

The Lean Mindset

Henrik Stiesdal, 22.04.15

Commitment

Take ownership	<ul style="list-style-type: none">– Take the task, take responsibility– Take ownership of the whole system – not only the technical part, but also business and risk– Keep your customer in mind– You are the backstop – nobody will sweep up after you
Show the Drive	<ul style="list-style-type: none">– Go for the target.– Ensure that the target is reached quickly, efficiently, and for the benefit of the company, without allowing obstacles to bar the way.
Take the initiative	<ul style="list-style-type: none">– You have the initiative obligation– Ensure that your tasks are clearly defined. If in doubt, ask. Do not work on “I am not sure, but I will do this and that and hope that this was what they asked for”. Find out.– If others are delayed or provide incorrect or insufficient information, react.

Commitment

Use the Why Not?	<ul style="list-style-type: none">– Always ask Why Not?– Why don't we have the solution today? What keeps us back? Why cannot this be done faster? Why do we do this sequentially, not parallel?– Also ask – what will go wrong here? If we fear this, why don't we then ensure that it doesn't happen?
Do the Top-Down	<ul style="list-style-type: none">– Approach every project and task from top down.– Identifying clearly objectives, scope, deliverables, success criteria and timeline– Identify key technical issues and group into “digital” (on-off or go vs. no-go) and “analogue” (influencing efficiency, cost etc. but not representing showstoppers)– Tackle the digital issues first

Facts

Face the facts	<ul style="list-style-type: none">– Things are, as they are– Actively bring problems to the surface– Never fool yourself with false hopes. Problems don't go away on their own. Get them described, and then take decisive action
Have Hands-on	<ul style="list-style-type: none">– Go look for yourself – find out what is really going on– Understand the work, know your technical field– Do not only believe or hope something that you could have known for sure with little extra effort– Do small experiments, simple models and early prototyping

Facts

Keep it real	<ul style="list-style-type: none">– Know the key facts – cost, weight, stress, currents etc.– Present data as figures conveying a physical meaning to you and the user– Demonstrate that you respect the uncertainties
Know your references	<ul style="list-style-type: none">– Use the benchmarks – how we and others do on other designs, on cost, complexity, robustness, elegance, performance etc.– If benchmarks are not available then find or create them and make them available to your team

Quality

Apply Continuous improvement	<ul style="list-style-type: none">– Maximize the benefit of your work.– Look for ways to do better or extract more information, go the last mile– Strive to improve and learn, all the time
Keep it simple	<ul style="list-style-type: none">– Simple is beautiful– Kill complexity, both in products and processes– Products and processes follow the second law of thermodynamics – left to their own they grow in complexity. It takes energy to keep them simple. Spend that energy.

Quality

Make informed decisions	<ul style="list-style-type: none">– Establish the full picture– Consider alternative solutions– Make decisions only when you have the necessary facts – but do not delay decisions once you have sufficient information– Once a decision is made, implement fast
Respect Murphy's Law	<ul style="list-style-type: none">– If anything can go wrong, it will– If anything can wear or crack, it will– If things appear to be going fine, something has been overlooked.– Mother Nature favors the hidden error

Team

Apply teamwork	<ul style="list-style-type: none"> – Maximize the benefit of diversity – Make things visible – Few problems are totally new to the world - find people to help you. – Helping others while learning yourself is cool!
Respect people	<ul style="list-style-type: none"> – Approach people and situations from a positive position – There is always a reason why people behave as they do – try to understand their situation, be curious – When living the culture of challenge, relate to data and processes, never to persons
Challenge	<ul style="list-style-type: none"> – Live a culture of giving and taking challenge in good spirit – Apply friendly suspicion to all information presented to you; hope it to be correct, but expect that it may not – Challenge everything that appears not right – if it looks wrong then most likely it is wrong

Thanks for your attention

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