

EU-Japan Centre for Industrial Cooperation

日欧産業協力センター



School of Business



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Getting Things Done!

A perspective on Leadership in Europe and Japan



Dr Richard Keegan

柔道

Maximum Benefit – Least Effort



asis of Lean

Leadership team that builds the capability and capacity of their people to be able to identify and fix problems – constantly

Role of a Leader

- **Set the Vision**
- **Define the Values**
- **Determine the Objectives**
- **Inspire the Team**
- **Support the Delivery**

Leader or Manager



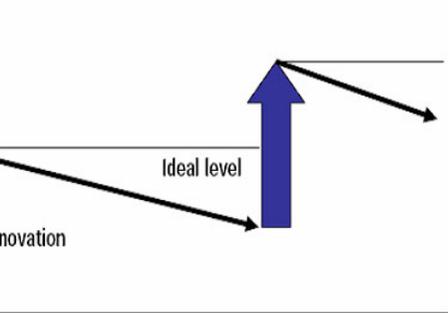
A question of levels of commitment.....

Key Strengths of Europe and Japan

Europe

Desire to innovate

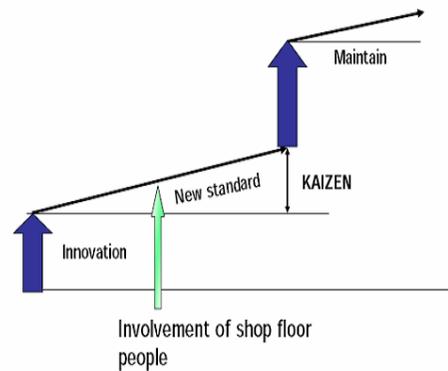
Looking for Quick Wins



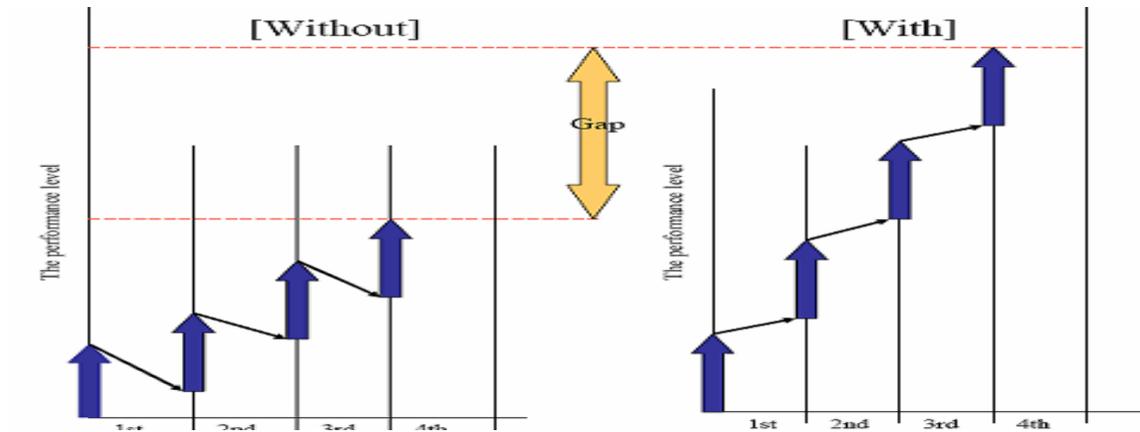
Japan

Looking to Improve

Looking at long view



How to Bring the Best of Both Worlds Together... Innovation alone or with Kaizen



Investing in Innovation without
Improving processes...again
and again and again....

Investing in Innovation and
then improving it again and again
and again.....
Kaizen and Innovation Combined

ole of a Leader

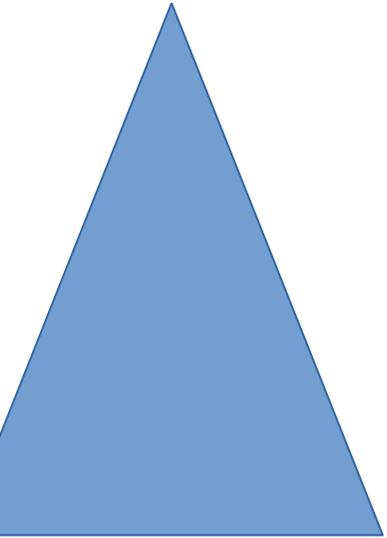
Trying to get people to:

- **Care**
- **Engage**
- **Line up as part of a team**
- **Develop themselves to be able to deliver**
- **Support people on their journey**
- **See into the future**
- **Be inspired**
- **Develop a plan...**



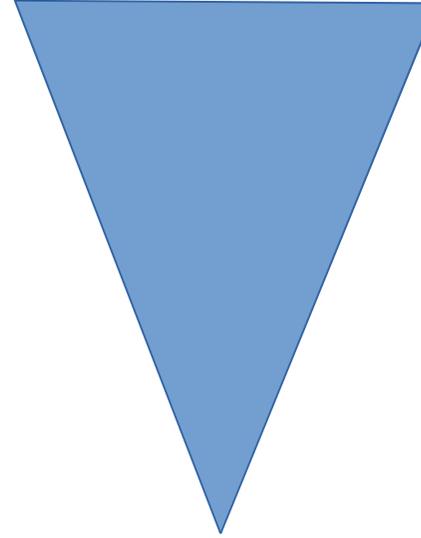
Hierarchical or Supportive Leadership

Leader



Staff / Workers

Team Members



Leader

Western Managers:

- Like firefighting
- Like being the “Problem Solver – Superman”
- Get Bored with the Everyday activity
- Want something “New” to make things better
- Have great self belief

Japanese Managers:

- Like making things better
- Like being part of a real TEAM
- Enjoy dealing with the daily reality
- Want to make things better, starting from the present situation
- Have great belief in Power of the Team



A Fundamental CHOICE....

Teamwork Vs Singular Excellence

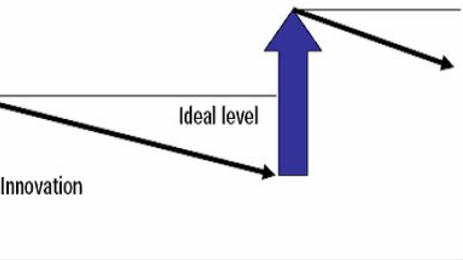
Japan

Europe



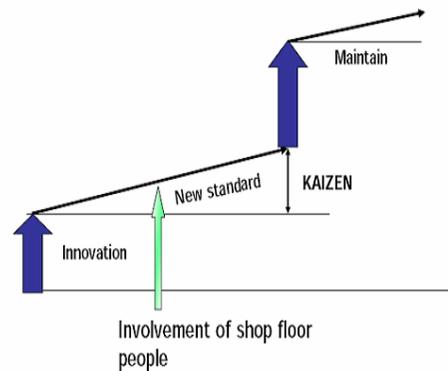
Change takes time to implement

Europe – S Curve



Learning from experience
not necessarily building expertise
looking for “external” best practice
not used on Local understanding

Japan – focus on
Continuous Improvement



- Learning from experience
- Learning from International knowledge
- Implementing what is learned
- Building upon global thought and ideas

Some unifying concepts

All business is focused on doing something, realising benefit...

A leader needs to share:

- Common purpose, what is trying to be achieved
- What progress is being made towards the common goal
- What is being done to improve the situation

- Key Performance Indicators – KPIs

- Key Activity Indicators – KAIs

Leadership today.....

Rapidly changing world:

- Industry 4.0
- AI
- Labour shortages
- Robotisation

How are we going to engage the Next Generation?

- Accelerated Learning and Sharing
- Cooperation
- Full engagement and development of Women within Industry
- Respect for the Planet and Sustainable development

Lean in the Digital World

What's New?

- More data?
- Better Machines and Processes?
- Better Sensors?
- Better people?

Different Business Imperatives?



Industry 4.0 -- Industrie 4.0

Smart Factories

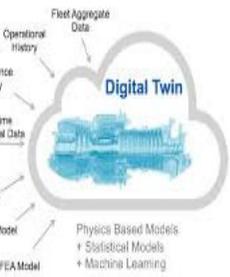


Digital Twin

Sensorisation

Virtual Reality

Augmented Reality



Real FACT – Real DATA



Genchi, Genbutsu Gennin

現地・現物・現認

Real Place

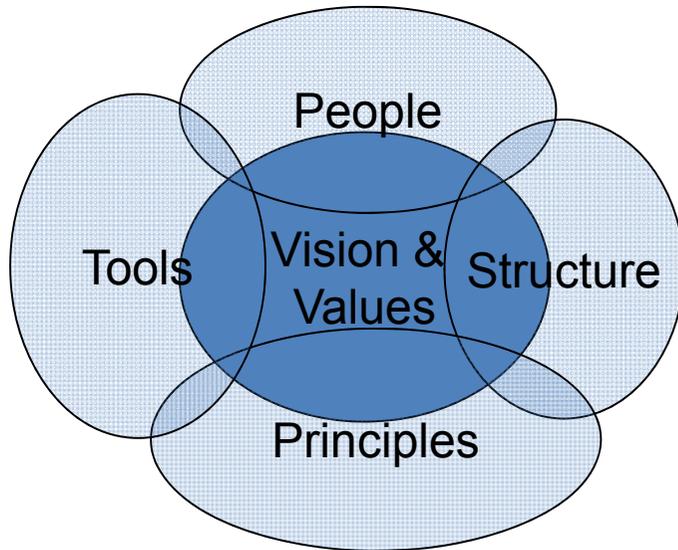
Real Thing

Real Person

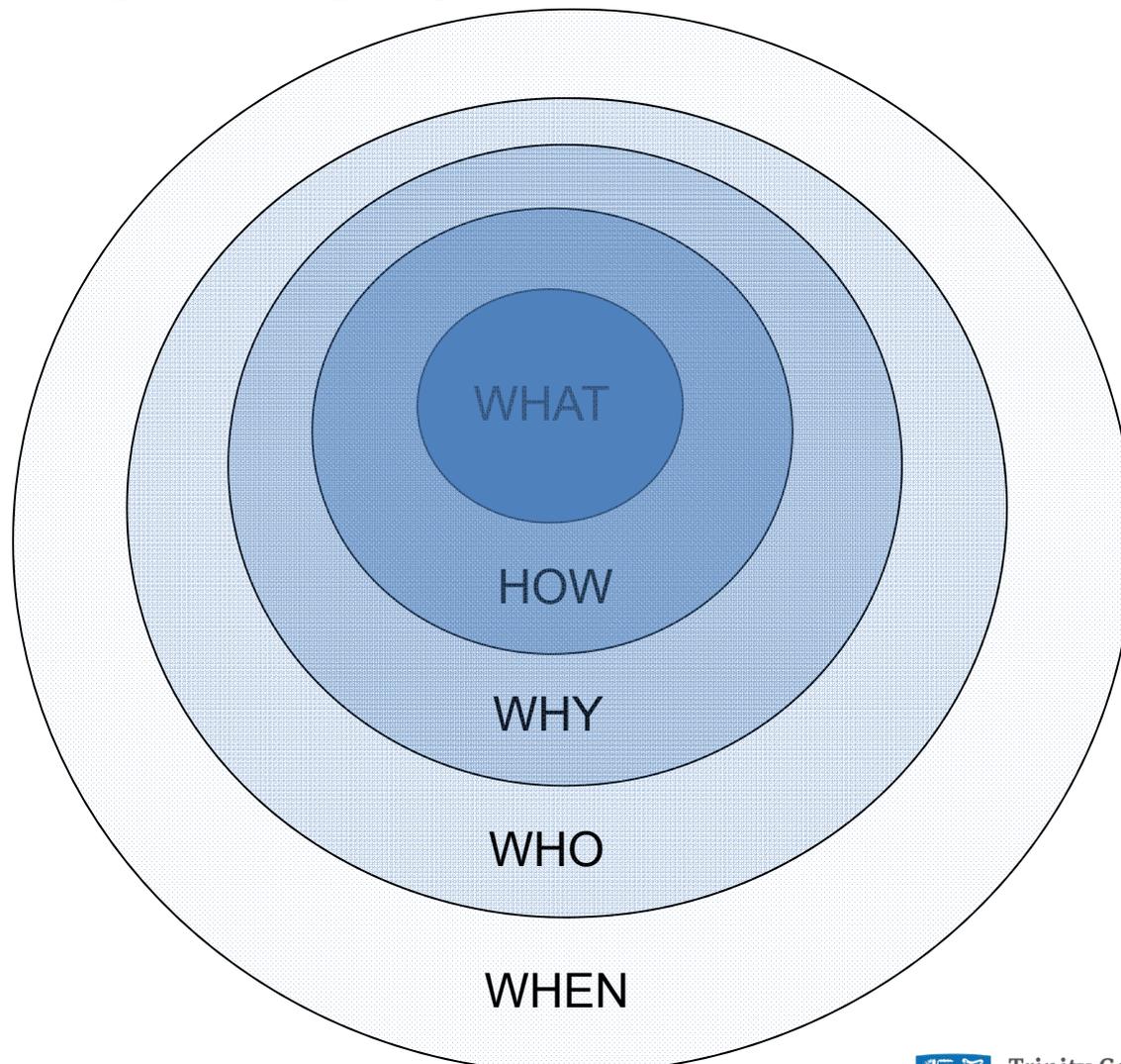
Can we use data capture to augment the understanding?



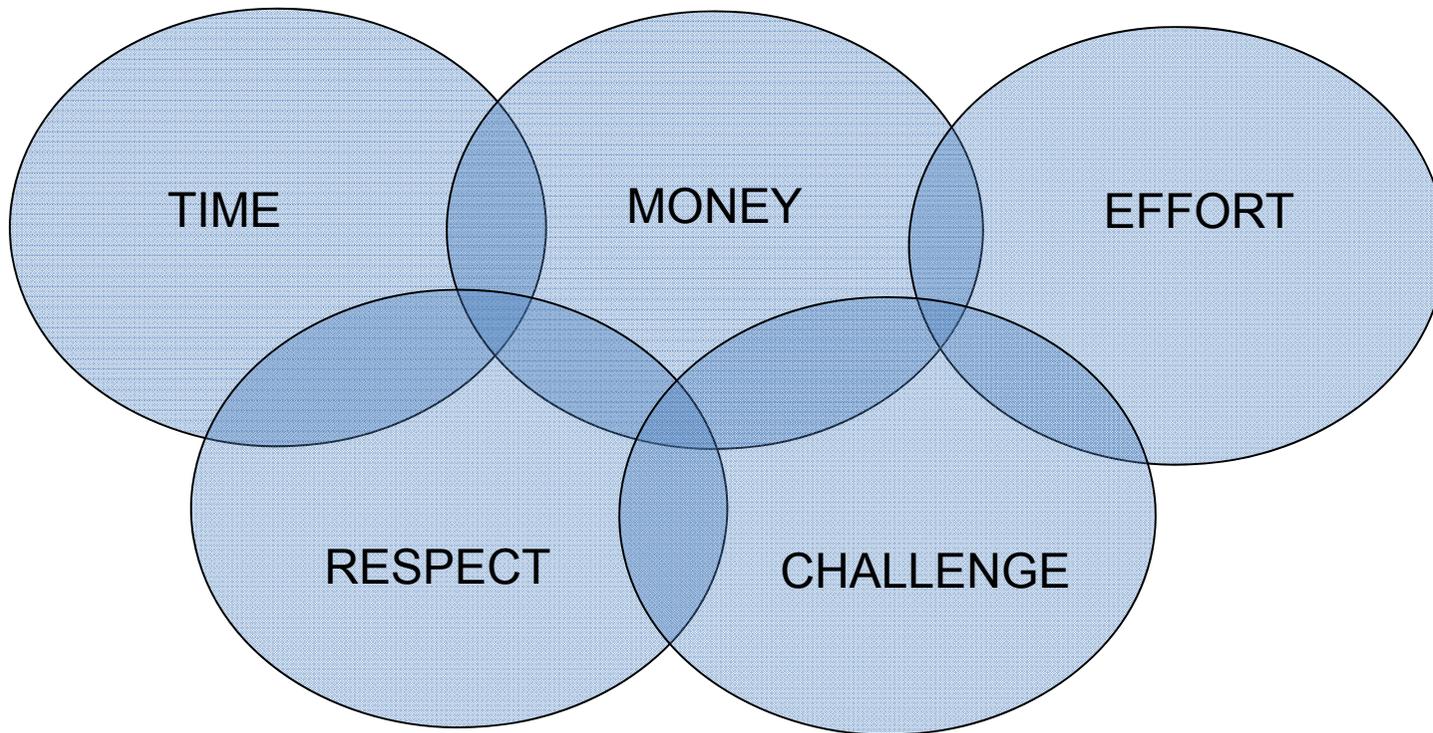
THE FIVE RINGS OF BUSINESS EXCELLENCE



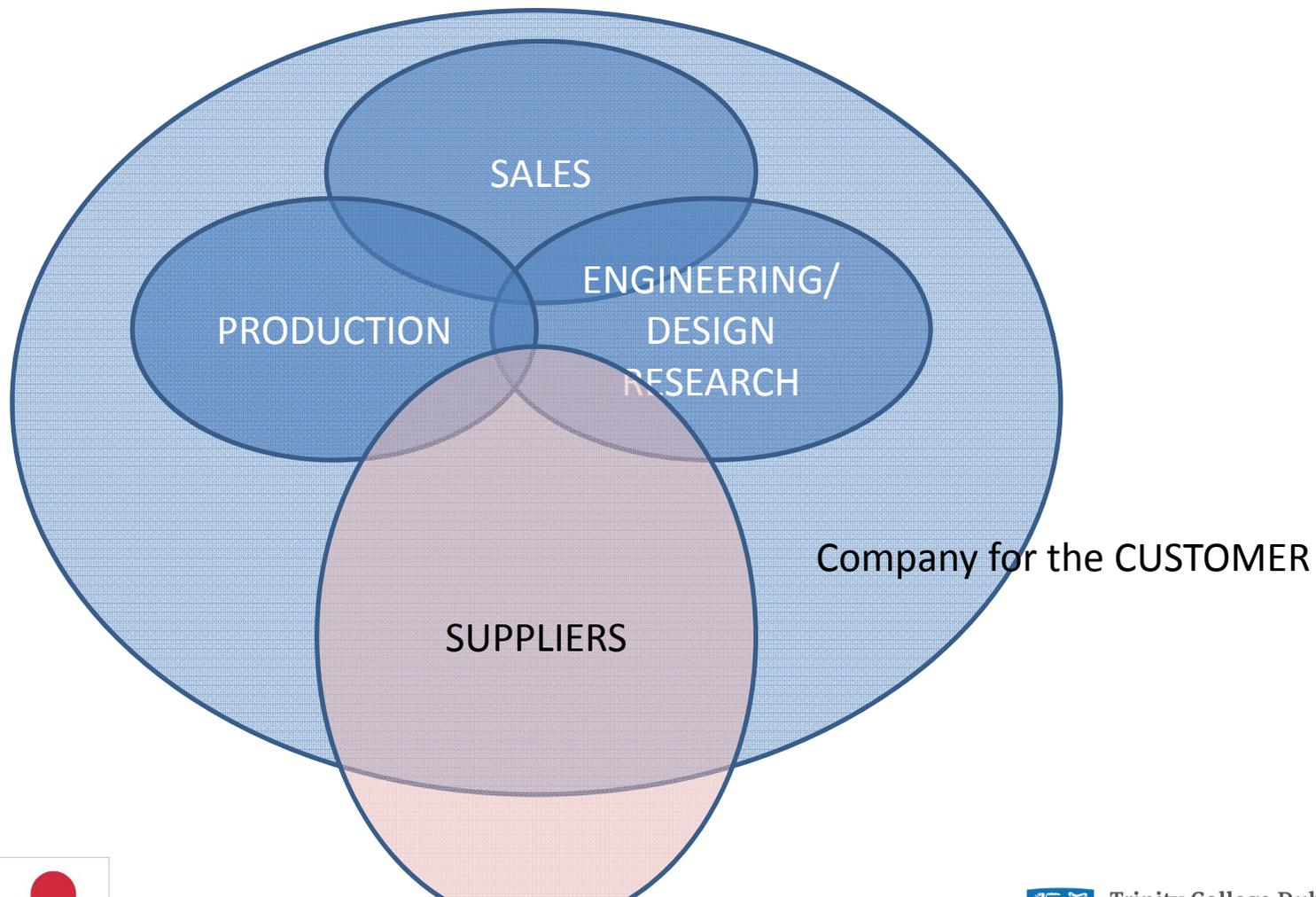
AN VISION & VALUES



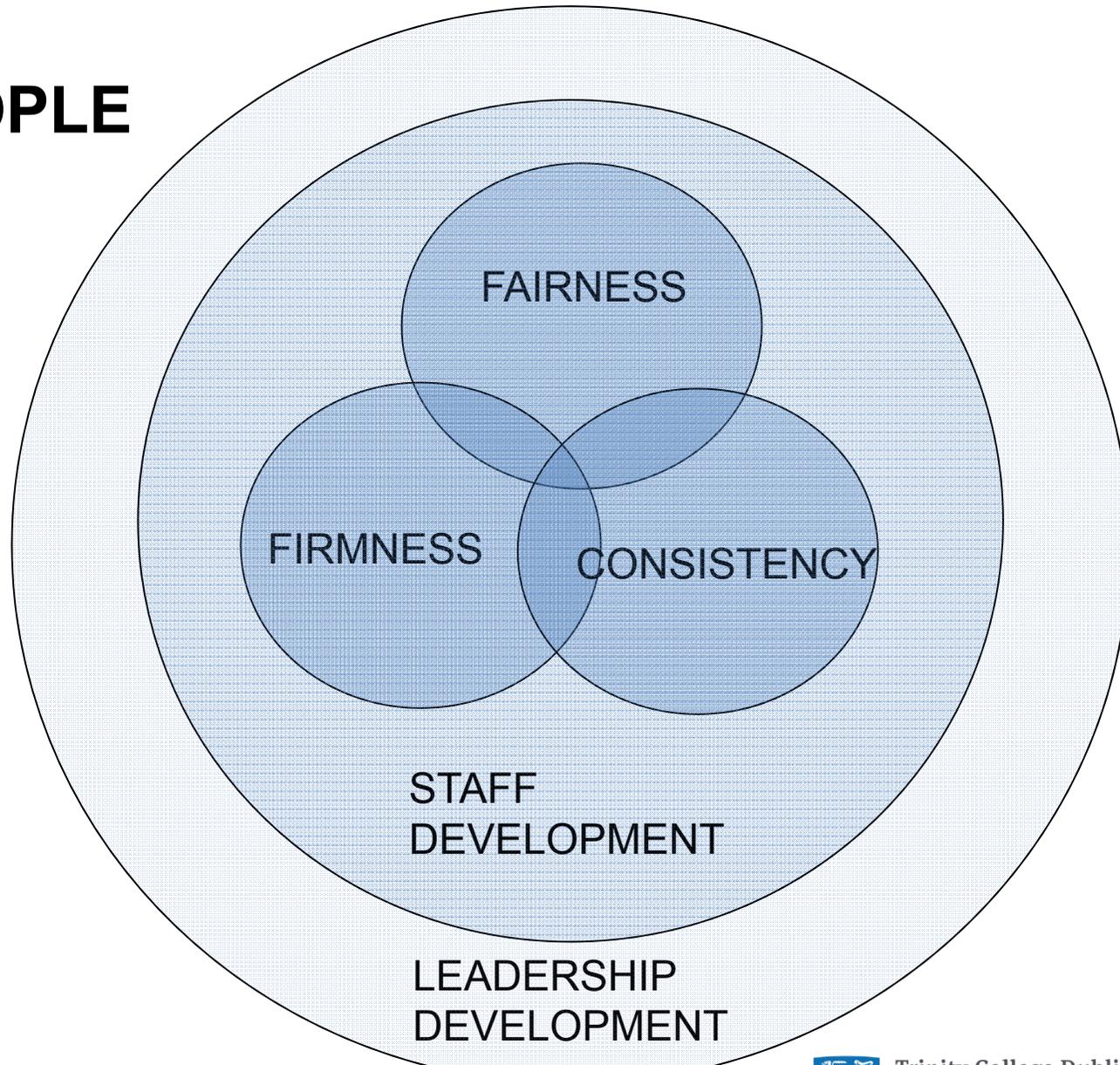
LEAN PRINCIPLES



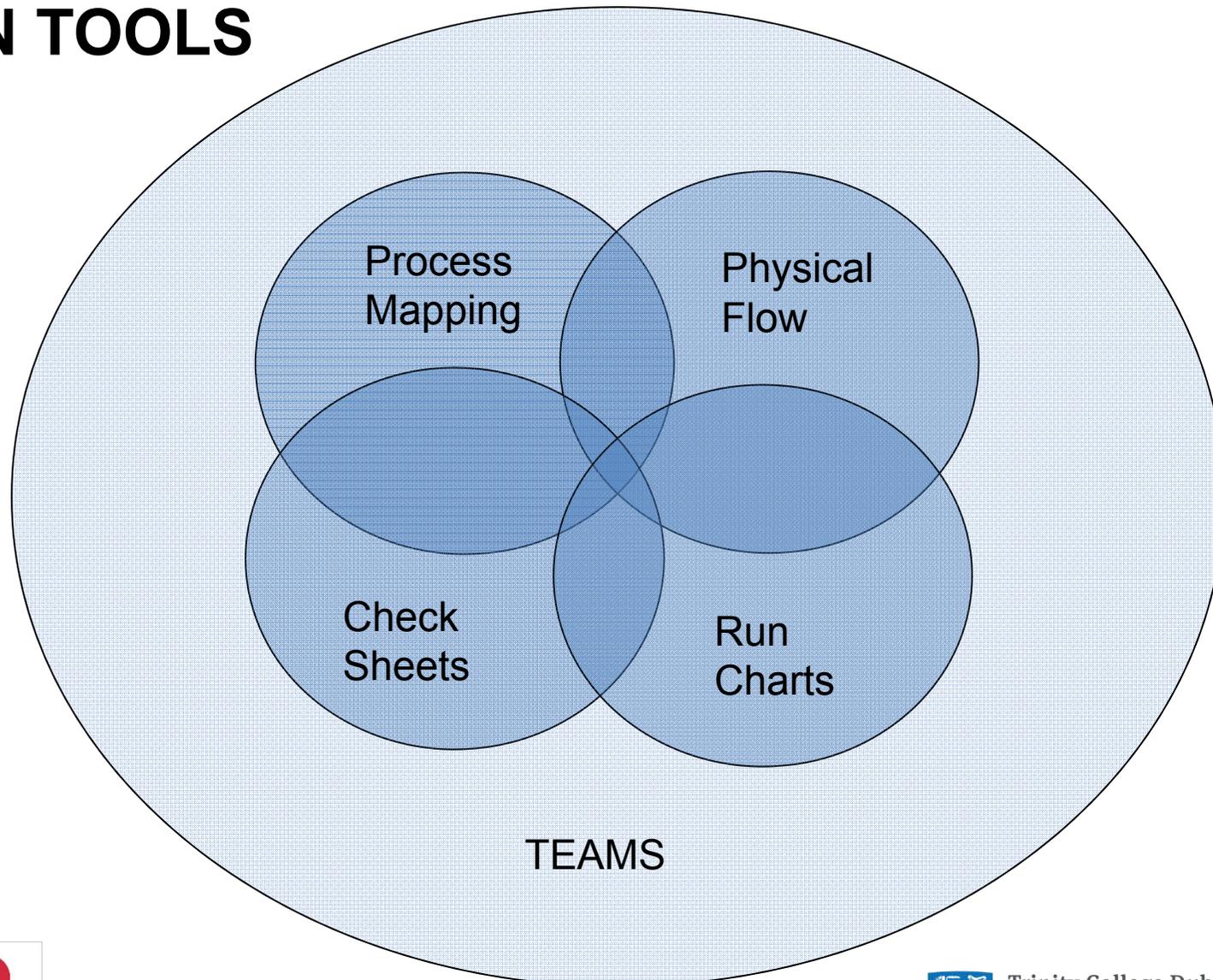
LEAN STRUCTURE



MEAN PEOPLE



LEAN TOOLS



Role of the Leader...to Lead

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- **Support the Delivery**