# 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).
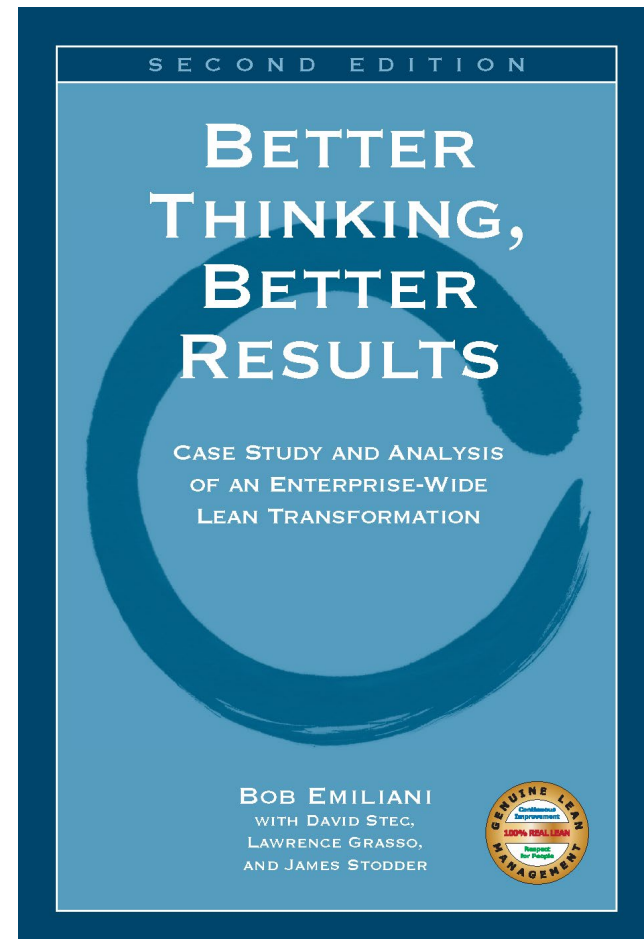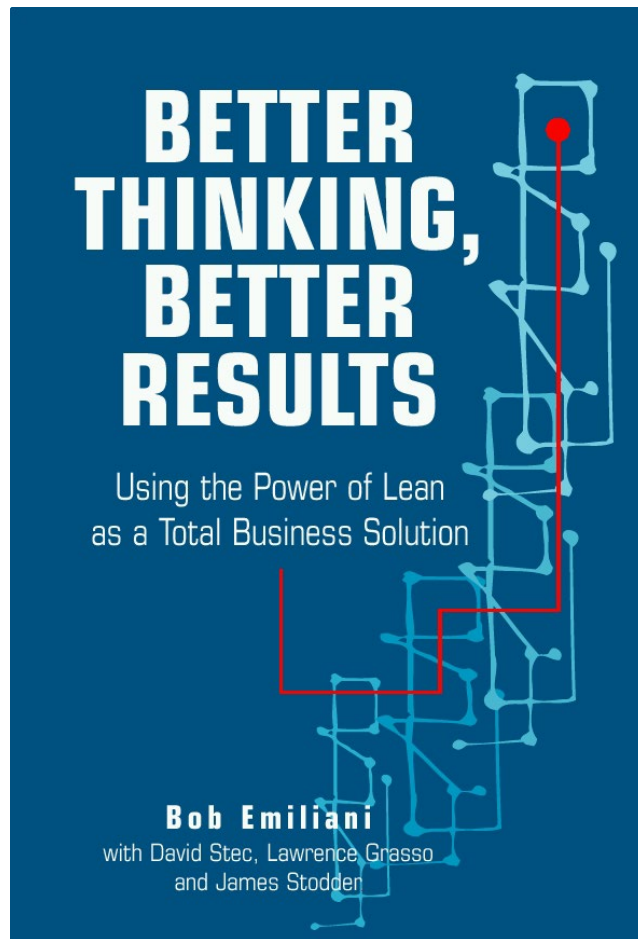
But, weirdly,
that has not yet happened.

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

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**...

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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.

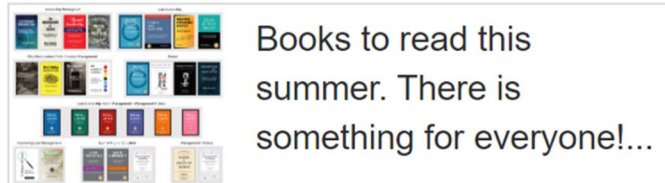# It is not continuously improving…

nor is it respecting people…

The Lean community must evolve.

Evolve

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