

Implementing Lean: UK Culture and System Change

The Paper:

Why we research?

Evangelism rooted in failure

What we do -

Theory

Tools

Application

The background

Looking for the “Magic Key” [LPS?]

We bought the idea

We believe it works

We think we know how to use it

So:

Let's try it

BUT! It did not work as well as we hoped

Maybe we didn't know enough

What the review found

The Theoretical Cultural, Organisational & Systemic Barriers existed & prevented success:

- » Us
- » commercial engagement
- » power imbalances
- » diversity of allegiance
- » interests and commitment
- » fragmentation and discontinuity
- » lack of trust
- » a climate of uncertainty
- » command and control approaches
- » withheld commitment
- » rigid behaviour

What does it mean?

Medical Analogy

The patient is ill!

Stabilise the patient – then cure?

Is the cure part of the treatment?

Can you cure one bit at a time?

What it means for our work

Change the culture first [Stabilise the patient]

Starting where change is already under way
– Strategic Partnering Agreements

Cure the whole patient - Introduce the Theories & Tools across the whole process