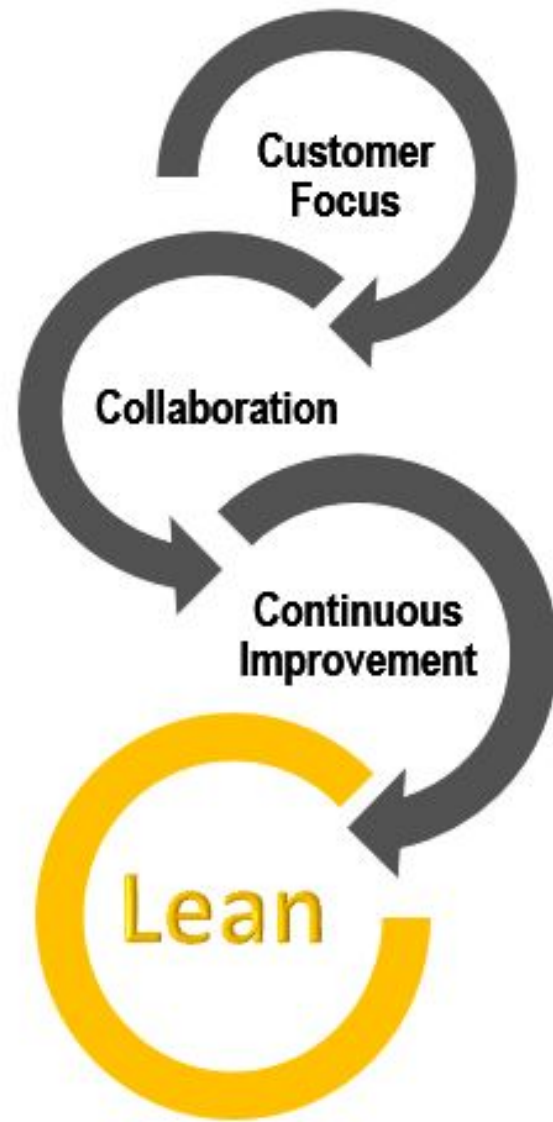


# This Changes Everything! A Personal Vision for Leadership Excellence

8 August 19



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Director of Continuous Improvement  
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**Michigan Tech**



# Welcome!

## Fire exits

- In case of fire, please walk to the nearest exit.

## Unsafe act or condition

- If you see an unsafe act or condition, please notify the instructor



# Today's Objectives

In this session, you will...

- Practice creative discovery and self-reflection tools
- Design a vision for leadership excellence
- Understand your work in relation to this true-north vision and identify next steps



# Michigan Technological University

*We prepare students to create the future.*

## Our Vision

Michigan Tech will lead as a global technological University that inspires students, advances knowledge, and innovates to create a sustainable, just, and prosperous world.

- Leading public research university, established in 1885
- Enrollment > 7,000 students
- Located in the Upper Peninsula of Michigan
- More than 120 degree programs in arts, humanities, and social sciences; business and economics; computing; engineering; forestry and environmental science; natural and physical sciences; and technology.
- Education emphasizes research, cross-disciplinary study, and team learning.



**Michigan Tech**

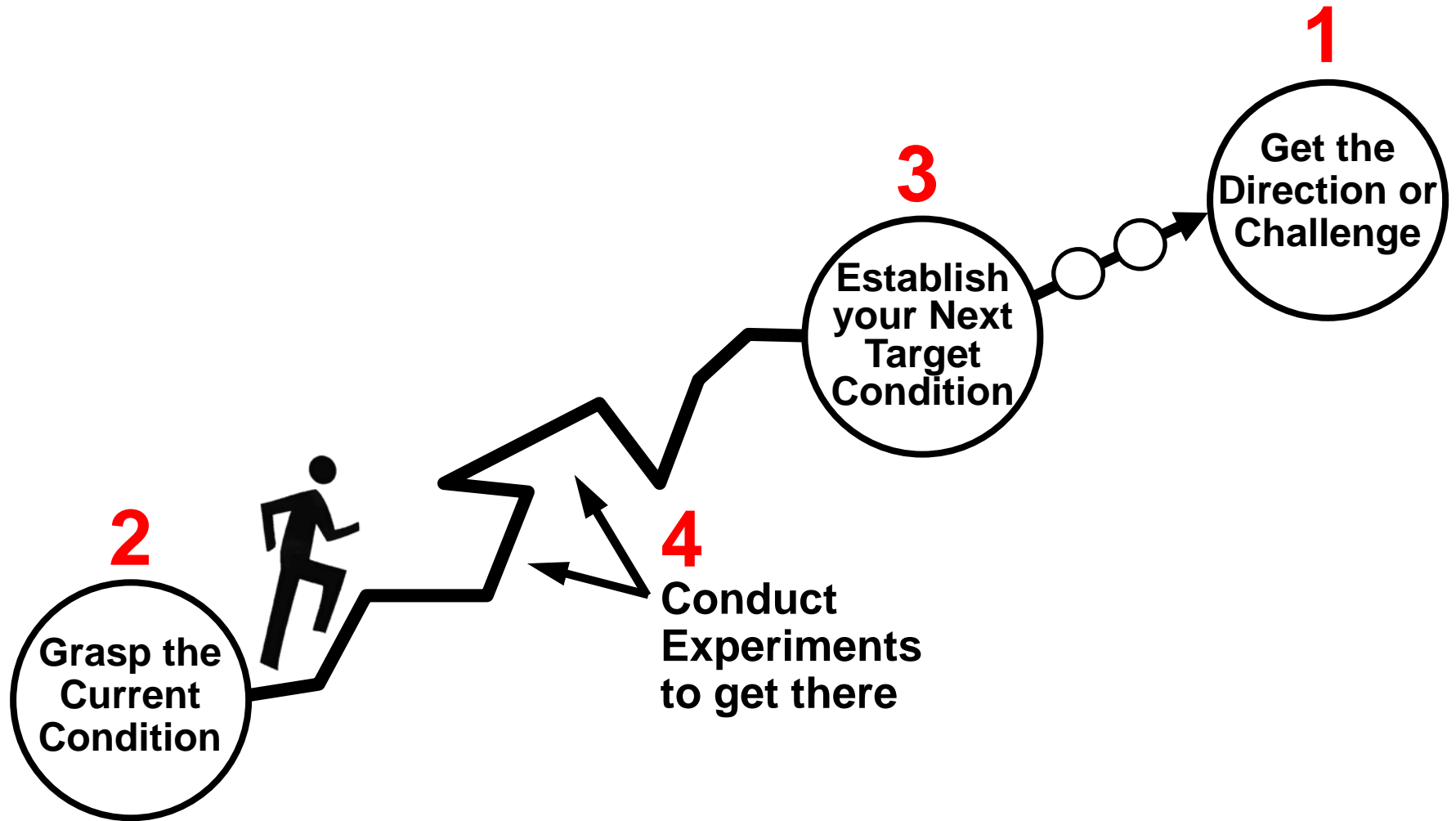
# Ruth Archer

[www.mtu.edu/improvement](http://www.mtu.edu/improvement)

- BSEE, MBA, PhD
- Director of Continuous Improvement at Michigan Technological University
- Instructor at Michigan Tech University
- 22 years in the US Air Force as aircraft mechanic, radar engineer, instructor
- MLC Board Member
- Lean HE Global Steering Committee representing the Americas
- Michigan Performance Excellence (MIPEX) Examiner



# THE FOUR STEPS OF THE IMPROVEMENT KATA APPROACH



What happens when you align your activities with a performance excellence challenge condition?





# Your Personal Vision for Leadership Excellence





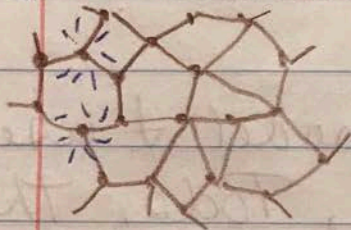
# Example #1

Create a Lean culture at Michigan Tech by developing a network of Lean-thinking collaborators

"a person who works jointly on an activity or project"

"a person who works with an enemy who has taken control of their country"

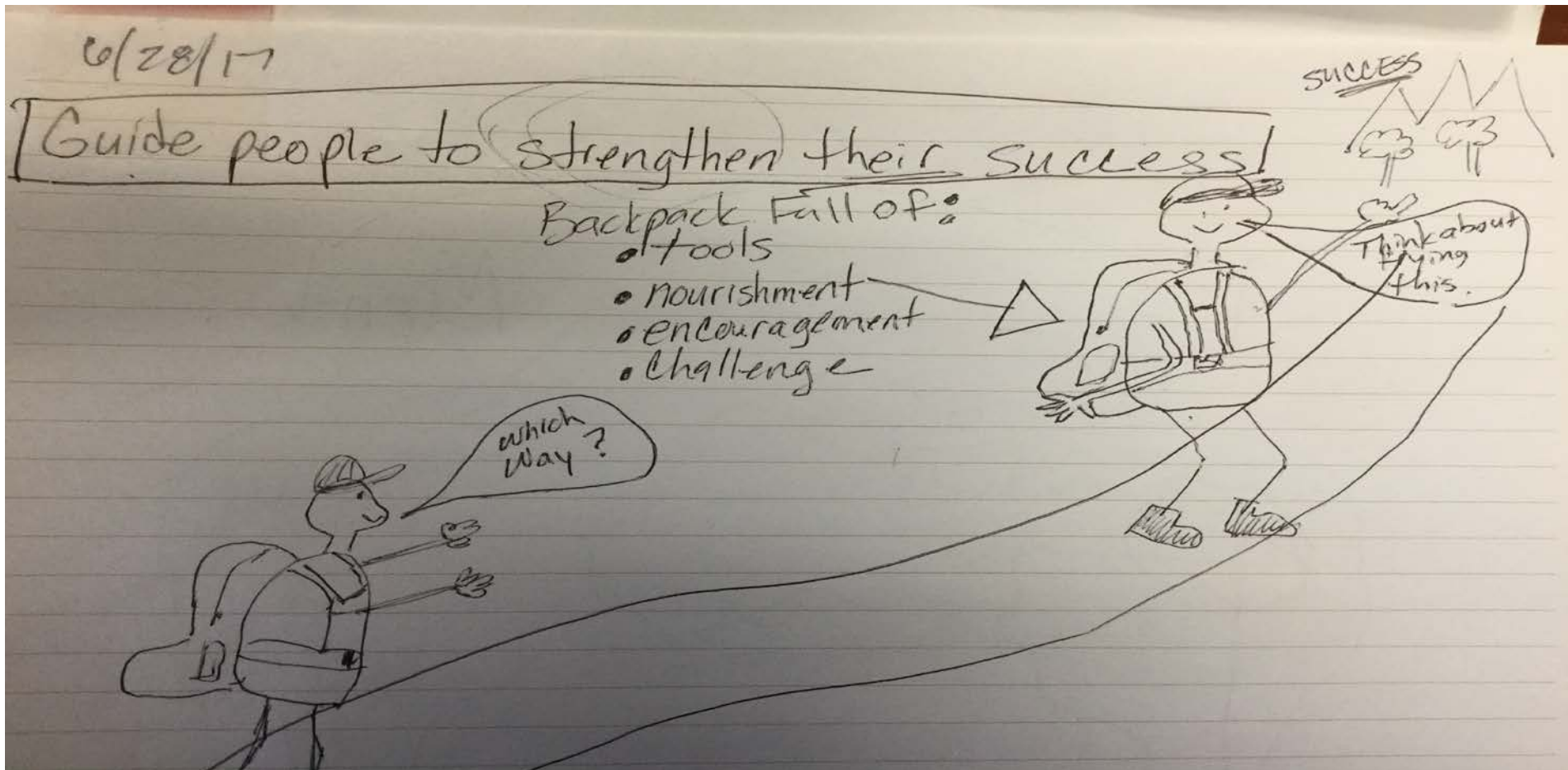
individually  
radiating  
lean



like macrame Where is Ruth? Tying the knots  
I can be anywhere and the network  
continues; I don't have to be present to sustain



# Example #2



# Framing Question

Think about your position at work (or any role that is important to you).

**What does performance excellence look like for your position?**

1. Free writing
2. Visual exploration and reflection
3. Prompt response and reflection
4. 5 Things



# First Draft

Think about your position at work (or any role that is important to you).

**What does performance excellence look like for your position?**

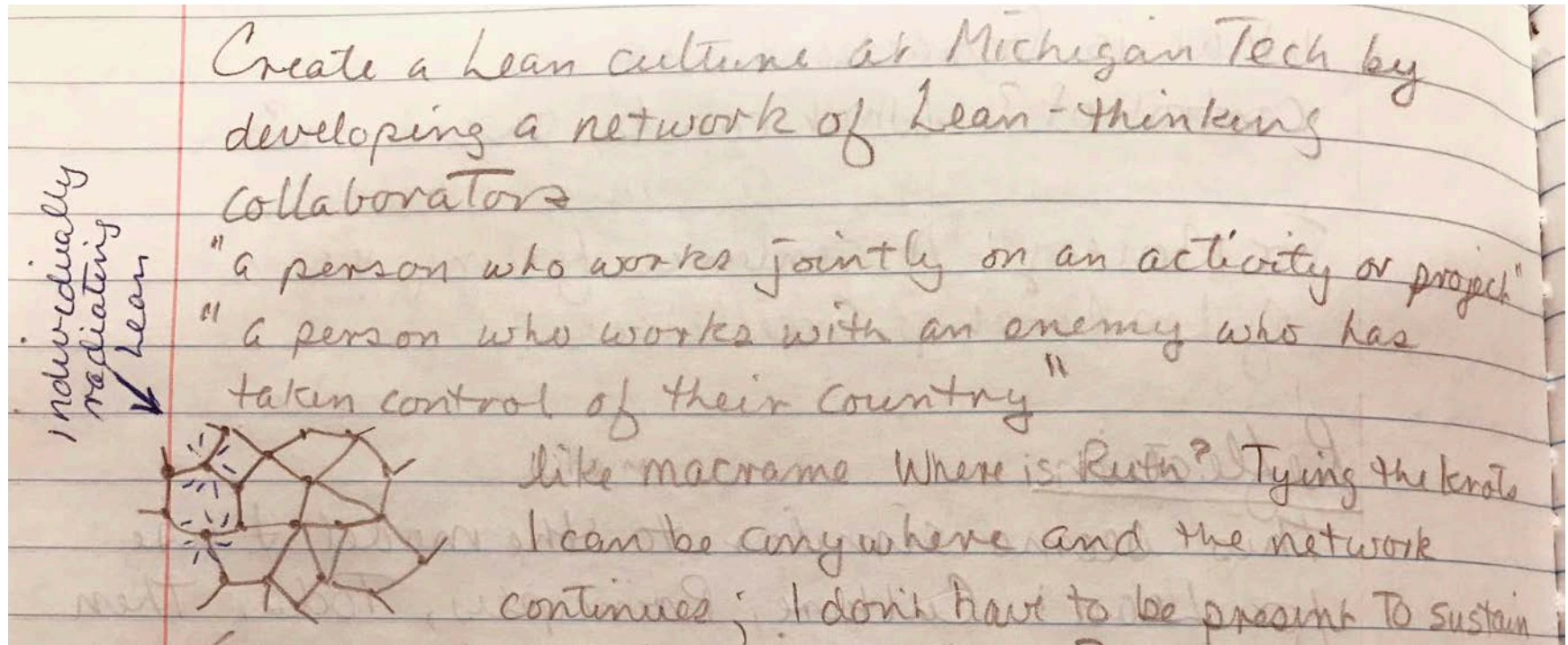
Considering all of your work so far:

1. Write a sentence describing your vision
2. Create an image

You, personally, must be **actively** doing something in your vision



# Ruth Archer



Create a Lean culture at Michigan Tech by developing a network of Lean-thinking collaborators.





# Performance excellence is our challenge condition

--Create a Lean culture at Michigan Tech by developing a network of Lean-thinking collaborators.

*Why are we not doing that right now?*

--No time in my schedule

Reasons We Currently Can't Meet the Challenge	Creative Experiments for Each Obstacle
R1 Lots of different tasks to move forward	CS1 Prioritize tasks
	CS2 Develop a new task mgmt system
	CS3 Combine some tasks
R2 Established tasks take a lot of time	CS1 Give more tasks to students
	CS2 PDCA tasks to make them more efficient
	CS3 Reduce task hopping

# Use Kata to Experiment Forward

## REFLECTION

### Ask these questions after each experiment

- 1) What is your Target Condition?
- 2) Where are you now?
- 3) What did you plan to try in your last step? What did you expect?
- 4) What actually happened?
- 5) What did you learn?
- 6) What is your next experiment? What do you expect?

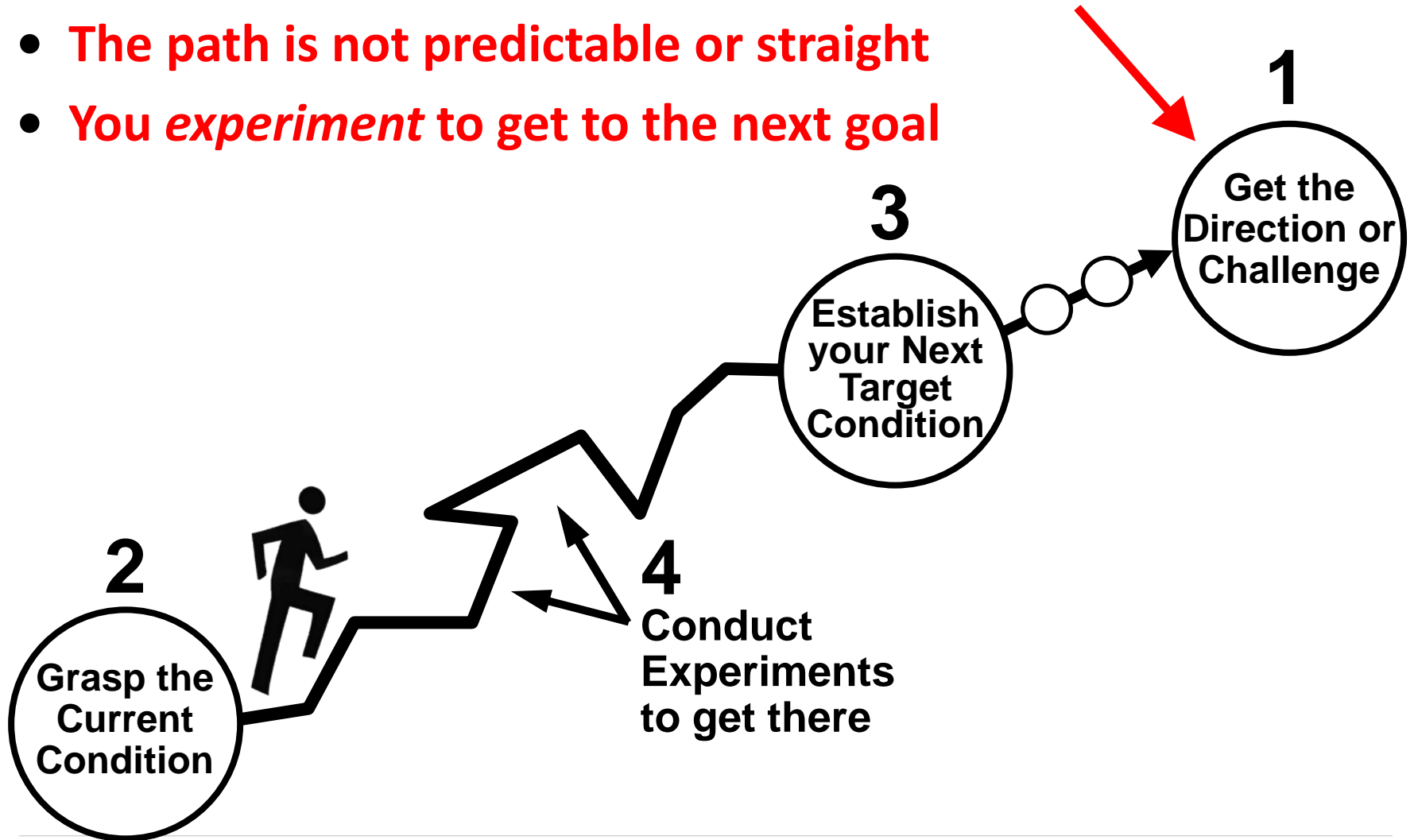
- Green Project time
- Facilitator Trainers
- Lean Activity Library





# A FEW KEY POINTS

- You don't have to reach the overall challenge right away
- The path is not predictable or straight
- You *experiment* to get to the next goal



# This is a process, not an event!

Finding your vision will take time—months, maybe

- Set a regular cadence to work on it
- How do your strengths show up in your vision?
  - Strengths-Based Leadership Assessment
  - VIA Survey of Character Strengths (free)  
(<http://www.authentic happiness.sas.upenn.edu/Default.aspx>)
- Revisit some of the previous activities
- Ask someone to ask you questions about your next draft vision. Answer in rich detail



# How do you know when you're there?

- You are in your vision and it's uniquely suited to you
- It makes you happy to think about it
- You're comfortable comparing the tasks you're working on to your vision to see if you're doing the right things
- When you're unsure of how to respond to a challenge, you'll think of your vision and it will help you to know the direction to take
- You'll feel joy when you accomplish a step toward it



# Next Steps

After you develop your vision:

- Why are you not doing that right now?
- Brainstorm reasons why and creative experiments to run
- Choose an obstacle to work on and run the experiment
- Find someone to ask you the kata questions



# Reflection on the Workshop

In small groups, discuss:

- What you think/how you feel about any of today's material
- Key learning points for you
- What you'll do differently based on what you've learned today
- How you might create your own growth in these skills

We'll report out to the group



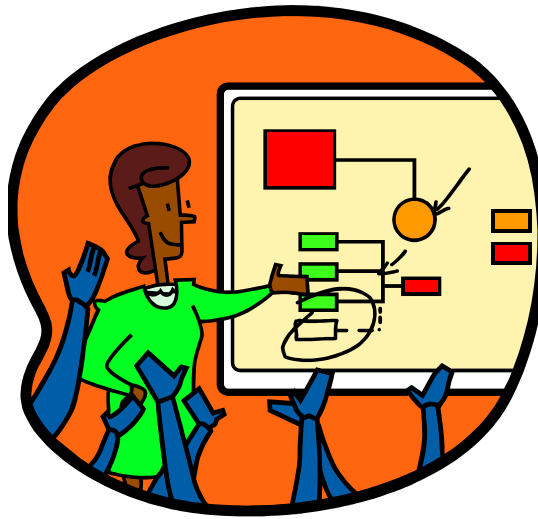
# Today's Objectives

In this session, you...

- Practiced creative discovery and self-reflection tools
- Designed a vision for leadership excellence
- Understood your work in relation to this true-north vision and identify next steps



- What questions or concerns do you have?
- What about this will be difficult to do?
- What about this doesn't work for you?





# References

- *Toyota Kata*, 2009, Mike Rother
- *Find Your Why*, 2017, Simon Sinek





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