

Facilitator Workbook

BLUE-COLLAR KAIZEN

LEADING LEAN & LEAN TEAMS



MACK STORY
Blue-Collar Leadership® Series

A Note from Mack

Dear friend,

As a leader (person of influence), you have a remarkable responsibility to impact the lives of those around you, personally and professionally. Remember that as you work your way through this material.

You and I will be partners as we explore the values of high impact Lean leadership. We can't raise the bar for others if we can't reach it ourselves. As you dive in, I already know you will reach new levels of knowledge, growth, and understanding. I'm also confident that you will motivate and inspire others to also reach higher as they climb to the next level and beyond.

The values (principles) contained in *Blue-Collar Kaizen* are timeless and have been tested and proven again and again by high impact leaders across multiple generations around the world. I encourage you to read, study, and familiarize yourself with the ideas in this book in order to prepare to lead others effectively. The key to facilitating this content is to teach the principles. Then, support them with practices (stories) from your own life. As you teach it, make it your own.

Ultimately, your ability to effectively teach these principles will be based on your ability to first effectively apply them in your own life. We're always teaching what we're modeling, regardless of what we're teaching.

I have devoted my life to helping people make a high impact by making what is common sense also common practice. It is my hope that you will have as much fun as I do while you lead people to a greater understanding of the values that will unleash their leadership potential. High impact leaders always have high impact values.

Make it happen!

Your friend,

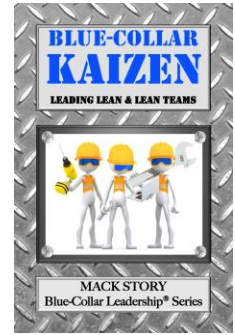
Mack Story

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Blue-Collar Kaizen

Leading Lean & Lean Teams

by Mack Story



*“A truly Lean company develops all the people because they are people with **potential**, not because they are people with positions.” ~ Mack Story*

1. **Creating a Kaizen Culture: Develop** the front line to improve the bottom line.
 - a. To create a kaizen culture, you must move **beyond** the tools and begin to focus intentionally on the people. Make your kaizen events about the people.
 - b. Unfortunately, many organizations focus only on the tools and include the people because they need them to execute the Lean mission.
 - c. You will not be successful without engaging, empowering, and encouraging the people.
 - d. In a kaizen culture, the people are **engaged**. They identify problems. They offer solutions. They take action. They respect their leaders and are respected by their leaders. They don't blame or point fingers. They don't whine. They shine.
 - e. In a kaizen culture, people are **bought in**. They are improving processes because they want to. They are participating on kaizen teams because they want to. They are making small changes because they want to. They are following the leader because they want to.
 - f. Accept responsibility for creating a kaizen culture and you will attract followers one kaizen team at a time.

“Leaders who don't appreciate Lean make the error of casting great visions and getting people excited but then falling back into command-and-control management. Lean traditionalists make the error of implementing Lean without a compelling vision, so that improvements are made but ultimately undermine the culture rather than galvanizing it.” ~ Bob Chapman

2. Living Kaizen: Live it to lead it.

*“The one thing that separates high impact leaders from low impact leaders is **CHARACTER**. That one thing is made up of many things.” ~ Mack Story*

- a. Blue-Collar Kaizen is **not** about Lean tools. It’s about **leading** teams in a Lean environment while using values and principles to achieve amazing results.
- b. Lean tools are related to improving the processes.
- c. High impact Lean leadership is related to **respecting** the people.
- d. You must **manage** things and processes because they don’t think or feel. But, you should **lead** people because they do.
- e. The most important person you will ever lead is yourself.
- f. The degree to which you develop yourself determines the degree to which you will influence others.
- g. When it comes to leading yourself and others, your **character** will launch you or limit you.
- h. Your character will determine if you’re a low impact leader struggling to create positive change or if you’re a high impact leader influencing many to embrace, support, leverage, and lead change throughout the organization.
- i. Regardless of your position or title, to be a high impact Lean leader, you must truly have *respect for the people*. All of the people, at all times, at all levels, and in all departments.
- j. Low impact Lean leaders **facilitate** kaizen events and **blame** others for their lack of results. High impact Lean leaders **lead** kaizen events and accept **responsibility** for achieving results.

“Your best chance for success is reading. Learn to earn. Read to succeed.” ~ Jeffrey Gitomer

3. Overcoming the Resistance: The challenge of change.

*“Managers, especially senior managers, overestimate their effectiveness, particularly as they seek to improve their organizations through formal initiatives. And, they underestimate the impact, often negative, of their **daily** personal actions on employees.” ~ Jim Womack*

- a. There are two ways to lead a Lean transformation: from the top down or the bottom up.
- b. The mission should always be to get **results** and increase our **influence**.
- c. Most often, there will be resistance to change. Why? Because change is hard when leaders aren't growing and developing the people in an effort to prepare them for the change.
- d. You can overcome this resistance by increasing your influence with as many people in as many directions as you can from right where you are.
- e. You start by leading each team effectively and **respecting** the people.
- f. Lean leadership rises and falls on **authentic** influence.
- g. If there are challenges you can't overcome, the root cause is **inside** you, not **outside** you.

***“Leadership** is complicated.*

It has many facets: respect, experience, emotional strength, people skills, discipline, vision, momentum, timing- the list goes on. As you can see,

*many factors that come into play in leadership are **intangible**.*

*That's why leaders require so much seasoning to be **effective**.” ~ John C. Maxwell*

4. Defining Influence: Influence trumps authority.

*“Lean managers **seek** responsibility to address important issues by leading as if they have **no** authority. Leading without the benefit of authority is actually critical in any organization because even in authority-based organizations managers **rarely** have control over everything touching a process.” ~ Jim Womack*

- a. High impact Lean leadership requires influence, but it doesn't require **authority**.
- b. Phrases like, “My hands are tied,” or “They don't report to me,” or “Those people won't do what I tell them,” really mean, “I don't have any influence, and I can't accomplish anything without it.”
- c. Authentic influence, **moral** authority, trumps artificial influence, formal authority, every time.
- d. Character and competency create authentic influence.
- e. Research has shown that **87%** of our influence comes from our character (who we are) and only **13%** of our influence comes from our competency (what we know).
- f. To create a kaizen culture, you must focus on developing your own character and then helping others develop theirs. At a minimum, intentionally grow and develop the character of those on the teams you lead.
- g. Leadership development is **character** development. Leadership is **influence**. Everyone has influence. Therefore, everyone can lead (influence) others positively or negatively. High impact Lean leaders intentionally **model** and teach character-based leadership principles.

“Character isn't something you were born with and can't change, like your fingerprints. It's something you weren't born with and must take responsibility for forming.” ~ Jim Rohn

5. Make It Happen! Managers make a plan; high impact **leaders** make it happen.

*“In any moment of decision, the best thing you can do is the **right** thing, the next best thing is the **wrong** thing, and the worst thing you can do is **nothing**.” ~ Theodore Roosevelt*

- a. Most Lean experts are not leadership experts.
- b. They may be naturally good leaders, but most haven't actually studied, applied, and taught leadership development formally.
- c. To become a high impact Lean leader, you must learn to make things happen by embracing personal growth and leadership development on an entirely new level.
- d. Consider again that 87% of your influence (results) comes from character, and 13% from competency. In Lean language, that means 87% of your influence is based on **Respect for the People**, and 13% is based on **Continuous Improvement**.
- e. Character **multiplies** competency.
- f. You can leverage the Lean tools and multiply their effectiveness by Respecting the People.
- g. You won't become a high impact Lean leader if you can't **control yourself** when others don't.
- h. Some emotions shouldn't be followed because they are bad leaders.
- i. High impact Lean leaders make it happen because of their **character**.

*“Some men have thousands of reasons why they cannot do what they want to, when all they need is **one** reason why they can.” ~ Willis R. Whitney*

6. Leading Up: Results increase influence **above**.

“Greatness is not a function of circumstance.

Greatness, it turns out, is largely a matter of conscious choice, and discipline.” ~ Jim Collins

- a. Discipline is a choice.
- b. Self-control is a choice.
- c. Personal development is a choice.
- d. Doing **more** than required is a choice.
- e. Doing things **before** they are required is a choice.
- f. Doing things **better** than required is a choice.
- g. Intentionally developing your character is a choice.
- h. Accepting responsibility for getting **results** regardless of the situation or circumstance is a choice.
- i. When it comes to building **trust** and gaining influence with the leaders who are formally responsible for moving the organization forward, the quickest way to do it is to get results as defined by **them**, not you.
- j. As a high impact Lean leader, your mission is to get results in a way that demonstrates **respect** for all of the people involved.
- k. To achieve success, you must also get results for those weak, insecure low impact leaders who undermine you on a regular basis.
- l. The best Lean Leaders find a way to make it happen regardless of their **circumstances**.

“You can’t build a reputation on what you are going to do.” ~ Henry Ford

7. **Develop Yourself:** It's not about **you**, but it **begins** with you.

*“You can never become a leader without doing **more** than you are paid for, and you cannot become successful without developing leadership in your chosen occupation.” ~ Napoleon Hill*

- a. As a high impact Lean leader, the one thing you should be doing that you're most likely not going to be paid to do is intentionally developing yourself in the area of **personal growth** and **leadership development**.
- b. Because most Lean leaders are reading and studying Lean **books**, they are likely to only be focused on the Lean **tools**.
- c. When you formally include personal growth and leadership development as part of your Lean program as a way to demonstrate respect for the people, you are playing on a level far **beyond** most Lean organizations.
- d. However, you must first develop yourself before you can develop others.
- e. Leadership principles are **timeless** and tested. They apply in all areas, in all industries, and with all people.
- f. Many people learn **practices** that will work in only one situation. You should be learning principles that will always work in **all** situations.
- g. I always recommend reading at least **one** paragraph per day, **every** day, from a leadership book.
- h. Unleash your **potential** by becoming **intentional**.

“Nothing is given to man on earth except a potential and the material on which to actualize it. The potential is a superlative machine: his consciousness; but it is a machine without a spark plug, a machine of which his own will has to be the spark plug, the self-starter and the driver; he has to discover how to use it and he has to keep it in constant action. The material is the whole of the universe, with no limits set to the knowledge he can acquire and to the enjoyment of life he can achieve. But everything he needs or desires has to be learned, discovered and produced by him — by his own choice, by his own effort, by his own mind.”

~ Ayn Rand

8. Develop Others: The best leaders go **slow** to go **fast**.

“Lean managers go slow to go fast, by taking the time at the outset to fully understand the process and its purpose, through dialogue with everyone involved... and by fully understanding the root cause of problems and the most promising counter-measure before taking action.” ~ Jim Womack

- a. In companies struggling to get buy-in to Lean and/or struggling to sustain the gain, the underlying **root cause** is a lack of **respect** for the people. Respect for the people is going slow to go fast. When you respect the people, you will **prepare**, **equip**, and **develop** them.
- b. The best companies are focused not only on intentionally improving the processes, but also on intentionally developing and respecting their people.
- c. If you’re going to excel at the highest level as a high impact Lean leader, you must do more than master and teach the Lean tools. That’s only half of the equation. You must also **accept** responsibility for growing and developing the people.
- d. When leaders focus on growing and developing the people for the right reasons, the people **feel** it. As a result, they do what they can to show their appreciation.
- e. They become **more** productive, improve processes, improve quality, share more ideas, and speak highly of the company and its leaders in public.
- f. In other words, they start **living** kaizen and **spreading** positive word of mouth advertisement for the company.
- g. When most companies start down the Lean path, they get it wrong. They don’t “go slow to go fast.” They do the opposite. They go fast to go slow. They are hungry for the results they have read about. Instead of doing Lean **with** the people, they do Lean **to** the people. And, the people feel it.

“Standards of excellence are not chiseled in stone. They are constantly being redefined. It’s important to recognize that what was graded as excellent last year may not be so this year. That is why we must keep mastering new skills.” ~ Bobb Beihl

9. Righting the Wrong: Lean is not about two **pillars**; it's about two foundational **layers**.

“Being intentional about discovering the hidden ways in which we sabotage ourselves empowers us to expose and eliminate these invisible culprits.” ~ Amir Ghannad

- a. Alvin Toffler had this to say, *“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”*
This quote underscores the **mindset** of the successful Lean thinker.
- b. Consider two **unequal** foundational layers instead of two **equal** pillars. The first layer is respect for the people which **supports** the second layer, continuous improvement.
- c. The Lean foundation has the respect for the people layer at the **base**. The respect for the people layer makes up 87% of the Lean foundation. It's not only the thickest layer, but it's also the strongest and most **important**. It's the foundational layer that **supports** everything else.
- d. The second layer is the continuous improvement layer which makes up 13% of the Lean foundation. This layer is where all of the traditional Lean tools and methodologies are found. They are important to Lean success too. However, it's the people who must **choose** to leverage these tools and methodologies for maximum benefit.
- e. The degree to which the people are respected will determine the degree to which they buy-in to continuous improvement efforts.
- f. Without **authentic** respect for the people, organizations cannot create, much less sustain, a culture of kaizen. They will simply be **traditional** organizations with better tools and methods for improving their processes.

“The business of business is people. Yesterday, today, and forever.” ~ Herb Kelleher

10. Continuous Improvement: Leading yourself and others through **change**.

*“The great thing about business is that despite all the history, all the deeply embedded traditional dysfunctional management practices, and all the baggage of unhealthy relationships and corrosive cultures, it is possible at any moment in time to push the **reset button**, to embrace a different way of being, and experience dramatic change.”*

~ Bob Chapman

- a. As a high impact Lean leader, your mission is to **constantly** push the reset button, not only on the processes you’re trying to improve, but also on the **minds** you’re trying to constantly develop.
- b. If you want to improve your ability to motivate and inspire others to embrace, accept, and lead change, you must first change your own **mind**.
- c. Look in the **mirror**. When it comes to your development, where has your focus been? Character or competency? Respect for the people? Or, continuous improvement? Learning about leadership or learning about the Lean tools?
- d. Have you made leadership development and personal growth the **foundation** of your own personal journey?
- e. Have you accepted and embraced the responsibility for growing the **character** of the leaders in your organization? Or, have you done what many Lean leaders do: focus on the easy stuff, learning and teaching the Lean tools?
- f. People must buy-in to the **leader** before they will buy-in to the leader’s **vision**. When you are leading a team, you are positioned to become their leader. However, unless they **choose** to follow you, you are not their leader.

“It’s wonderful how much may be done if we are always doing!” ~ Thomas Jefferson

11. Respect for the People: Leaders who respect the people develop the people.

*“Treat a man as he appears to be and you make him **worse**. But treat a man as if he already were what he **potentially** could be, and you make him what he should be.”*

~ Johann Wolfgang von Goethe

- a. *“If the **truth** hurts, it probably should.” ~ Anonymous*
- b. If your organization doesn't have a formal, ongoing leadership development program in place where **everyone** from the top leader to the entry-level team members receive training in the areas of leadership, communication, character development, time management, change management, and personal growth, your organization does not have respect for the people.
- c. Organizations that truly respect the people always intentionally help develop the **character** of their people.
- d. Unfortunately, the vast majority of organizations do nothing when it comes to developing the people. And, they must live with the results of having an under-developed workforce: high **turnover** and low **engagement**.
- e. Most often, people are **hired** for what they know (competency), but they are most often **fired** for who they are (character).
- f. Turnover, lack of engagement, lack of buy-in, finger-pointing, bad-mouthing, resistance, and lack of communication are signs of **weak character** among the **leaders** and their associates.

“We make some of the best industrial machinery in the world. But, I will not go to my grave being proud of all the machines we have built. Instead, I will be deeply grateful for all the lives that we touched and uplifted in our journey. The machinery we build is just the economic engine that enables us to touch lives. The flourishing of those lives is our paramount concern.”

~ Bob Chapman

12. The Emotional Trust Account: You are either making **deposits** or **withdrawals**.

*“If I try to use human influence strategies and tactics of how to get other people to do what I want, to work better, to be more motivated, to like me and each other - while my character is fundamentally flawed, marked by duplicity or insincerity - then, in the long run, I cannot be successful. My duplicity will breed distrust, and everything I do - even using so-called good human relations techniques - will be perceived as **manipulative**.” ~ Stephen R. Covey*

- a. In order to become a high impact Lean leader, you must develop **360°** of influence.
- b. Your influence will become critical when you’re leading kaizen teams because you will need a lot of help and support if you and the team are going to make really great things happen.
- c. Influence is absolutely critical for Lean leaders because they are trying to influence team members to follow and help them, even when they don’t have to.
- d. **Trust** is the foundation of **authentic** influence. Without trust, you will only have influence over people who have to follow you.
- e. Kaizen team members do not have to follow us. Yet, we are responsible for delivering **results**.
- f. To build trust quickly, it helps to know what the emotional trust account is and how it works. The emotional trust account works much like a bank account. You make deposits, withdrawals, and occasionally, there will be **automatic** withdrawals.
- g. All team members want to know three things for sure: 1) Can I **trust** you? 2) Will you **help** me? 3) Do you **respect** me?

*“Trust is the one thing that changes everything.”
~ Stephen M. R. Covey*

13. Declare Your Intent: Help the team see and feel the right things.

“Followers choose to follow a leader with a compelling purpose, vision, cause, or goal, the unifying purpose. It is the leader’s unifying purpose that attracts the interest and loyalty of followers. The leader is someone who is able to communicate unifying purpose in a manner that is inspiring, persuasive, or motivating.

The unifying purpose joins the followers to the leader.” ~ Jimmy Collins

- a. The quickest way to build trust is to make the team members feel **valued**. You can do this immediately by declaring your intent as soon as you kick-off the kaizen event with your team.
- b. What does declare your intent mean? It means you tell the team what to look for, so they see the right thing in the right way. Tell them why you’re about to do or say something before you do or say it. By doing so, you are aligning their **thinking** with your **intention**. Otherwise, they will tell themselves a story about your behavior, words, actions, and intentions. Often, their story is not in alignment with reality.
- c. Declare you are leading, but you are **also** a team member.
- d. Declare you don’t want credit and will **give** them all the credit for the team’s success.
- e. Declare you want to **help them** help themselves by making things better not worse.

“Leaders do not have to be the greatest visionaries themselves. The vision may come from anyone. The leaders do have to state the vision, however. Leaders also have to keep the vision before the people and remind them of the progress that is being made to achieve the vision. Otherwise, the people might assume that they are failing and give up.”

~ Ezra Earl Jones

14. Connect First: Communication is about **information**; connection is about **inspiration**.

“A great man is always willing to be little.”

~ Ralph Waldo Emerson

- a. When we communicate, we are interacting with the conscious mind of others. As a result, we may be able to change what they do or don't do from the **outside** with our **words**. Communication is about **motivation**. Motivation comes from the outside.
- b. When we connect, we are interacting with the subconscious mind of others. As a result, we are able to change how they **think** and **feel** on the **inside**. Connection is about inspiration. Inspiration comes from the inside.
- c. High impact Lean leaders kick off team events by making it about the **team**, not about themselves or the process. They go **slow** to go **fast**. They focus on **relationships** before they focus on **results**.
- d. Low impact Lean leaders start off team events with pride, ego, and arrogance. They treat team members as **objects** to be used to improve the process, not people to be valued and helped.
- e. There's a fine line between arrogance and confidence. It's called **humility**.
- f. High impact Lean leaders not only communicate well, but they also connect with others **intentionally**.

“Taking the conversation away from another person is a common form of lack of self-control which is not only discourteous, but it deprives those who do it of many valuable opportunities to learn from others.” ~ Napoleon Hill

15. Waste Doesn't Motivate: Eliminating **frustrations** gets everyone motivated.

*“Lean is not really about waste elimination, it’s about frustration elimination, removing obstacles that stand in the way of people being their best, that prevent us from having a joyful and meaningful experience. It’s not about telling, it’s about listening. It’s about blending unique knowledge with collective wisdom. When we allow people and their teams to own the process, they can create **better** outcomes than any senior executive or group of consultants.” ~ Bob Chapman*

- a. If you want to **accelerate** buy-in, stop talking about eliminating wastes and start talking about eliminating frustrations. When it comes to influence, **words** matter.
- b. The sooner you get buy-in, the sooner you can leverage the knowledge, skills, and abilities of those who can help you move the organization forward.
- c. If you want to **communicate** to your team, talk about eliminating wastes.
- d. If you want to **connect** with your team, talk about eliminating frustrations.
- e. Few people wake up on a Monday morning excited to join a kaizen event to eliminate waste. Many people easily get excited about getting rid of their frustrations and naturally buy-in.
- f. Eliminating frustrations, roadblocks, and problems in everyday work is something everyone can relate to.
- g. Your words and your vision are powerful tools of **influence**.
- h. High impact Lean leaders have people who **volunteer** to follow them.
- i. High impact Lean leaders cast a vision, gain buy-in, and have followers who will help them execute the mission.

*“Vision without **execution** is hallucination.” ~ Thomas Edison*

16. Listen to the Voices: Take the time it takes, so it takes less time.

*“Listening is the greatest communication tool to use
when you want to **connect** with someone.” ~ Ria Story*

- a. As Dean Rusk stated, “One of the best ways to persuade others is with your **ears** - by listening to them.”
- b. Connecting is more important to than **directing**.
- c. High impact leaders are willing to slow down at the start to make a better connection.
- d. Leverage **questions** to make better connections.
- e. When you listen to the answers to your questions, you’ll be facilitating **buy-in**.
- f. When you ask questions and listen to the answers, you’re allowing the team to take **responsibility**.
- g. Listen so you can do what is necessary:
 - *When necessary, listen to the voices.*
 - *When necessary, ask the team questions.*
 - *When necessary, be the loudest cheerleader on the team.*
 - *When necessary, get ahead of the team and remove obstacles.*
 - *When necessary, get out of the team’s way.*
 - *When necessary, connect the team with others who can help them.*
 - *When necessary, leaders should stop leading and start following.*

*“We changed the name from ‘Lean’ to ‘Living Legacy of Leadership’ because in the early stages of embracing these powerful leadership ideas, it became clear to us that Lean as widely practiced was mostly about **numbers** and not about **people**. If the Toyota production processes had been studied and named properly, it would have been called Listen.” ~ Bob Chapman*

17. The Key to Buy-In: Learn to leverage the **meetings** before the meeting.

“No man can persuade people to do what he wants them to do, unless he genuinely likes people, and believes that what he wants them to do is to their own advantage.”

~ Bruce Barton

- a. Far too many Lean leaders are getting mediocre results at best or poor results at worst because they don't know they should be having the meetings before the meeting. Or, they are unwilling to invest the **time** and **energy** to have the meetings before the meeting.
- b. If you leverage the meetings before the meeting with **mutual** benefit in mind and work through concerns in **advance**, the actual meeting will be a stroll in the park. If you don't, it may be more like a climb up Mt. Everest.
- c. Getting amazing results consistently is not effortless. High impact Lean leaders invest a lot of time and energy **preparing** for an event before the event happens. They fully understand the importance of **making** deposits and **avoiding** withdrawals.
- d. High impact Lean leaders intentionally start building **relationships** and gaining **buy-in** well before an event kicks off. How? They cast the vision, ask questions, and discuss concerns. They meet with the leaders. They meet with the team members. They meet with the process owners. They meet with the value stream managers. They meet with those who will support the event such as: inventory control, maintenance, engineering, safety, quality, etc.

*“The individual in your organization who communicates the clearest **vision** will often be perceived as the leader. **Clarity** is perceived as leadership.”*

~ Andy Stanley

18. Be a Leader: Processes and things don't think and feel, but people do.

*“Managers change **behavior**.*

*Leaders change the way you **think** without you realizing it.” ~ Daniel Burrus*

- a. As a high impact Lean leader, you must understand the **difference** between managing and leading.
- b. You must also model the appropriate leader behavior and the appropriate manager behavior at the right times for the right reasons in order to give meaning to your words and your actions.
- c. **Telling** people what to do is management, not leadership.
- d. Leadership is about helping other people think at a higher level and helping them become responsible for improving themselves and their processes.
- e. Allowing them to provide **solutions** allows them to accept responsibility.
- f. We must manage things, objects, and processes because they can't think and feel. Management is about **competency**.
- g. However, we should lead people because they do think and feel. People have the freedom to choose to follow or not to follow. Leadership is about **character**.
- h. When we lead people, we respect them and treat them as volunteers because they are volunteers. They can quit and leave the company at any time.
- i. However, most associates who report to managers, low impact leaders, do something much worse than quitting. They **quit but stay**. It's called disengagement. As a high impact Lean leader, your mission is to **engage** the disengaged.

“When we are in the presence of good leadership, we usually are not even aware of it. Everything goes so well that leadership seems unnecessary; it creates the illusion that everything is seamless and smooth.” ~ Jimmy Collins

19. Prime the Pump: Prepare the team for the dream.

*“Vision does not ignite growth, passion does. Passion **fuels** vision, and vision is the focus of the power of passion. Leaders who are passionate about their call create vision.”*

~ Ken Hemphill

- a. High impact Lean leadership is about unleashing people’s **potential**, including your own.
- b. Simon Sinek made a great point, “We work to advance the vision of a leader who **inspires** us, and we work to undermine a dictator who means to **control** us.”
- c. Leadership is the **missing link** in most Lean initiatives.
- d. Leadership is the **foundation** for respect for the people just as the **Lean tools** are the foundation for continuous improvement.
- e. Respect for the people is the foundation for creating and sustaining a **culture** of continuous improvement.
- f. Until you learn the **language** of leadership, you can’t teach the principles of leadership.
- g. Prime the pump by adopting the 20/80 rule for your Lean events. **20%** of the time dedicated to respect for the people, and **80%** dedicated to continuous improvement.

*“Leaders who **navigate** do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have a vision for their destination, they understand what it will take to get there, they know who they’ll need on the team to be successful, and they recognize the obstacles long*

before they appear on the horizon.” ~ John C. Maxwell

20. Questions Transfer Responsibility: Lead with questions not directions.

*“When you initiate change, you take responsibility.
Initiating change requires a proactive approach and only proactive people will do it.
Initiating change requires you to say, ‘I will’ instead of ‘I wish.’” ~ Ria Story*

7 Reasons to Ask Your Team Questions

1. To show them **respect**. Asking questions demonstrates respect. It lets them know they matter and shows their opinions are valued and appreciated. It builds trust into the relationship. It allows the leader to model teamwork.
2. To transfer **influence** to them. Asking questions allows them to influence the leader. It allows them to feel understood which creates more buy-in. When the team feels understood, they are more likely to support the path forward.
3. To give them a **voice**. Asking questions allows the team to be involved in finding the solution. It allows them to have ownership in the process and the decision.
4. To learn how they **think**. Asking questions is a valuable tool because it allows the leader to learn how each individual thinks. It allows the leader to learn which team members are ready and willing to lead.
5. To engage them in the **process**. Asking questions allows the leader to share the responsibility and engage the team. It gets team members involved who may otherwise keep their opinions to themselves. It empowers the team to act instead of being acted upon.
6. To uncover hidden **concerns**. Asking questions allows team members to express concerns that may have otherwise remained unknown. It allows the leader to confirm the facts and minimize the rumors that spread so quickly along the front lines.
7. To develop a better **solution**. Asking questions creates a synergistic environment which allows the leader to think with many minds instead of just one. It helps all team members to realize that none of them is as smart as all of them.

*“It really is amazing what happens when you recognize the importance of the opportunities ahead of you, accept responsibility for your future, and take positive action.”
~ Michael F. Sciortino, Sr.*

21. Avoid Answering Questions: Don't make decisions; **facilitate** decision-making.

“Some people assume we stumble onto our success, but the path of discovery is paved with interesting questions.” ~ Bryan Cioffi

- a. Why should you ask a question that you already know the answer to? Because asking questions allow team members to think for themselves and find their own answers which lead to **buy-in**.
- b. When they come up with the answer, you don't have to get them to buy-in to it. They already own it.
- c. Allowing others to make decisions you could make demonstrates **respect** for the people.
- d. Low impact Lean leaders have a habit of making decisions and giving directions.
- e. They may be accelerating results short term, but they are **slowing** results long term.
- f. High impact Lean leaders think long term by focusing on the growth and development of others with the intent of creating a **culture** of kaizen.
- g. Asking questions is going slow to go fast.
- h. Giving others influence **increases** your influence.
- i. If you want others to think for themselves, whether it's kaizen team members or your children, the first thing you must do is stop **thinking** for them. That means, if you want them to think for themselves, you must stop **answering** their questions.
- j. You should assume you can only lead your team with questions. Then, do it.

“A humble ask can prompt an amazing feat.” ~ Liz Wiseman

22. High Impact Delegation: Delegate **results** not methods.

*“The more **decisions** a leader makes, the further he or she is away from leading a high performance team. Make too many command decisions and you’ll doom yourself and your team to mediocrity.” ~ Mark Miller*

- a. Delegation 101: Delegating what to do, **makes** you responsible. Delegating what to accomplish, **allows** others to become responsible.
- b. High impact delegation **empowers** individuals and teams to thrive and grow.
- c. High impact delegation is about growth and development, not **authority**.

The 5 Levels of High Impact Delegation

1. **Wait** for Directions – No growth. No respect. No responsibility. A low impact leader simply tells the person or team what to do. The leader may not even be aware when the task is finished. Either way, when they’re finished, they wait for directions from the leader.
2. **Ask**, What’s Next? – No growth. No respect. Only a very small amount of responsibility. The leader tells the person or team to ask what’s next once they have completed the delegated task.
3. **Recommend** a Course of Action – Growth happens. Respect is mutual. Responsibility is transferred. Everything changes at this level. Thinking is now a shared responsibility. The leader values the person or team’s experience, their opinions, and their decision-making ability.
4. Do It and Report **Immediately** – Additional, but limited, responsibility is transferred. The leader has more trust and confidence in the person or team and allows them to accept the responsibility of choosing, and then completing, the next task without support. Then, they notify the leader of what has been done before taking the next additional action.
5. Own It and Report **Routinely** – Full responsibility has been transferred. At this level, the person or team reports to the leader at predetermined intervals such as: the end of a project, a specific number of days, weeks, months, or when the person or team feels it is necessary. The leader trusts the person or team completely.

*“In a culture of discipline, people do not have jobs; they have **responsibilities**.”
~ Jim Collins*

23. Where's the Problem? Go see, demonstrate **respect**, and ask questions.

*“Lean managers pose questions to their problem owners about the nature of the problem and the best available counter-measures. Doing this automatically transfers **responsibility** for the problem...closer to the problem.” ~ Jim Womack*

- a. **Questions** are a high impact Lean leader's best friend.
- b. “Where's the problem?” is a great question to ask kaizen team members when they're stuck and can't find a solution.
- c. Most often, they don't know the answer. Most often, the problem is in the **mirror**. They are usually the problem. The way they are **thinking** or the fact that they are not thinking is usually the problem. They just don't know it.
- d. You can also ask “Where's the problem?” when the team is attempting to search for the root cause while sitting in an office or looking at a computer.
- e. You should ask the question then because you want them to go to where the problem is **happening** in an effort to figure out the root cause of the problem with those who are **closest** to the problem.
- f. If you want to find out what's really happening and what's causing it to happen, you must go to the Gemba, the **actual place** where the work happens, or the problem is occurring.
- g. Whenever you ask questions during a kaizen event, you should often follow up after you get the answer with another question, “Do you really know, or do you **think** you know?” If they answer, “Yes, I know.” Then, follow up with another question, “**How** do you know?”

*“Solving complex problems requires an inquiring mind and the willingness to **experiment** one's way to a fresh solution.” ~ Daniel Pink*

24. The Power of How: The best leaders ask the best questions.

“Certainty is one of the weakest positions in life. Curiosity is one of the most powerful.

Certainty prohibits learning; curiosity fuels change.” ~ Henry Cloud

- a. The three letters that will allow you to learn the most are W-H-Y.
- b. The three letters that will inspire others to think the most are H-O-W.
- c. High impact Lean leaders intentionally weave these small but powerful words into many of their questions.
- d. Asking “Why?” produces knowledge.
- e. Asking “How?” produces solutions.
- f. When you embrace change, you are also embracing responsibility.
- g. When you embrace responsibility, you are being proactive.
- h. When change happens, proactive people do not immediately begin to ask, “What’s going to happen?” They leverage the word “How?”
 - a. How would a proactive person respond?
 - b. How will I be viewed if I respond positively?
 - c. How can I help others embrace the change?
 - d. How will this benefit me?
 - e. How can I leverage this change to my benefit?
 - f. How will this benefit our team?
 - g. How will this benefit the organization?
 - h. How will this make us more competitive?
 - i. How can I help make it happen?
- i. “Can I?” or “Can we?” indicates self-doubt. You don’t know if you or the team can.
- j. When you ask, “How can I?” or “How can we?” you have decided you will, and you can. You believe there is a way. You just need to discover it.

“When you want to persuade, you’ll always get further by asking a question than by making a statement.” ~ Dorothy Leeds

25. Lead the Team: Unleash the team's potential.

*“All leaders know there's a huge gap between what the team has to do and what the team is capable of doing. High impact leaders **close** the gap. Low impact leaders widen the gap.”
~ Mack Story*

- a. If you want those on your kaizen teams to do more and be better, during and after the event, then you must do more and get better **before** the event.
- b. You are getting the exact results you're supposed to be getting. If you were supposed to be getting different results, you would be getting different results.
- c. If the team isn't **performing**, it's because the leader isn't **servicing**.
- d. High impact leaders believe they are supposed to serve the team. Low impact leaders believe the team is supposed to serve them.
- e. Serve is simply a synonym for **help**.
- f. Leadership is about helping others accomplish the mission. Helping is serving.
- g. As a high impact Lean leader, your personal mission should be to help increase the **influence** (leadership) of everyone on a kaizen team at the minimum and everyone in the organization at the maximum.
- h. What determines your leadership level? Primarily your character. Secondly your competency. If you're leading a kaizen event, **who you are** matters first. **What you know** about Lean matters second.
- i. To influence your team to deliver exceptional **results**, you must first become an exceptional Lean leader. You must have exceptional character. You must have exceptional knowledge of the Lean tools.

*“Coming together is a beginning. Keeping together is progress. Working together is success.”
~ Henry Ford*

26. Leveraging the Team: **Focus** on strengths; **develop** weaknesses.

*“Instead of focusing on weaknesses, give your attention to people’s strengths. Focus on sharpening skills that already exist. Compliment positive qualities. Bring out the gifts inherent in them. Weaknesses can wait unless they are **character** flaws.*

Only after you have developed a strong rapport with the person, and they have begun to grow and gain confidence should you address areas of weakness...and then those should be handled gently and one at a time.” ~ John C. Maxwell

- a. High impact Lean leaders have a gift for turning a group of people into a team in a short period of time.
- b. Turning a group of people into a team of people is about having **respect** for the people.
- c. Your ability to quickly build a strong, functional team will be determined primarily by your **character** and secondarily by your **competency**. Your character is key in this area.
- d. When it comes to growing, developing, and creating a new team, high impact Lean leaders focus on the team member’s strengths in their area of **competency** and develop their weaknesses in the area of **character**.
- e. Each team member’s competency strengths (what they know and can do), if leveraged, will **launch** the team forward. Each team member’s character weaknesses (who they are) will **hold** the team back.

*“**Humility** means knowing and using your strength for the benefit of others, on behalf of a higher purpose. The humble leader is not weak, but strong...is not pre-occupied with self, but with how best to use his or her strengths for the good of others. A humble leader does not think less of himself, but chooses to consider the needs of others in fulfilling a worthy cause.*

*We love to be in the presence of a **humble** leader because they bring out the very best in us.*

*Their focus is on our purpose, our contribution,
and our ability to accomplish all we set out to accomplish.” ~ Alan Ross*

27. **Expand the Team:** Harness the influence of the team to gain support for the team.

“The most valuable player is the one that makes the most players **valuable**.”
~ Peyton Manning

- a. There’s a lot of influence on **every** kaizen team.
- b. As a high impact Lean leader, it’s your **responsibility** to leverage the team’s influence.
- c. By leveraging the cumulative influence of the team, you’re able to generate additional **support** and **buy-in** for the team’s mission far beyond your own circle of influence.
- d. Adding a leadership development component to your Lean initiative and all of the kaizen events you lead is crucial, relative to expanding each team’s influence **beyond** the team.
- e. First, choose to invest time teaching the team principles that will help them have a better life not only at **work**, but also at **home** (instead of jumping right into Lean training and/or going to the Gemba to get busy).
- f. The team will pay you back through support *during* and *after* the event. They will gladly loan you their influence when you need it.
- g. Once you’ve invested in growing the team and they know your **heart** and know your mission is to **help** the people, they will step up and offer help when you ask, “*Who knows somebody who can help us make it happen?*”

“*Sometimes the more you know, the less you learn...Too often we play **solo** when we should be gathering the support of a broader team. Too often we drown out **new voices** with cynicism, blunt criticism, and explanations for why their ideas won’t fly.*”

~ Liz Wiseman

28. Leverage the Leaders: Maximize the influence of the leaders who support you.

“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.” ~ Patrick Lencioni

- a. As you focus more on the respect for the people foundational layer of Lean, you will also position yourself as a resource for developing the formal leaders and their teams within the organization.
- b. A leadership expert doesn't need to be a Lean expert. However, in order to be a high impact Lean leader, you must be both: a Lean expert and a leadership expert.
- c. Most often, no one has taken responsibility for leadership development because few, if any, leaders have been exposed to formal leadership development or have an interest in it.
- d. The key is to use your influence to become the leadership resource beyond the kaizen events.
- e. Create and promote leadership development programs, so others will know what you offer.
- f. The more you focus on leading the leaders, the more the leaders will focus on leading themselves and others.

“It is a big step in your development when you come to realize that other people can help you do a better job than you could do alone.” ~ Andrew Carnegie

29. The Key to Success: High impact leaders must know the way, show the way, and go the way.

*“Try not to become men of success. Rather, become men of **value**.” ~ Albert Einstein*

- a. Choosing to become the leader of the leaders is a big **responsibility**.
- b. Teaching leadership is different than teaching Lean. Lean is a methodology for improving processes. Leadership is a way of **being**.
- c. Lean development helps people see **process** flaws.
- d. Leadership development helps people see **character** flaws.
- e. High impact leaders are real, authentic, trustworthy people with high integrity.
- f. High impact leaders will intentionally follow low impact leaders to help develop them and to help give them the **confidence** to lead.
- g. High impact leaders may or may not have a title or a high-level position. If they do, they tend to see their position and title as a platform for growing and developing people.
- h. Becoming a confident high impact leader of leaders will require you to become comfortable being **uncomfortable**.
- i. As Denis G. McLaughlin remarked, *“Leadership isn’t about your comfort. It’s about your **commitment**.”*
- j. You can’t be a high impact leader without rock solid credibility. Credibility is a *must* for trust.
- k. High impact leaders create the environment that will support the culture they intentionally create through modeling, training, and development. They accept the *responsibility* of high impact leadership. Will you?

“True leadership only exists if people follow when they have the freedom not to.” ~ Jim Collins

30. Sustain the Gain: When you invest in the people, they will invest in the process.

“Not investing in your people to save money is like cutting a leg off to save weight. Initially, it achieves your short-term goal, but the long-term effects are disastrous.”

~ Sid Joynson

- a. The biggest challenge of Lean has always been sustaining the gain.
- b. Until organizational leaders and Lean leaders make **people development** the foundational layer of their culture, sustaining the gain will continue to be an unachievable goal.
- c. To become a high impact Lean champion, you must focus heavily on respecting and developing the people in an effort to **inspire** and **sustain** a culture of kaizen.
- d. The people in your organization need **you** to step up to the next level.
- e. If you were not a student of leadership development and personal growth before, I hope you choose to become one.
- f. As Captain L. David Marquet stated so accurately, “**Greatness** is achieved by using resources to help **people**; not using people as a resource.” You know the words of a high impact leader when you hear them, because you can feel them.
- g. When high impact leaders **invest** in the people on the front lines, the people become equipped and inspired to help **improve** the bottom line. When people are valued, they become more valuable.
- h. Respect for the people begins with you. The people don’t need to hear it. The people need to **feel** it.

“If Lean is done wrong, and there is entirely a tools focus, and we’re beating up the people, and we need results, and it’s all about the numbers, it’s not going to sustain itself, which many companies have proved.” ~ Jerry Solomon

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