The Contingent Evolution of Leadership in the Implementation of Daily (Lean) Management Systems

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PLAN

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2. Styles of leadership
3. Case study
4. Conclusion
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Introduction

Daily Management Systems

DAILY MANAGEMENT SYSTEMS

**Definition:** system that aligns an organization strategically, tactically and operationally, allowing it to assess and improve the effectiveness and efficiency of its processes by facilitating decision-making through information flow and systematic thinking, on a daily basis.

**Tools of the DMS:** control rooms, visual boards, status sheet, A3, standard work, gemba walks, huddles, 5S audits, etc.

**Underlying skills and capabilities:** PDSA, problem solving, coaching Kata, leadership, etc.
Styles of leadership

THREE GENERIC STYLES OF LEADERSHIP

Laissez-faire leadership

- Passive leadership
- Hands-off approach to management
- Provides little feedback.

Transactional leadership

- Focus of the resources they manage
- Management by exception (active or passive)
- Uses rewards and incentives
- Draws attention toward failures to meet standards.

Transformational leadership

- Charismatic, caring and motivating
- Articulates a vision and challenges employees
- Provides a role model.

LEAN LEADERSHIP ≈ TRANSFORMATIONAL LEADERSHIP

1. Commit to self-development

True North Values
• Challenge
• Kaizen mind
• Go and See
• Teamwork
• Respect

2. Coach and develop others

3. Support daily kaizen

4. Create vision and align goals

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CASE STUDY
A story about DMS implementation

CASE STUDY: JIMMY’S PATHWAY

• Organization:
  • 7 institutions merged in 2015
  • Overseas a territory of over 25 000 km² (> 9600 mi² ≈ Vermont)
  • 3500 employees
  • 220 physicians
  • 118 senior managers
  • Annual budget of $300 million
  • In 2015: 50% of management positions were cut.

• Case study: DMS in a child and youth health program
  • Two directorates
  • Staff of 125 multidisciplinary professionals
  • Over 3 years
    • Interviews with 15 stakeholders
    • Three discussion groups
    • 350 hours of non-participant observations
EVOLUTION OF LEADERSHIP STYLES

STRATEGIC LEVEL
- 2016: 2-day Strategic Kaizen event
  - Process mapping with tracer case
  - Strategic A3 in control room
- 2017: "State of affairs" & reboot
  - Implementation of weekly status sheet
    - Weekly; virtual; Friday AM
  - Weekly tracking of project metrics
    - Quality
    - Continuity
    - Accessibility
- 2018: Integration of tactical rooms into 1
  - Highlighting "the good things done."
    - Patient comments
    - Work environment
    - Risk management

TACTICAL LEVEL
- 2016: Four Kaizen events (4 teams)
  - Four tactical A3s
  - 2 Tactical control rooms
- 2017: Integration of tactical rooms into 1
  - Other teams involved
- 2018: Democratization of tactical room

OPERATIONAL LEVEL
- 2016: Visual boards
  - Weekly meetings
  - Improvement "tickets" by staff
  - PDSA cycles
- 2017: Status Sheet
  - Visual board by manager
- 2018: Democratization of visual board

Managerial change

Moisan, Lagacé and Fournier (2020)
SHARED LEADERSHIP

• What is shared leadership?

• A dynamic and interactive influence process among individuals in groups whose goal is to help each other reach group or organizational goals, or both.

Three main characteristics:
1. Supports a horizontal dynamic among team members;
2. Is an emergent team phenomenon;
3. Different roles of leadership are distributed among all members of a team.

CONTINGENT LEADERSHIP TOWARDS SHARED LEADERSHIP

• What is organizational contingency?

  • There is no “one best way” to organize, to lead, or to make decisions.

• What is contingent leadership?
  • Leaders adapt their behaviors to the situation at hand.
  • The natural leadership style of a leader might not be appropriate to every solution.
TOWARDS SHARED LEADERSHIP

• Lean thinking has long advocated for transformational leadership to drive improvement efforts forward.

• Our case study revealed meaningful performance gains once leadership was shared among team members at all levels.
  • 40% reduction of disability insurance for staff;
  • 30% reduction in wait times for children
  • 375% increase in cases/day

• Status sheet as lever towards change
OUR TEAM

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QUESTIONS?