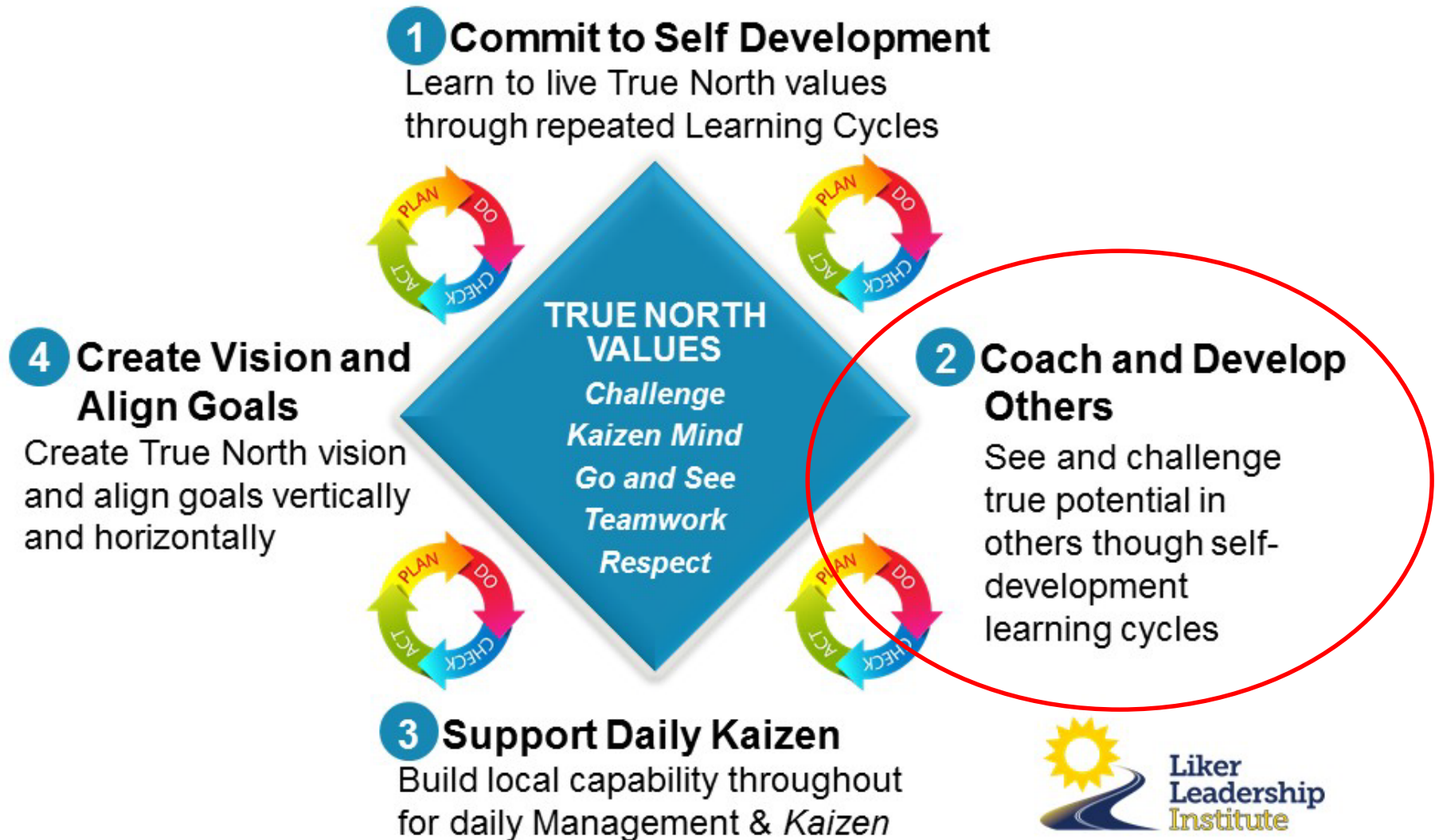


# Developing Lean Leaders at all Levels: A Practical Guide

## Chapter 5 Figures

# Lean Leadership Development Model



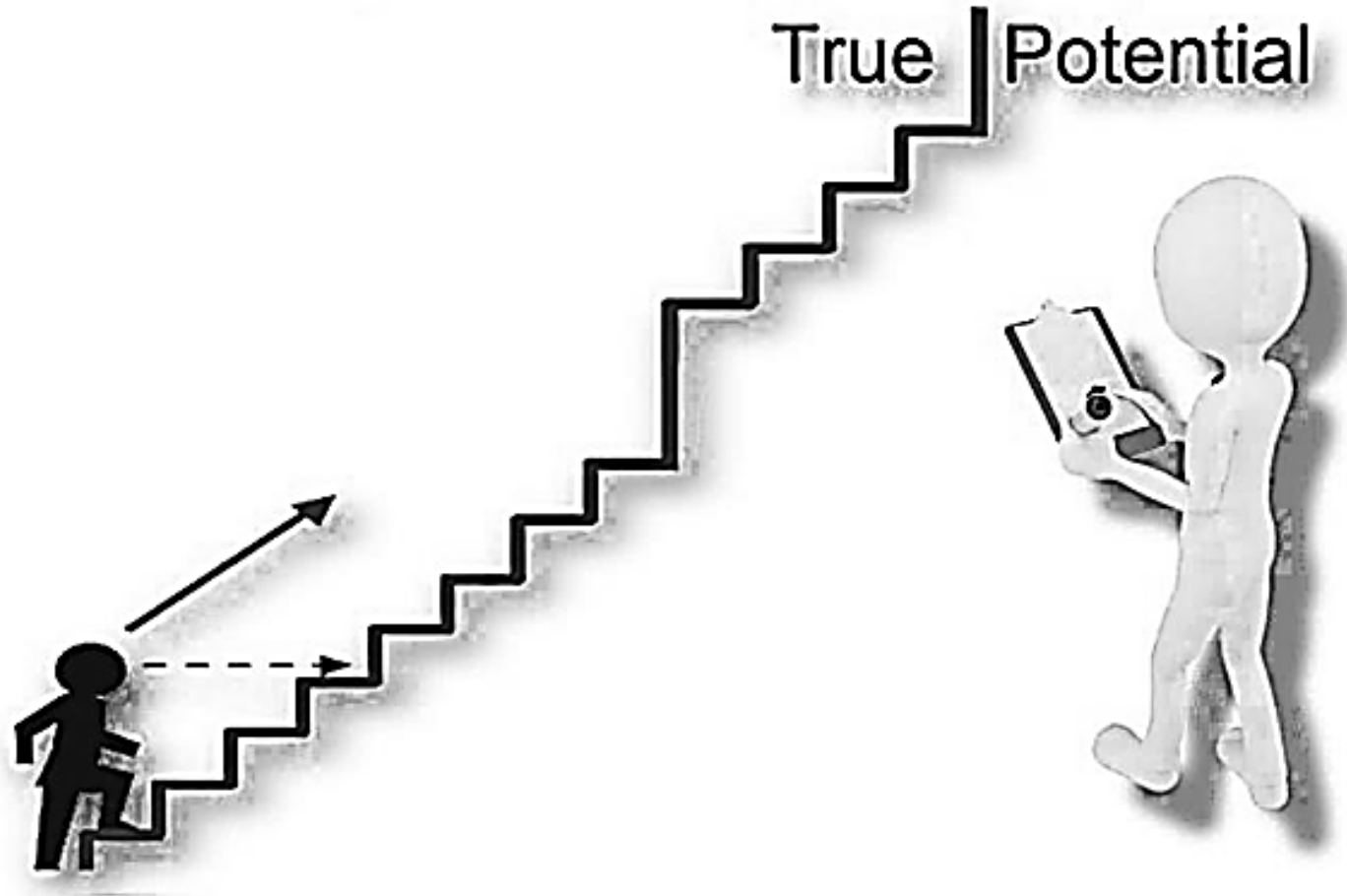
Source: *The Toyota Way to Lean Leadership*

**Figure 5-1.** The Lean Leadership Development Model (The Diamond Model)



**Figure 5-2.** The Master-Apprentice Craft Model

# What is the right Challenge for this person?



**Figure 5-3.** Defining the Right Challenge for the Student

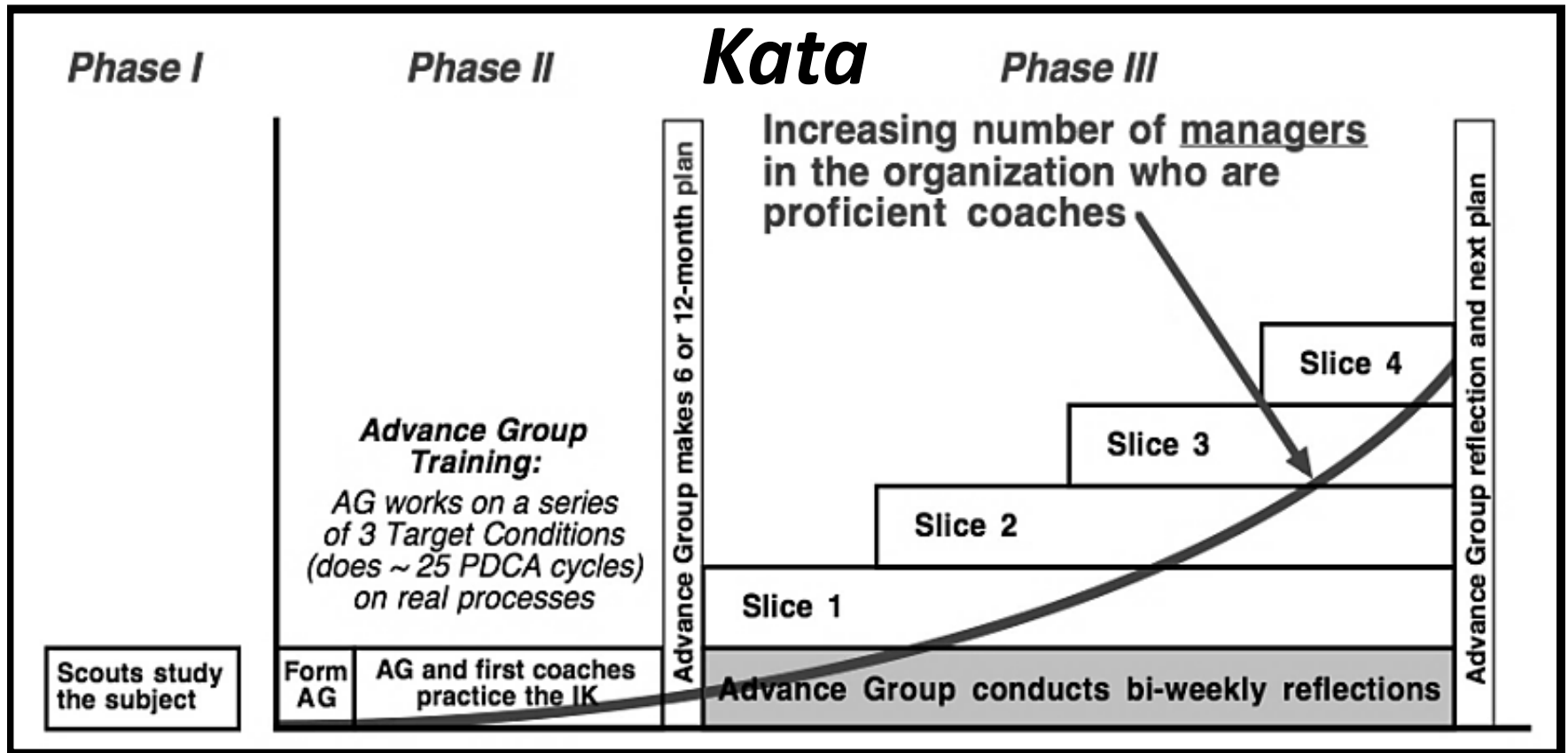


**Figure 5-4.** Vince Lombardi and another victory



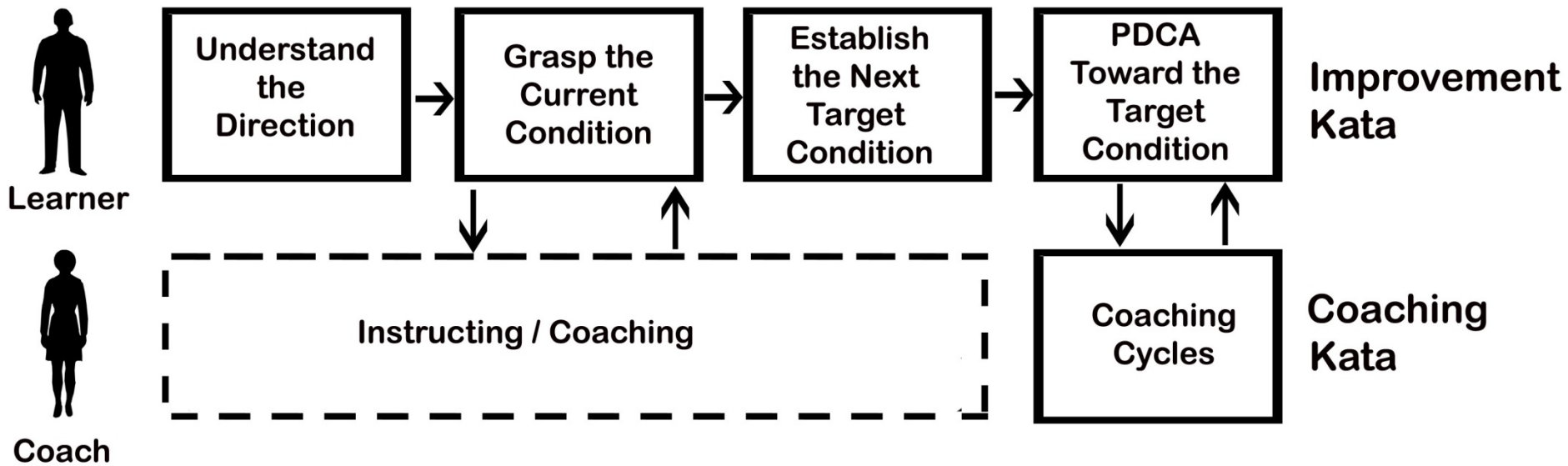
**Figure 5-5.** Coaching to develop in others knowledge and skill

# Example deployment of Improvement



Source: Mike Rother

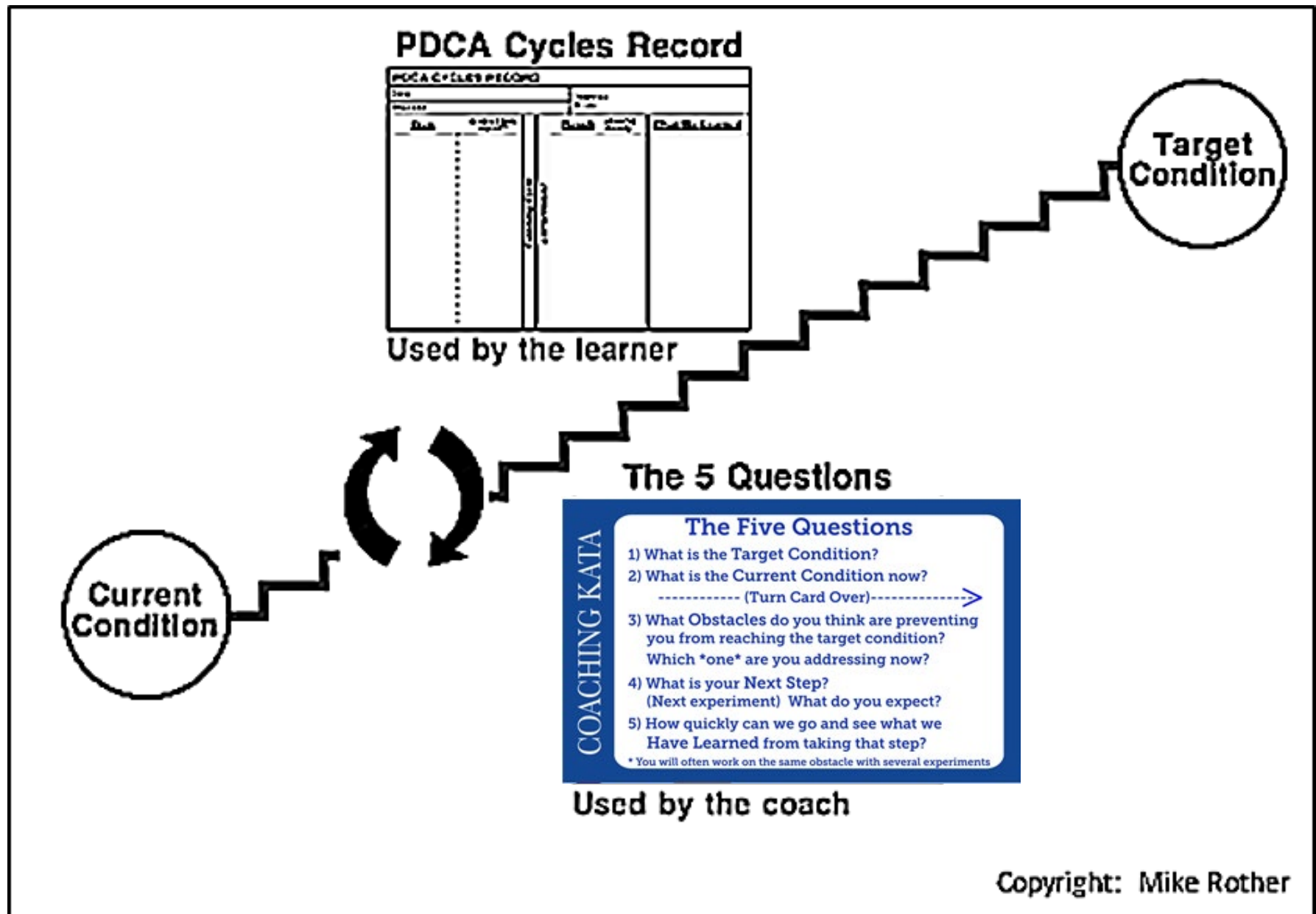
**Figure 5-6.** Recommended Approach to deployment of the Improvement *Kata*



Source: Mike Rother

**Figure 5-7:** The Improvement *Kata* and Coaching *Kata* are Mirror Images





**Figure 5-8:** The coach has a defined routine of questions during step 4 of PDCA cycles to achieve the next target condition

## The Five Questions

- 1) What is the Target Condition?
- 2) What is the Current Condition now?  
----- (Turn Card Over)----->
- 3) What Obstacles do you think are preventing you from reaching the target condition?  
Which *\*one\** are you addressing now?
- 4) What is your Next Step?  
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we Have Learned from taking that step?

\* You will often work on the same obstacle with several experiments



Back  
of  
Card

## Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

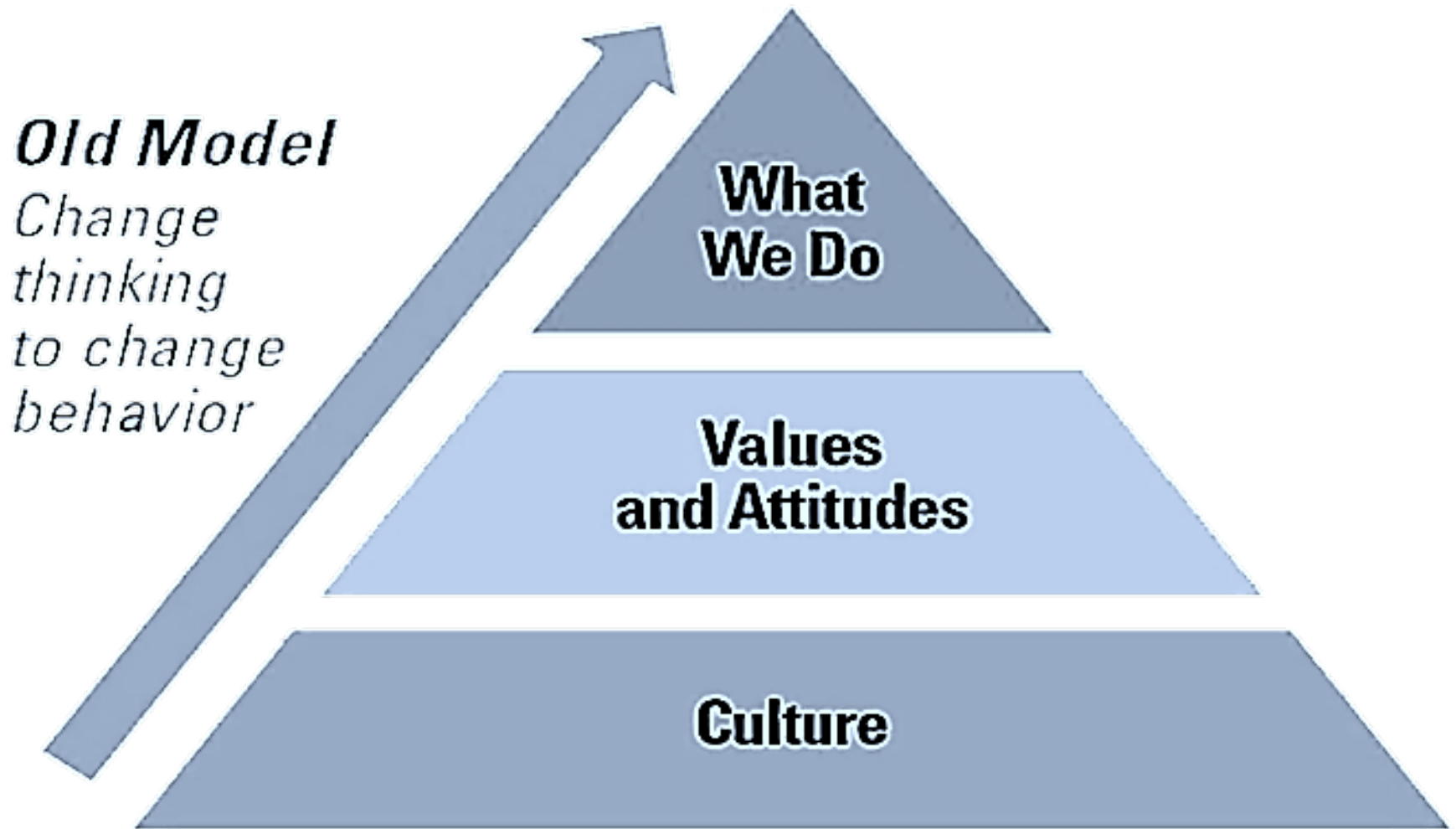
- 1) What was your Last Step?
- 2) What did you Expect?
- 3) What Actually Happened?
- 4) What did you Learn?

----->  
Return

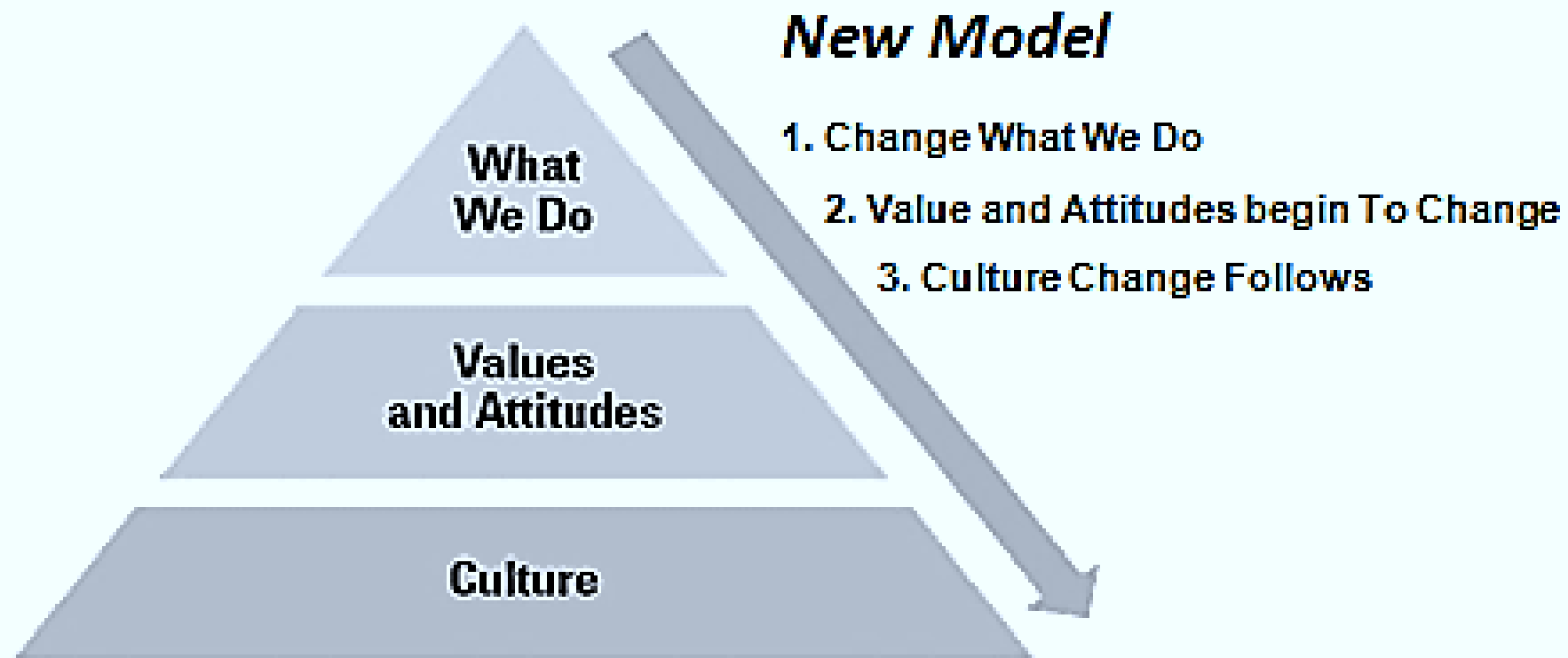
Card is turned over to reflect on last step / experiment.

Copyright: Mike Rother

Figure 5-9: The Question Card is the Standard Work for the Coach



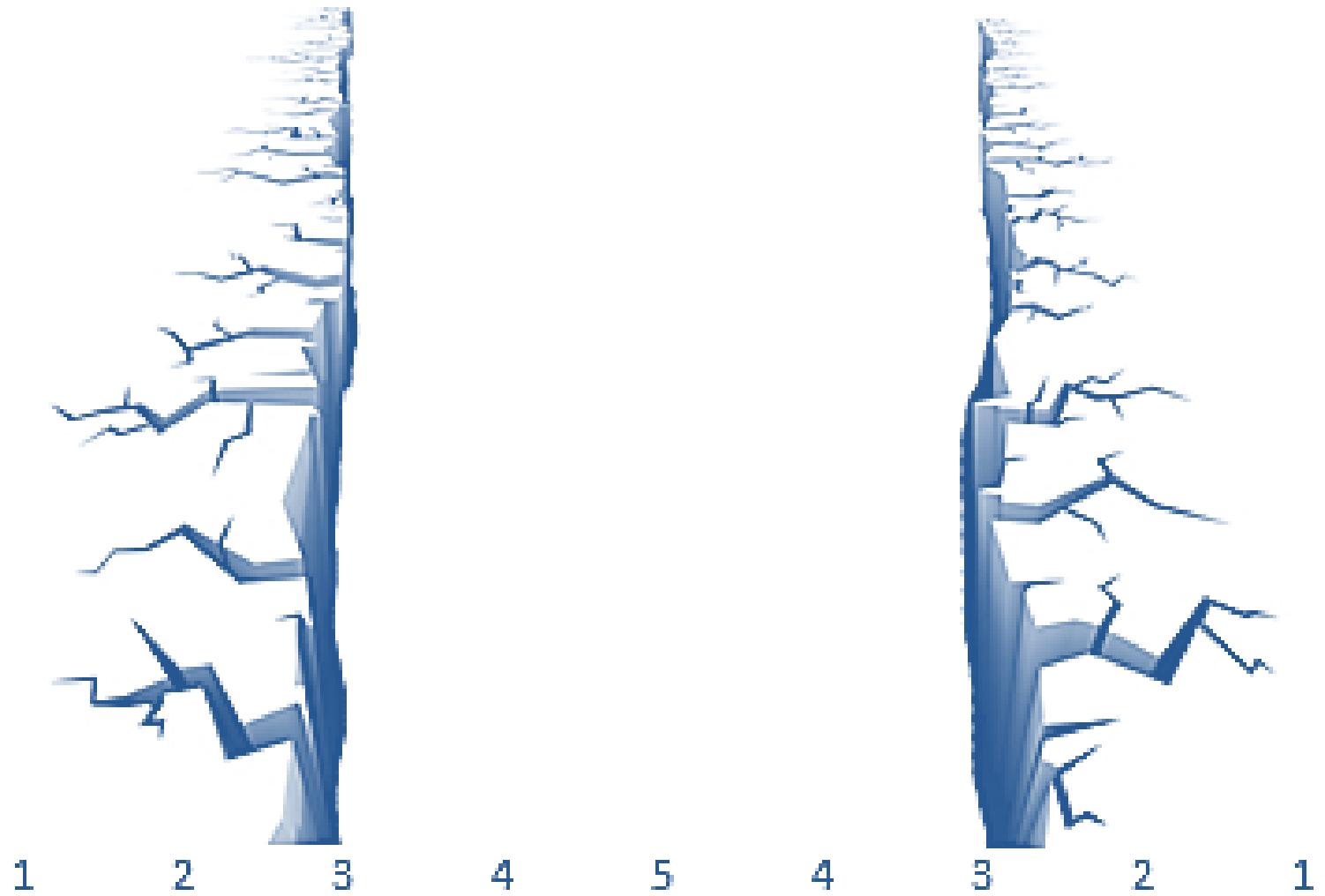
**Figure 5-10.** The Old Model of Thinking



**Figure 5-11.** The New Model of Thinking



**Figure 5-12.** The Goal



**Figure 5-13.** Bridging the Gaps