Lean Culture and Leadership Factors

SurveyMonkey

1. Which best describes your type of organization?

		Response Percent	Response Count
Manufacturing (We assemble or make "things" that we can see and count every day.)		**62.9%**	**61**
Chemical or Liquid Manufacturing		9.3%	9
Healthcare		2.1%	2
Marketing or Sales		1.0%	1
Service Organization		24.7%	24
		answered question	97
		skipped question	0

2. Which of the following do you feel best describes the progress you have made on your lean journey.

		Response Percent	Response Count
We have not yet begun our lean journey.		9.3%	9
We have begun, but are less than 25% there.		**50.5%**	**49**
We are about half way to a successful lean implementation.		23.7%	23
We are about 3/4 of the way to becoming lean.		12.4%	12
We are about 90% of the way toward lean.		4.1%	4
		answered question	97
		skipped question	0
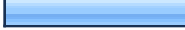
3. Becoming a "lean organization" generally involves significant improvement in the technical side of the work (processes, equipment, inventory, etc.); and, it involves changing human behavior, management practices, or culture. Which of the following is most true for your organization?

		Response Percent	Response Count
We have made significant progress on the technical side, but little progress on the culture side.		27.1%	26
We have made equal progress on both the technical and culture side of lean.		29.2%	28
We have made more progress on the culture side, but little progress on the technical side.		12.5%	12
We have made little progress on either technical or cultural sides of lean.		**31.3%**	**30**
		answered question	96
		skipped question	1

4. In the coming year or two, which of the following will be most important to your organization's success as a business and in serving its customers.

		Response Percent	Response Count
It will be most important that we improve the technical work, the process flow, inventory, etc.		7.3%	7
It will be most important that we improve the culture of the organization (how managers and employees behave, solve problems, communicate, etc.)		44.8%	43
Progress on both the technical and cultural side of lean will be equally important in the coming years.		**50.0%**	**48**
	answered question		96
	skipped question		1

5. Leaders in this organization create a strong sense of purpose or mission.

		Response Percent	Response Count
Strongly disagree		9.8%	8
Disagree		15.9%	13
Somewhat Agree		**36.6%**	**30**
Agree		26.8%	22
Strongly Agree		11.0%	9
	answered question		82
	skipped question		15

6. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		2.4%	2
Somewhat important		1.2%	1
Very important		34.1%	28
Absolutely critical		**62.2%**	**51**
	answered question		82
	skipped question		15
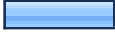
7. Leaders in this organization promote a strong value system that effectively guides behavior.

		Response Percent	Response Count
Strongly disagree		8.5%	7
Disagree		17.1%	14
Somewhat Agree		**35.4%**	**29**
Agree		28.0%	23
Strongly Agree		11.0%	9
	answered question		82
	skipped question		15

8. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		1.2%	1
Somewhat important		11.1%	9
Very important		39.5%	32
Absolutely critical		**49.4%**	**40**
	answered question		81
	skipped question		16
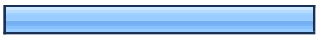
9. Leaders and managers in this organization act with a strong sense of urgency to institute improvement.

		Response Percent	Response Count
Strongly disagree		8.6%	7
Disagree		16.0%	13
Somewhat Agree		**42.0%**	**34**
Agree		24.7%	20
Strongly Agree		8.6%	7
	answered question		81
	skipped question		16

10. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	1.2%	1
Somewhat important	7.4%	6
Very important	**50.6%**	**41**
Absolutely critical	40.7%	33
answered question		81
skipped question		16

11. Most managers in this organization have been trained and are actively engaged in using a disciplined problem solving process (such as DMAIC).

	Response Percent	Response Count
Strongly disagree	13.4%	11
Disagree	**46.3%**	**38**
Somewhat Agree	24.4%	20
Agree	12.2%	10
Strongly Agree	3.7%	3
answered question		82
skipped question		15

12. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.2%	1
Slightly important		4.9%	4
Somewhat important		19.8%	16
Very important		**51.9%**	**42**
Absolutely critical		23.5%	19
	answered question		81
	skipped question		16

13. Leaders are effective at engaging their team members or employees in solving problems.

		Response Percent	Response Count
Strongly disagree		11.0%	9
Disagree		17.1%	14
Somewhat Agree		**43.9%**	**36**
Agree		19.5%	16
Strongly Agree		8.5%	7
	answered question		82
	skipped question		15

14. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		2.5%	2
Somewhat important		2.5%	2
Very important		**63.0%**	**51**
Absolutely critical		32.1%	26
	answered question		81
	skipped question		16

15. Leaders in this organization have created a sense of empowerment among front line employees to take initiative to solve problems.

		Response Percent	Response Count
Strongly disagree		14.6%	12
Disagree		24.4%	20
Somewhat Agree		**30.5%**	**25**
Agree		24.4%	20
Strongly Agree		6.1%	5
	answered question		82
	skipped question		15

16. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	0.0%	0
Somewhat important	6.1%	5
Very important	**53.7%**	**44**
Absolutely critical	40.2%	33
answered question		82
skipped question		15

17. There is a high level of trust between first level employees and managers in this organization.

	Response Percent	Response Count
Strongly disagree	15.9%	13
Disagree	24.4%	20
Somewhat Agree	**30.5%**	**25**
Agree	23.2%	19
Strongly Agree	6.1%	5
answered question		82
skipped question		15

18. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	1.2%	1
Somewhat important	6.1%	5
Very important	**51.2%**	**42**
Absolutely critical	41.5%	34
	answered question	82
	skipped question	15

19. Managers in this organization are highly competent in the technical work for which they are responsible.

	Response Percent	Response Count
Strongly disagree	2.4%	2
Disagree	11.0%	9
Somewhat Agree	30.5%	25
Agree	**43.9%**	**36**
Strongly Agree	12.2%	10
	answered question	82
	skipped question	15

20. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		6.3%	5
Somewhat important		33.8%	27
Very important		**51.3%**	**41**
Absolutely critical		7.5%	6
	answered question		80
	skipped question		17

21. Managers in this organization are well trained and competent in motivating and developing their employees.

		Response Percent	Response Count
Strongly disagree		11.0%	9
Disagree		32.9%	27
Somewhat Agree		**40.2%**	**33**
Agree		9.8%	8
Strongly Agree		6.1%	5
	answered question		82
	skipped question		15

22. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		0.0%	0
Somewhat important		10.0%	8
Very important		**61.3%**	**49**
Absolutely critical		28.8%	23
	answered question		80
	skipped question		17

23. Managers and management teams in this organization have defined their own direct customers and seek to meet the needs of those customers.

		Response Percent	Response Count
Strongly disagree		6.2%	5
Disagree		17.3%	14
Somewhat Agree		**38.3%**	**31**
Agree		24.7%	20
Strongly Agree		13.6%	11
	answered question		81
	skipped question		16

24. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		2.5%	2
Somewhat important		17.7%	14
Very important		**57.0%**	**45**
Absolutely critical		21.5%	17
	answered question		79
	skipped question		18

25. The managers and management systems in this organization provide feedback from customers to first level employees.

		Response Percent	Response Count
Strongly disagree		6.3%	5
Disagree		**37.5%**	**30**
Somewhat Agree		36.3%	29
Agree		16.3%	13
Strongly Agree		3.8%	3
	answered question		80
	skipped question		17

26. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		2.5%	2
Somewhat important		27.5%	22
Very important		**52.5%**	**42**
Absolutely critical		17.5%	14
	answered question		80
	skipped question		17

27. Each team (work cell, etc.) of employees has defined their own customers, internal or external, and seeks feedback from those customers.

		Response Percent	Response Count
Strongly disagree		8.8%	7
Disagree		**33.8%**	**27**
Somewhat Agree		**33.8%**	**27**
Agree		20.0%	16
Strongly Agree		3.8%	3
	answered question		80
	skipped question		17

28. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		0.0%	0
Somewhat important		21.3%	17
Very important		**66.3%**	**53**
Absolutely critical		11.3%	9
	answered question		80
	skipped question		17

29. Managers/leaders in this organization are actively engaged in process improvement for those process for which they are responsible.

		Response Percent	Response Count
Strongly disagree		6.3%	5
Disagree		13.9%	11
Somewhat Agree		**40.5%**	**32**
Agree		30.4%	24
Strongly Agree		8.9%	7
	answered question		79
	skipped question		18

30. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	0.0%	0
Somewhat important	7.7%	6
Very important	**65.4%**	**51**
Absolutely critical	26.9%	21
answered question		78
skipped question		19

31. When managers in this organization encounter performance problems they are more likely to focus on improving the process, rather than blaming people.

	Response Percent	Response Count
Strongly disagree	10.0%	8
Disagree	28.8%	23
Somewhat Agree	**30.0%**	**24**
Agree	25.0%	20
Strongly Agree	6.3%	5
answered question		80
skipped question		17

32. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		0.0%	0
Somewhat important		7.5%	6
Very important		**57.5%**	**46**
Absolutely critical		33.8%	27
	answered question		80
	skipped question		17
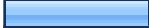
33. Managers in this organization work to eliminate waste from their own processes.

		Response Percent	Response Count
Strongly disagree		8.9%	7
Disagree		30.4%	24
Somewhat Agree		**36.7%**	**29**
Agree		19.0%	15
Strongly Agree		5.1%	4
	answered question		79
	skipped question		18

34. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		2.5%	2
Somewhat important		12.5%	10
Very important		**50.0%**	**40**
Absolutely critical		35.0%	28
	answered question		80
	skipped question		17

35. Most managers in this organization could show you visual maps of the processes for which they are responsible.

		Response Percent	Response Count
Strongly disagree		13.8%	11
Disagree		**42.5%**	**34**
Somewhat Agree		21.3%	17
Agree		15.0%	12
Strongly Agree		7.5%	6
	answered question		80
	skipped question		17

36. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		5.0%	4
Somewhat important		36.3%	29
Very important		**41.3%**	**33**
Absolutely critical		16.3%	13
	answered question		80
	skipped question		17

37. In most work areas where managers do their work, they have a visual display or graphs of performance that reflect how well their area is performing.

		Response Percent	Response Count
Strongly disagree		12.7%	10
Disagree		**30.4%**	**24**
Somewhat Agree		22.8%	18
Agree		24.1%	19
Strongly Agree		10.1%	8
	answered question		79
	skipped question		18

38. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		2.5%	2
Slightly important		2.5%	2
Somewhat important		26.6%	21
Very important		**51.9%**	**41**
Absolutely critical		16.5%	13
	answered question		79
	skipped question		18

39. In most work areas of first level employees they have a visual display or graphs of performance that reflect how well their work team is performing.

		Response Percent	Response Count
Strongly disagree		15.2%	12
Disagree		26.6%	21
Somewhat Agree		**30.4%**	**24**
Agree		17.7%	14
Strongly Agree		10.1%	8
	answered question		79
	skipped question		18

40. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		2.5%	2
Slightly important		1.3%	1
Somewhat important		17.7%	14
Very important		**58.2%**	**46**
Absolutely critical		20.3%	16
	answered question		79
	skipped question		18

41. The process of scorekeeping or feedback in this organization provides employees with accurate and timely feedback on their performance.

		Response Percent	Response Count
Strongly disagree		7.6%	6
Disagree		30.4%	24
Somewhat Agree		**40.5%**	**32**
Agree		15.2%	12
Strongly Agree		6.3%	5
	answered question		79
	skipped question		18

42. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		1.3%	1
Somewhat important		19.2%	15
Very important		**55.1%**	**43**
Absolutely critical		23.1%	18
	answered question		78
	skipped question		19

43. Managers in this organization do their best to recognize the accomplishments of employees more than focusing on the negatives.

		Response Percent	Response Count
Strongly disagree		7.7%	6
Disagree		16.7%	13
Somewhat Agree		**46.2%**	**36**
Agree		21.8%	17
Strongly Agree		7.7%	6
	answered question		78
	skipped question		19

44. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		2.6%	2
Somewhat important		17.9%	14
Very important		**53.8%**	**42**
Absolutely critical		25.6%	20
	answered question		78
	skipped question		19
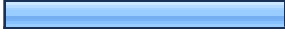
45. Managers in this organization are always open to learning from the knowledge and experience of the team members who are engaged in the work.

		Response Percent	Response Count
Strongly disagree		5.1%	4
Disagree		20.3%	16
Somewhat Agree		**45.6%**	**36**
Agree		22.8%	18
Strongly Agree		6.3%	5
	answered question		79
	skipped question		18
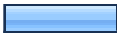
46. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	0.0%	0
Somewhat important	13.9%	11
Very important	**63.3%**	**50**
Absolutely critical	22.8%	18
answered question		79
skipped question		18

47. Managers in this organization generally are very good at motivating their employees.

	Response Percent	Response Count
Strongly disagree	3.8%	3
Disagree	35.4%	28
Somewhat Agree	**41.8%**	**33**
Agree	15.2%	12
Strongly Agree	3.8%	3
answered question		79
skipped question		18

48. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		1.3%	1
Somewhat important		16.7%	13
Very important		**52.6%**	**41**
Absolutely critical		30.8%	24
		answered question	78
		skipped question	19

49. Employees are comfortable coming to managers to point out problems or concerns in the work place.

		Response Percent	Response Count
Strongly disagree		6.3%	5
Disagree		20.3%	16
Somewhat Agree		**41.8%**	**33**
Agree		26.6%	21
Strongly Agree		5.1%	4
		answered question	79
		skipped question	18
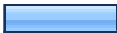
50. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	1.3%	1
Somewhat important	8.9%	7
Very important	**62.0%**	**49**
Absolutely critical	27.8%	22
	answered question	79
	skipped question	18

51. If you were to objectively measure the percent of manager's interactions with employees that could be classified as positive (recognizing good performance) or negative (responding to problems or poor performance), which would be most accurate?

	Response Percent	Response Count
10% Positive - 90% Negative	11.5%	9
25% Positive - 75% Negative	21.8%	17
50% Positive - 50% Negative	**29.5%**	**23**
75% Positive - 25% Negative	28.2%	22
90% Positive - 10% Negative	9.0%	7
	answered question	78
	skipped question	19

52. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	3.8%	3
Somewhat important	16.7%	13
Very important	**44.9%**	**35**
Absolutely critical	35.9%	28
answered question		78
skipped question		19

53. Managers in this organization have instilled a spirit of teamwork and cooperation among employees.

	Response Percent	Response Count
Strongly disagree	5.1%	4
Disagree	23.1%	18
Somewhat Agree	**44.9%**	**35**
Agree	20.5%	16
Strongly Agree	6.4%	5
answered question		78
skipped question		19

54. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		0.0%	0
Somewhat important		5.2%	4
Very important		**51.9%**	**40**
Absolutely critical		42.9%	33
	answered question		77
	skipped question		20

55. The first level teams have a regular team meeting to review performance and solve problems.

		Response Percent	Response Count
Strongly disagree		14.1%	11
Disagree		20.5%	16
Somewhat Agree		**28.2%**	**22**
Agree		**28.2%**	**22**
Strongly Agree		9.0%	7
	answered question		78
	skipped question		19
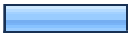
56. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		1.3%	1
Slightly important		5.2%	4
Somewhat important		11.7%	9
Very important		**49.4%**	**38**
Absolutely critical		32.5%	25
	answered question		77
	skipped question		20

57. Every employee in this organization is a member of a team that owns a work process and takes responsibility for improving that work process.

		Response Percent	Response Count
Strongly disagree		15.6%	12
Disagree		**36.4%**	**28**
Somewhat Agree		28.6%	22
Agree		11.7%	9
Strongly Agree		7.8%	6
	answered question		77
	skipped question		20
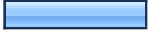
58. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important		3.9%	3
Somewhat important		18.2%	14
Very important		**51.9%**	**40**
Absolutely critical		28.6%	22
	answered question		77
	skipped question		20
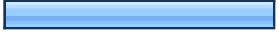
59. Managers in this organization are competent at facilitating team meetings so that all members participate to the best of their ability.

		Response Percent	Response Count
Strongly disagree		11.7%	9
Disagree		**32.5%**	**25**
Somewhat Agree		**32.5%**	**25**
Agree		16.9%	13
Strongly Agree		6.5%	5
	answered question		77
	skipped question		20
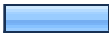
60. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	3.9%	3
Somewhat important	20.8%	16
Very important	**53.2%**	**41**
Absolutely critical	23.4%	18
	answered question	77
	skipped question	20

61. Managers in this organization are able to facilitate team meetings to follow a disciplined problem solving model.

	Response Percent	Response Count
Strongly disagree	13.0%	10
Disagree	**40.3%**	**31**
Somewhat Agree	31.2%	24
Agree	11.7%	9
Strongly Agree	3.9%	3
	answered question	77
	skipped question	20

62. How critical is the above factor to the success of your lean implementation?

	Response Percent	Response Count
Not at all	0.0%	0
Slightly important	1.3%	1
Somewhat important	15.4%	12
Very important	**59.0%**	**46**
Absolutely critical	24.4%	19
answered question		78
skipped question		19

63. Manager in this organization have defined and practice "leader standard work" that supports the work of their employee teams.

	Response Percent	Response Count
Strongly disagree	27.3%	21
Disagree	**36.4%**	**28**
Somewhat Agree	27.3%	21
Agree	3.9%	3
Strongly Agree	5.2%	4
answered question		77
skipped question		20

64. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		3.9%	3
Slightly important		5.2%	4
Somewhat important		26.0%	20
Very important		**45.5%**	**35**
Absolutely critical		19.5%	15
		answered question	77
		skipped question	20

65. How often do the senior manager in this organization "go and see" to be on-the-spot where the actual work process of the organization is taking place.

		Response Percent	Response Count
Several times a day		16.9%	13
Once daily		9.1%	7
Two or three times a week		14.3%	11
Weekly		14.3%	11
At least once every two weeks		7.8%	6
Once a month or less		**37.7%**	**29**
		answered question	77
		skipped question	20

66. How critical is the above factor to the success of your lean implementation?

		Response Percent	Response Count
Not at all		0.0%	0
Slightly important	▊	1.3%	1
Somewhat important	▊▊	9.0%	7
Very important	▊▊▊▊▊▊▊▊	**55.1%**	**43**
Absolutely critical	▊▊▊▊▊	35.9%	28
		answered question	78
		skipped question	19

67. What do you believe to be the one area in which the culture of your organization most needs to improve?

	Response Count
	67
answered question	67
skipped question	30

68. What is the one improvement in the culture of your organization that you feel has had the most positive impact on performance?

	Response Count
	64
answered question	64
skipped question	33

69. If you had a magic wand and you could change the behavior of the leaders of your organization, what are the one or two things you would have them do differently?

	Response Count
	67
answered question	67
skipped question	30

Page 2, Q67. What do you believe to be the one area in which the culture of your organization most needs to improve?

1	Union	Jun 25, 2011 3:39 PM
2	Very affiliative culture, collegial, but lacks rigour. When switching into "disciplined performance management" mode, it comes as a shock	Jun 24, 2011 6:19 AM
3	The petty backstabbing, finger-pointing culture needs to be ADDRESSED BY MANAGEMENT THAT IT WILL NOT BE TOLERATED. FOR EVERYONE. The same rules of attendance and office hours need to apply to EVERYONE.	Jun 23, 2011 1:08 PM
4	Sponsorship and leadership	Jun 21, 2011 8:38 AM
5	treating front line workers with more respect & giving them more recognition for their achievements	Jun 21, 2011 6:38 AM
6	Go and See at mid level and Sr Managers to the place where the real work happens. Discuss the issue with the people wo do the work.	Jun 21, 2011 1:25 AM
7	Lean thinking and process improvement. It's time to take the gloves off and incorporate change & process improvement.	Jun 20, 2011 2:15 PM
8	Needs develop a strategic vision of the business in reation to customers and opportunities.	Jun 20, 2011 9:49 AM
9	Develop strategic mission, vision, and values and translate this to all levels of the company	Jun 20, 2011 9:49 AM
10	Fact based decision making and fact based problem solving.	Jun 20, 2011 8:29 AM
11	up-down communication	Jun 20, 2011 7:12 AM
12	Accepting that some of what we do is waste	Jun 20, 2011 4:35 AM
13	Engaging first level employees in problem solving and performance improvement.	Jun 18, 2011 1:01 PM
14	management accountability	Jun 17, 2011 8:27 AM
15	Clear accountability and follow up	Jun 16, 2011 12:46 PM
16	commmunication	Jun 16, 2011 10:50 AM
17	True leadership engagement. That of a PIG who commits itself to put bacon on your breakfast plate, NOT that of a chicken who lays the egg and walks away.	Jun 16, 2011 10:09 AM
18	A Value system. Employee empowerment. True customer focus.	Jun 16, 2011 8:53 AM
19	Leadership behavior to emphasize what is important and how to resolve process problems rather than simply firefighting	Jun 16, 2011 4:25 AM
20	A CEO driven holistic approach not just a manufacturing focus that excludes new product introductions	Jun 15, 2011 7:05 PM
21	Global approach across the entire organization not just North America.	Jun 15, 2011 12:10 PM
22	Leadership, ownership, team spirit.	Jun 15, 2011 9:13 AM

23	We vs them - trust & open communications	Jun 15, 2011 8:44 AM
24	leadership and teama work	Jun 15, 2011 12:01 AM
25	Accountability	Jun 14, 2011 11:28 PM
26	leadership comittment	Jun 14, 2011 9:30 PM
27	communicating their efforts to the shop floor staff	Jun 14, 2011 3:57 PM
28	Not accepting "this is the way it's always been done."	Jun 14, 2011 2:51 PM
29	trust	Jun 14, 2011 12:27 PM
30	Eliminate the entitlement culture where no one has any real accountability	Jun 14, 2011 11:32 AM
31	recognition of prersonal responsibility	Jun 14, 2011 11:12 AM
32	urgency for change	Jun 14, 2011 10:56 AM
33	Lean Office	Jun 14, 2011 10:51 AM
34	first level employees need to be better trained and empowereed to solve problems	Jun 14, 2011 10:36 AM
35	Accountability	Jun 14, 2011 10:26 AM
36	Clear focus and direction from leadership,	Jun 14, 2011 9:10 AM
37	more managers who do things differently	Jun 14, 2011 8:55 AM
38	Making things happen	Jun 14, 2011 8:55 AM
39	trust and cooperation	Jun 14, 2011 8:47 AM
40	All employees working as a team	Jun 14, 2011 8:33 AM
41	Clear system of accountability. First-line managers who are quick to engage, intervene, reward and correct teams and individual employees.	Jun 14, 2011 8:29 AM
42	Openess to disagreement, willingness to compromise with others and standardize methods	Jun 14, 2011 7:55 AM
43	Continuous improvement instead of "one and done" workshops	Jun 14, 2011 7:35 AM
44	Communication between managers and middle managers and their employees. Too much speculation and gossip takes place. The departments here live in silos. Granted the upper management may be talking to each other but the middle managers are not relaying the information.	Jun 14, 2011 7:27 AM
45	Leadership buy in. We have new administration that seems to be implementing and supporting lean proccesses and culture. Past lean projects have not been maintained due to lack of involvement by upper management.	Jun 14, 2011 7:27 AM

46	Manufacturing floor supervision "over-manages" the workforce. The other term is "micro-managing". This needs to seriously change to team based employee ownership and empowerment.	Jun 14, 2011 7:26 AM
47	Empowerment to front line employees to improve their work areas	Jun 14, 2011 7:21 AM
48	Getting the buy in of ALL employees that lean and competitiveness is key to our long term survival.	Jun 14, 2011 7:14 AM
49	Driving continuous improvement throughout the value stream and actively engaging senior leadership.	Jun 14, 2011 7:03 AM
50	empowering natural work groups to identify and solve problems within their area of responsibility	Jun 14, 2011 6:47 AM
51	Drive lean from the top by leaders being involved, mentoring, teaching, problem solving, showing their passion.	Jun 14, 2011 6:42 AM
52	Management support of continuous improvement culture.	Jun 14, 2011 6:25 AM
53	Move to a value stream view of work vs. a process view of work that drives sub-optimization	Jun 14, 2011 6:22 AM
54	Committment from middle management for our Lean efforts.	Jun 14, 2011 6:13 AM
55	understanding what they should be doing, most have never been trained, and if they have been trained no one has held them accountable to the training through pilot projects or problem solving excerises - to see if the training was good or not	Jun 14, 2011 6:11 AM
56	sustaining lean initiatives	Jun 14, 2011 6:07 AM
57	leadership behavior	Jun 14, 2011 5:41 AM
58	More emopowerment and follow thru	Jun 14, 2011 5:33 AM
59	We require more Senior Management support.	Jun 14, 2011 4:00 AM
60	communication	Jun 14, 2011 2:08 AM
61	Empowerment	Jun 14, 2011 12:31 AM
62	Development, Engineering, IT	Jun 13, 2011 11:24 PM
63	commitment of management to problem solving - to test and mentor the thought process of subordinates.	Jun 13, 2011 9:28 PM
64	Drive out fear	Jun 13, 2011 7:30 PM
65	less dependence on required process	Jun 13, 2011 7:19 PM
66	Hands-on leadership with problem-solving skills	Jun 13, 2011 4:39 PM
67	Management buyin and more training	Jun 13, 2011 3:58 PM

Page 2, Q68. What is the one improvement in the culture of your organization that you feel has had the most positive impact on performance?

1	Remove good old boy network	Jun 25, 2011 3:39 PM
2	Measuring the right things properly, in a timely manner, and acting on the outputs	Jun 24, 2011 6:19 AM
3	We got a bonus this year.	Jun 23, 2011 1:08 PM
4	More salaried involvement on the teams	Jun 21, 2011 8:38 AM
5	getting in the middle managment to be believe in "lean philisophy"	Jun 21, 2011 6:38 AM
6	Respect for people as defined by John Shook	Jun 21, 2011 1:25 AM
7	Giving them the ability or empowerment to change the way things have been done. Working together to come up with a solution.	Jun 20, 2011 2:15 PM
8	Addition of new facility infrastructure and move into new ship building	Jun 20, 2011 9:49 AM
9	Investment in capacity & efficiency improvement - technology	Jun 20, 2011 9:49 AM
10	Implementing a Performance Management Program,	Jun 20, 2011 8:29 AM
11	feeling safe to speak in meetings	Jun 20, 2011 7:12 AM
12	Not been with the organization long enough to say	Jun 20, 2011 4:35 AM
13	Developing work and management teams.	Jun 18, 2011 1:01 PM
14	Introduction of company values	Jun 17, 2011 8:27 AM
15	Visual performance measurement and reporting	Jun 16, 2011 12:46 PM
16	Overall sincerity and affection for the company.	Jun 16, 2011 10:09 AM
17	none	Jun 16, 2011 8:53 AM
18	Use of data-driven decision-making rather than subjective opinion	Jun 16, 2011 4:25 AM
19	The introduction of Process Failure Mode and Effect Analysis - the first time operators have been empowered to change their destiny	Jun 15, 2011 7:05 PM
20	Central focus and approach with standard methodology on training & certification and leading hte methodlogy across al plants.	Jun 15, 2011 12:10 PM
21	Managers are trying to show by example what is needed in employee behavior.	Jun 15, 2011 9:13 AM
22	Attempting to start better communications	Jun 15, 2011 8:44 AM
23	profesional attitude	Jun 15, 2011 12:01 AM
24	Goal and target setting and measurement	Jun 14, 2011 11:28 PM
25	lean patronage by leadership team	Jun 14, 2011 9:30 PM
26	gemba time	Jun 14, 2011 3:57 PM

27	Problem Resolutioin Board (PRB)	Jun 14, 2011 2:51 PM
28	shop floor motivation	Jun 14, 2011 12:27 PM
29	None	Jun 14, 2011 11:32 AM
30	Establishing a common vision	Jun 14, 2011 11:12 AM
31	Shop floor participation + flexibility	Jun 14, 2011 10:51 AM
32	Acceptance that a 'lean' culture can befefit all employees	Jun 14, 2011 10:36 AM
33	Visibility of problems	Jun 14, 2011 10:26 AM
34	Beginning to develop self directed work teams on the shopfloor at one location.	Jun 14, 2011 9:10 AM
35	taking the initiative to improve	Jun 14, 2011 8:55 AM
36	Stop using the phones for out side calls	Jun 14, 2011 8:55 AM
37	financial motivations	Jun 14, 2011 8:47 AM
38	All Staff lunches where we can get to know each other better	Jun 14, 2011 8:33 AM
39	Formation and training of management/salaried teams.	Jun 14, 2011 8:29 AM
40	Training of Associates on Problem Solving	Jun 14, 2011 7:55 AM
41	Real-time metrics in the work areas	Jun 14, 2011 7:35 AM
42	Ombuds	Jun 14, 2011 7:27 AM
43	A team, that includes upper administation, does make patient safety walkround nearly weekly. New leadership plans to expand this.	Jun 14, 2011 7:27 AM
44	One decent engineering supervisor has instituted formal Process Improvement, or PI projects. This is the one item that is largely employee driven.	Jun 14, 2011 7:26 AM
45	Owner of the company getting more involved in the day to day production progress	Jun 14, 2011 7:21 AM
46	Teams taking ownership of some processes	Jun 14, 2011 7:14 AM
47	Development of structured root cause analysis problem solving approach.	Jun 14, 2011 7:03 AM
48	two-way communication of goals and performance status	Jun 14, 2011 6:47 AM
49	When employees are recognized for problem solving.	Jun 14, 2011 6:42 AM
50	Implementation of visible process condition reports in one area of the organization.	Jun 14, 2011 6:25 AM
51	Broader population trained on Lean basics vs. a small group of gurus has driven better employee engagement	Jun 14, 2011 6:22 AM

Page 2, Q68. What is the one improvement in the culture of your organization that you feel has had the most positive impact on performance?

52	Communication	Jun 14, 2011 6:13 AM
53	Performance boards, understanding that there is a customer out there that did not get a part that they should have, every hr is important, really every second	Jun 14, 2011 6:11 AM
54	focus on solving problems	Jun 14, 2011 5:41 AM
55	Trust and positive attitude	Jun 14, 2011 5:33 AM
56	I believe adding Lean knowlege	Jun 14, 2011 4:00 AM
57	sticking to deadlines	Jun 14, 2011 2:08 AM
58	loyalty	Jun 14, 2011 12:31 AM
59	Hooking improvements to EBIT result for BU Management	Jun 13, 2011 11:24 PM
60	Moving from just communicating around a teamboard to use the board in identifying gaps and acting on those gaps	Jun 13, 2011 9:28 PM
61	Firing several VPs	Jun 13, 2011 7:30 PM
62	recognizing innovative ideas	Jun 13, 2011 7:19 PM
63	The culture hasn't improved; actually regressing.	Jun 13, 2011 4:39 PM
64	Owner Commitment	Jun 13, 2011 3:58 PM

If you had a magic wand and you could change the behavior of the leaders of your organization, what are the one or two things you would have them do differently?

1	Let the operations leader lead, and support the loperations eader	Jun 25, 2011 3:39 PM
2	Communication between the Board and L2	Jun 24, 2011 6:19 AM
3	Give credit for a job well done. Apply the same rules to ALL employees regarding attendance, sick days, and office hours. Instead of "not wanting to be bothered" by serious situations that are happening, to address the problems, not tell you "not to make trouble" or that "they don't want to hear it".	Jun 23, 2011 1:08 PM
4	Go and See more often Promote teamwork as a competitive advantage not just something nice to do.	Jun 21, 2011 8:38 AM
5	make them "true lea champions"	Jun 21, 2011 6:38 AM
6	Gemba Walks, engage people, practice the "want to be" behavior, and fix something for someone each time they're at the Gemba	Jun 21, 2011 1:25 AM
7	Incorporate Lean / process improvements into the organization. Create a Lean Team to work on improvements. They agree with Lean & process improvement but it's all talk. They need to take action and show that they buy into it.	Jun 20, 2011 2:15 PM
8	Manage the organization as a team where there are internal customers working together to satisfy the external customers.	Jun 20, 2011 9:49 AM
9	1. More strategic planning and management 2. Develop better internal collaborative processes	Jun 20, 2011 9:49 AM
10	Observe and discuss conditions with teammates ... become zealots for continuous improvement.	Jun 20, 2011 8:29 AM
11	define and simplify training	Jun 20, 2011 7:12 AM
12	Train managers to see wadte in the system and empower them to work to remove it.	Jun 20, 2011 4:35 AM
13	Act with urgency to solve problems.	Jun 18, 2011 1:01 PM
14	focus on important things and better people management	Jun 17, 2011 8:27 AM
15	Strategy deployment Insisting on constant improvements	Jun 16, 2011 12:46 PM
16	Get out of their office	Jun 16, 2011 10:50 AM
17	Have all the leaders spend at least one year in a company such as Toyota. Simple "appearing" concepts of Lean and easy and abundant access to Lean information makes everybody feel they are experts on Lean, without real understanding of the core principles.	Jun 16, 2011 10:09 AM
18	Show respect to everyone irrespective of his level in the organisation. Kaizen.	Jun 16, 2011 8:53 AM
19	Develop operational metrics that are tracked and displayed daily / regularly Perform multiple gemba walks during the day	Jun 16, 2011 4:25 AM
20	Walk the talk not just preach a philosophy they evidently don't understand	Jun 15, 2011 7:05 PM

Page 2, Q69. If you had a magic wand and you could change the behavior of the leaders of your organization, what are the one or two things you would have them do differently?

21	More involvement in the tactical and technical side of the Lean projects vs. just participating in the report outs and quarterly meetings with our senior management organiztion.	Jun 15, 2011 12:10 PM
22	Lead	Jun 15, 2011 9:13 AM
23	Quick response to concerns	Jun 15, 2011 8:44 AM
24	understand set realistic goals	Jun 15, 2011 12:01 AM
25	Consequently following what has been decided - particularly strategic initiatives External instead of internal focus	Jun 14, 2011 11:28 PM
26	Make the team practice lean and develop expertice	Jun 14, 2011 9:30 PM
27	less management by finance targets - more risk-taking as a way to expand their opportunities. Just too much fear	Jun 14, 2011 3:57 PM
28	Gemba walks. Utilize Lean tools and advocae for their use amongst subordinates.	Jun 14, 2011 2:51 PM
29	British people are the hardest to understand change. if for me, I only suggest them to learn to be open and enjoy other's differently	Jun 14, 2011 12:27 PM
30	Less micro management and more trust of their staffs to do the right thing. Eliminate self importance and entitlement which has cascaded to every aspect of the organization. Change the philosophy of "its more important how you say things / do things i.e. appearance than accomplishing anything of substance."	Jun 14, 2011 11:32 AM
31	Improve personal positive engagement	Jun 14, 2011 11:12 AM
32	hold each other accountable	Jun 14, 2011 10:56 AM
33	Focus on measurable results. Broader interdepartmental cooperation and understanding of cause / effect of activities and decisions.	Jun 14, 2011 10:51 AM
34	1. Empower their employees to investigate and solve problems 2. Train managers & Supervisors how to better motivate and work with their team members to acheive improvement - many small improvements are usually more effective that large improvement projects.	Jun 14, 2011 10:36 AM
35	Communicate more; Celebrate success	Jun 14, 2011 10:26 AM
36	1. Get out of their offices and spend time in the "Gemba" 2. Provide better direction / communication of the path foward for our different product lines.	Jun 14, 2011 9:10 AM
37	make decisions much quicker (transparency is there, inspection is there, now adapt immediately)	Jun 14, 2011 8:55 AM
38	Work less hours	Jun 14, 2011 8:55 AM
39	be honest and expert	Jun 14, 2011 8:47 AM

40	Get the first line employees involved in the day to day implementation of production and problem solving No blame for problems, just brainstorming solutions	Jun 14, 2011 8:33 AM
41	Select, develop, and promote based on character and leadership competency rather than just technical competency. Hold leaders and managers accountable for achieving short-term results and for how well their areas support and execute long-term strategic initiatives/plans.	Jun 14, 2011 8:29 AM
42	Genchi Gembutsu! Go see, listen, and work with the associates rather than spending time with each other.	Jun 14, 2011 7:55 AM
43	Define their vision of the organization, keep it visible, clear the path to realize their vision.	Jun 14, 2011 7:35 AM
44	Communicate and communicate	Jun 14, 2011 7:27 AM
45	Actively participate in lean teams.	Jun 14, 2011 7:27 AM
46	Personally, many of them should understand that our customer is not paying for them (muda) and they should stop managing and help us process improve and move product through the system, or simply disappear.	Jun 14, 2011 7:26 AM
47	Tear down the walls that keep them from acting as a team. Create more of a "can I help?" culture across depts.	Jun 14, 2011 7:21 AM
48	If I had a magic wand, I wouldn't be wasting it on that! But each mangaer is different, there are no one or two behavioral changes that apply to all. But overall, a mix of understanding of the employees' needs with a focus on results are two top ones.	Jun 14, 2011 7:14 AM
49	Get senior leadership to visit the "gemba" in all areas of the organization, if not daily, then every other day, even if only for 1 hour a day.	Jun 14, 2011 7:03 AM
50	emphasis on addressing systemic issues by using structured improvment methods targeted on addressing root causes.	Jun 14, 2011 6:47 AM
51	Work harder at learning the KEY attributes of GREAT leadership.	Jun 14, 2011 6:42 AM
52	They would enforce continuous improvement philosophy across the board and practice what they preach.	Jun 14, 2011 6:25 AM
53	Transition from enablers/excuse makers of sub-optimal peformance to leaders of improvement. Second, don't allow a few "feet draggers" to slow the progress of the broader operation. Deal with the problems - one way or the other - and move on.	Jun 14, 2011 6:22 AM
54	Understand problem solving tools. How do identiry and link Lean projects to our metrocs.	Jun 14, 2011 6:13 AM
55	Top leadership is to lead, not tell. Floor Leadership is to be on the floor	Jun 14, 2011 6:11 AM
56	be actively involved in lean, drive continuous improvement activites, support employee initiatives	Jun 14, 2011 6:07 AM

57	support lean and drive continuous improvement; believe that employee engagement is important	Jun 14, 2011 5:41 AM
58	Stop fighting fires and let the teams do the job.	Jun 14, 2011 5:33 AM
59	More top level support. More focus on training.	Jun 14, 2011 4:00 AM
60	more delegation	Jun 14, 2011 2:08 AM
61	Airbus is a bit insular and stuck in a beaurocratic nightmare where pecurment constrict the organisation. If they could experience other companies in leaner sectors they could have a point of reference of what the 'real world is like and what can be acheived.	Jun 14, 2011 12:31 AM
62	Less Politics, factbased management	Jun 13, 2011 11:24 PM
63	Supporting lean isn't just agreeing the company should 'be' lean, it means partipating. Upper management would understand the principles and know what they wanted the company to achieve with a lean implementation.	Jun 13, 2011 9:28 PM
64	Get rid of the one mistake feeling, and sustain shop floor driven improvements	Jun 13, 2011 7:30 PM
65	make status of efforts a task the leader has and the project team, the project sponsor would actively engage the team for status, not sit in an office and wait for its scheduled delviery	Jun 13, 2011 7:19 PM
66	Go and see every day; interact with front-line team members.	Jun 13, 2011 4:39 PM
67	Engage first level employees in the process	Jun 13, 2011 3:58 PM