

EFFICIENCY & ENGAGEMENT

From Dirty Word to Positive Improvement

Scan for Polling:

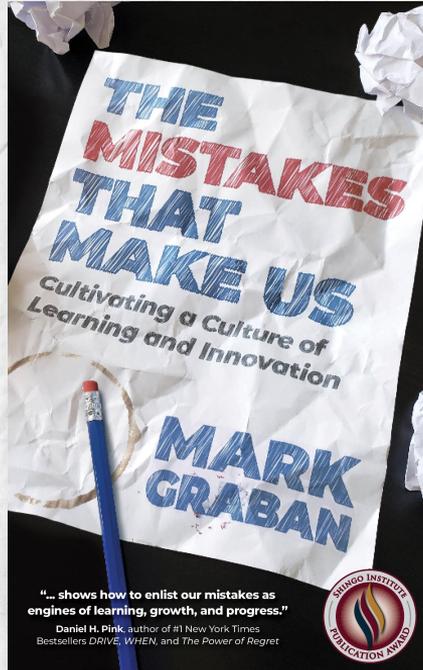


Mark Graban

Senior Advisor at KaiNexus

EFFICIENCY & ENGAGEMENT

From Dirty Word to Positive Improvement



Slides & More:

<https://www.markgraban.com/KN2025/>

For Anonymous Polling:

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Code: 6586 2251



"OUR EMPLOYEES
AREN'T ENGAGED
IN LEAN"



EFFICIENCY



WHY?



COST
CUTTING

改

Kai = Change

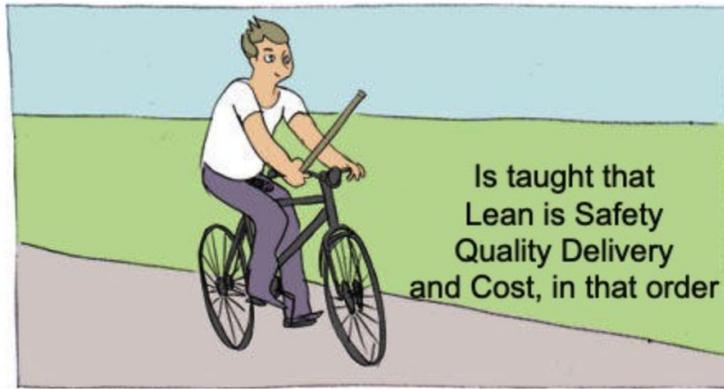
善

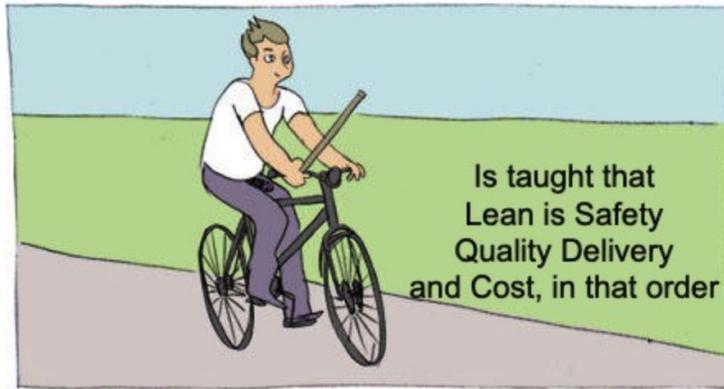
Zen = Good

“SQDC
— in
that
order,
every
day.”

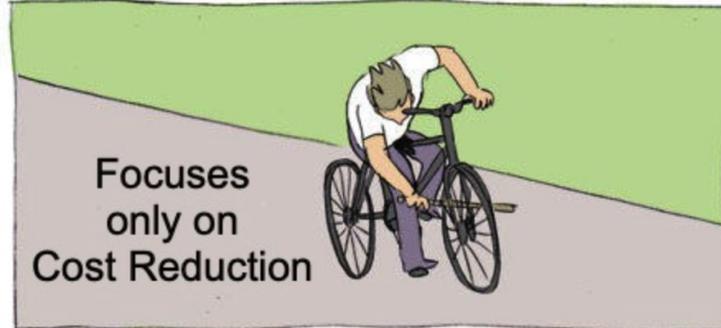
Larry Culp, CEO of GE Aerospace

"OUR EMPLOYEES
AREN'T ENGAGED
IN LEAN"





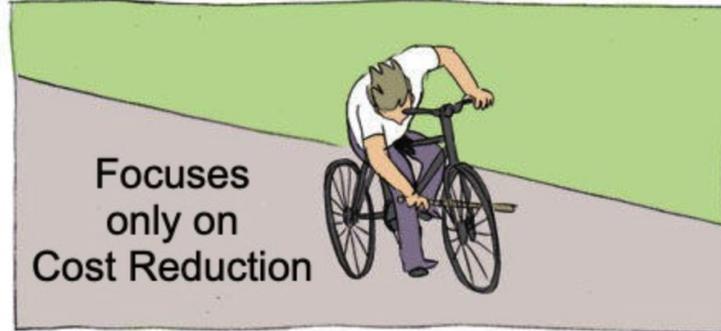
Is taught that
Lean is Safety
Quality Delivery
and Cost, in that order



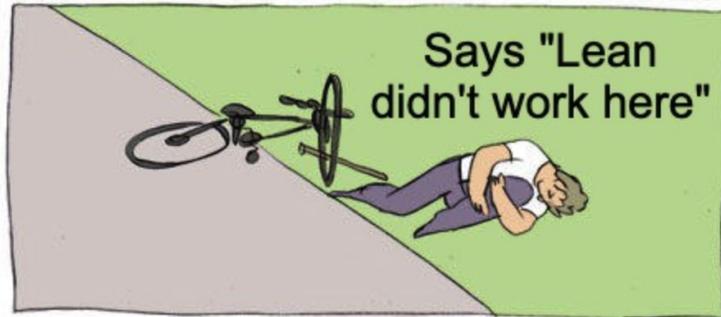
Focuses
only on
Cost Reduction



Is taught that
Lean is Safety
Quality Delivery
and Cost, in that order



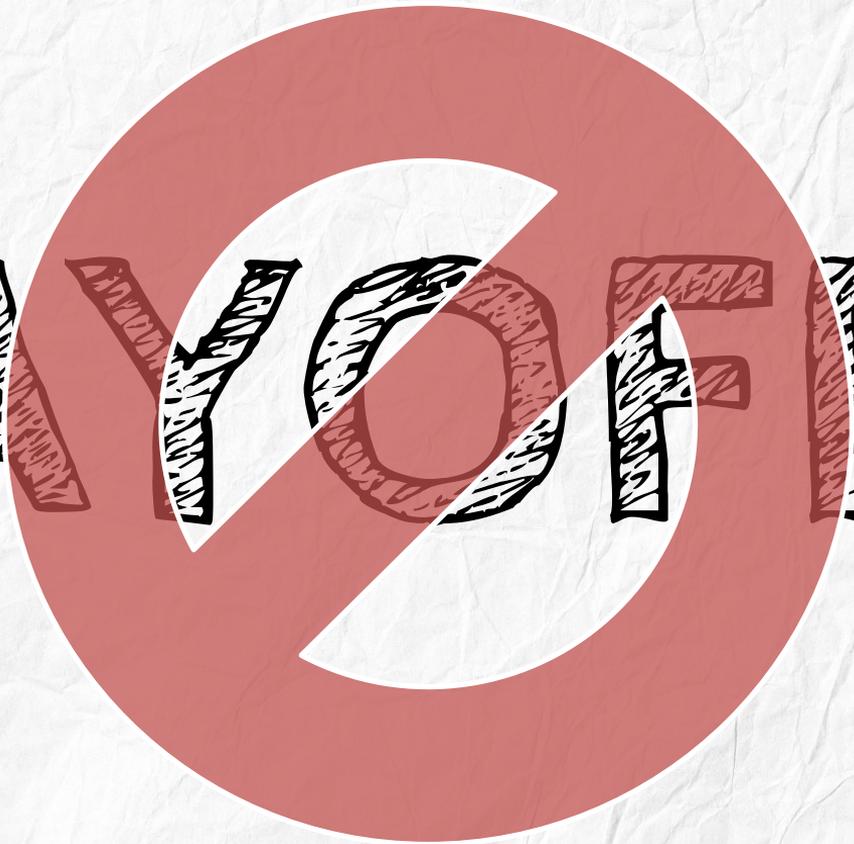
Focuses
only on
Cost Reduction



Says "Lean
didn't work here"

"OUR EMPLOYEES
AREN'T ENGAGED
IN LEAN"

LAYOFFS



NEW
EAS

TO DO

DOING

DONE

EASIER

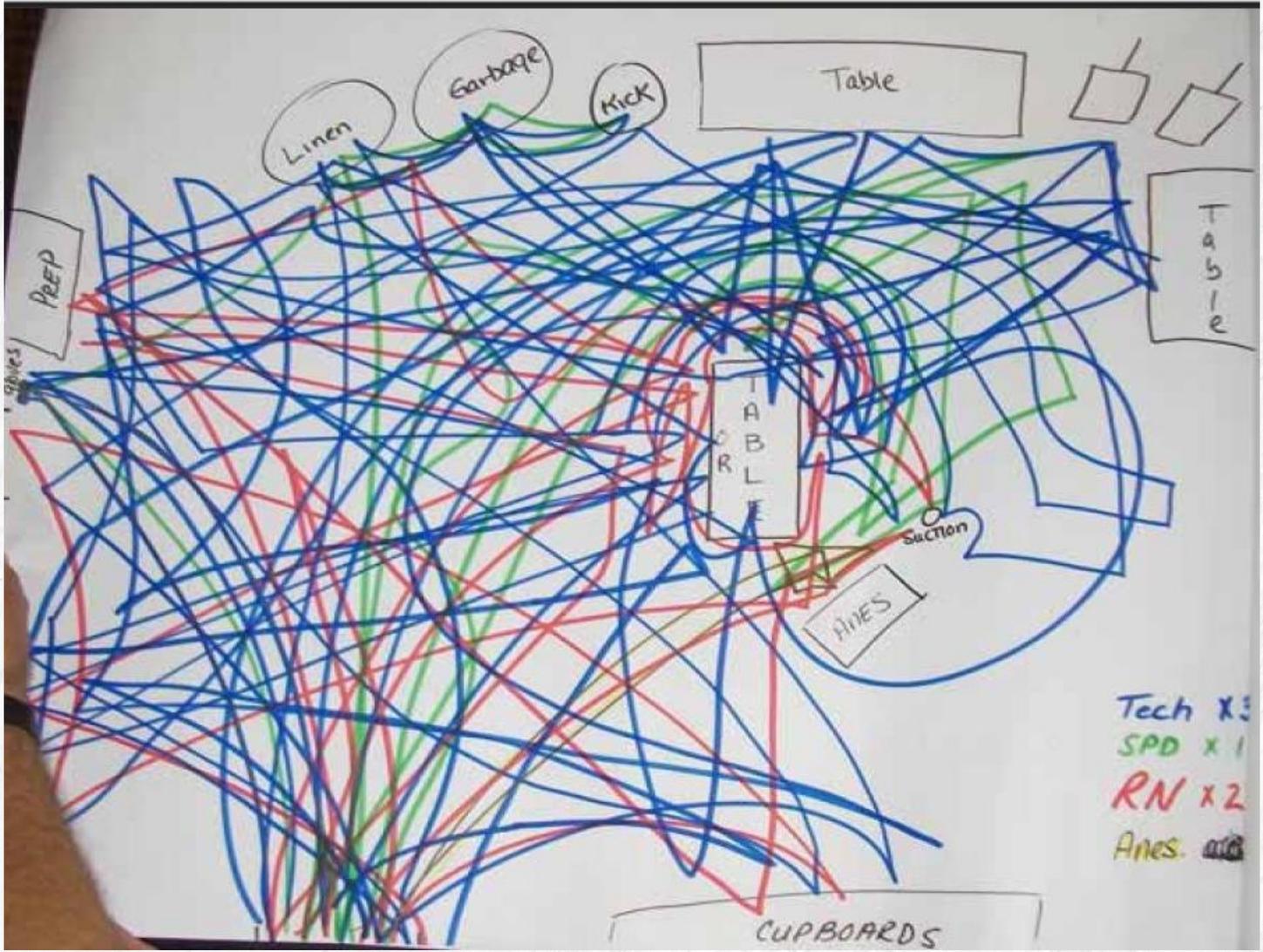
BETTER

FASTER

CHEAPER

SAFER

~~TRADE OFFS~~



Tech X3
SPD X1
RN X2
Anes. ~~etc~~

“The only place that work and motion are the same thing is the zoo where people pay to see the animals move around.”

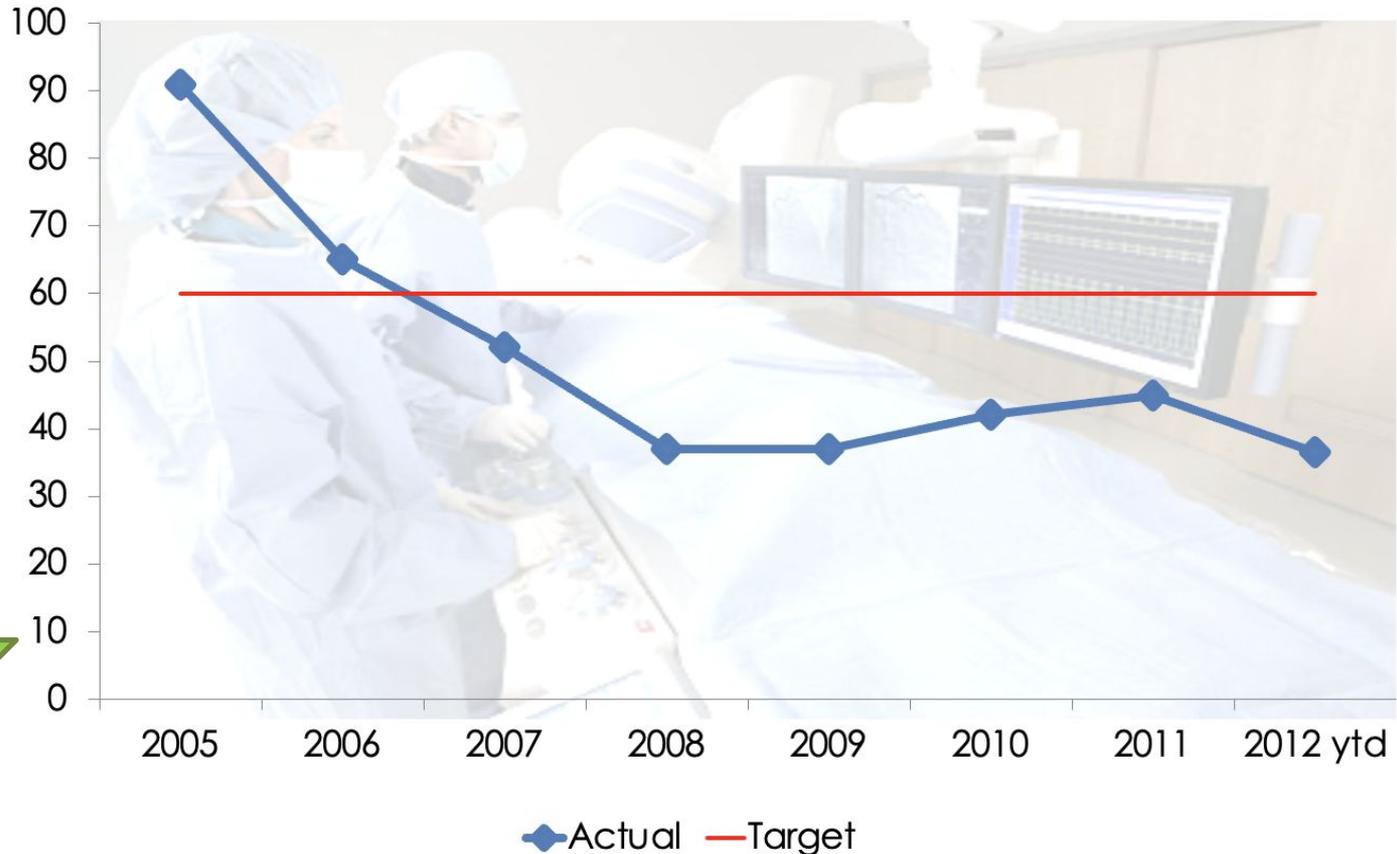


Taiichi Ohno





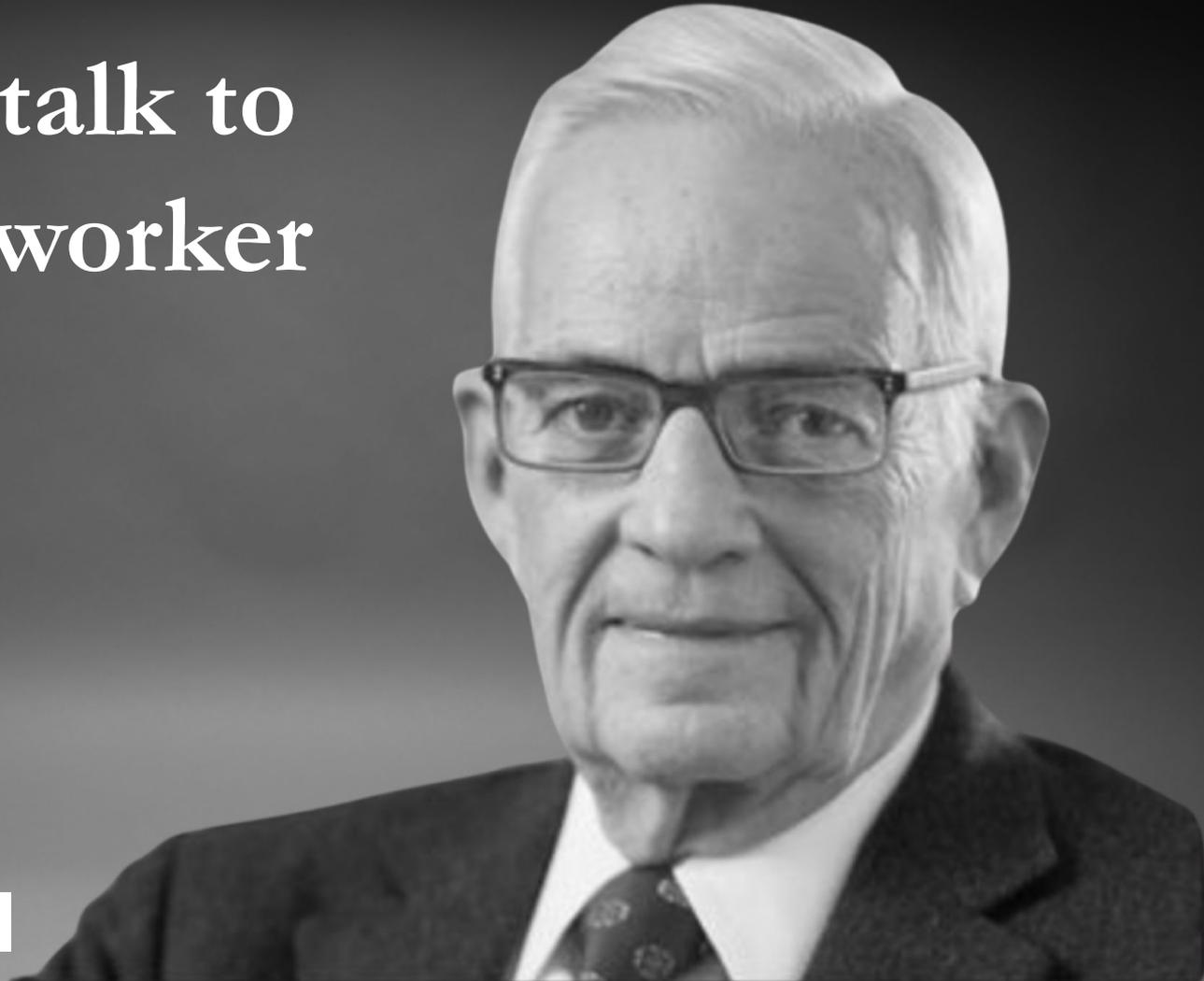
Improving “Door to Balloon” Time



~~TRADE OFFS~~

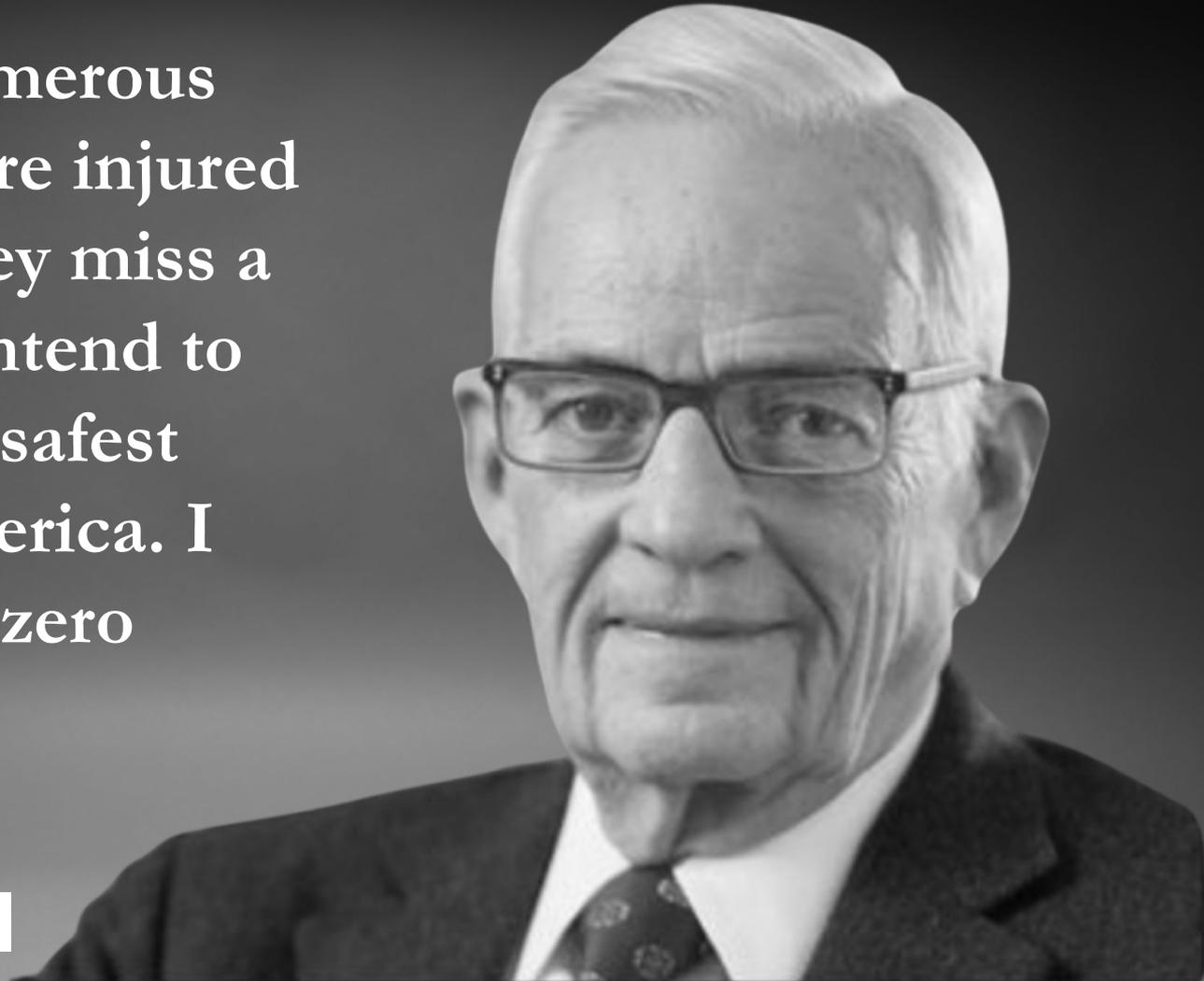
“I want to talk to
you about worker
safety...”

Paul H. O’Neill, Sr.



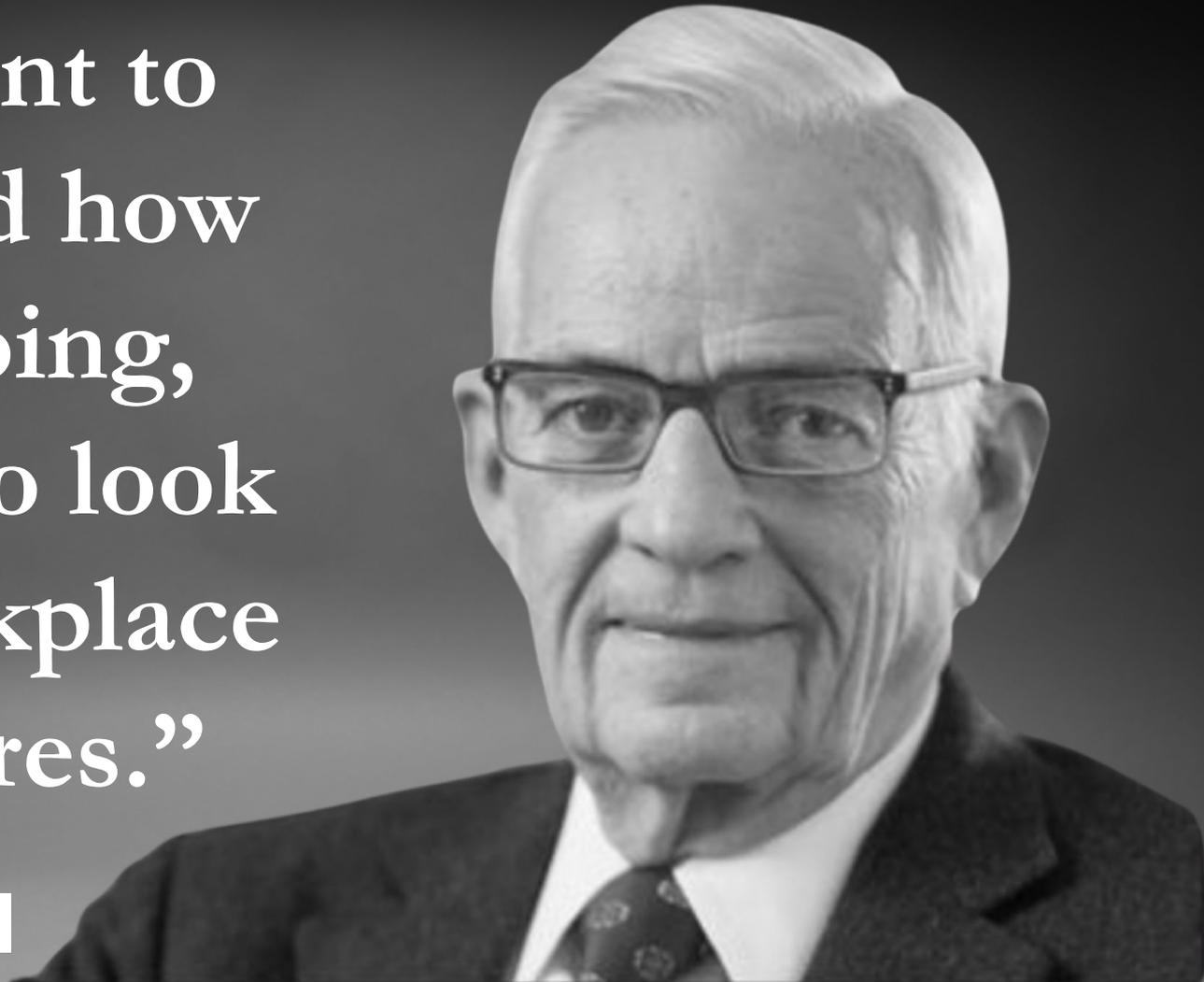
“Every year, numerous Alcoa workers are injured so badly that they miss a day of work. I intend to make Alcoa the safest company in America. I intend to go for zero injuries.”

Paul H. O’Neill, Sr.

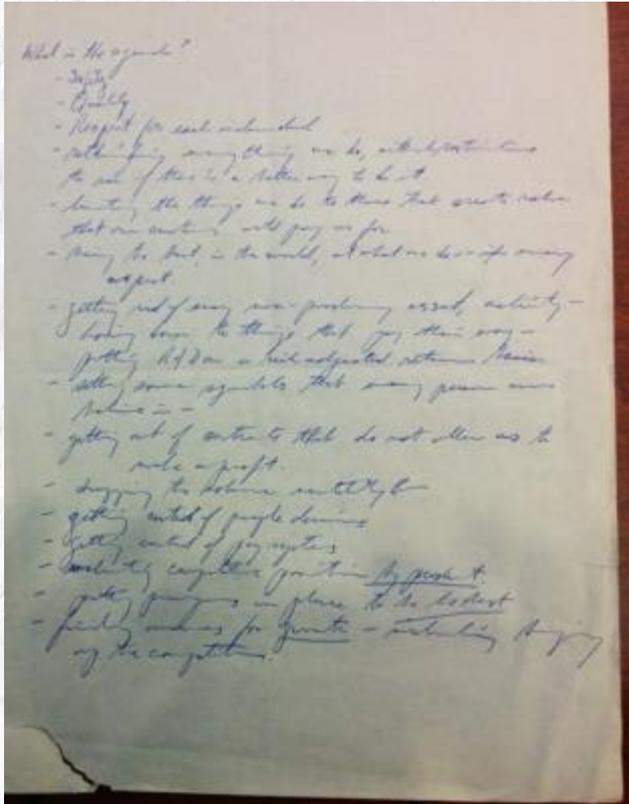


“If you want to understand how Alcoa is doing, you need to look at our workplace safety figures.”

Paul H. O’Neill, Sr.



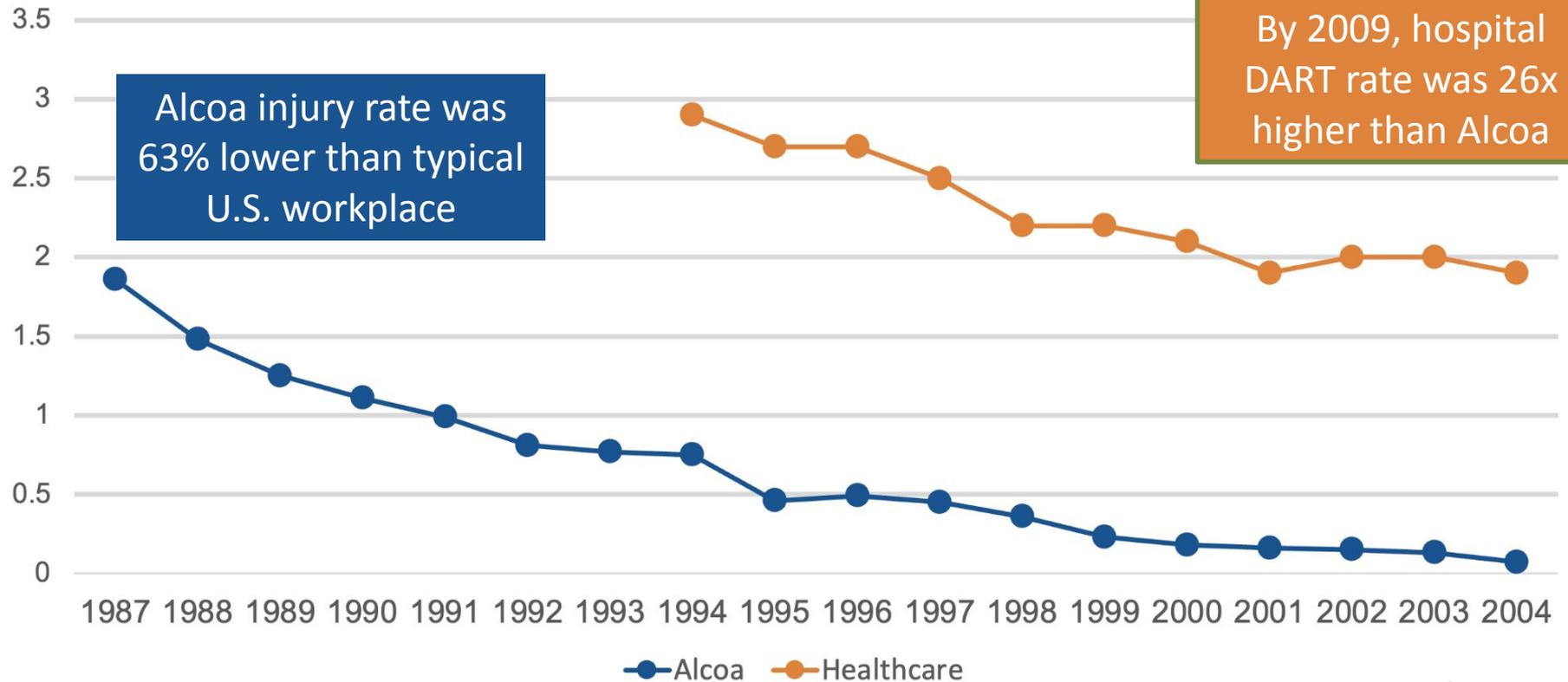
“What do you want to remembered for?”



What is the agenda?

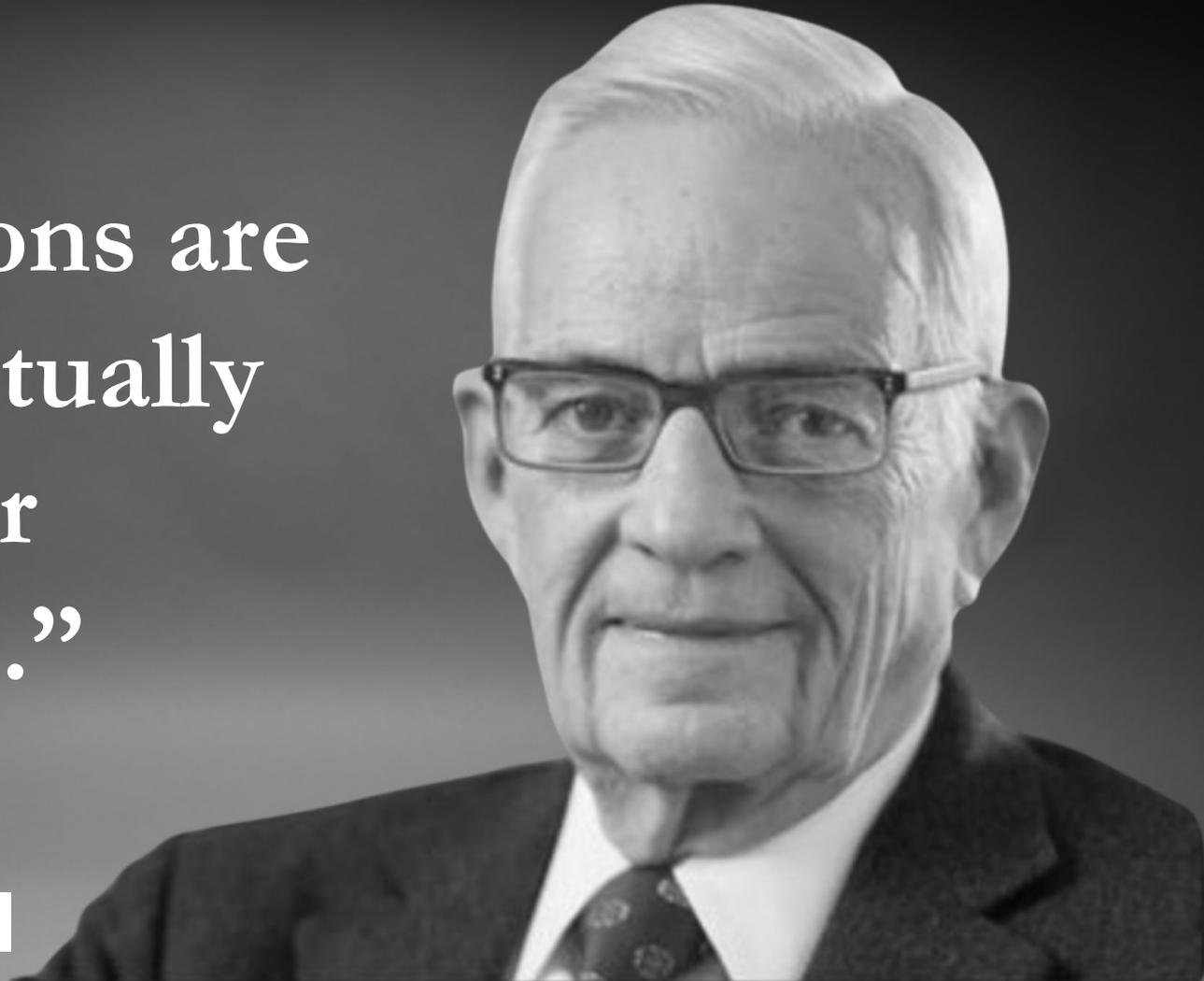
- Safety
- Quality
- Respect for every individual
- Rethinking everything we do, without reservation, to see if there is a better way to do it
- Being the best in the world at what we do, without exception

Results: Lost Workday Rates Over Time

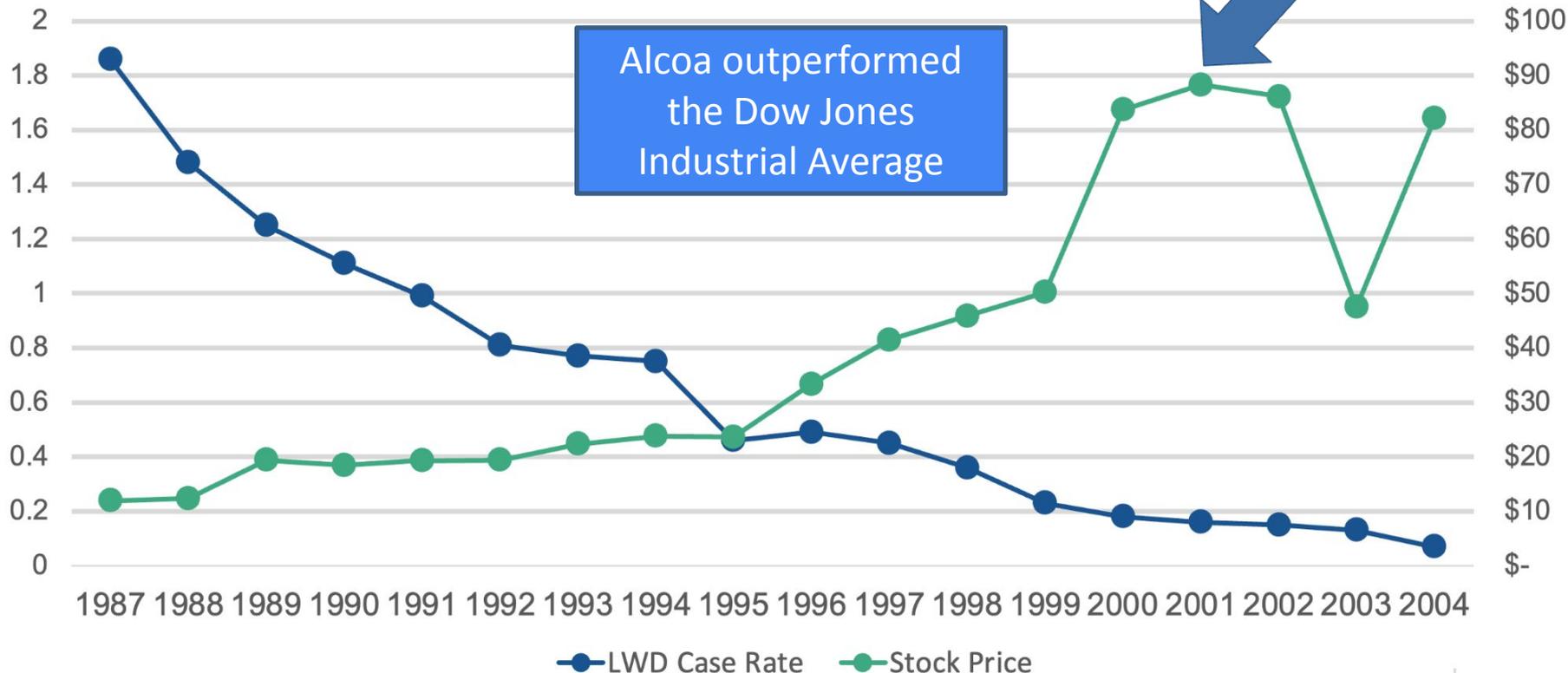


“I believe
organizations are
either habitually
excellent or
they’re not.”

Paul H. O’Neill, Sr.

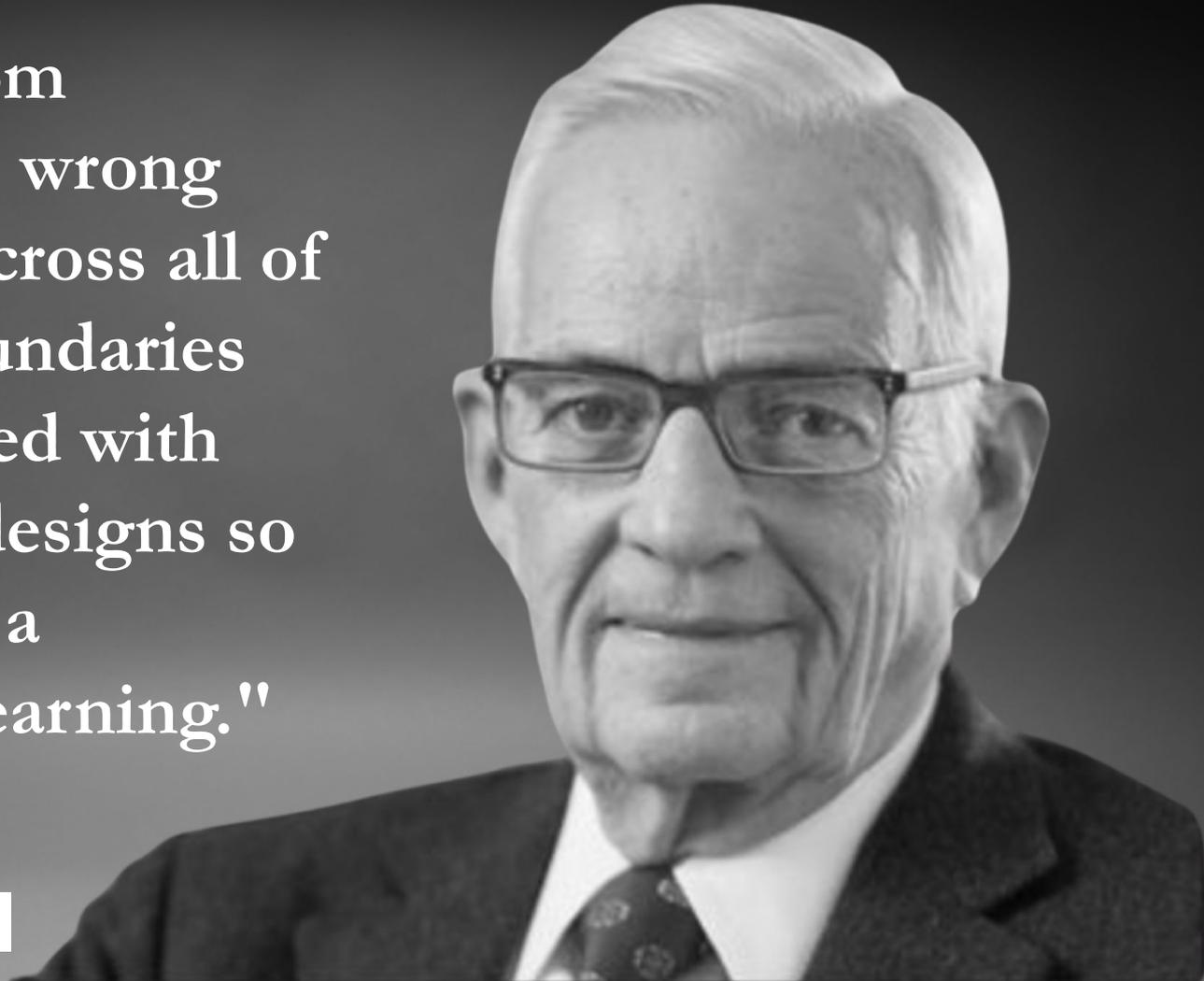


No Tradeoffs: Alcoa Lost Workday Rate and Stock Price



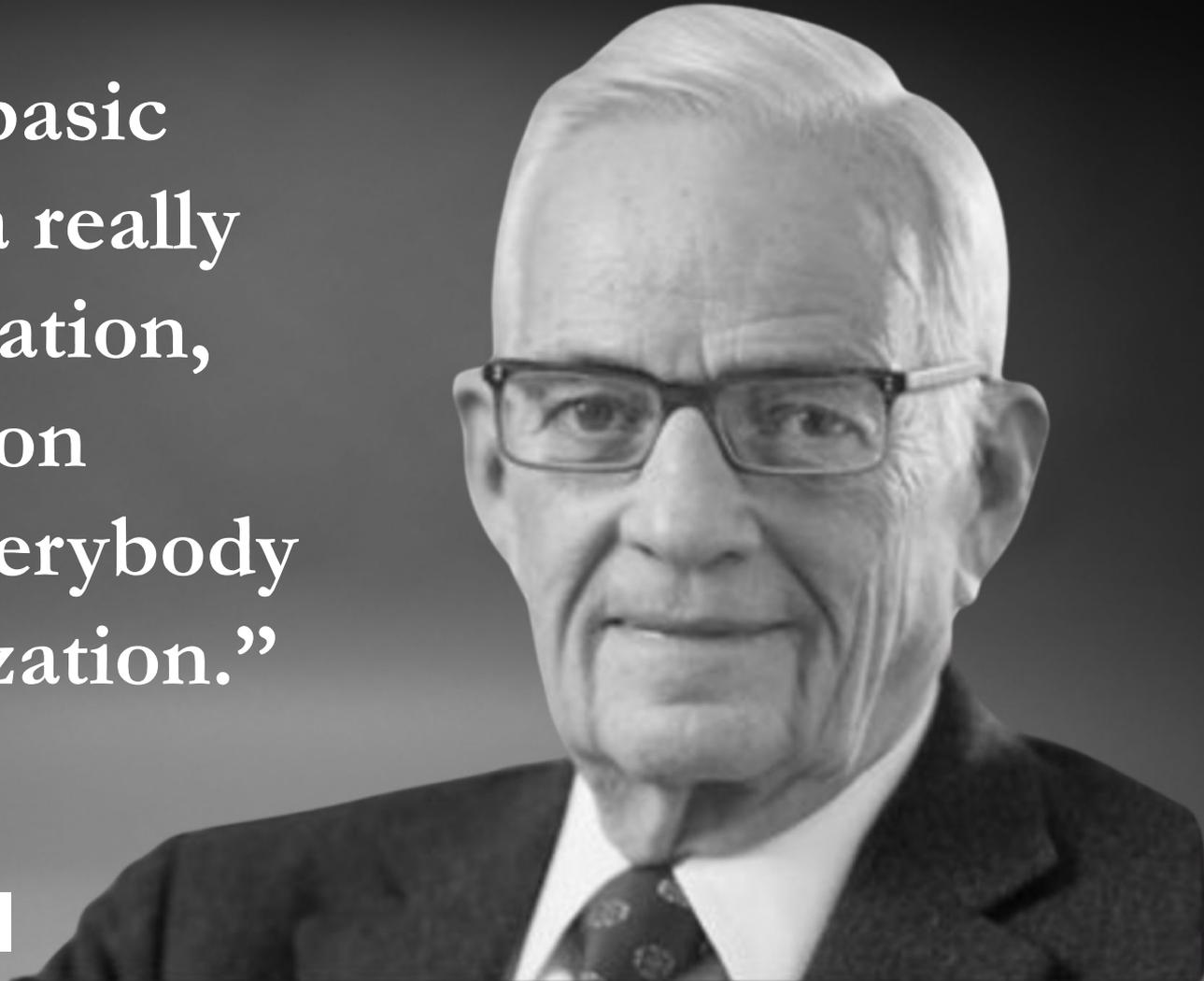
“By learning from everything gone wrong and sharing it across all of the artificial boundaries that we’ve created with organizational designs so that everyone is a beneficiary of learning.”

Paul H. O’Neill, Sr.



“One of my basic beliefs is, in a really great organization, the information belongs to everybody in the organization.”

Paul H. O'Neill, Sr.



Sustained Safety Performance

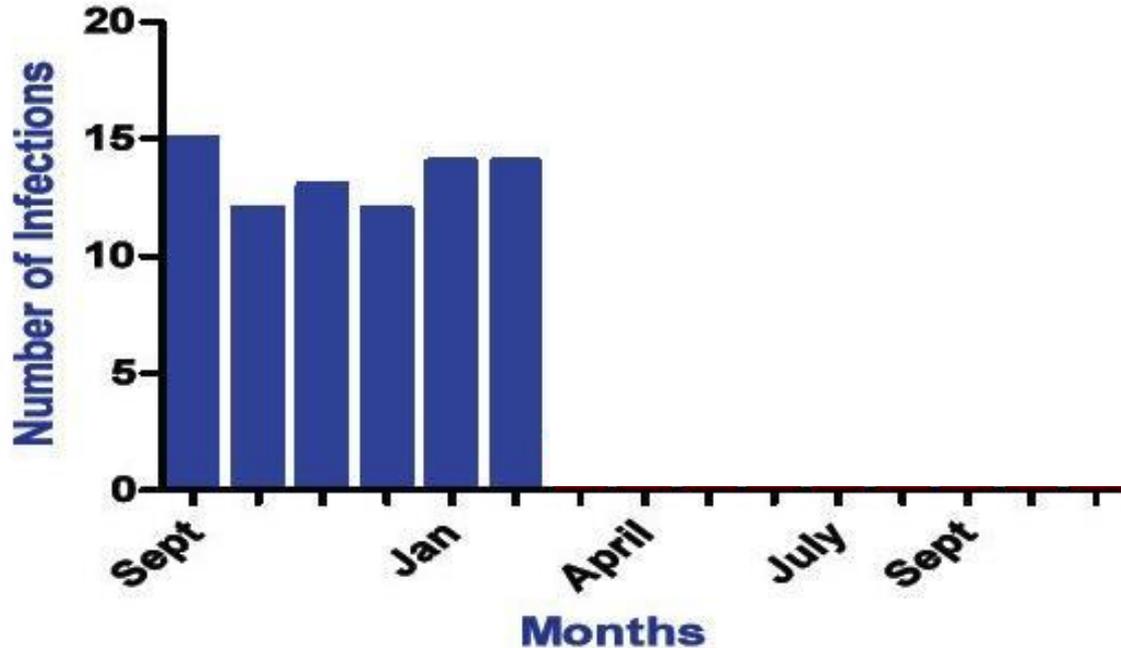
“If the rate continues to fall after I leave, I will have been a success.”



Dramatic Improvement: Dr. Rick Shannon, Penn Medicine



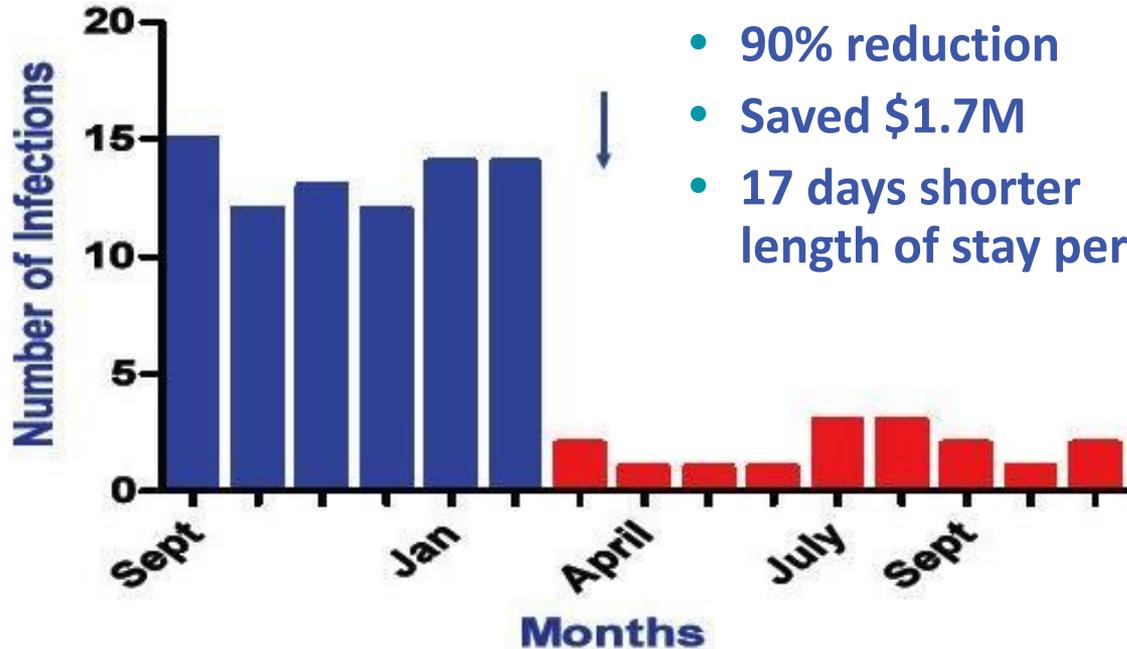
Central Line Associated Blood Stream Infections



Dramatic Improvement: Dr. Rick Shannon, Penn Medicine



Central Line Associated Blood Stream Infections

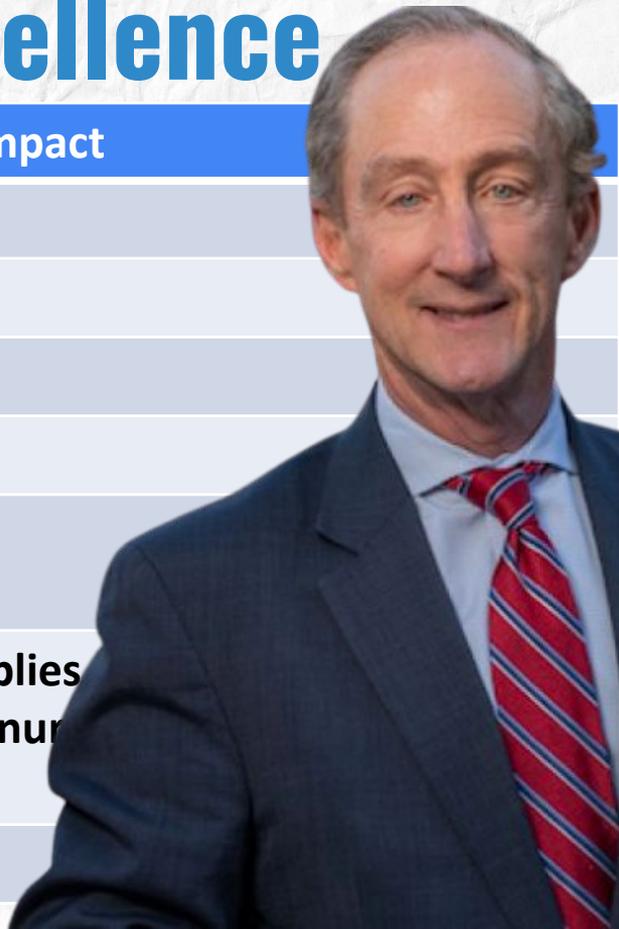


- 90% reduction
- Saved \$1.7M
- 17 days shorter length of stay per case



Rapid Early Returns at UVA: No Tradeoffs, Habitual Excellence

Safety Improvement	Financial Impact
58 fewer CABSIs/63 fewer UTI (62% reduction)	\$2.6M
109 fewer pediatric infections	\$4.2M
53 fewer sepsis deaths (27% reduction)	\$1.83M
36 fewer falls (22% reduction)	\$82,800
46 fewer pressure ulcers (17% reduction)	\$1.6M
95% reduction in stock-outs	\$3.2M supplies 29,000 hrs nursing
96 fewer worker injuries (13% reduction)	Priceless!!!





“An organization has the potential for greatness when everyone can answer 'yes' to three questions without reservation...”



1. Am I treated with dignity
and **respect** by everyone I encounter?



1. Am I treated with dignity and **respect** by everyone I encounter?
2. Am I given the **resources** I need to make a contribution to the organization that adds meaning to my life?



1. Am I treated with dignity and **respect** by everyone I encounter?
2. Am I given the **resources** I need to make a contribution to the organization that adds meaning to my life?
3. Is my work **recognized** by someone whose opinion matters to me?



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How Strongly Do You Agree With Each Statement?

I am treated with dignity and respect by everyone I encounter

I am given the resources I need to make a contribution to the organization that adds meaning to my life

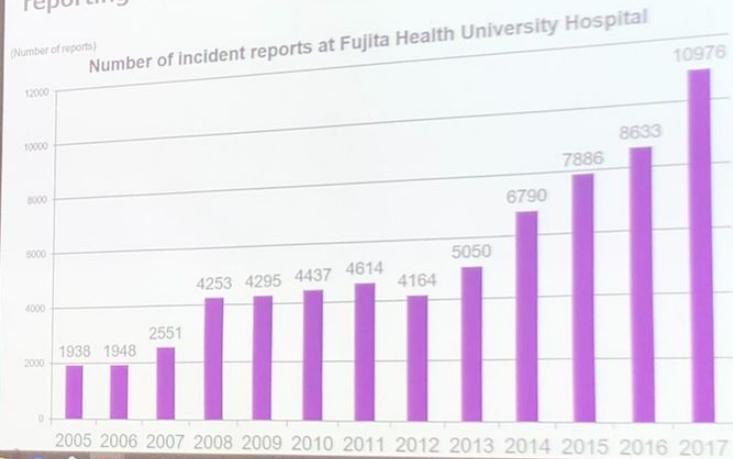
My work is recognized by someone whose opinion matters to me

Strongly disagree

Strongly agree



From information to action;
reporting and learning for patient safety



“Number of Incident Reports”

What is Psychological Safety?

- “Psychological safety is a **belief** that one will not be punished or humiliated
- for speaking up with
 - ideas
 - questions
 - concerns or
 - mistakes.”

Amy Edmondson
Harvard Business School
The Fearless Organization





Is it Safe to Say?

THIS IS **INEFFICIENT**

THIS IS **UNSAFE**

WHY DO WE DO IT THAT WAY?

I THINK THERE'S A **BETTER** WAY



TIMOTHY R. CLARK

THE 4 STAGES OF
PSYCHOLOGICAL
SAFETY

Defining the Path
to Inclusion and Innovation

4. CHALLENGER SAFETY

Can I be candid about change?



3. CONTRIBUTOR SAFETY

Can I contribute and create value?



2. LEARNER SAFETY

Can I learn and grow?



1. INCLUSION SAFETY

Can I be my authentic self?



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 Mentimeter

How much do you agree, at work?

I feel included, accepted, and respected

I feel safe to learn by asking questions and admitting mistakes

I feel able to do my job without being micromanaged

I feel safe challenging the status quo and sharing improvement ideas

Strongly disagree

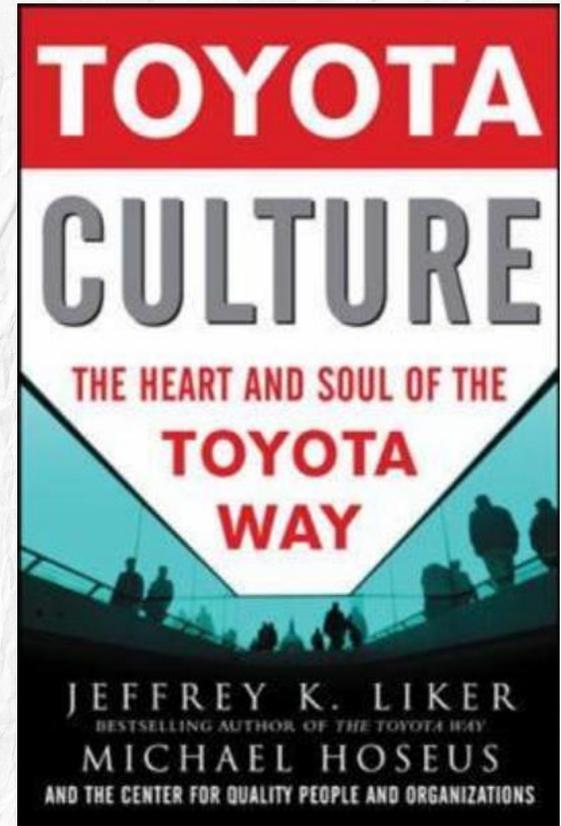
Strongly agree



A worker in a blue uniform and cap is seen from behind, pulling a yellow Andon cord. The cord is attached to a yellow light fixture hanging from the ceiling of a car assembly line. The worker is standing next to a silver car body with its door open. The background shows the complex machinery of the factory.

Andon Cord

“Without trust in their employers, employees are reluctant to admit to the existence of problems and learn that it is safest to hide them.”



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Last Updated: Tuesday, 27 February 2007, 00:00 GMT

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The triumph of lean production

By Steve Schifferes

Globalisation reporter, BBC News, Georgetown, Kentucky

On the assembly line at Toyota's giant plant, Laura Wilshire is not happy.

There is something wrong with a seatbelt fitting on the Camry she is working on.

Laura pulls a cord, stopping the production line - and prompting her five fellow workers on trim line three to crowd round.

They soon see why it is not



Toyota workers talk about their experience on the assembly line

[🖼️ Open](#) In pictures

GLOBALISATION

How it affects the car industry

GENEVA MOTOR SHOW 2008

- ▶ Small cars will be the stars
- ▶ Green sports car set for launch
- ▶ Fiat launches new Lancia

DETROIT MOTOR SHOW 2008

- ▶ Detroit's desperate struggle
- ▶ China eye US car market
- ▶ Chrysler's stampede into Motown
- ▶ Hyundai targets luxury market
- ▶ Green future, distant dream?

KEY ANALYSIS

- ▶ Autos hints at economic woes
- ▶ Globalising the car industry
- ▶ Triumph of lean production
- ▶ The demise of Detroit

Speaking up isn't a matter
of *character* or *courage*...

it's a function of

CULTURE

Waste Identification

PICK CHART

Completed Projects/
Celebrations



Implement

Challenge

Possible

Kibosh

New Improvement Ideas

Work in Progress

PDCA

Quality

Customer Satisfaction

Stewardship

Team Work

WHY
CHOOSE TO
KEEP QUIET?



Fear factor

Futility factor



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Mentimeter

What Generally Keeps You From Speaking Up at Work?

0

Fear

0

Futility

0

Fear AND Futility

0

No Barriers to Speaking Up

Oops, I made a mistake! The question should ask about "speaking up" not "speak up."

What keeps you from speak up at work?

You can see how people vote. [Learn more](#)

Fear



12%

Futility



29%

Fear AND Futility



30%

No barriers to speaking up



29%

247 votes • 4d left • [Hide results](#)

What's Required for Andon Pulls?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

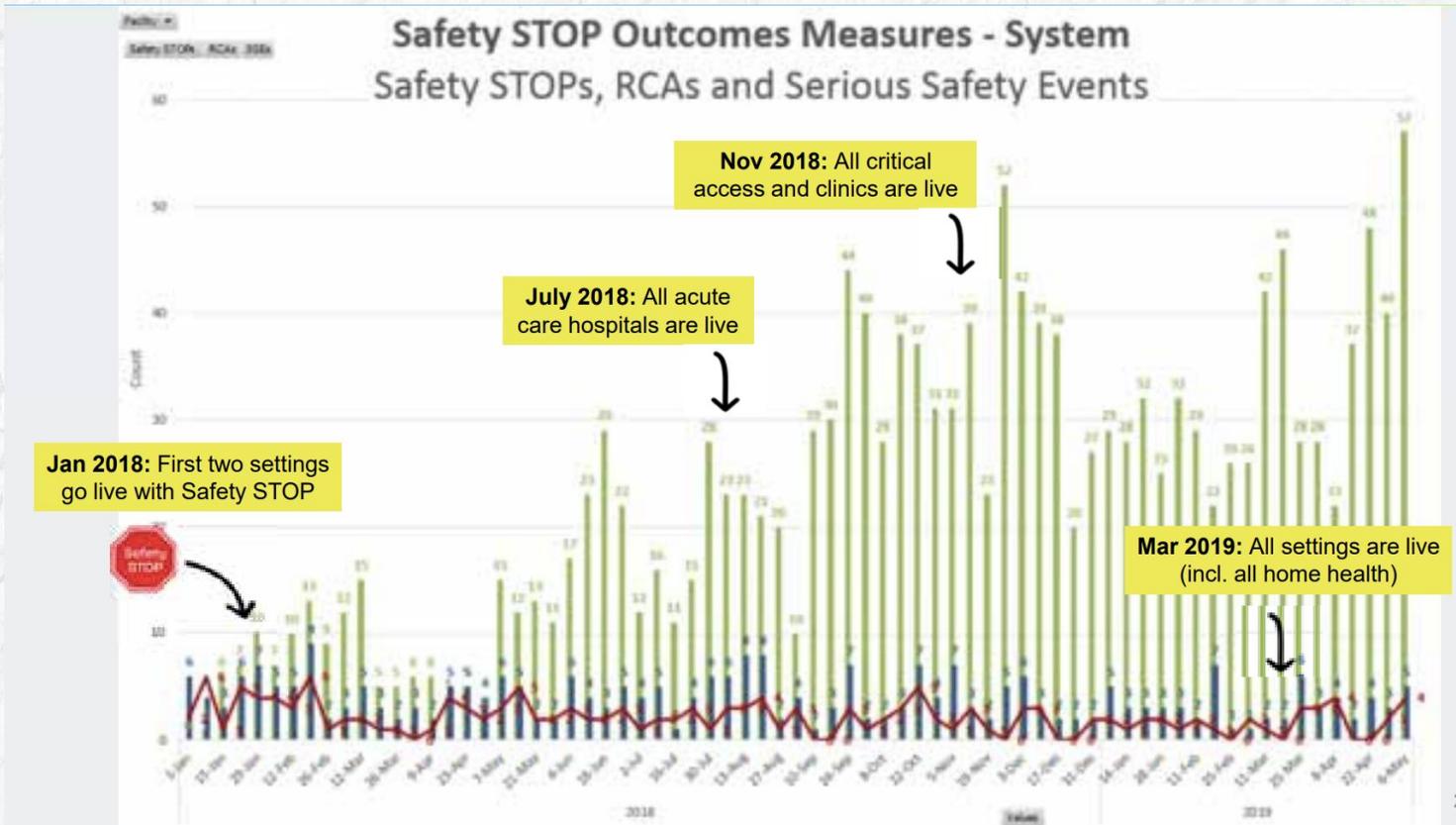
Is it Safe to Say?

WE COULD BE WRONG

LET'S TEST IT AND SEE...

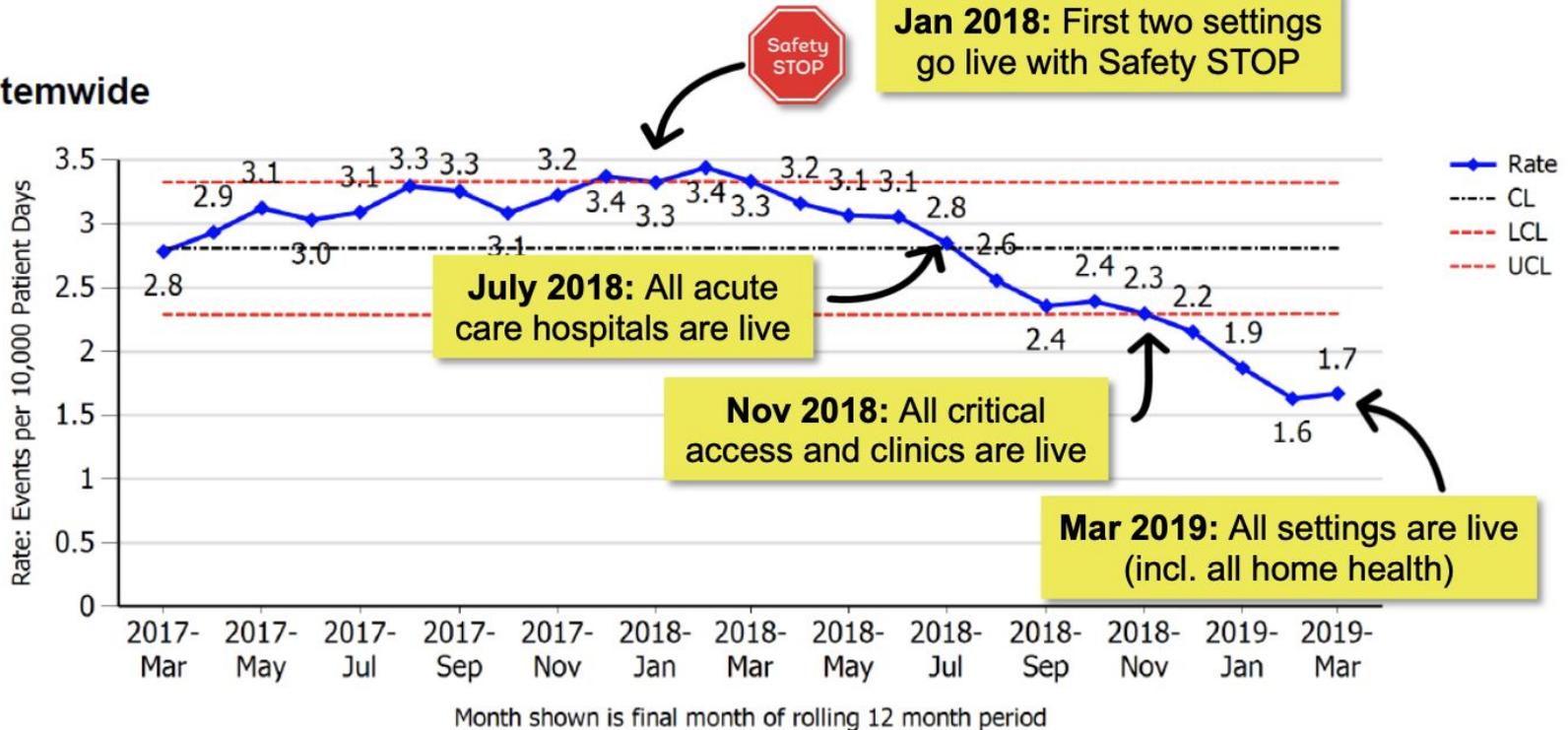
THAT DIDN'T WORK AS...

Safety Reports (U.S. Hospital)

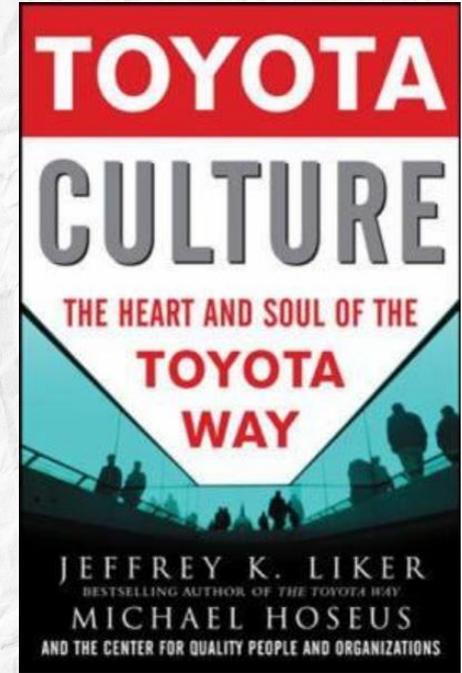


Serious Safety Events (Same Hospital)

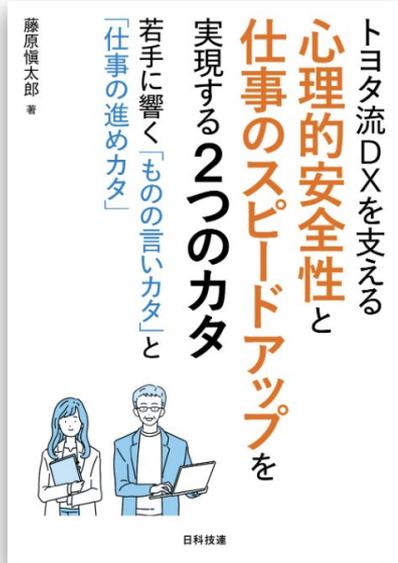
Systemwide



“[Toyota believes] people must ... feel psychologically and physically safe ... they must believe that any concerns they have will be taken very seriously”



Two ways to achieve psychological safety and speed up work that support Toyota-style DX: "How to speak" and "How to proceed with work" that resonate with young people



Shintaro Fujiwara [Author]
A5/144 pages
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[Major Contents]

★[Read sample \(click here\)](#)

"ZENTech Morning Online" featured "Psychological safety that supports Toyota-style DX and two ways to speed up work."

The archive is available on the ZENTech YouTube channel.

<https://www.youtube.com/watch?v=8sOnVu1sJul>

Recommended by Ryosuke Ishii, author of "How to Create Psychological Safety"!

It is extremely popular within the Toyota Group as well as in the telecommunications and power sectors!

HOW CAN WE
CULTIVATE A SENSE
OF PSYCHOLOGICAL
SAFETY?

~~"YOU SHOULD
SPEAK UP"~~

~~THIS IS A
SAFE SPACE~~

HERE'S WHAT

ACTUALLY

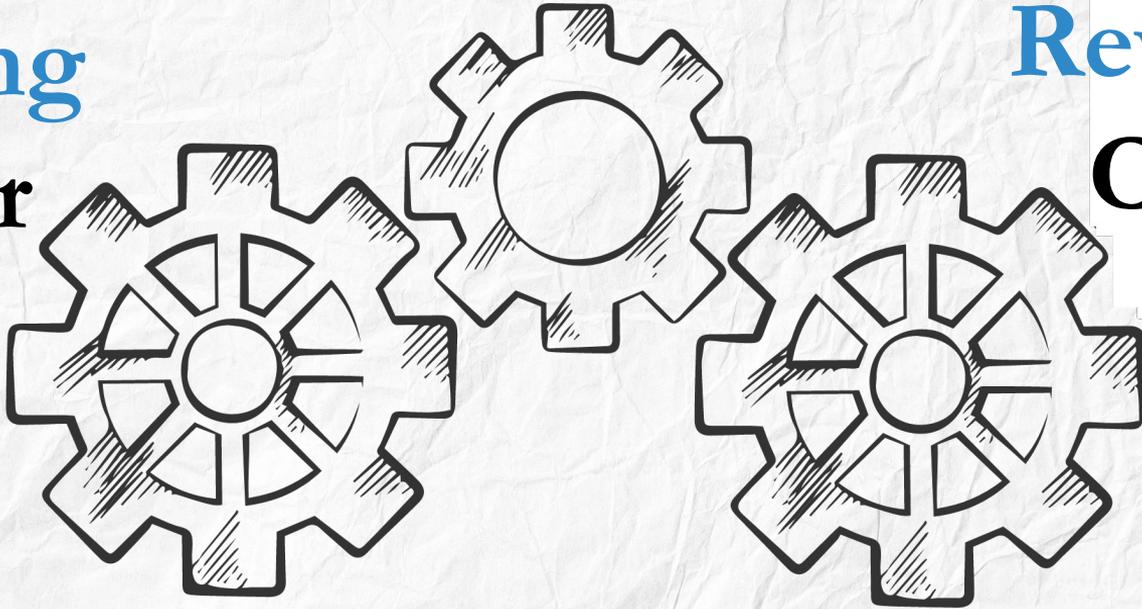
WORKS

Encouraging

Candor

Rewarding

Candor

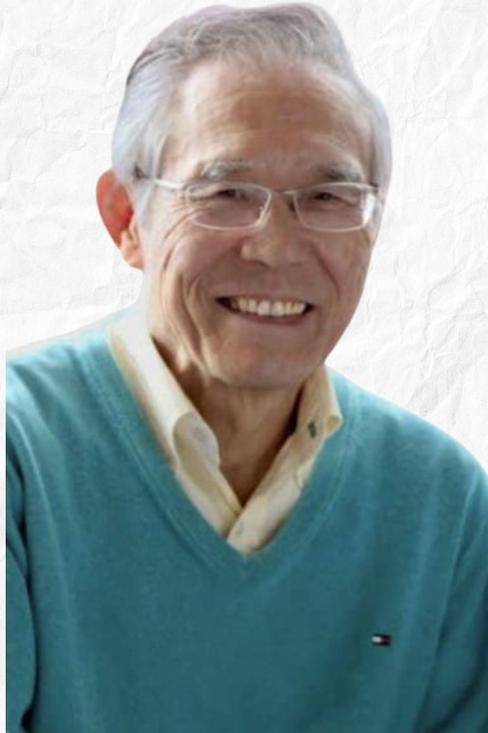


Modeling

Candor

Learning From Mistakes at Toyota

**Isao
Yoshino**
Japan
1960s



**David
Meier**
Kentucky
1980s

Our Response to Mistakes...

PUNITIVE

Our Response to Mistakes...

PUNITIVE

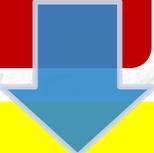


NICE



Our Response to Mistakes...

PUNITIVE



NICE



KIND





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Mentimeter

What's the Most Likely Reaction to Mistakes in Your Workplace?

0

Punitive

0

Nice

0

Kind

“A problem-solving culture is far more effective operationally than a finger-pointing culture.”

Larry Culp, CEO of GE Aerospace



SAFETY AND

EFFICIENCY

GO HAND IN HAND

QUALITY AND

EFFICIENCY

GO HAND IN HAND

FLOW AND

EFFICIENCY

GO HAND IN HAND

World Class Performance

World Class Performance

World Class Performance

Culture of Improvement

Culture of Improvement

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes



World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety



World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

Mindsets

Q&A Time

Slides, Poll Results, and More:

<https://www.markgraban.com/KN2025>

- Email: Mark@KaiNexus.com
- Podcast: MistakesPodcast.com
- Book: MistakesBook.com/chapter

