

# Deploying Lean – you might need your hardhat! (Challenges faced and lessons learned)

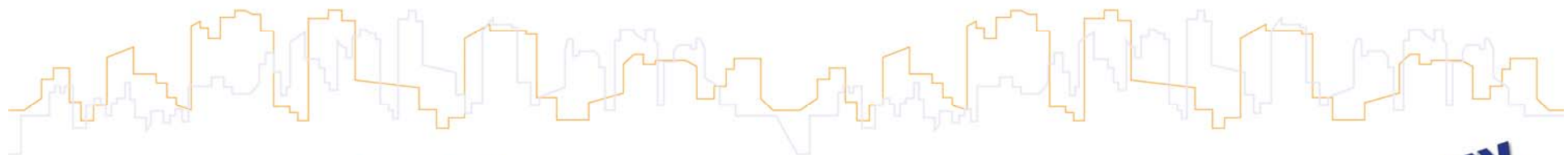
**Paul Doney**  
**Sharon Banks**



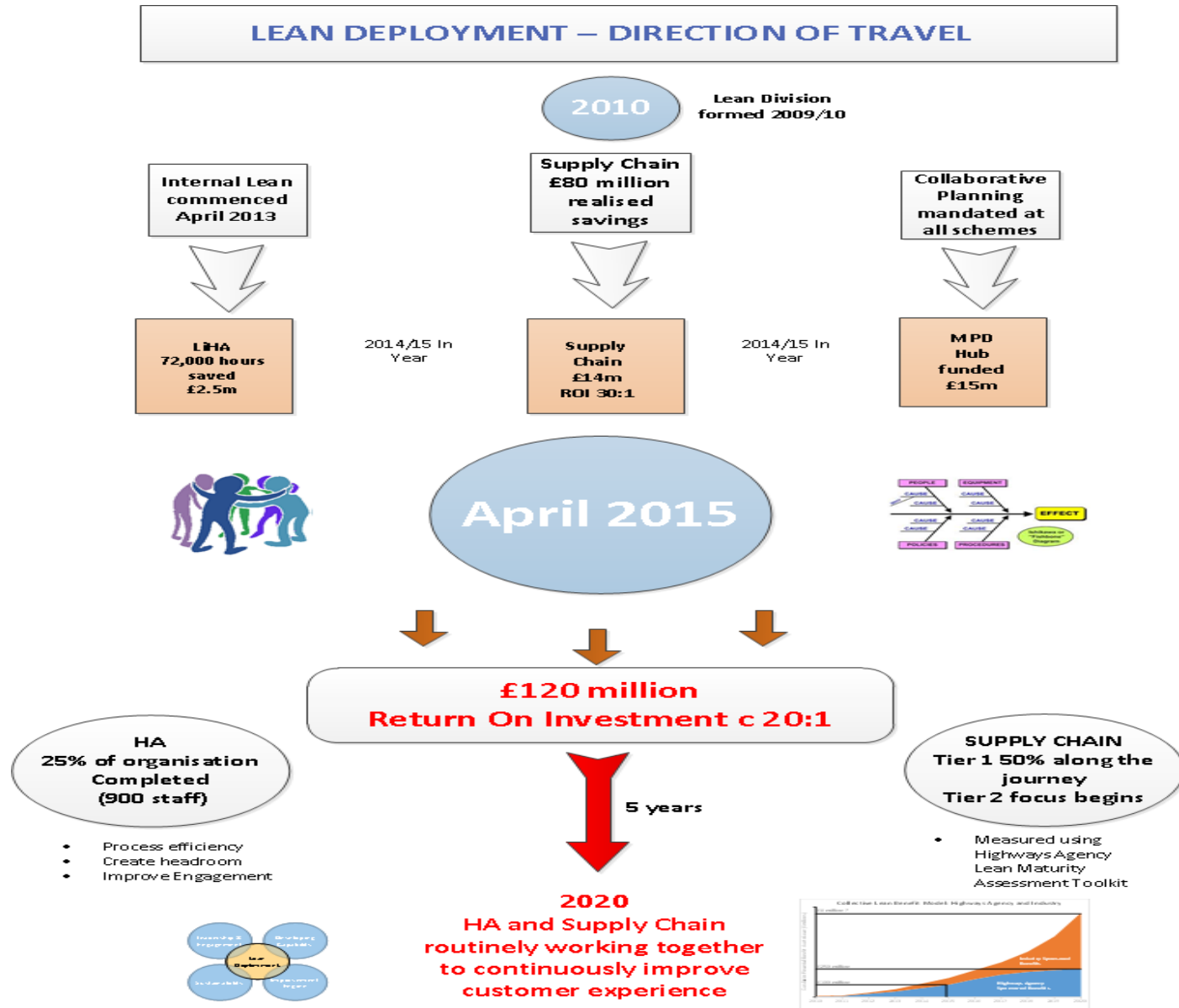
**“Guess what you forgot to  
take with you this morning!”**

## Our Experiences:

- Highways Agency – the story so far
- Challenges faced
  - How it feels
  - Behaviours you might encounter
- Learning Points



# Highways Agency – the story so far....

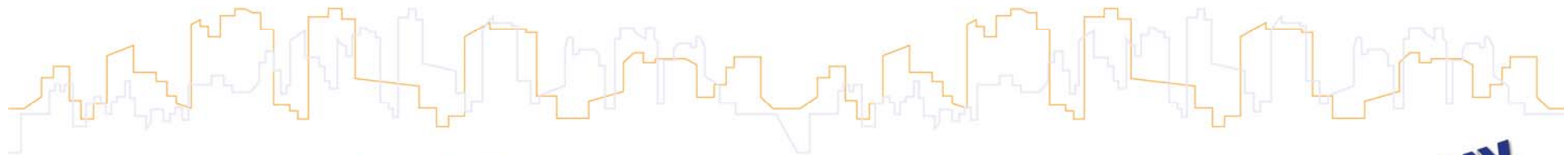


*Retain a small core team with a high level of expertise - specific business improvement activities*

## It can all feel a bit uncomfortable



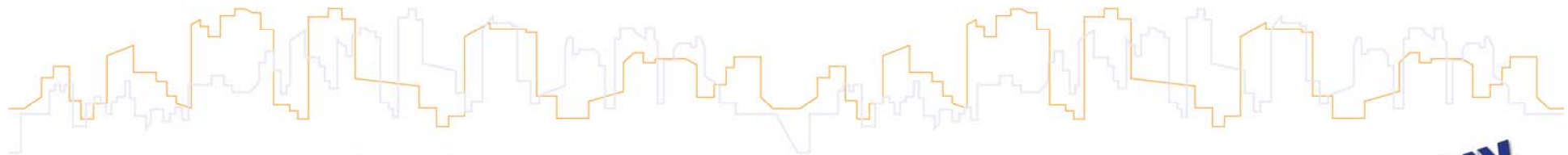
- You will be exhausted dealing with resistance
- You will be standing at the front a lot
- You will feel like a salesman



# You will 'feel' a few bumps along the way!



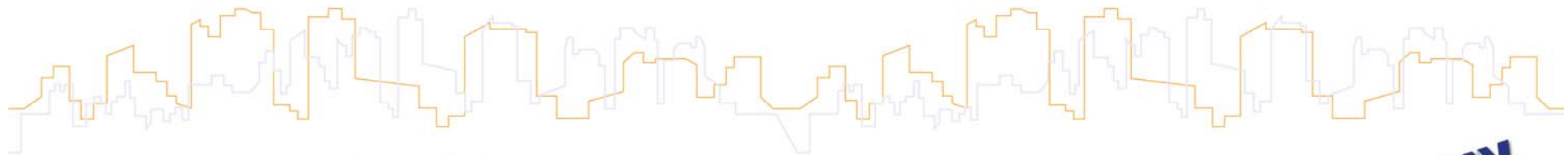
- Latest new fad
- You will encounter dissenters
- Problems will be hidden
- Everything is fine – no need to change.





## ‘Things’ will land on you

- Things may not be set up for Lean
- You will get knocked off course
- People expect you to do it for them



## ‘Things’ happen above



- You will face big organisational changes during a 10 year+ programme
- You will have to adapt to pressure and change from above
- Environment for Lean may change



# Learning

- **You are changing culture – build capability**
- **One size doesn't fit all – tailor to suit where you are**
- **Provide support – sustain it**
- **Don't waste time and energy on the 'doubters'**
- **Leaders must be actively involved from the beginning**
- **Build a community to share learning and generate peer pressure**
- **Incentives in contracts 'help'**
- **Be willing to invest in your supply chain and your people**
- **Start with people engagement – eg Collaborative Planning**
- **Keep it simple and persist**

Persistence...persistence.....persistence.....



*“Simple can be harder than complex. You have to work hard to get your thinking clear enough to make it simple.*

*But it’s worth it in the end, because once you get there, you can move mountains”*

*- Steve Jobs, Apple Founder*

