Obeya: Seeing and Understanding Together for Effective Collaboration Throughout Product and Process Development

Presented By Katrina Appell, PhD
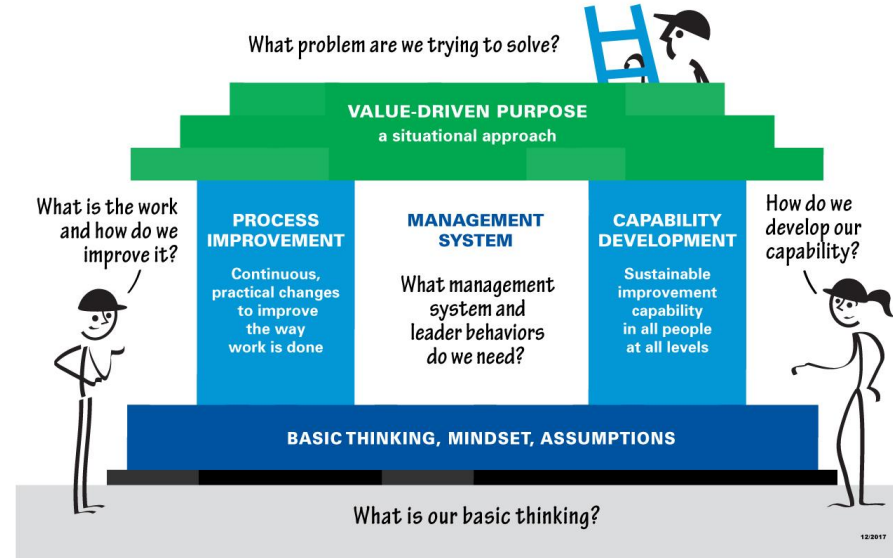
Designing the Future Summit 2019

lppd **Lean Product & Process Development**

A framework for using *Obeya* effectively

1. What problem are we trying to solve?
2. How do we understand and improve the work?
3. How do we develop people?
4. What management system and leadership behaviors do we need?
5. What basic thinking, mindset, and underlying assumptions do we need?

LEI Lean Transformation Framework

What basic thinking, mindset, and underlying assumptions do we need?

I CAN DEVELOP MY ABILITIES

CHALLENGES HELP ME GROW

FEEDBACK IS CONSTRUCTIVE

EFFORT IS NECESSARY

GROWTH MINDSET

FIXED MINDSET

EITHER I CAN DO IT OR I CAN'T

I STICK TO WHAT I KNOW

I DON'T LIKE RECEIVING FEEDBACK

IF I'M FRUSTRATED, I GIVE UP

Carol Dweck

Problems

?s

3 FACTORS LEAD TO BETTER PERFORMANCE & PERSONAL SATISFACTION...

AUTONOMY MASTERY PURPOSE

Drive by Daniel Pink

"It's easier to act your way to a new way of thinking than to think your way to a new way of acting"

– John Shook

What leadership behaviors do we need?

Go see, ask why, show respect.

Fujio Cho

What problem(s) are we trying to solve?

- A need to make decisions quickly with technical experts discussing trade-offs?

- Alignment to what our product must be?

- Cross-functional integration & collaboration?

- Problem identification?

- Something else?

How do we understand the work?

Make it visual

- Product vision – Translate the concept paper to the wall
- Performance attribute targets with glide paths
- Project schedule with ability to see problems early
- Leading metrics
- Information each function thinks is important to share – How does our work fit together?
- Knowledge gaps & plans to close
- Concept sketches / product mock-ups

The *obeya* should change as the work changes through different phases of development.

How do we develop people?

- Chief Engineer or Program Manager "walking the walls" enables each function / section leader to take greater ownership and leadership

- "Walking the walls" provides coaching opportunities

- Modeling leadership behavior

- Cross-functional problem solving

- Cross-functional learning opportunities

What management system do we need?

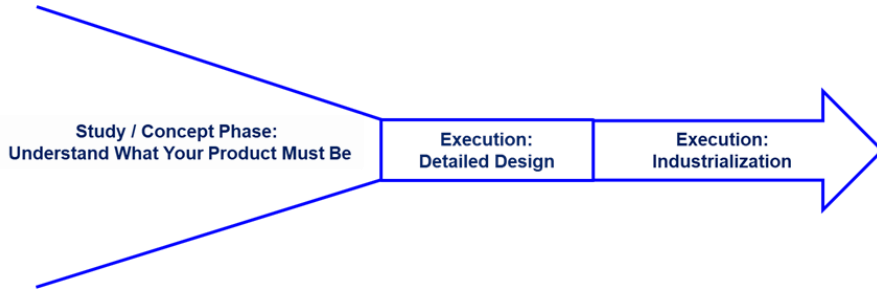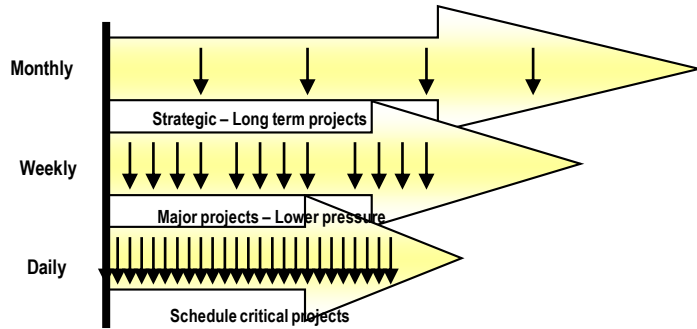Management System = Leadership Behaviors X Operating System

What behaviors are needed for an effective management system?
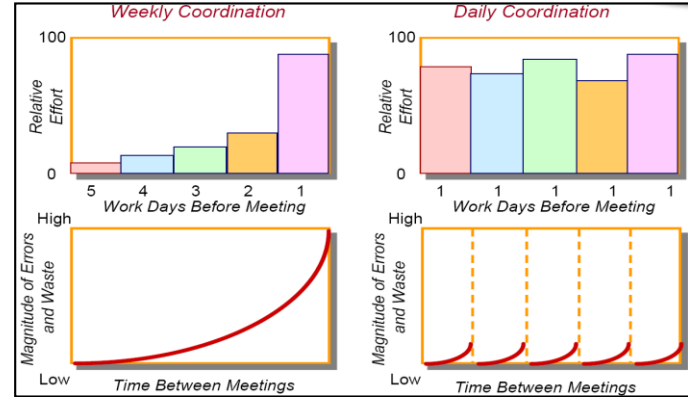
Management System Example (Problems)

- Tracking actual vs. plan
- Identifying problems – when actual deviates from the plan
- Effectively communicating problems
- Effectively responding to and solving problems

What is the right cadence?

General Framework

Monthly
- Strategic – Long term projects

Weekly
- Major projects – Lower pressure

Daily
- Schedule critical projects

Study / Concept Phase:
Understand What Your Product Must Be

Execution:
Detailed Design

Execution:
Industrialization

More frequent collaboration leads to highlighting and resolving issues more quickly

LPPD Core Principles:
1. Deeply understand what your product must be.
2. Create flow and eliminate waste for speed to market.
3. Create new value through experimental learning.
4. Respect people, who are central to everything in LPPD.

Source: Jim Morgan

How do we improve the work?

- Understanding how our work fits together enables more effective integration & collaboration

- Understanding problems earlier enables more effective problem solving with team support

- Problems surfaced through the *obeya* can identify the need to make process improvements to the development process

- Reflecting on a regular basis can identify opportunities to improve

  - Development process
  - *Obeya*

Common *Obeya* failure modes

- Used to control and not enable

- Everything is green

- Red is the new normal with no plans to green

- *Andons* are not responded to

- Lack of clarity on what is important

- Information is not updated

- Room is only used for meetings

- Only thing visual is a project schedule

Obeya tips for effectiveness

- Simplicity – Clarity, easy to interpret
- Information
  - What do I need to share with others - You know your work better than anyone else. From your perspective what do others need
  - What information do I need from others - People don't always know what you need. Be sure to ask
  - Display data in a way to see abnormal from normal
- Visualization of the product - (mock-ups, renderings, drawings, CAD, etc…)
- Leading metrics to identify issues sooner
- *Andon* in place to flag issue and ask for help
- Adjust the information & visuals to fit everyone's needs as the program evolves