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DEMOCRATIZING LEAN: DEVELOPMENT OF AN AI-AUGMENTED CULTURAL TRANSFORMATION

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ABSTRACT

Scaling Lean culture is expensive. To succeed, large construction organizations need substantial and costly resources. They would rely on external consulting firms or extensive internal teams. This paper presents a "resource-constrained" deployment strategy at a Tier-1 Contractor. A single Lean Lead utilized Generative AI (GenAI) to accelerate curriculum development.

The study compares two approaches: the traditional consultant-led effort, and the "Human Lean Lead" in-the-loop method to develop content. The use of GenAI enabled a single professional to develop a bespoke curriculum in two weeks, a task that would typically take a larger team of consultants several months to deliver. This shift highlights the importance of aligning tools with specific organizational and operational contexts. The methodology applied prompt engineering to infuse human-centric philosophies (e.g. "Start with Why") and complement with regional construction context, ensuring relevance for the Asian workforce.

A pilot rollout to 88 staff members validated the efficacy of this accelerated curriculum, achieving a nearly 80% proficiency rate (>80% score) on core principles, and without aids. The paper concludes that GenAI, guided by deep subject matter expertise, can democratize Lean education. It enables corporations to adjust their focus from "content creation" to "human connection" and behavioural change.

KEYWORDS

Action learning research, AI, continuous improvement, Kaizen, standardization, cultural transformation.

INTRODUCTION

We know Lean works and can produce results at any level. In the construction industry, Lean can be deployed to a humble storage shelf in a container (with the application of 5S principles), a portfolio of projects (with tools such as portfolio Kanban boards), or at executive level (with A3 problem solving tools). Despite its benefits, Lean adoption remains a complex challenge to overcome. More so, when it comes to effective training, and change management stickiness (Wandahl, 2014). This challenge is even greater in a multicultural society such as Singapore, where not only the workforce is extremely diverse, but the supervisory and managerial layers are too (Dulaimi & Tanamas, 2001). Lean has now become extremely important, given the immense pressure Contractors are under to deliver faster, safer, without compromising on quality or escalating costs to their clients.

In this context, a deployment model refers to the strategies used by an organization (e.g. a firm), typically ranging from centralized external consultants to decentralized internal champions. Existing deployment models generally suffer from a structural "relevance gap". On

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one hand, external consultants bring deep theoretical subject matter expertise. The Lean knowledge and methods they have access to is valuable at corporate level, but they often lack the operational familiarity and on-the-ground insights. This background knowledge is critical to understand the unique constraints of the Asian construction market. On the other hand, project site teams possess such knowledge, along with the operational reality of the site grind. They however lack the time required to enable and structure formal trainings as they fight these daily fires. This disconnect results in "Lean Obesity": strategies that are sound in the boardroom or at management level, but almost always get rejected at the Gemba due to an absence of contextual fitness and grounding. It describes a suite of complex tools that may look impressive in corporate reports, but adds administrative friction and burden to project teams, rather than eliminating waste.

The construction industry faces a recurring challenge: how to optimize Speed, Quality and Cost? To bypass this "Resource Trilemma" in the context given above, one can typically resolve this axiom by addressing two out of three. The Lean Lead is facing a similar hurdle: How does one develop curated training materials in record time, and without mobilising excessive resources, and delivering training at a fast pace to foster and sustain such cultural transformation across a business? In traditional deployments, the Lead functions as a content creator, spending 60-70% of their time drafting slide decks, formatting visuals and writing handouts. This leaves minimal capacity for site engagement such as mentoring Lean Champions and enabling site teams to actively participate in forums like Pull Planning sessions or Wastes walks.

This paper explores a different approach to this "Resource Trilemma". Can GenAI empower a single internal Subject Matter Expert (SME), one possessing both Lean philosophy and regional project experience, to bridge this gap, and scale this solution up? The goal is to validate if an AI-augmented workflow can accelerate the creation of highly contextualized, "culturally sticky" training materials, that established external model struggle to deliver efficiently.

To support that approach, the report is structured as follows: Section 2 reviews the literature on Lean adoption barriers in Singapore, and the role of "Flexible Standardization". Section 3 dives deeper into the "Human-in-the-loop" methodology, introducing the "philosophical filters" used to prompt-engineer cultural relevance and fitness. Section 4 develops a comparative case study at a Tier 1 Contractor, contrasting the timeline and adoption rates of the AI-augmented approach against the previous consultant-led model. Finally, Section 5 discusses the significance for the industry, arguing for a shift in the Lean Lead's role, from "content creator" to "context architect".

Therefore, the primary goals of the present paper are twofold: (1) to evaluate whether Generative AI can drastically reduce the resource burden of curriculum creation, and (2) to test if applying "philosophical filters" via prompt engineering can successfully contextualize abstract Lean concepts for a multicultural Asian workforce.

LITERATURE REVIEW

In Southeast Asia, and specifically Singapore, the implementation of Lean Construction operates within a unique set of constraints, quite distinctive from mature Western markets. Teo et al. (2011) identify "cultural resistance" within a hierarchical workforce as the primary hurdle to Lean adoption in the Lion City. This resistance is exacerbated by the region's reliance on a transient, multinational workforce, where language barrier and specific cultural norms regarding authority often suppress open communication. In this environment, the "Respect for People", pillar of Lean, is frequently reduced by strict contractual hierarchies and aggressive delivery timelines.

Still, describing this friction solely as "resistance" oversimplifies the problem: in practice, it is often a fundamental failure of relevance. Standard Western Lean training typically addresses the technical process, while neglecting the purpose relevant to the Asian worker.

When such materials remain imported from US or UK contexts without being adapted to the local context, they fail to echo with the specific daily realities of the Singaporean site supervisor. This paper responds to the barrier identified by Teo et al. by proposing a methodology to radically and deeply localize content, moving beyond generic materials to address the specific emotional and practical needs of the local workforce.

An important structural hurdle to adopt Lean is the "corporate disconnect" identified by Forbes, Rybkowski and Tsao (2018). They argue that large construction firms usually build training programs in corporate silos, isolated from the dynamic, chaotic reality of jobsites. In the Singapore context, where site teams operate under intense pace and pressure, "corporate" initiatives are regularly viewed with scepticism, because they are perceived as additional administrative burden or as another reporting layer, rather than operational aids.

This disconnect then leads to what Wandahl (2014) terms "misconceptualization". When Lean is executed partially or without deep contextual understanding, and driven by external agents focused on deliverables, it ends up to a superficial "tool focus" rather than genuine culture change. External consultants frequently fall into this trap, prioritizing compliance ("Are the charts updated") over value ("Is the flow improving?"). This literature validates the resistance observed in the initial phase of this case study, where a consultant-designed playbook prioritized theoretical completeness over practical utility. The outcome was a low retention and a failure to foster sustainable behavioural change.

To close the gap between corporate strategy and the daily site grind, Martinez et al (2024) advocate for "Flexible Standardization". Modern Lean education theory mandates a decisive shift from passive 'tool instruction' toward active facilitation. It requires training materials that provide immediate proof of concept within the learner's specific operational reality (Tsao et al., 2013). Lean education also pushes for a real balance: organizations need standardization to establish a common language and fitness across business units, but equal flexibility to adapt to unique project constraints and team dynamics. During the 2025 IBEW Keynote, Do promoted for such flexibility in his "Lean Construction Pyramid", if philosophy and principles are the "rigid" foundations, the methods and tools can be tailored to suit the site needs.

In practice though, this divide remains quite significant. In his presentation, Do noted that while the Asian construction industry acknowledges the urgent need for localized, project-specific Lean content, few corporations possess the resources to embrace it and deploy Lean at scale. Manually tailoring training materials for every project launch is prohibitively slow and expensive. It leads firms to revert to generic "one-size-fits-all" decks that fail to stick. It also creates a resource constraint trap: corporations know they need to customize these learning supports to guarantee traction with the teams at all levels, but do not have the in-house resources to deliver them. In this paper, it is proposed that Generative AI serves as the catalyst, the "missing link" Martinez calls for. By using AI to automate the 80% of content structuring (standardization), the Lean Lead is liberated to focus on the 20% of nuance (flexibility), to ensure the training resonates with the specific site tone.

The role of technology in Lean is shifting from technical execution to cultural enablement. Tsao et al. (2014) stress that the true value of Lean training lies in facilitation: the conversation and social alignment, not the instructional tool itself. However, Lean Leads often spend too much time creating content (slides, handouts) rather than facilitating these crucial conversations. More time needs to be on what matters most: walk the talk.

Rad and Ilbeigi (2025) identify GenAI's potential to reshape construction management by handling such cognitive activities. Romo et al. (2025) suggest that Culture must precede Tools. While most current AI studies in construction concentrate on "hard" tasks such as schedule optimization or design automation, there is a scarcity of empirical data on using AI for "soft-skills" training and cultural transformation. This paper proposes an answer to that last challenge. It presents evidence that AI can act as a force multiplier. A single Lean Lead can create high

quality, culturally tuned learning materials rapidly. By offloading the trouble of "content creation" to AI, the Lead is free to redirect its attention entirely on what Tsao calls "Facilitation": building the psychological safety and human connection required for a sustainable cultural shift.

Finally, the core ambition of "democratizing Lean" needs to be defined. In the literature, the use of GenAI to improve the reach of Lean knowledge is not a simple cost-reduction exercise. It is an effective way to decentralize knowledge creation (Daepp et al., 2025). By absorbing the burden of curriculum development, GenAi serves as a critical catalyst, enabling constrained internal SME's to generate and deploy localized, institutional intellectual property at scale. It lowers the barrier to entry for complex knowledge work and support upskilling efforts (Sarker et al., 2024; Dessimoz & Thomas, 2024).

METHODOLOGY: THE 'HUMAN-IN-THE-LOOP' FRAMEWORK

STRATEGIC SETUP (THE HUMAN ROLE)

This study adopts an Insider Action Research (IAR) methodology within an explanatory single-case study design. IAR is highly relevant for organizational development as it allows the author to act as the internal manager-researcher. The goal is to actively implement an intervention while systematically studying its effects in real-time (Coghlan, 2001). This framework rigorously manages the dual role of the internal Subject Matter Expert (SME), driving the AI-augmented curriculum and evaluating its impact on the organization concurrently.

CASE SELECTION AND CONTEXT

A Tier-1 Contractor, faced a critical "scaling challenge" in 2025. The Singapore business unit was operating under intense pressure to improve productivity across multiple active projects, and secure their respective timelines and milestones, and of course, their commercial margins. While the corporate leadership recognized the need for "Lean Construction" adoption, the existing deployment model was struggling to get around the obvious gap between high level strategy, consultants-led approach and site level execution. The internal resource for this initiative was limited to a single Lean Lead (joined on August 4th, 2025), who was tasked with stabilizing and scaling the culture change alongside an existing, large-scale external consultancy mandate.

In this case study, the Lean Lead adopted the role of a "constraint-based" innovator. By making use of GenAI as a force multiplier to handle the structural drafting (the "structure"), the human effort was reserved exclusively for high-value tasks: contextual validation, cultural alignment, and facilitation (the "soul"). This shift allowed for a curriculum to be developed at 10x the usual speed without sacrificing technical rigor and fitness for purpose.

PROMPT ENGINEERING WITH PHILOSOPHICAL FILTERS (THE CORE INNOVATION)

Within the IAR framework, the core of the present paper consists of an AI-augmented workflow. Typically, Large Language Models (LLMs) generate sterile content when not adequately framed with context. The technological instrument utilized was prompt engineering, which was strictly governed by three "filters". These were used extensively, to ensure the generated artifact (e.g. the training modules) maintained contextual fitness and pedagogical validity. This was not a stylistic choice, but a pedagogical necessity to ensure the workforce, in the Singaporean context, would adopt and embrace the trainings delivered to them.

To begin with, the "Purpose" filter is applied, to establish context relevance. A systemic instruction was embedded in the AI's "system prompt" to invert standard training structures. The AI was forbidden from starting any module with a "How-to." Instead of opening the Daily Huddle module with "How to fill the attendance sheet," the output focused on value: "Why a

10-minute huddle ensures you finish work at 6:00 PM." This framing not only addressed the latent skepticism of the site team immediately but provides the learner a real reason to embrace the change instead of naturally resisting it.

The next step to be used is the Priority filter. The application of the Pareto Principle (80/20) to curriculum selection. The AI was instructed to scan standard Lean bodies of knowledge and exclude 80% of the theoretical complexity. Complex tools like Value Stream Mapping (VSM) or statistical Six Sigma analysis were aggressively filtered out of the Level 1 curriculum. The focus remained purely on the 20% of behaviors (Visual Management and Daily Planning) that drive immediate site results. Here, the goal is to make the learning modules bite-sized and actionable for the learner to try things out.

Finally, the “Tonal” filter is executed. An explicit instruction to mimic "Gemba-native" language and strip corporate buzzwords (e.g., "synergy," "paradigm shift"). This created a "psychological safety" bridge. The content read as if it were written by a peer (a Superintendent or Project Manager) rather than an external auditor, reducing the "us vs. them" friction described by Wandahl (2014). Here, the trainer associates itself with the learners, forming a unity that is critical. He has been on their side previously, and not only understands the pain, but he has also experienced it too.

THE ITERATIVE VALIDATION LOOP

The workflow, illustrated in Figure 1, operated on a strict “zero trust” policy regarding AI outputs. The “Generation” phase (step 2) was always viewed as a draft only. The critical quality control occurred in step 3: the “Verification” where the Lean Lead (SME) performed a two-stage audit:

1. Technical accuracy: guaranteeing definitions aligned with standard Lean texts (for example, correcting the confusion risk by the AI between Takt Time and Cycle Time)
2. Tonal Check: this specific review is established to promote the “radical pragmatism” filter is held firm. If training content sounded too corporate or too disconnected from the realities of the ground, it was either rejected and re-prompted or tweaked first by the Lead then refined.

Once this step was completed and the feedback loops achieved, a final democratic feedback loop was introduced, unique to this deployment. Drafts were not only reviewed by corporate leadership for scalability, but simultaneously stress-tested by project teams at all levels, from foremen to directors. This safeguarded the “final artifact” (step 5) was not just approved by the management but owned by the site teams.

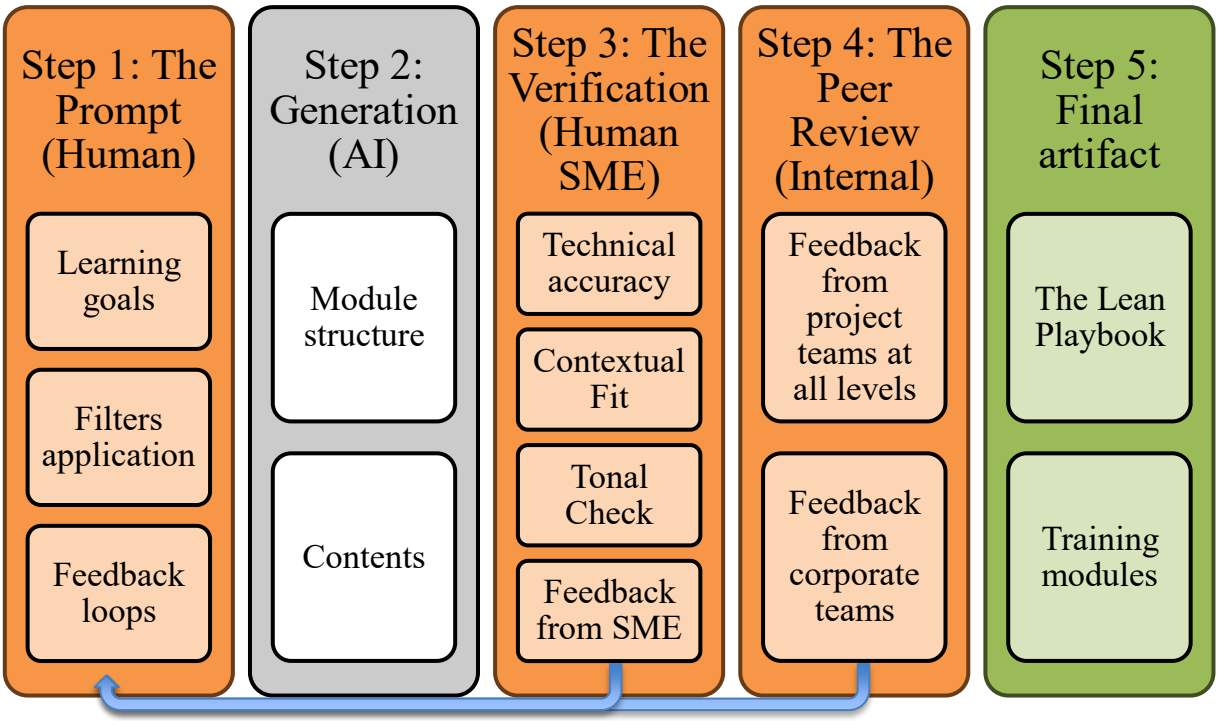


Figure 1: AI-augmented curriculum design workflow with iterative human review loops.

DATA COLLECTION AND ASSESSMENT DESIGN

To validate the IAR and the subsequent case study, the sample population (N) consisted of contractor staff, ranging from site supervisors to directors. To measure pedagogical effectiveness, a 20-question Multiple Choice Question (MCQ) assessment was utilized. This tool was specifically designed to evaluate contextual application rather than rote theoretical recall. For example, to ensure the structure of Lean is understood, the exam consisted of questions like: "Which waste would best describe the following situation: fabricating steel components before site readiness?". Additionally, qualitative Likert-scale feedback was collected to gauge perceived practical relevance.

VALIDITY AND LIMITATIONS

A primary limitation of this study is the risk of confirmation bias linked to internal evaluations. This bias was mitigated by implementing the iterative peer-review process within the IAR framework. Furthermore, the current dataset evaluates short-term knowledge retention and perceived relevance, which does not automatically guarantee long-term behavioural change. To address this limitation, a formal third-party audit of practical application is scheduled for Q3 2026.

CASE STUDY: COMPARATIVE ANALYSIS OF DEPLOYMENT MODELS

STAGE 1: THE TRADITIONAL CONSULTANT MODEL (MARCH–SEPTEMBER 2025)

Prior to the Lead's arrival in August 2025, the organization engaged a global strategy consultancy firm to establish the operational framework. This engagement was designed as a "waterfall" transformation, structured into three distinct phases. First, the external team composed of five full-time consultants, including a Six Sigma Master Black Belt. Their effort was concentrated in two intensive six-week sprints: Phase 1 (Design) and Phase 3 (Finalization). They were separated by a Phase 2 (Stabilization), a twelve-week phase in which the Contractor

had to ensure the works completed in Phase 1 were diligently executed. This Phase 2 was intended to let the Contractor experiment with the tools introduced to the teams through a "trial and error" process. The engagement concluded with a formal Steering Committee review on October 3rd, 2025. The deliverables included sophisticated "Target Operating Models", maturity matrices, tools and templates to manage Lean deployments, corporate process maps and improvement plans, and the final sign-off of the Contractor's Lean Playbook. However, despite the important resource investment (estimated at over 3,000 consultant-hours across the active sprints), the outputs suffered from a "corporate disconnect" during the Phase 2 stabilization. Feedback from site teams indicated that while the strategy was sound and clear, the tools and the delivery method lacked the "stickiness" required for the staff and workforce at all levels. Adoption remained fragmented (estimated at around 40%), as the materials were perceived as administrative compliance rather than real operational support.

STAGE 2: THE AI-AUGMENTED INTERVENTION MODEL (THE PIVOT)

Upon joining in August 2025 (at the start of Phase 3), the internal Lean Lead was allocated approximately 80% of their time to collaborate with the returning consultant team. Recognizing that the "Target Operating Model" would fail without a practical translation layer for the sites, the Lead utilized the "Human-in-the-loop" AI framework to pivot the delivery strategy.

The initial step was a rapid structural drafting phase (August – September). With a concentrated effort of approximately two weeks (Full-Time Equivalent – FTE), the Lead used GenAI to draft the structure of the "Contractor's Lean Playbook". This was not a content writing exercise. It was a structural engineering one: prompting the AI to arrange and articulate the consultants' complex theories and body of knowledge into simple, bite-sized modules.

The unblocking effect: This internal draft performed as a key guidelines set for the consultants' final Phase 3 sprint. Instead of producing more theoretical documents, the external team was steered to plug their final outputs into the AI-generated skeleton. This intervention saved the engagement from delivering a "shelf-ware" corporate strategy. It forced the external expertise to fit within a site-friendly narrative and become actionable (and useful) by the project teams.

STAGE 3: PILOT DEPLOYMENT & VALIDATION

Following the consultant exit in September, the Lead exploited the AI workflow to develop the full "Introduction to Lean" training module throughout November 2025.

The development focused on matching academic concepts with site reality, identifying projects observations with Lean principles. For example, where the consultant materials defined Waste using the Japanese term "Muda" and eight theoretical categories, the AI-Augmented module enable to visualize with fresh site pictures the various types. It translated the "waiting waste" into: "any delay that keeps you on site past 6:00pm".

The entire initiative was formally launched at the Lean Townhall on November 27th, 2025, with the pilot training session delivered on December 1st, 2025 to 88 staff members (from foremen to directors).

COMPARATIVE RESOURCE EFFICIENCY

A primary contribution of this case study is the quantification of the efficiency variance between the two models.

The traditional model consisted of a team of five experts over twelve active weeks. This totalled approximately 3,000 man-hours. Although this engagement produced a robust high-level strategy, it failed to achieve site "stickiness".

In contrast, the AI-augmented internal model required only two FTE weeks (approx. 80 hours) to draft the Playbook backbone and architecture, and another two FTE weeks to develop the first training module to introduce the Lean concepts to a broad audience.

The integration of GenAI allowed a single internal SME to match the structural output of a consultant team in roughly 5% of the labour time (160 vs. 3,000 man-hours), while achieving superior contextual relevance due to the "philosophical filters" and the knowledge of the ground realities.

RESULTS: EFFICACY AND EFFICIENCY

QUANTITATIVE RESULTS (THE "HARD" DATA)

The first goal of the pilot was to confirm if an AI-generated curriculum could achieve learning outcomes comparable to conventional man-made methods. The pilot data (N=88) demonstrates that the "constraint-based" methodology delivered high proficiency and retention.

The "Introduction to Lean" assessment, comprising 20 multiple-choice questions at the end of the module, established a high passing threshold of 80%. Of the 88 participants, spanning roles from directors to site supervisors, 79.5% (70/88) successfully cleared it on their first attempt, without open-book aids. This aligns closely with the target proficiency rate and significantly exceeds the estimated 40% tool-adoption rate observed during the previous consultant-led phase.

Post-training feedback (N=59) utilized a 6-point Likert scale to assess the module's value. The results overwhelmingly validated the "philosophical filters" considered in the prompt-engineering. When asked if the ideas were practical for their daily work, 95% of respondents rated it a 5 or 6 (average: 5.2/6). The clarity of the presentation also scored an average of 5.2/6, suggesting that the "radical pragmatism" filter successfully stripped away confusing academic jargon.

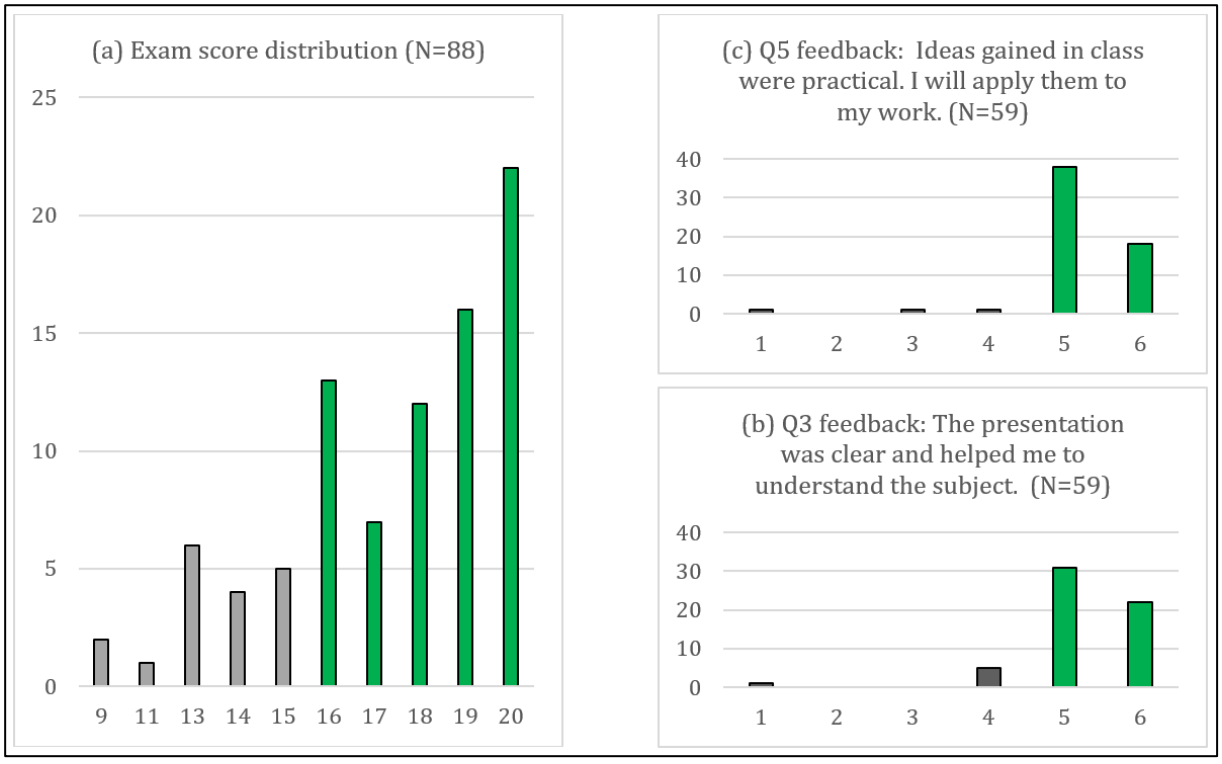


Figure 2: Summary of (a) exam score distribution; (b) practicality and; (c) clarity feedback

QUALITATIVE RESULTS: VALIDATING THE FILTERS

Qualitative comments extracted from the course evaluation explicitly mirror the three "philosophical filters" designed into the AI prompts.

Participants moved beyond technical definition to grasp the intent, thanks to the "purpose" filter. One respondent noted: "Agree LEAN starts with people", while another highlighted the focus on "Eliminate the waste…because it can save time and cost". This confirms the curriculum successfully shifted the narrative from "compliance" to "value".

The instruction to use "Gemba-native" language resonated with the site teams. Feedback specifically praised that the "content is illustrated with real examples and pictures" and appreciated the "comparison between construction 90 years ago and now". The absence of corporate buzzwords, with the use of the "tonal" filter, allowed the core message, "Smooth progress without delays" to land effectively.

THE "HALLUCINATION" AUDIT (SAFETY CHECK)

(Note: as established in the methodology)

Despite the success of the pilot, the "Human-in-the-loop" remains a non-negotiable safety layer. During the drafting of the assessment module, the AI initially proposed a question, on "Little's Law" (queueing theory). The SME audit flagged this as "low priority" for an introduction to Lean concepts module (violating the "priority filter": "Do what matters most"), and replaced it with a practical scenario on "DOWNTIME" wastes. This intervention illustrates that while AI provides the speed (2 weeks vs. 12 weeks), the Human provides the judgement that acts as a safety mechanism by reviewing and validating every AI output, and protects the training's credibility.

DISCUSSION

THE SHIFT IN ROLE: FROM "CONTENT WRITER" TO "CONTEXT ARCHITECT"

This case study suggests a fundamental shift in the competency profile required for a Lean Lead. In general, a vast portion of a Lead's "resource trilemma" is consumed by content creation: drafting slides, formatting layouts, and synthetizing theory. By offloading 80% of this structural burden to generative AI, the Lead's role evolves from a content writer to a context architect. The value add is no longer into producing the material, but in the fine-tuning of the message. The Lead spends their time strictly on the "philosophical filters", guaranteeing the "Why" is clear, and the tone is "Gemba" native. This shift frees up the Lead to focus on what Tsao et al. (2014) identify as the true engine of Lean: facilitation. The Lead becomes a presence on project sites rather than a resource locked in an office, and can actively support the Lean Champions through mentoring and coaching.

DEMOCRATIZING LEAN KNOWLEDGE AT SCALE

This AI-augmented model works beyond Singapore. For large, multi-national corporations like the present Tier-1 Contractor, scaling culture often faces a linear cost barrier. Expanding to a new region typically requires hiring a new team of trainers. This methodology disrupts that cost curve. By establishing a central, AI-assisted curriculum engine in Singapore, the organization can push these materials to other business units with minimal resource duplication. The skeleton remains constant: the local Led simply needs to re-prompt the "context filter" to adjust for local regulations or cultural nuances. This effectively democratizes high-quality Len education, making it accessible to business units that previously lacked the budget for external consultants.

THE "HUMAN TOUCH" NECESSITY (STRATEGY VS. SCALE)

While this study champions the use of AI, it firmly rejects the idea of an automated "set-and-forget" solution. The pilot demonstrated that GenAI, without the strict imposition of "human filters" and human oversight, defaults to generic, academic and too often sterile outputs. The AI provided the scale (the "speed" of production), but the Human provided the strategy (the

"soul"). The success of the pilot, evidenced by the nearly 80% proficiency rate, was not a result of the technology alone, but of the specific human decision to filter all content through the lens of "radical pragmatism" and "purpose". The Human-in-the-loop remains the non-negotiable guarantor of quality.

CONCLUSION

This report presents the results of an initial yet promising pilot deployment. The development of other Lean training modules is underway (target completion of the full curriculum by Q2 2026), and any completed module is being democratized further onto the Contractor's Academy e-learning platform. One of the core targets is to ensure that the basic knowledge is made available and accessible to all Contractor's staff on demand (removing the constraint of the Lead's availability or lack thereof).

To validate the long-term benefits of this accelerated program, a formal Third-party audit of the Lean curriculum is scheduled by Q3 2026. This study will assess not just the retention of knowledge (training scores), but the application of knowledge (behavioural change on site) and the robustness of the modules created. This is to ensure that the pace of AI-driven content development does not come at the expense of sustainable cultural transformation, targeted within the business and beyond.

Ultimately, the present paper advances Lean Construction by redefining scalability. Leveraging AI to automate the embedment of Lean knowledge into local context can support the Built Environment industry to overcome language, cultural and hierarchical barriers. This becomes even more important given the unique environment Singapore represents. It helps democratizing the access to operational excellence, allows Lean Leads to spend less time building corporate presentations and training materials, and more on the ground, mentoring the Lean Champions and enabling a Learn-Do-Teach approach with the mentees. It makes their mandate even closer to what Lean is all about: Respect for People and fostering a more human-centric facilitation.

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