Enthusiasm for Lean

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According to neuroscientist Antonio R. Damasio, the brain constantly needs to update its information on the body’s state in order to regulate the many processes that keep it alive. And, it needs to translate those emotions into actionable feelings. In an ever-changing environment, this is the only way an organism can survive.
Artists Provide a Fresh, Holistic Perspective on Lean

Enthusiasm for Lean: Richert | McGuffey
Identity

“You cannot present to others what you have not presented to yourself.”
Jean Piaget
Toyota’s Shared Identity – The Five Precepts

• Be contributive to the development and welfare of the country by working together, regardless of position, in faithfully fulfilling your duties.

• Always be studious and creative, striving to stay ahead of the times.

• Always be practical and avoid frivolousness.

• Always strive to build a homelike atmosphere at work that is warm and friendly.

• Always have respect for God and remember to be grateful at all times.
To be known and valued.

Nurturing of personal relationships with an individual’s work team, including the composition of a shared core identity aligned with team purpose.
Daily awareness of others and the surrounding world through observational experience practiced along with mindfulness of knowing how you, as an individual, show up in relationship to purpose.
Commitment

Engaged dedication and clarity regarding one’s core identity, team shared core identity, responsibilities to others on and outside the team, and the challenge the team has undertaken.
Challenge

Challenge sets before us a path to discovery and exploration. A meaningful goal, aligned with purpose, that is not possible given the team’s current capabilities and knowledge. This impossibility informs the team’s needed growth.
A Review of Current Knowledge


Conventional Change Model

*Train People to Engage in Lean Behaviors*

Behaviorism Implies...

- Nominalism
- Materialism
- No Free Will
- No Purpose in Life

Behaviorism violates the *Respect for the Human Nature* principle.
Proposed Research

Deliberate Application of Transformational Legacy to Project Work

- Discover Individual Core Identity
- Create True Connection Between Members of the Team
- Understand Purpose of Team and Create an Aligned Shared Core Identity
- Select an Impossible Challenge for the Project
- Design the Network of Commitments Required to Build New Capabilities
- Engage in Daily Cognition Practices that Support Enthusiasm
The results so far suggest that, contrary to earlier studies, productivity growth has typically been positive. This evidence contrasts sharply with the aggregate evidence, which indicates that productivity growth in construction, as a whole, has been negative or zero for half a century.

- Monthly Labor Review
  Bureau of Labor Statistics
  January 2018
Why Enthusiasm for Lean is Important

Suicides per 100,000 by Occupation

- Education, Training, and Library
- Business and Financial Operations
- Community and Social Service
- Life, Physical, and Social Science
- Office and Administrative Support
- Computer and Mathematical
- Personal Care and Service
- Management
- Legal
- Architecture and Engineering
- Health Care Support
- Food Preparation and Serving Related
- Sales and Related
- Farming, Fishing, and Forestry
- Health Care Practitioners and Technical
- Building and Grounds Cleaning and…
- Protective Service
- Production
- Transportation and Material Moving
- Installation, Maintenance, and Repair
- Arts, Design, Entertainment, Sports, and Media
- Construction and Extraction

Suicide in the Construction Industry: Breaking the Stigma and Silence

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Lean Practices Were Developed to Heal a Nation

For their part, peasants, 80 percent of the Japanese population, were forbidden from engaging in non-agricultural activities, thus ensuring consistent income for landowning authorities.
1890

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