gemba.

Goal of the Program
Develop managers who can effectively understand that a key aspect of their job is to monitor process health and try to improve it.

An Example of SW for all managers done daily upon course completion

- Daily Management Part 1
  - Observe the flow
  - Audit a piece of standard work every day
  - Observe that mistake proofing methods are in place
  - Scan for 5S
  - Recognize Staff for Good Work
  - Use the “5 whys”
  - Ask challenging questions
  - Reinforce the link between daily work and goals
  - Be Visible to Staff and Physicians

- Daily Management Part 2
  - Visual Management Board (Tier X Report)
  - Daily Stand-Up
### Transformation is a function of leadership

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<td>Establish a sense of urgency: Examine market realities; identify and discuss major crises and opportunities.</td>
<td>Develop / communicate vision and strategies: Create a vision to help direct transformation; develop strategies for achieving that vision. Communicate vision and strategies; model the right behavior. Generate short-term wins: Create visible “wins” in performance; recognize and reward people who made the wins possible. Leaders have deep knowledge as teachers and are effective translators.</td>
<td>Roll out standard work systematically Use the kaizen method to systematically transform healthcare operations. Confront obstacles: Get rid of obstacles. Change systems or structures that undermine change; encourage risk-taking and non-traditional ideas and actions. Look to your front line for ideas and solutions, and give them permission to test it within the boundaries of the vision and strategic plan. Manage the work tension at a productive level.</td>
<td>Monitor the change; reinvigorate the process Monitor the change; ensure adherence to new methods. Spread change to support operations and suppliers. Change systems that don’t fit the transformation vision. Hire, promote, and develop people who can implement change. Reinvigorate the process with new projects, themes, and change agents. Honor creativity. Challenge staff to provide solutions by asking powerful questions. Be physically present on the gemba.</td>
<td>Anchor new approaches in the culture Create better performance through customer- and productivity-oriented behavior, better leadership, and more effective management. Articulate the connections between new behaviors and organizational success. Develop means to ensure leadership development and succession.</td>
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What is your true North?
The Transformation Roadmap illustrates how transformation begins with a transformation vision at the top of the organization. Next the organization builds a new leadership team capable of deploying a vision of change and educating and coaching managers, clinicians and support staff throughout the organization. Transformation proceeds to clinical operations and spreads to support services, new services and facilities, and finally to suppliers. RCG’s leadership programs and services are designed to support the transformation process pictured in the Transformation Roadmap. RCG has created a highly effective series of programs for leadership development and lean transformation involving leadership at every level, tailored especially for healthcare. This programs’ focus is on ensuring operational excellence in the pursuit of perfection by developing leader’s methods of sustaining improvement and accountability for results.