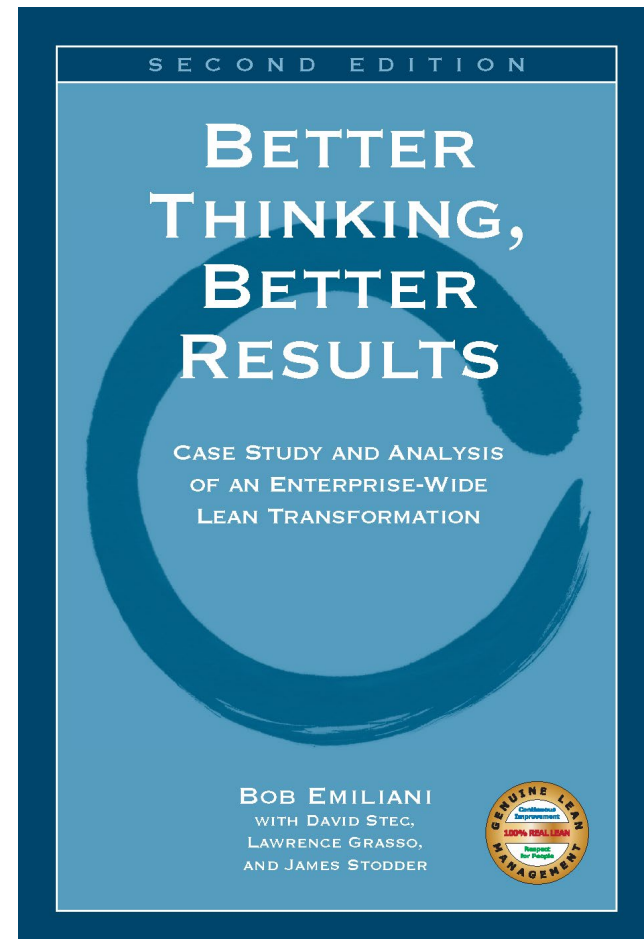
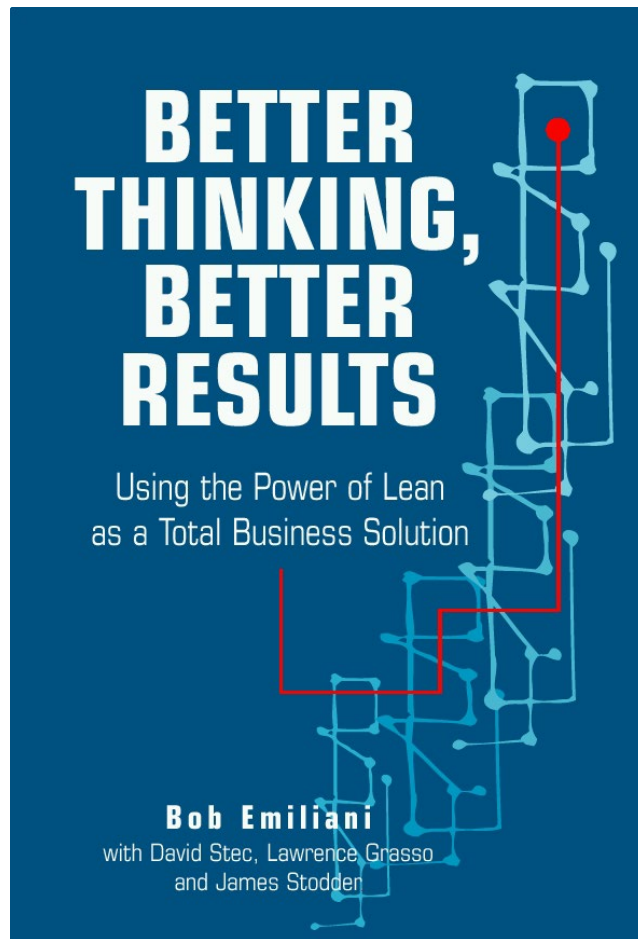

Leadership Behaviors?

After 30+ years, why is the Lean community still talking about **leadership behaviors** as being the biggest challenge to transformation?

Long ago, the conversation should have shifted to more specific causality: business metrics, job descriptions, and executive compensation...

as described in this book, published in 2003 (first edition) and 2007 (second edition).



But, weirdly,
that has not yet happened.

Then, 19 years ago, using value stream maps in a new way, I described how the point of focus should shift to more specific causality: **leaders' beliefs...**

2004

2008

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LODJ
25,8

Using value-stream maps to improve leadership

M.L. Emiliani

Lally School of Management and Technology, Rensselaer Polytechnic Institute, Hartford, Connecticut, USA, and

D.J. Stec

The Center for Lean Business Management, LLC, Kensington, Connecticut, USA and the School of Technology at Central Connecticut State University, New Britain, Connecticut, USA

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Received March 2004
Revised April 2004
Accepted May 2004

Keywords Leadership, Competences, Value chain

Abstract Presents for the first time how value-stream maps can be used to determine leadership beliefs, behaviors, and competencies. Current-state value-stream maps represent "conventional" management thinking and practices – what most business schools teach – while future-state maps represent progressive "lean" management thinking and practices rooted in the Toyota management system. Current- and future-state value-stream maps for manufacturing and service business processes are used to illustrate the progression from belief to behavior to competency. The beliefs, behaviors, and competencies of leaders skilled in these two modes of management thinking and practice are shown to be remarkably different, and constitute an alternative and simpler route for identifying leadership problems and improving leadership effectiveness.

Introduction

Value-stream maps, originally called "material and information flow maps," are one-page diagrams depicting the process used to make a product (Womack and Jones, 1996; Rother and Shook, 1999). They were first developed by the Operations Management Consulting Division of Toyota Motor Corporation, Toyota City, Japan, in the late 1980s (Shook, 2003). Value-stream maps identify ways to get material and information to flow without interruption (Womack and Jones, 1996), improve productivity and competitiveness, and help people implement system rather than isolated process improvements. For over ten years, value-stream maps were applied principally to manufacturing activities.

More recently, however, value-stream maps have been used to understand the flow of material and information in office activities (Tapping and Shuker, 2003; Swank, 2003) such as order entry, new product development, and financial reporting. Indeed, they can be used to map any service business process, including business-to-business sales, retail sales, e-business, auditing, healthcare, education, and government services.

Value-stream maps help people see waste that exists in business processes, where waste is defined as an activity (Ohno, 1988) or behavior (Emiliani, 1998) that adds cost but does not add value. Eliminating waste focuses people's efforts on the value creating activities that customers desire and are willing to pay for, and results in improved business processes, e.g. shorter lead-times, fewer defects and errors, and lower costs (Emiliani *et al.*, 2003; Swank, 2003). The classic seven wastes (Ohno, 1988), and an eighth waste more recently identified (Emiliani, 1998), are:



The Leadership & Organization
Development Journal
Vol. 25 No. 8, 2004
pp. 622-645
© Emerald Group Publishing Limited
0143-7739
DOI 10.1108/01437730410564979

"The best description of Lean leadership today."

Practical Lean Leadership

A Strategic Leadership Guide for Executives

Bob Emiliani

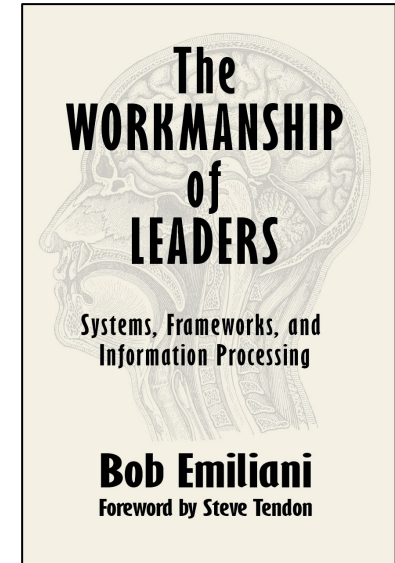
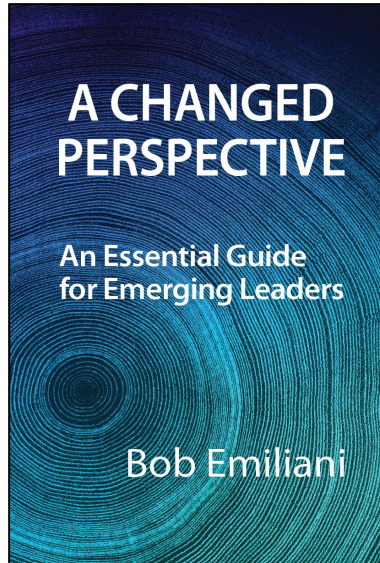
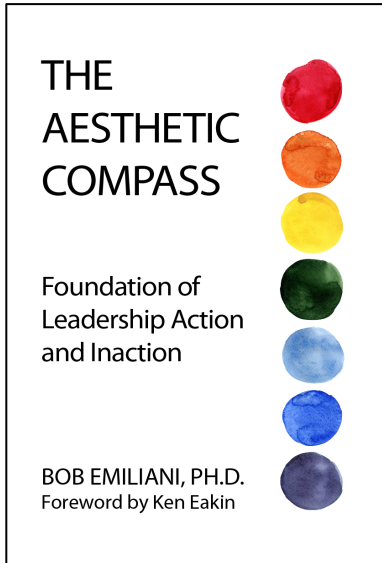
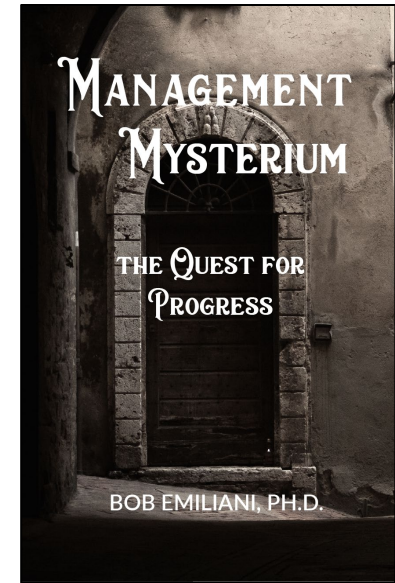
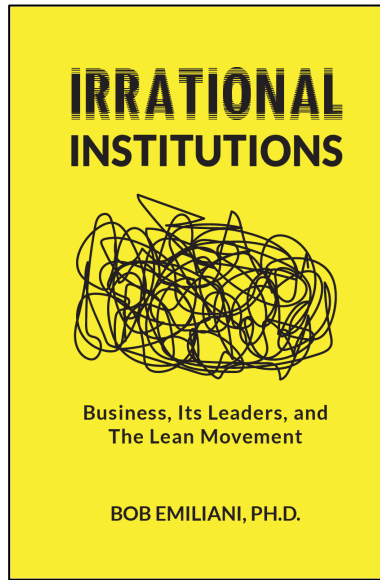
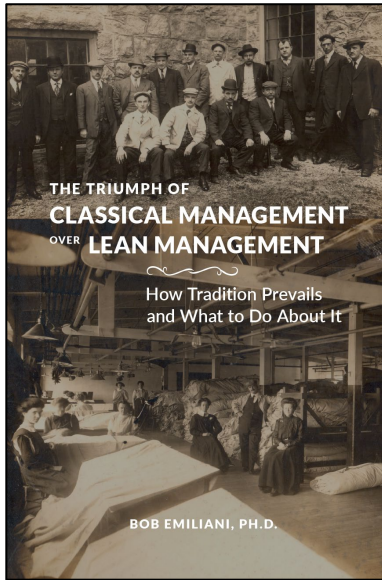


where the relational sequence is:

Beliefs → Behaviors → Competencies

(leaders' beliefs inform their behaviors;
leaders' behaviors result in competencies)

Five years ago, I started to
comprehensively describe how
the point of focus should shift to
even more specific causality
leader's preconceptions...



where the relational sequence is:

Preconceptions → Beliefs → Behaviors → Competencies

(leaders' preconceptions inform their beliefs; beliefs inform leaders' behaviors; leaders' behaviors result in competencies)

Several important advances have
been made in recent years...

yet the conversation is still about
leadership behaviors.

30+ years of talking about
leadership behaviors
is indisputable evidence that the
Lean community has failed to evolve.

Why?

Perhaps keeping hope alive is more
important than solving the
biggest problem?

Perhaps Lean people enjoy the massive surprise when leaders behave as expected?

Perhaps it does not serve the
interests of the Lean community
to evolve?

Perhaps it is bad for the
business of Lean?

Whatever the causality, the Lean community remains stuck in the past.

It is not continuously improving...

nor is it respecting people...

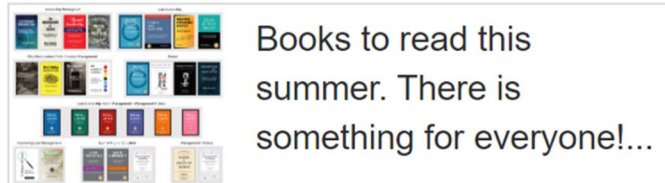
The Lean community must evolve.

Evolve



Mark Johnson and 9 others commented on your post

→ “An amazing body of work that changed my work life.”



46 Reactions • 10 Comments

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