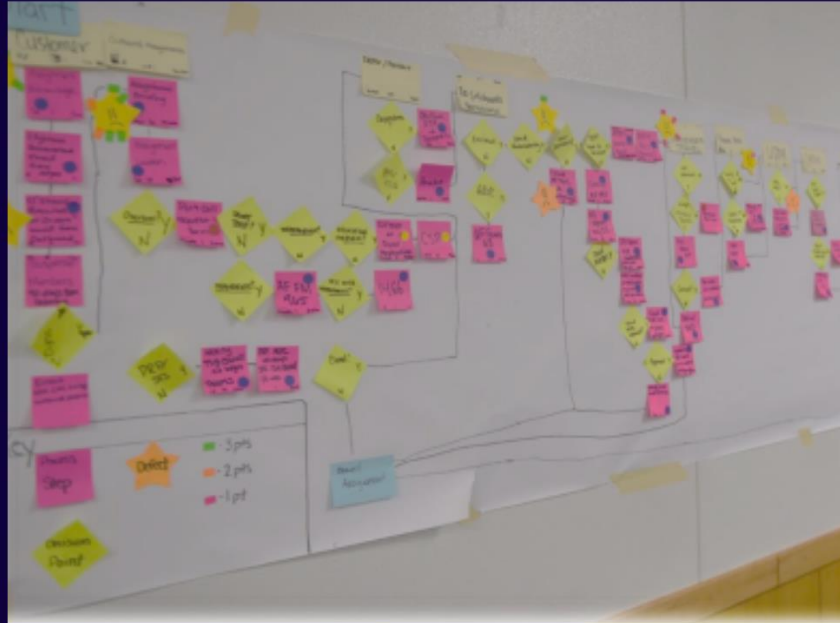


5th Anniversary e-Magazine 2020/2021



*Let's
Eliminate
All
Nonsense*

Foreword

I am so excited to present to you my first e-Magazine!

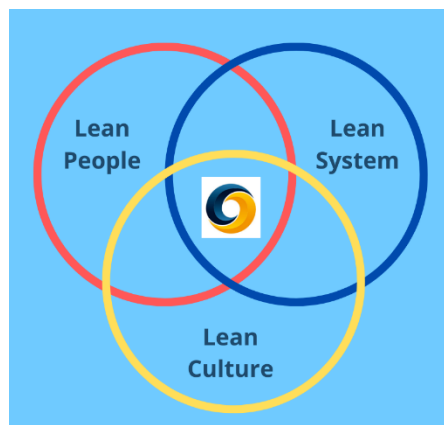
Celebrating 5 years as an independent professional is a good time for an overview of what I do and where I'm heading, and since it is a celebration, I decided to make it something special.

In this magazine I'll give you a rundown of my first 5 years as an entrepreneur and what I've learned along the way. For your inspiration I added some articles and quotes and of course an anniversary gift to you ([p12](#)).

Finally I'll give you some insight in the coming period and what I will focus on, to best support you with your Lean journey. And last but not least, you get a sneak preview of what is in store for you in January.

I wish you happy reading and hope to hear what you think of this magazine.

Kind regards, Mascha



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Why only 2% of Lean transformations achieve the anticipated results

A large survey conducted by Industry Week in 2007 found that only 2% of companies that have a Lean programme achieved their anticipated results¹. Other articles claim that 70-80% of all company-wide comprehensive change programmes fail².

Even if these numbers may not be empirically proven, they do point out the low success rate of Lean transformations outside Toyota. In my research on this topic, I found that one of the main reasons is, that organisations implementing Lean focus mainly on process optimisation for more customer value and the Lean tools you can use. Whereas Toyota has an equal amount of focus on respect for and well-being of employees and they have company values and goals that reflect this³.

*Value doesn't come from change.
Value comes from changes that get adopted and used.
Prosci.*

So what are the key ingredients you need to have in place to make your Lean transformation successful? My take out from the articles I have read, are the following 5 topics:

1. Vision, mission & value statement

Most organisations have vision and mission statements, but do they include:

- what the company will look like after the Lean transformation in terms of processes, culture and behaviour? This gives the employees a sense of direction and it helps to focus their efforts.
- a plan on how to get there? What methods and tools, what focus, sequence and planning (long term). This way employees have an understanding of what to expect when.
- a value statement? So employees know what the organisation stands for. People usually make decisions based on their own values and gut feelings, so a value statement is the fundament, if you want them to make decisions in line with the organisation's goals.

¹ Everybody's Jumping on the Lean Bandwagon, but Many are Being Taken for a Ride. Industry Week, May 1, 2008.

² Not empirically proven. Mostly meant as "not all results were reached".

³ Related articles:

[10 Reasons Why Lean Transformations Fail \(alphanovaconsulting.com\)](http://alphanovaconsulting.com)

[\(9\) The top 5 reasons why Lean Transformations fail | LinkedIn](#)

[352.pdf \(Lean.org\)](#)

[Kaizen Blog - Why are most companies failing with Lean implementation?](#)

2. Cultural framework⁴

A Lean cultural framework sets the boundaries for a positive culture by:

- Establishing guiding principles or objective behavioural expectations for the entire organisation.
- Linking human resources policies and procedures to the behavioural expectations and the Lean vision and implementation.
- Establishing organisational leadership and management principles.
- Linking personal goals to your organisation's goals.
- Determining the required skills and mindset.

3. Leadership commitment and development

Board members, senior and middle management need to commit to the Lean transformation, no excuses, no escape. So developing your management to become Lean leaders who support and mentor their employees is crucial. They need to learn and apply the new way of thinking and acting required by everyone in the company.

4. Focus on continuous improvement

Taking small incremental improvement steps as a new standard helps to:

- Sustain long term improvement and establish a learning organisation
- Increase employee involvement and retainment

And all of this while improving your products and processes and increasing your customer satisfaction.

5. Discipline

The only way to reach a change in thinking and acting is to apply the principles in a very disciplined and repetitive way. Just like you raise your kids or train your dog. Toyota implemented a kata structure to achieve this. In this structure you determine target conditions for all Lean principles and all leaders ask standard questions defined in corresponding improvement kata's⁵. That means coaching people in putting an improvement kata into practice every day.

Conclusion: Key to a successful Lean transformation is to put an equal amount of focus on giving direction and focus on values, improvement and behaviour, instead of only on process optimisation and applying a set of techniques for eliminating waste. Other than doing a set of projects, Lean transformation is a process by which managers become leaders, who develop their employees so that desired results can be achieved, again and again.

Interested to see what Reinders Folmer Consultancy can do for you on these ingredients?

Click here to schedule
an appointment

⁴ [Developing a Lean Culture](#)

⁵ A kata is a well-rehearsed routine that eventually becomes second nature.

Quote

If you want to build a ship, don't
drum up the men to gather wood,
divide the work and give orders.
Instead, teach them to yearn for
the vast and endless sea.

Antoine de Saint—Exupery
author of *The Little Prince*



Top tips

This year I posted a couple of video messages on Social Media (in Dutch) with my tips for you. Below I share my personal top 3, for you to watch (again) and I added the text in English:



[18-6-2020 - 3 points of view to improve teamwork](#)



[25-6-2020 - 3 ingredients for a successful team session](#)



[16-7-2020 – 3 tips for an efficient day start](#)

I hope this will inspire you and will be of use as a practical guidance.

Lean Teamwork

As a firm believer of teamwork and behavioural and cultural change as key elements for sustainable success, I get inspired by reading articles about these topics. One of the articles that describes the essence and importance of Lean Teamwork, is the following article by Jason Haines.

He found that teamwork in Lean initiatives is something that builds camaraderie, which helps to build a stronger and more successful organisation. It does require commitment from all levels in the organisation and is achieved by training and coaching the teams and their leaders in how to work together. If it succeeds, you will have an organisation that speaks the same language and all people know what's going on, which makes the necessary communication a lot easier.



What Lean teaches us about Teamwork

- Published on October 19, 2020

Written by Jason Haines, Senior Consultant, Trainer, and Managing Director at Industrial Solutions - ISI Arizona

“The achievements of an organization are the results of a combined effort of each individual. People who work together will win, whether it be against complex football defences, or problems of modern society. Individual commitment to a group effort- that is what makes a teamwork, a company work, a society work, a civilization work.” -Vince Lombardi

Over the years there have been many great teams that had no real superstars, others that had some superstars and a few supporting people, and lastly teams loaded with nothing but talent. But, did all these teams have what it took to be a true team? True teamwork takes a lot of hard work and commitment by everyone. True teamwork will also take sacrifices by everyone, but at the end everyone will be rewarded immensely. Great team players learn a lot from the team and learn a lot about themselves. And many of these people go on to be great leaders at other places or within their own current place of employment.



But if you look at the landscape today, there are a lot of people out there that are bad team players in all walks of life. People who are looking for the spotlight and not trying to be part of the team. Why is this? There are many reasons for this change in people's habits and it did not just happen overnight. It has been a long slow process that is coming to a culmination in today's world. However, I believe we will see our world go back to helping each other and working together. I have witnessed this in the groups I have joined and the people I have met along the way.

One of the reasons I invested into Lean Management was because I liked the element of teamwork within its principles and how it helped everyone grow. It showed a way to build comradery that I missed from my past while playing sports. Teamwork in Lean is very essential, and everyone must be on board of what the team is doing. There are two important things that must be present for Lean or any initiative to be successful; those are top management buy in and teamwork. Everyone must check their stripes at the door, communicate, and be there for the success of the team.

The hardest part for the majority is checking their stripes at the door, which I find this to be the biggest setback in today's world. If you want to see someone that learned to check his ego then look no further than one of the greatest basketball players of all time, Michael Jordan. Now I will not say he was/is not a perfect person, and no one is other than Jesus Christ himself, but he knew in order to win championships he needed to leave his stripes at the door to get the best possible players around him. And this left a legacy for him that none of us will ever forget. Jordan, yes, we all know him by his last name because of his legacy, would sign

minimal contracts for his organization to sign and bring in the best possible players and he played within the system set for. He did this because he knew he was looking to make the Chicago Bulls great and build on his future. Jordan didn't always get along with his teammates and was hard on them, but he wanted to get the best out of them, and they all wanted the best for the team.

Another example of great teamwork that we have all seen has been the New England Patriots. The Patriots have really never had great names out there but have always had great team players. One year their motto, and this is the motto that most of us should have, was to just, "do your job." Some players didn't like this, and moved on elsewhere, that is okay there will be attrition from any great team. Some people will not like being part of a team culture and this is okay. My Pittsburgh Steelers are an example of this when they lost both Le Veon Bell and Antonio Brown two years ago. Yes, at the time it hurt, but the Steelers have built a culture of greatness over the years and those that do not want to be on the bus will be let to go their own way.

Lean is no different in striving for greatness, and when successful, Lean builds a culture through teamwork and great leadership. Most important is the buy in and teamwork from all the members of the team. All will be paddling in the same direction and working to achieve the same goals and you must have this. This does not mean that everyone needs to like each other, but they must all respect each other; there cannot be any infighting amongst the team that will cause confusion and disagreement. Most teams that reach greatness realize that not everyone will get along, but they can work towards a common goal.

With Lean everyone is working towards common goals and that is where the teamwork comes in to play. This will help people start to be communicating better and talking through decisions and determining the best path to make the proper changes. Lean also helps with that teamwork by providing the tools to help people see things. These tools, such as A3 documents, can help with the communication by not only telling someone what is happening in the process, but also visually showing people. This way there are no surprises amongst the group of people, and no one gets upset with another person. Always communicating and making sure people understand what is going on.

While communicating is key for any team to be successful, but more importantly and for the communication to work, your team must have a competence to make Lean work. All teams must have rhythms, rituals, and a common language and with training most teams will come to understand this. Think about it, sports teams do not go out on the field without practicing before a game, so why would you have your team go out and perform jobs before understanding how and what is going on? Therefore, a common language and training helps your teams become better at what they do and how

they perform their Lean implementation.

Teamwork is very important to any company and extremely important to the implementation of a Lean initiative. It helps everyone find a common language in order to make communication much better throughout the organization. It will also help your leaders and employees build better relationships and understand each other which will help the culture change for the better. Everyone wants a stronger culture in their organization, and a good way to change the culture is through Lean and teamwork. With this culture change we can find ways to get employees to get along and work better together.

At the end of the day teamwork is key to any Lean transformation, but there are other things that must be put in place to make that team work better together. Lean teams learn to work with each other as well as for the customer. All teammates learn to take responsibility for their actions and don't pass the blame to anyone else, but instead solving the problems they must to make a better product.

Helping grow your business through process improvement!!

Published by: Jason Haines, Senior Consultant, Trainer, and Managing Director at Industrial Solutions - ISI Arizona

My main take-aways of this article are that teamwork and leadership are crucial for a sustainable Lean transformation and that you can only get there by continued focus on making teams work, through training and coaching.

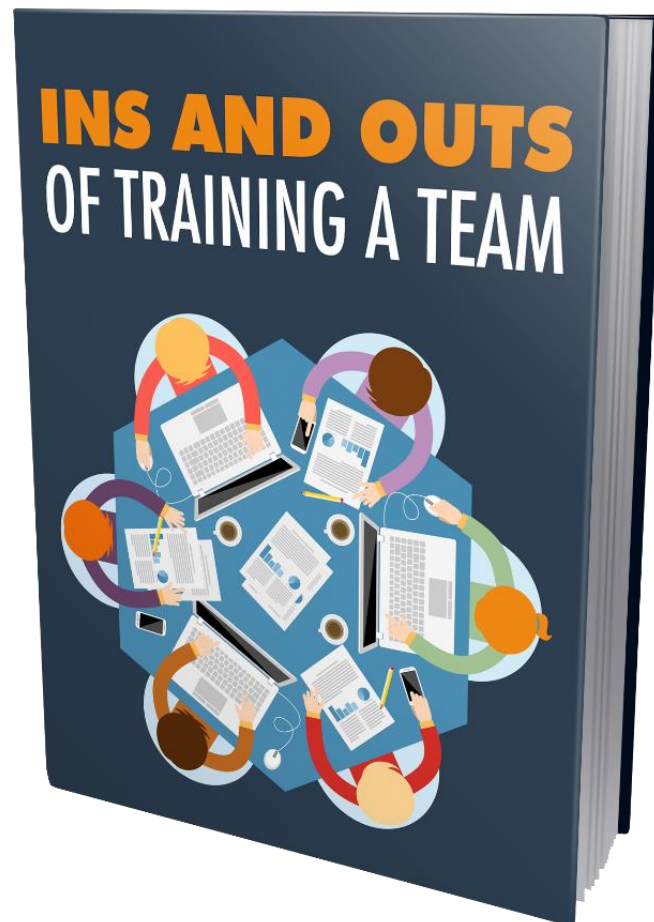


For me this means that in 2021 my See-Do-Lead method, a theme-based 4-phase approach to Lean implementation, entails not only Lean leadership but also Lean teamwork as a basis for your successful Lean transformation programme.

Anniversary gift

Because I celebrate my 5th anniversary on January 1st 2021, I would like to give you a gift. For your inspiration and in line with the article about Lean Teamwork, I chose this e-book about Teamwork.

[Click here to download the e-book](#)



I wish you inspiration and practical tips while reading it.

Looking ahead at 2021 and beyond

2020 has changed the way of doing business for quite a few organisations and this will continue to be the case next year. Looking at the trends for 2021 predicted by Forbes⁶, and Ipsos⁷, the topics closest to my area of expertise, are:

- Adapting to the changes in doing business:
 - Business model innovation
 - Sustainability
 - Conflicting values / A world divided by its values
 - Purposeful & meaningful
 - Integrity fuelled leadership
 - Relationship building and conversations with customers.
 - the search for simplicity and meaning
- Changes related to Working from home:
 - Online Lean collaboration
 - Online Lean education and training

For the coming year my focus will be on supporting organisations with the following 3 subjects:

1. Business model innovation & sustainable change
2. Lean leadership & adapting to a new way of working
3. Remote Lean collaboration & education

1. Business model innovation & sustainable change

The 2020 pandemic changed the way of doing business for many organisations. On top of that there is a growing trend of (mainly female) employees leaving the organisation, because they don't relate to the core values. These organisations require a review of their vision, mission and value statement.

- In January 2021 the Vision-to-Action workshop will be upgraded to include the creation of a value statement, so organisations can realign their vision and mission to match changed needs.



2. Lean leadership & adapting to a new way of working

Consumers want more transparency in what organisations invest their money in. They admire leaders with integrity, whose values correspond with their own.

Lean leadership concurs with these changed expectations. For organisations that are implementing Lean, this means a relentless focus on their customer's wishes by everyone in the organisation. Realising Lean teamwork and Lean behaviour and culture will support achieving the best value for their customers. Lean leaders will need to change their way

⁶ [The 10 Biggest Business Trends For 2021 Everyone Must Be Ready For](#) & [Business Trends To Embrace In 2021](#)

⁷ [Global Trends 2020: Understanding Complexity](#)

of managing their employees to one of coaching their employees in becoming a team, learning a common Lean language and learning what Lean behaviour is for them.

- My See-Do-Lead method, a 4-phase approach to Lean implementation, already entails the common language and coaching of the team, and will now be upgraded to include the creation of a Cultural framework and the introduction of kata's to support the adaptation of the leadership, teamwork and behavioural change needed to successfully implement this new way of working.



3. Remote collaboration

In this time of remote working, the need for online tools and techniques is evident. This also applies Lean sessions.

- In the coming month I will investigate what tools are available for facilitating Lean sessions and what is the best way to apply them. In that way I can guide remote Lean collaboration sessions and develop an online version of my existing Lean Facilitator training.



Mascha is a dedicated, approachable facilitator with one goal in mind: making you successful as a Lean Facilitator! She is patient, calm and creates a safe environment in her 'classroom'. Everybody has a voice in her training and everyone gets to practice – so once you leave you are fully confident in Lean. Her practical approach along with the theory you receive is a great balance. You remember what you practiced and can put it motion in your daily work. Mascha is professional and a thoroughbred facilitator. I would not hesitate to use her services again in the future. A Lean professional!

Helen Demosthenous, Business Change Manager AFKLMP Cargo &
Master Black Belt Doc

5th Anniversary of Reinders Folmer Consultancy

On January 1st 2021 I celebrate my 5th anniversary as an independent professional, so the month of January I will give you special offers every Friday, starting on the 1st.

Here is a sneak preview of what you can expect:

- January 1st – e-Magazine + free e-book
- January 8th – free ½ hour consultancy call
- January 15th – 1 person free for an inhouse training
- January 22nd – free Manual Ability to Change
- January 29th – raffle for a free consultancy call

About me

Mascha Westen-Reinders Folmer is behavioural and cultural change expert and owner at Reinders Folmer Consultancy.

Her broad experience and diverse roles in change related positions in IT, HR and technical departments gives her an unparalleled understanding of why Lean transformations succeed, or unfortunately, more often fail because the behavioural and cultural side of the change is not addressed.



In addition to her advisory, training, facilitator, and coaching skills, her passion for the behavioural and cultural side of process improvements shines on the stage. Mascha has experience on all levels within organisations, great observation abilities and the skill to give to-the-point feedback. With curiosity and an analytical mindset, she brings clarity to complex topics and empowers people to excel.

How does she know what she knows?

In her 20+ years of working experience she always worked in change related roles. She has seen many failures and luckily, successes as well. The common denominator is the human factor in the change. This side is often underestimated and that will come back to haunt you, which results in not being able to reach the full potential of your Lean transformation. This is why she deepened her knowledge in the behavioural and cultural aspects of organisational change.

What can Reinders Folmer Consultancy do for you?

Reinders Folmer Consultancy sees to it that the leaders and employees in the organisation are well prepared to start and continue their Lean change. Mascha's See-Do-Lead method, a theme based 4-phase approach for Lean implementation, leads them through the Lean concepts and ideas and she teaches them what they can gain with Lean and what their contribution can and must be, to build a successful organisation.