

**Examining the Correlation Between Leadership Engagement and the Formation of a Lean
Culture in Organizations**

Dagmar Vlahos

Granite State College

LD 850- Leadership Integrative Capstone

Professor Joseph Mews, Ph.D.

December 5, 2021

Abstract

This research entailed exploring the correlation between leadership engagement and the formation of an organizational lean culture. Furthermore, it evaluated the impact leaders have on employee adoption of a lean culture and sustainability. Inspiration for this project resulted from former struggles experienced while establishing lean cultures. Initial research focused on understanding organizational culture, lean leadership, employee engagement, and then expanded to explore if leadership engagement affects the formation of a lean culture, employee adoption, and sustainability. Overall, this research discerned that leadership engagement is an integral element not only in the formation of a lean culture but also in employee adoption and lean culture sustainment. In a time where 70% of workers are disengaged in their work but 80% of frontline workers are relied upon for an organization's innovation and improvement ideas, the engagement of leadership is vital in increasing employee engagement with the goal of enriching the customer experience.

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Chapter 1: Introduction

A company with a highly developed culture of quality spends, on average, \$350 million less annually fixing mistakes than a company with a poorly developed one (Srinivasan and Kurey, 2014: 59). The results of an annual Gallup poll show a troubling lack of progress in employee engagement from year to year. The 2013 poll revealed that 70 percent of American workers were either not engaged or actively disengaged from their work (Miller, 2014). Gallup distinguishes between employees who are "actively engaged" (loyal and productive), "not engaged" (average performers), and "actively disengaged" (ROAD warriors, or "retired on active duty"). Engaged employees are described as those who know what to do and want to do it vs. disengaged employees who know what to do and don't want to do it. Additionally, The Gallup poll reported that in the United States alone there are approximately seventy million people who don't care about or hate their jobs (Miller 2014) which results in employees being indifferent to poor processes that erode quality and service levels. According to the Gallup report, economic losses from disengagement, which leads to inattention to customers, safety, quality, and productivity, were estimated at \$500 billion annually (Miller 2014).

Based on these statistics the question arises, how can leaders better engage people in serving customers and colleagues and improve their workplace? The 2013 State of the American Workplace Report offers hints which can be boiled down to creating work environments that allow people to answer in the affirmative to the question, "Is your job designed to help you do and be your best every single day?" (Miller, 2014). Moreover, University of Massachusetts professor Alan Robinson has researched and written about improvement idea suggestion systems, finding that 80 percent of the innovation and improvement ideas do not come from top managers and engineers in the company, but from the frontline workers. Therefore, from a

leadership standpoint, it becomes problematic when most improvements come from frontline employees, but research showed that a majority of employees are not engaged. Again, if 80 percent of ideas come from employees, yet in the United States 70 percent of employees are not engaged at work, there is clearly a quality problem with the process of engaging people in continuous improvement (Miller, 2014).

Culture

“Our belief is that if you get the culture right, most of the other stuff, like great customer service or building a great long-term brand, or empowering passionate employees and customers will happen on its own.” Tony Hsieh, CEO, Zappos. Every company culture is different; it is the result of a unique combination of a range of factors such as the organization’s mission, values, leadership, goals, obstacles, industry, and position in the marketplace. Every organization develops a company culture, whether they realize it or not. That’s because even if an organization does nothing, culture forms and evolves on its own. Be cautious as an unguided, unstructured culture may do more harm than good. It’s important to take steps that help shape and strengthen a culture in positive ways and align it with an organization’s values and goals. According to Women of HR, company culture often shares one key characteristic: “a belief in really, truly looking out for the people who work there.” It’s as simple—and as complicated—as that. Everyone in an organization can play a part in developing and maintaining a great company culture. Executives forge initiatives that shape it. Middle managers put those initiatives into action. And employees strengthen the company’s culture by supporting its ideals.

Employee Engagement

Employee engagement is measured by an employee's level of commitment and connection to an organization. Employee engagement should not be undermined as employee engagement has surfaced as a critical driver of business success in today's business landscape.

Key drivers of employee engagement include areas such as leaders being committed to making their organization a great place to work, employees having trust in their leaders, employees believing that the organization will be successful in the future, and understanding how their contribution fits into the organization's plans, leaders making their employees feel valued and an important resources and finally the organization making investments in their employees to make them more successful. Ultimately, employee engagement increases dramatically when employees have a positive relationship with their direct supervisors or managers.

Leaders who develop a culture of engagement maintain employee trust, drive up productivity, increase overall satisfaction and retention, and are able to position the company for success (Wiley. 2010)

Lean and Lean Leadership

Lean is tricky because it is so much more difficult than it seems (Mann, 2005). When asked to describe lean to people who are unfamiliar Tom Ehrenfeld of the Lean Enterprise Institute shares the following elevator pitch, he created "Lean is a systematic approach to producing more (goods, services) with higher quality by engaging the hands and minds of the people doing the work in a disciplined and commonly understood method of problem-solving. This scientific approach uses the shared creation of standard work as a way to agree on the best way to get work done in the most purposeful way; and it enables people to identify problems as 'gaps' between how the work is being done and how it should be done—which allows a blame-

free exploration into why best practices are not happening to occur—and to create a culture where continuous improvement is a mindful and structured mindset that is always present.”

Lean is an action; it is more than a set of tools as it is an approach that embodies respect for people and develops a workforce as a team.

Integrity. Empathy. Determination. When leaders embody their culture’s positive values, the good example they set trickles down to all levels of the organization. Lean leadership entails fostering transparency and trust, encouraging open communication between all levels of the organization, and promoting teamwork. Transparency involves an organization being open and honest about its challenges as they are about its successes. Lean leadership encourages leaders to walk around the organization, greet employees, inquire about their opinions, answer their questions, and seek improvement opportunities. Lean leadership welcomes collaboration and teamwork. Through these behaviors, leaders magnify their positive influence on a lean culture by being the kind of leader worth emulating.

Based on the Gallup workforce survey results, the question arises can organizations transform their employee mindset? It seems plausible; however, before determining many inquiries need to be explored. Does leadership engagement mobilize the entire organization in continuous improvement, lean? Is leadership engagement the catalyst to devising a lean culture? Are we employing leaders who exemplify the characteristics of lean leaders? How do we get employees to adopt a lean mindset? Can a lean culture be sustainable without continued leadership engagement?

From this evaluative analysis, conclusions are formulated regarding the degree to which leadership engagement is essential in the formation of a lean culture as well as the impact it has on employee adoption and long-term sustainability. Through this analysis, it will provide insight

and inform leadership as to the significance of their engagement is not only the formation of a lean culture but fostering it to ensure employee adoption and long-term sustainability.

Chapter 2: Review of Literature

The purpose of this analysis is to study the impact, if any, of leadership engagement in fostering a lean culture. By evaluating the impact of leadership engagement on research-based theory and practices, valid insights might be revealed as to the impact leadership engagement has in fostering a lean culture, employee adoption of a lean culture, and the sustainability of a lean culture.

Organizational culture fosters engagement of employees, the building of trust, and sharing of knowledge. They allow for freedom of action, promote teamwork, give a sense of community and ownership, enable efficient communication, prefer openness to changes and initiative-taking attitude thus stimulating the circulation of knowledge, and emphasize its dominant character for the success of an organization (Juchnowicz, 2012: 26-28).

This review covers five areas:

1. The development of a lean culture.
2. Theories that are critical to assessing the value of lean culture in organizations.
3. Research the types of leadership characteristics that impact the development of a lean culture.
4. The impact leadership engagement has on employee adoption of a lean culture.
5. The plausible impact of leadership commitment to lean culture sustainability.

Organizational culture affected the survival and development of the enterprise and should be treated as a factor of the organization's future success (Pietruszka-Ortyl, 2019).

Organizational culture is widely viewed as one of the most important factors contributing to organizational success (Pietruszka-Ortyl, 2019). Furthermore, it is seen as an element decisive for a company's innovativeness (Laforet, 2016: 379), as well as satisfaction from work (Tong,

2014: 19-28) and the quality of this work (Pietruszka-Ortyl, 2019). It seems reasonable to begin expanding upon culture by understanding what a lean culture is and the foundational components to a lean culture. Exploring these topics delivers a deeper understanding of a lean culture and frames out the research as it relates to leadership engagement impact.

Depicting a Lean Culture

Simply put, culture is an idea arising from experience (Mann, 2005). Culture is invisible. Within an organization, culture is considered the sum of peoples' habits related to how their work is conducted. A company's culture is the result of its management system (Mann, 2005). A lean management system consists of an intensive focus on process. Therefore, a lean culture is empowering employees to develop habits related to how their work is conducted focusing on the process, the customer, and the organization. Little by little, almost unnoticeably, a lean culture grows from these practices as they become habitual (Mann, 2005).

The forerunner of a lean solution is Toyota, which created and developed the model for lean leadership (Trenkner, 2016).

The Development of a Lean Culture. When referred to the major model of the Toyota Way (4P) (Liker 2005, p. 34), consists of four levels necessary for the implementation of a permanent Lean Production System, specifically:

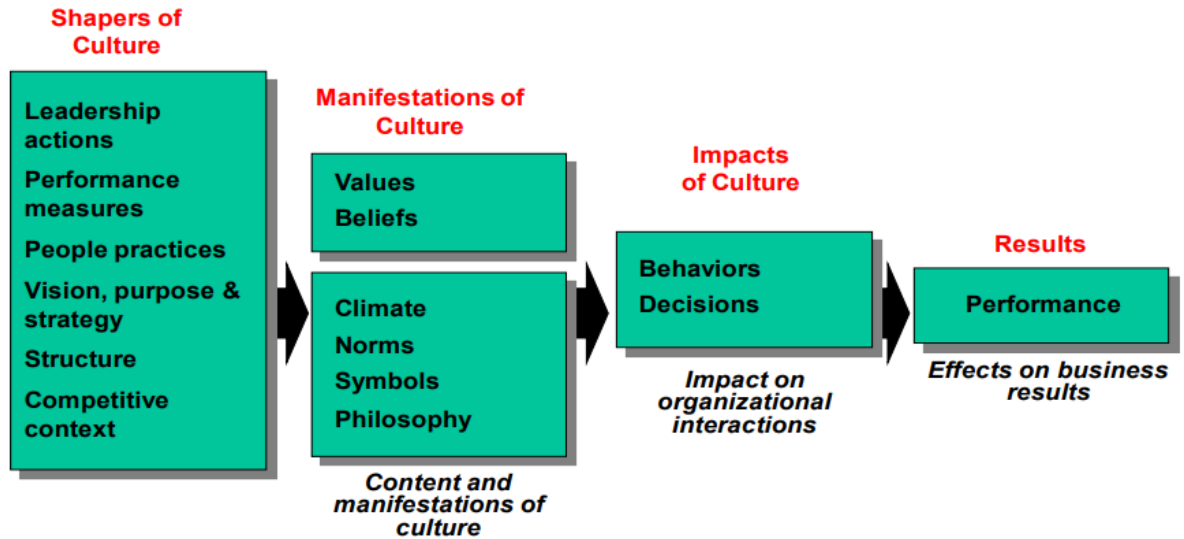
1. philosophy (long-term thinking),
2. process (elimination of waste),
3. people and partner (respect, challenges, and development),
4. problem-solving (CIP – continuous process improvement process and learning)

The philosophy puts great emphasis on the cooperation between employees and leaders in collective efforts to reach excellence (Trenkner, 2016). When the executive points out opportunities, teaches the principles, and makes assignments to act on them, it provides an enormous boost to the organization's motivation to begin learning and applying lean principles (Mann, 2005).

Shook (2010) based on experience pronounces that to change a culture you should not focus firstly on how people think, but begin by changing how people behave, and in particular, the Lean Leader needs to recognize that "It's easier to act your way into a new way of thinking than to think your way into a new way of acting" (Shook, 2010). Key tenants to a lean culture according to Shook (2010) entail:

- Give workers the means to successfully carry out their jobs.
- Create an environment for continuous learning.
- Build mutual trust and respect.
- Production floor leaders are involved in hiring their own team members.
- No layoffs as a result of lean events.

In the development of a lean culture, the absence of any leadership or failed leadership is the biggest crime of all as stated (Hines et al., 2008). Within a lean culture, it is imperative that an open and trusting culture is created that permeates every level of the organization. A culture where a feeling of we are all in this together is created (Kubti, 2018). The effects of culture on performance in Figure 1 articulates the progression necessary to deliver a lean cultural transformation.



Source: Huczynski, A. and D. A. Buchanan (2010). *Organizational Behaviour*. Financial Times, Prentice Hall.

Figure 1: Effects of Culture on Performance

Lean Leadership Characteristics

Leading improvement teams can be both incredibly rewarding as well as incredibly challenging (Donnelly, 2007). Donnelly explains that many people are often very resistant to change that is not self-directed. According to Donnelly, aspirational characteristics for effective lean leadership spans from being a good listener, to effectively communicating expectations to having the ability to project humility over arrogance and having a progressive attitude toward failure.

A paralyzed senior management team often arises from having too many managers and not enough Leaders (Kotter, 1996). Understanding the difference between leadership and managing is critical in enabling the momentum required to effect real change. The Leaders vs. Managers table distinguishes the mindset differences between leaders and managers as it relates to change management.

Leaders	Managers
Innovates	Administers
Is an Original	Is a Copy
Develops	Maintains
Focuses on People	Focuses on system and structure
Inspires Trust	Relies on Control
Has a long-range perspective	Has a short-range view
Ask Why	Asks how and when
Has eyes on the horizon	Has his eyes on the bottom line
Originates	Imitates
Challenges the status quo	Accepts the status quo

Source: Hines, P.; Found, P.; Griffiths, G. and Harrison, R. (2008). *Staying Lean: Thriving, Not Just Surviving*. Cardiff, Lean Enterprise Research Centre.

Figure 2: Leaders vs. Managers

In their book “Selected” Van Vugt and Ahuja offer their perspective as to why some people lead, why others follow and why it matters (Van Vugt and Ahuja, 2010). Through Van Bugt and Ahuja’s leadership theories, specific characteristics of lean leadership materialize within specific theories while others fall short of the characteristics of lean leadership. Lean leadership characteristics such as humility, empathy, sense of community, etc. described within the servant leadership theory along with being all about the hearts and minds agents for change within the transformational theory clearly align with lean leadership. Theories such as situational and behavioral have characteristics that may lend to lean leadership while transactional would not fall within the characteristics of a lean leader. Similarly, Kutbi passionately believed that a Lean Leader needs to have a Transformational leadership style with a Tayloristic twist (Kutbi, 2018). Through transformational leadership leaders elevate the interests of their employees, generate awareness and acceptance of the vision, and engage employees to the extent that they look beyond their own self-interest and deliver an extraordinary level of effort.

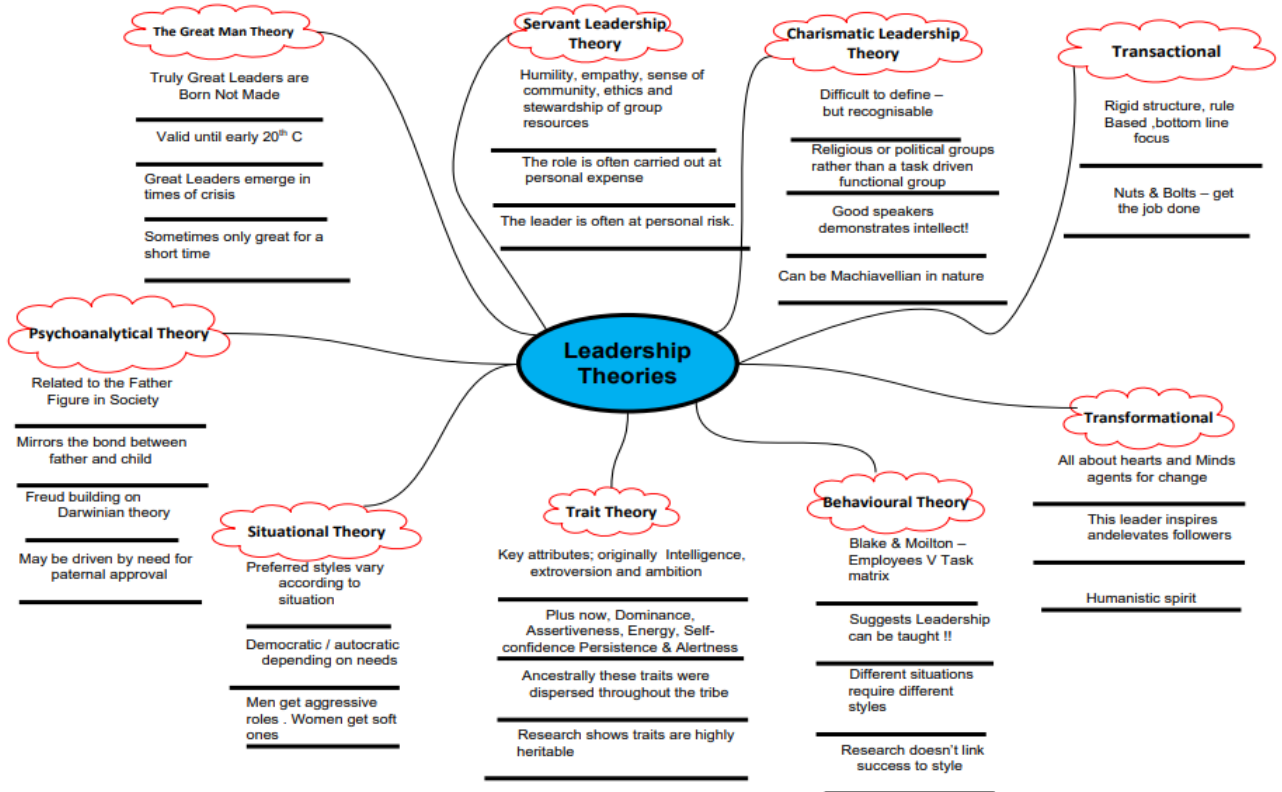


Figure 3: Van Vugt and Ahuja Leadership Theories

To sum up, we may say that a leader in lean leadership serves a special role – they are to be a role model and an example to be followed by others (Trenkner, 2016).

Leadership characteristics utilized in a lean culture.

An understanding of which leadership characteristics historically are best utilized to foster a lean culture provides a deeper understanding of why organizations should pursue leaders who embody these characteristics. The forerunner of lean solution Toyota created and developed the model for lean leadership (Trenkner, 2016). Employee characteristics that exemplify a lean mindset are a valuable asset for those who strive to become lean leaders.

Within Toyota it starts with a thorough selection of new employees who are then shaped inside the organization; then, based on leadership skills presented by them and the ability to learn from one's own experience, greater and greater challenges are formulated for them (Trenkner,

2016). The leadership development model at Toyota requires that a leader professing the principle of “servant leadership” needs to earn deep respect; and should also be humble (Miller et al. 2014, p. 111). Toyota goes on to formulate a list of requirements for Toyota heads.

According to Toyota, they should:

- actively observe the organization’s work without prejudice,
- actively listen so as to understand what people actually have to say,
- use the system’s thinking approach,
- know and understand the actual strengths and weaknesses of each person,
- clearly define problems and identify their causes,
- creatively prevent the sources of problems,
- plan and bring plans into action with a clearly defined scope of responsibility,
- find the time and enthusiasm for a deep reflection so as to identify further opportunities for improvement,
- motivate and inspire people throughout the organization to act for a common objective,
- be able to teach other employees all the skills above (Liker, Convis 2012, p. 90)

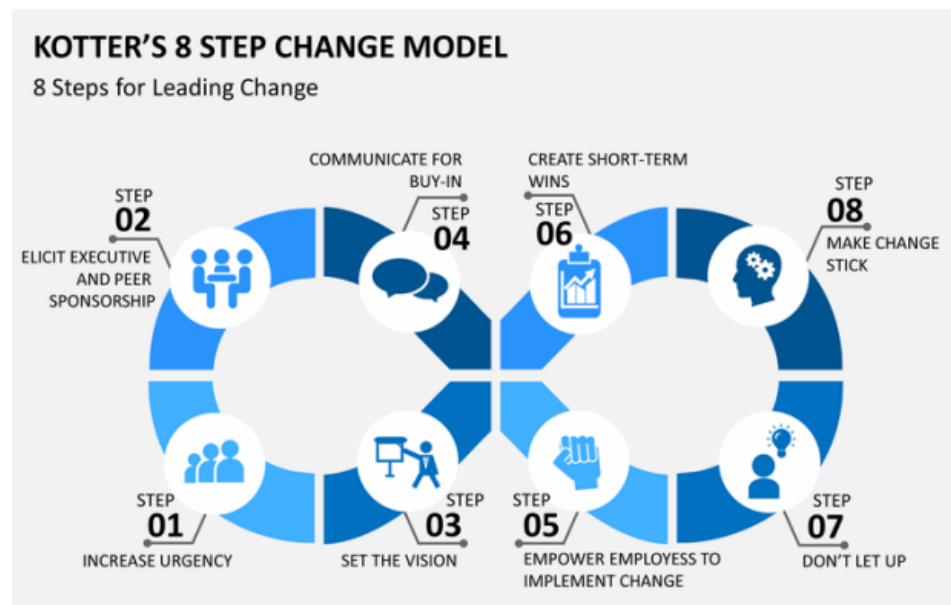
Only those Toyota employees who show a high degree of competencies have a chance to be promoted to the leader position (Liker, Convis 2012, p. 286).

Employee adoption of a lean culture

At the employee level, the pursuit of a lean culture is manifested to a considerable extent through strong knowledge of duties, the ability to improve their skills, and full commitment to the performance of their job responsibilities. In the case of managers, their dedication to the development of a lean culture manifests itself in the focus on meeting customer expectations and

supporting employees in fulfilling their job responsibilities, and enabling their participation in training. In turn, leaders should pay more attention to encouraging their employees to upgrade their qualifications, while increasing the strength of their real influence on colleagues (Pietruszka-Ortyl, 2019).

To ensure employee adoption of a lean culture Kotter recommends an eight-step change model for leading change (figure 4). Consequently, the steps within the change model entail leadership engagement.



Source: Kotter, J. P. (1996). *Leading Change*. Boston Mass: Harvard Business School Press.

Figure 4: Kotter's Eight-Step Model

Pietruska-Ortyl conducted a survey in Poland where 238 complete questionnaires were obtained, and respondents were from a different organization – the study was therefore only a general, pilot one, although cross-sectional. The companies described in the study were diverse when it comes to size – 21% of them were microenterprises, 23% were small, 24% were medium, and 32% were large organizations. The respondents were usually employees with moderate experience, with an average professional experience of 5.5 years, and the average

employment of 3.5 years in the organization characterized in the survey, which assures that they had enough knowledge about the organization described by them as its employees.

According to the respondents of the survey, teamwork reflected the highest score in the emergence of a lean culture with efficient communication and freedom of action following.

Figure 5 further articulates Pietruska-Ortyl survey results of factors stimulating the emergence of a lean culture. These factors are broken down by industry.

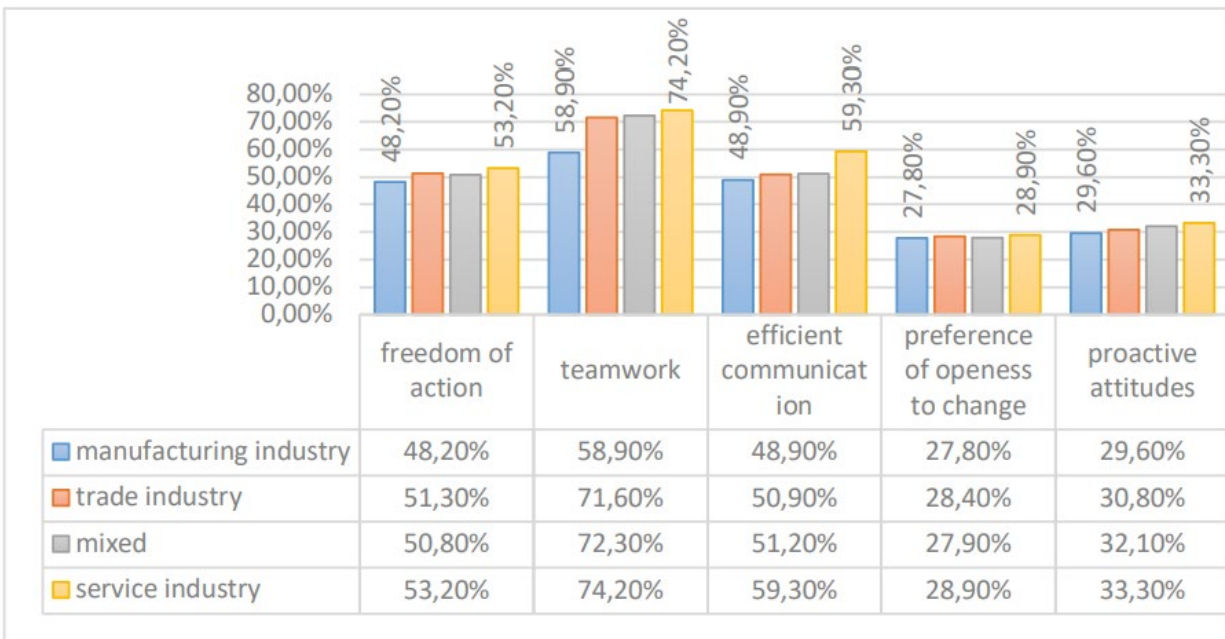


Figure 5: Factors stimulating the emergence of lean culture – Employee perspective

Additionally, Pietruska-Ortyl noted that management acting as role models of openness and honesty was prevalent amongst the behaviors employees seek out of their leadership team.

Rother describes in his book “Learning to See” assumptions often made when trying to ensure employee adoption of a lean culture. These assumptions include expecting training to make lean adoption happen instantaneously and leaders expecting impact by leading from the office – not embracing Gemba “Japanese word for the actual place.” Despite an organization’s best effort drawback such as leadership’s failure in execution during the development of a lean

culture articulated in figure 6 along with many others derails employee adoption of a lean culture.



Source: Hines, P.; Found, P.; Griffiths, G. and Harrison, R. (2008). *Staying Lean: Thriving, Not Just Surviving*. Cardiff, Lean Enterprise Research Centre.

Figure 6: Leadership Failures in Lean Culture Development

Trust is the catalyst for any cultural revolution, trust turns strangers into friends and then partners (G.A. Howell et al., 2004).

Lean Culture Sustainability

Pietruska-Ortyl's survey inquired about the emergence of permanent lean culture. Consequently, the results of the survey denoted in figure 7 articulated that teamwork prevailed as the most important characteristic followed by the fulfillment of obligations towards employees, clear rules of behavior, and managers as examples of openness and sincerity. Striving for excellence persists more in the hands of the employees themselves; professionalism is not the focal point and perhaps that is why the respondents emphasize that choosing the right staff is a rare phenomenon (Pietruszka-Ortyl, 2019).



Figure 7: Tools stimulating the emergence of permanent lean culture

In short, based on the research organizations within Poland it concluded that efforts should be taken to develop the following mechanisms: widely shared philosophy of comprehensive lean management, popularization, and consolidation of lean culture, as well as distinguishing successful people and publicizing their awards in the field of quality (Pietruszka-Ortyl, 2019).

Lean leadership behaviors affiliated to sustainability in organizations of diverse types presented by M. Denison, an expert of the Toyota Production System include respect for people, articulating long-term vision and principles, supporting the change process, as well as supporting and appreciating accomplishments. Additionally, research by Trenkner (2016) concluded that in order to maintain lean thinking in a company and the permanent continuous improvement system, the implementation of a lean leadership approach proposed by Toyota or a similar one is very important. However, to sustain a lean culture not all organizations are required to go to the extreme model of lean leadership indicated by Toyota, but they do require lean leadership

engagement. Without a lean management system, lean production implementations often falter, sometimes fail, and virtually never deliver up to their long-run promises.

Conclusion/Summary

If leadership engagement is essential for the formation of a lean culture as well as employee adoption, then what sustains the lean culture? In a word, it's you (Mann, 2005) the leader. Without leadership engagement, no tools, no processes, no books can make your lean implementation a healthy, growing, improving proposition. Lean leaders need to be transformational in style, and they need to face the uncertainty of today's world with hope and trust. Additionally, leadership needs to inspire through clarity of vision and an inner belief in their people's ability to generate change that brings real benefits to the business. Once a lean culture is flourishing it cannot be set on autopilot. Maintaining a lean culture requires constant care. Observe, evaluate, analyze, strategize, act, and repeat.

Chapter 3: Framework for Analysis

The framework for analysis entailed researching several key areas to conclude if there is a correlation between leadership engagement and the formation of a lean culture within organizations as well as conducting further exploration into the connection with leadership engagement to employee adoption and sustainability. The key areas explored include what is essential to develop a lean culture, theories that are critical to assessing the value of lean culture in organizations, the impact of leadership engagement of employee adoption of a lean culture, and finally the plausible impact of leadership ongoing commitment to lean culture sustainability.

This study involved looking at qualitative data that was obtained through examining peer-reviewed articles, journals, and information published by industry experts. Keywords utilized within my search criteria included lean, leadership, and leadership characteristics. Through the use of qualitative data, I was able to observe a variety of points of view by various researchers.

Research showed a direct correlation between leadership engagement and the establishment of a lean culture. Complementary to the engagement of leadership research unveiled that the leaders with lean leadership characteristics resulted in higher employee adoption rates. Furthermore, the sustainability of a lean culture requires ongoing engagement and nurturing from leadership.

Through research, I was unable to find articles that support the theory that the establishment of lean culture within an organization can be obtained without leadership engagement nor were there articles that supported that employee adoption of a lean culture was established without some level of leadership engagement or that a lean culture is sustainable without leadership assistance. There was a gap in research that did not explore theories

challenging that a lean culture could be established and sustained without leadership engagement and that employees regardless of leadership support would adopt a culture of lean thinking.

Chapter 4: Discussion / Analysis

As depicted previously, the purpose of this study was to determine if there was a correlation between leadership engagement and the formation of a lean culture within organizations together with exploring if leadership engagement has an impact on employee adoption and sustainability of a lean culture. The results of the Gallup survey articulated previously in this paper along with the statement from Alan Robinson a university professor at the University of Massachusetts referring to 80 percent of innovation and improvements coming from frontline workers mutually support the need for leadership engagement in the development of a lean culture within an organization to encourage engagement and foster change. Based on these statistics an organization would be remorseful if they did not adopt, foster, and cultivate a lean culture within their organization. It is an opportunity to transform a disengaged workforce into an engaged workforce.

Through research and firsthand experiences, it was discovered that creating a lean culture can be difficult. Not because it's complex but because it's different. If lean implementation was so simple, then we'd see more lean successes. Lean is a new way to manage a business. It requires process changes but more importantly, it requires leadership changes. When executive leadership endorses and embraces undertaking a lean journey, then there is a better chance for success. A transition from traditional leadership of command and control to a servant leadership of support and development will prevail. Overall, through effective communication and trust, a leader is effective in creating an environment of teamwork by promoting employee empowerment, and creativity.

Leaders have a tremendous impact on company culture. They set the agenda, prioritize work, manage, lead, and delegate. Strong leaders provide a sense of vision, purpose, mentorship, and inspiration to those they lead. Leadership engagement aids in building trust and through

guidance that is when employees buy into the vision and have trust in their leadership – this is when we see employee adoption.

Once a lean culture is established and employee adoption transcends, an organization cannot place lean on autopilot and expect it to endure. To sustain a culture of lean leadership requires continuous leadership engagement. Sustaining a lean culture is an evolving process. Sustainability happens as leadership continues to nurture it through engagement with peers, employees, customers, and executive leadership. When leaders lead by example it makes it easy for others to follow.

Overall, my extensive research concluded that: lean culture is developed, adopted, and sustained through leadership engagement. Without leadership engagement, over time the lean culture will fade and be seen as just another fad.

Chapter 5: Conclusion

A successful lean deployment is 20% dependent on tool expertise and 80% dependent upon the leadership and culture in which they are utilized. Albert Schweitzer stated that “the three most important ways to lead people are...by example... by example... by example” (Baker, 2020).

Organizational culture is a complex phenomenon – changing it takes time and effort, especially from organizations’ leaders (Ingelsson et al., 2018: 1760). Culture itself is vague, hard to pinpoint, and seems like it is just the everyday behavior around each individual employee, just like the air they breathe. Initially, an organization needs to define what a lean culture is to them and devise a clear agreement on what a lean culture means. By agreeing on a shared lean culture definition will enable everyone within the organization to speak a common language and work towards a common goal. Once the lean culture is defined it is essential that leadership concludes and is convinced that for their organization a lean culture is worth engaging in. In the evolution towards an organizational lean culture, core-culture keeps the culture of the organization vibrant and resilient (Kaul, 2019: 120) and in this situation, the core-culture should be a lean culture.

Thus, leaders need to be competent in leading teams, interpersonal relationships and look for innovation and untapped resources. They should favor teamwork and help individuals improve their performance, expand their competencies, and get rewarded for their contribution to better quality (Patyal and Koilakuntla, 2019: 1419). When executive leadership endorses and embraces undertaking a lean journey, you have a better chance for success (Mann, 2005). A transition from traditional leadership of command and control to a servant leadership of support and development will prevail. Overall, through effective communication and trust, a leader is effective in creating an environment of teamwork by promoting freedom of action, and creativity. Don’t forget that the engagement, involvement, and development of people is an

essential element. These elements are often overlooked; however, they are the common thread to developing an organization of lean. Over time teamwork and leadership engagement progresses employee adoption of a lean culture; one which is open to change.

Through this study, we learned that leadership engagement is essential to developing a lean culture; however, a question remains, is a lean culture built because of leadership engagement or leadership empowerment? Are they one and the same or do they complement each other? This is an area which according to my research is untapped and requires supplementary research.

Sustaining a lean culture is an evolving process. Organizations that achieve their desired lean culture cannot purely focus on continued leadership engagement to continue their lean culture. Sustaining a lean culture requires an organization to ensure that they include lean as part of their values and that it means something to the organization, that they create an onboarding process that offers a good first impression of continuous process improvement to outside candidates looking to join their organization, that leadership deals swiftly and professionally with those employees that significantly negatively impact the lean culture and that they continue to nurture, groom and appreciate those employees who are the core to shaping a lean culture within the organization.

Remember that 70 percent of American workers are either not engaged or actively disengaged from their work, that approximately seventy million people in the United States do not care about or hate their jobs, economic losses of approximately \$500 billion annually from disengagement nevertheless 80 percent of an organization's innovation and improvement ideas typically coming from frontline workers. Based on these statistics an organization would be remorseful if they did not adopt, foster, and cultivate a lean culture within their organization. It is

an opportunity to transform a disengaged workforce into an engaged workforce. Once a lean culture is launched, nurtured, and adopted the organization over time will begin to see their organization transition from an organization of employees to an organization of problem solvers. Lean is a never-ending journey and when a leader leads by example, they make it easy for others to follow. As stated by John Wooden: “if you don’t have time to do it right the first time when will you have time to do it over?” (Richardson, 2012).

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