

The Power of Shielding the Team to get results

2025 Lean Government Summit

Alain L'Abbé

alain@leanagility.com

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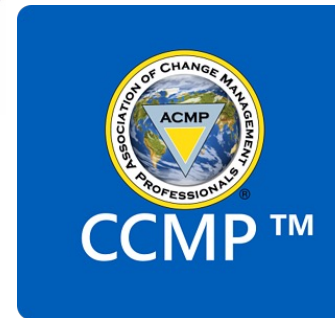
LEAN AGILITY 

FASTER, BETTER WORK THROUGH GOVERNMENT AND INSPIRED PEOPLE • DESIGNE MOINS, UNE ADMINISTRATION PLUS EFFICACE.

Introduction



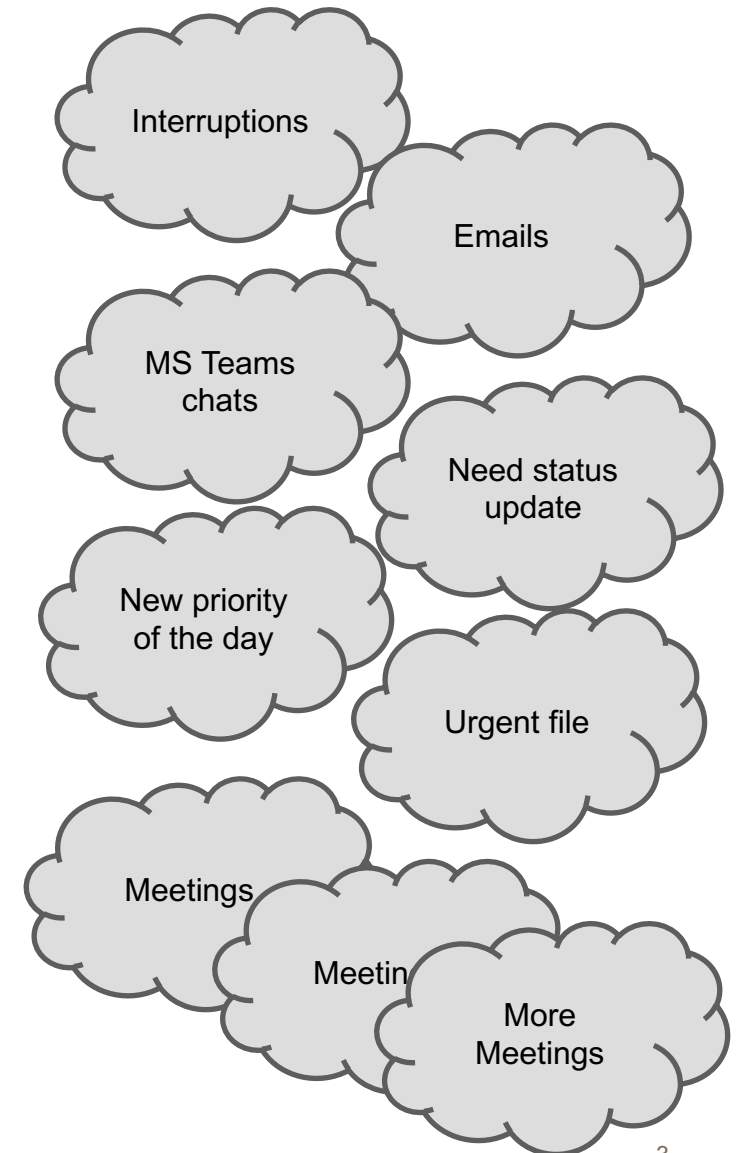
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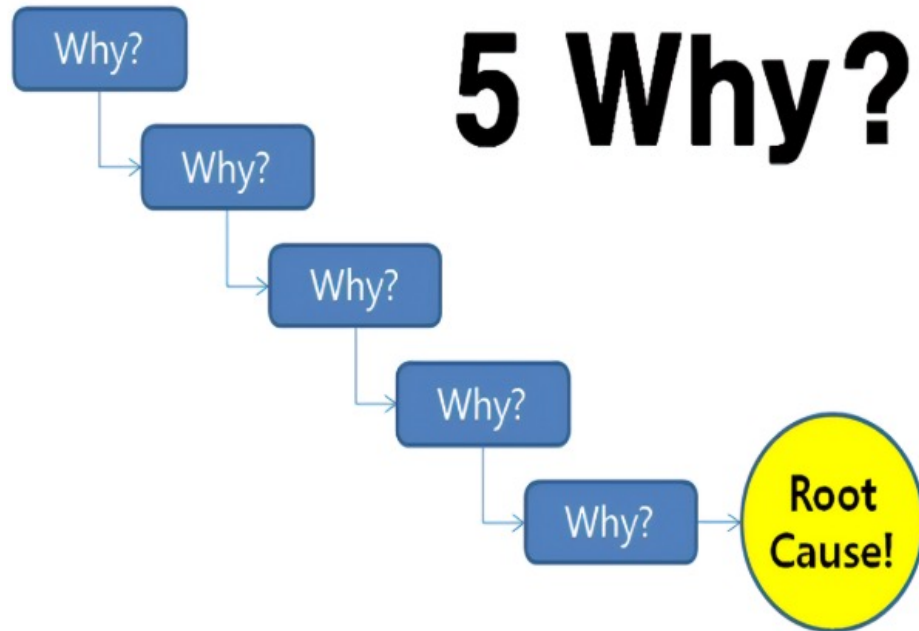
Context

Focus of this session is on the team's ability to get results.

- Could be results on a project, a process improvement, or just simply the daily work.
- How is your team organized?
- How does your team operate?
- Are you getting the results you are looking for from everyone?
- Does your team have the environment/system to be successful?
- How does the team deal with...



Why do some teams get better results?



- Used the “5 Why?” tool to get to **one** of the root causes:
 - **Team is not shielded / not protected properly.**

Objectives, so the Team get results

1. Understand the obstacles negatively impacting the Team
2. What do Leaders need to do to help
3. What should Leaders experiment with to help

Team

**Not given
the time**

**Everything
is urgent**

**Inability to
say "No"**

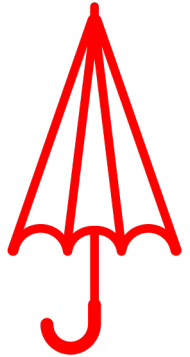
**Too many
priorities**

**Workload is
not
managed**

**Too many
interruptions**

**Too many
emails and
MS Team
chats**

**Too many
meetings**

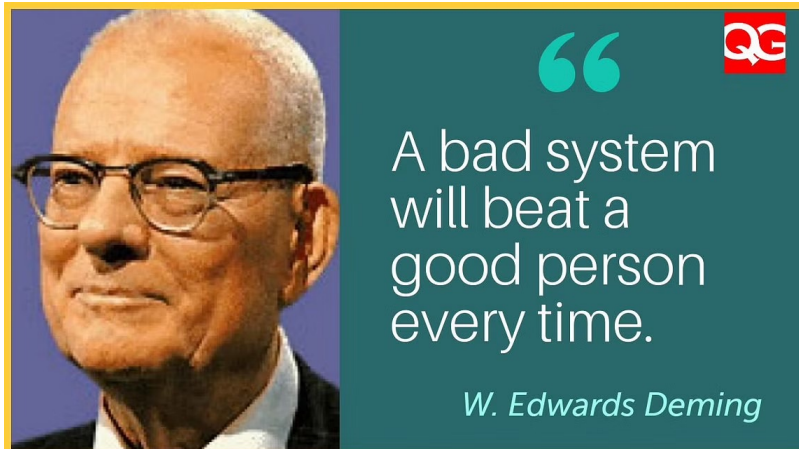


No shield

Who is to blame?

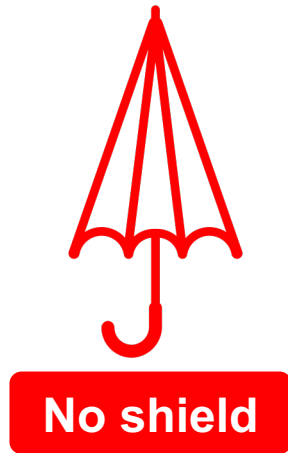
The natural thing to do would be to blame the Team and its members, and/or Senior Management:

- Leaders tend to focus about the results, the final report, the shiny objects, but not on the Team.
- Leaders tend to focus on the goals, and neglect to invest on the system and the people that will help you achieve those goals.

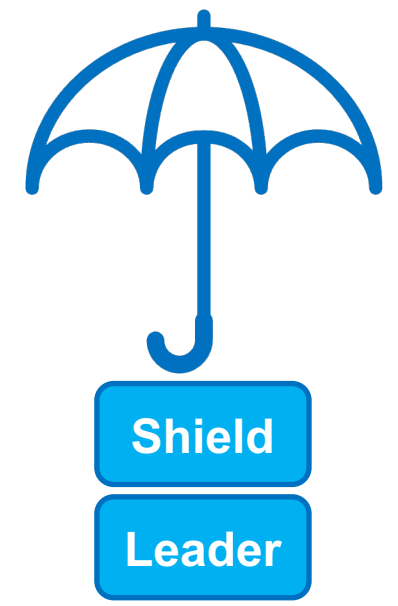
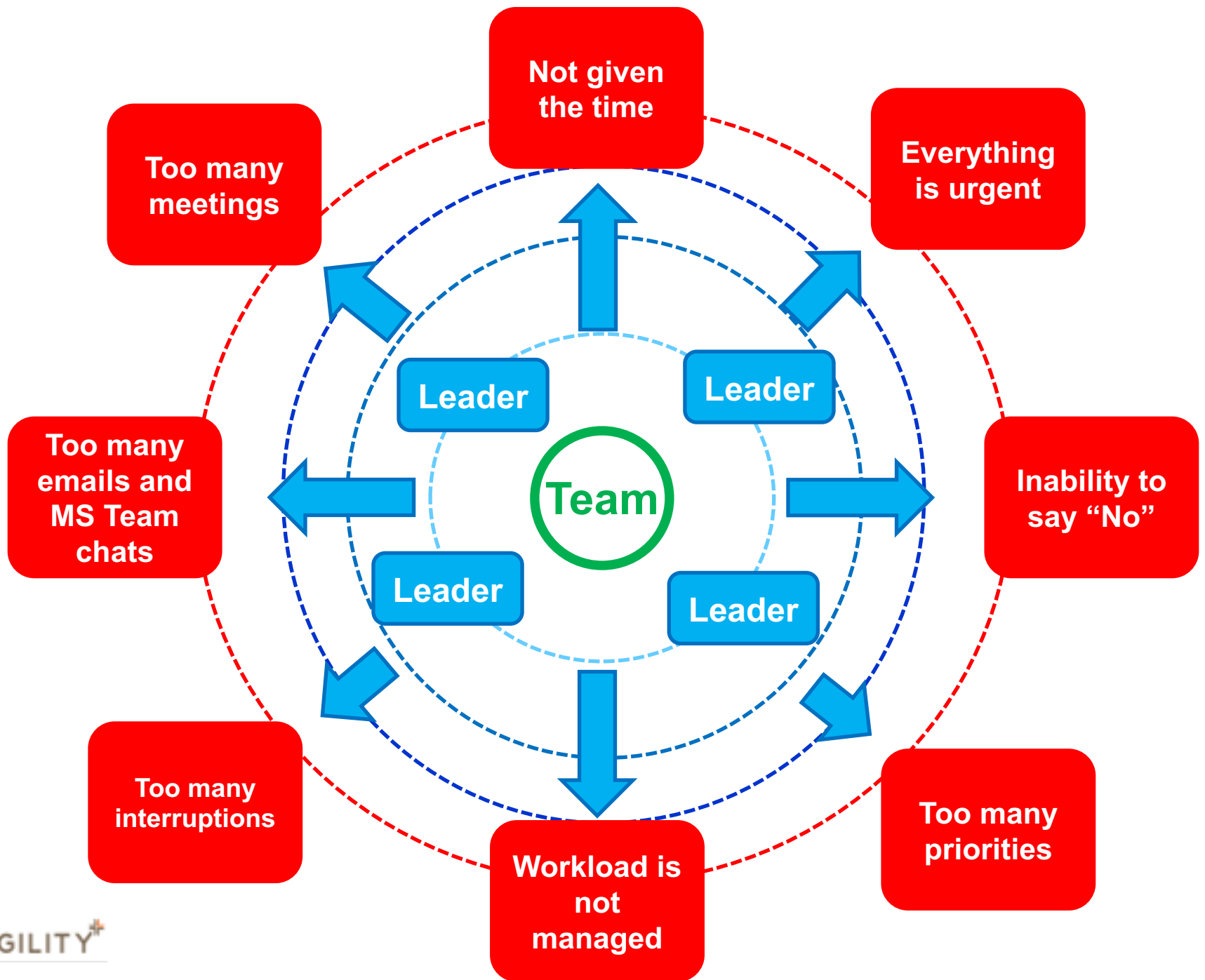
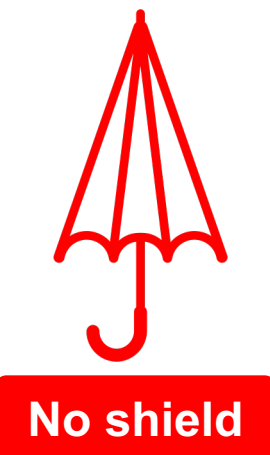


“94 percent of problems in business are systems-driven and only 6% are people-driven.”

W. Edwards Deming



WHAT DO LEADERS NEED TO DO?



Why some Leaders are not shielding their Team?

Because...

- It is not easy. Actually, it can be hard on your reputation.
- It requires COURAGE.
- It is not about you, the Leader, it is about the Team.
- It is not about your promotion, it is about the Team.



HOW TO SHIELD THE TEAM AS A LEADER?

1st experiment: Be a servant leader

Servant Leadership



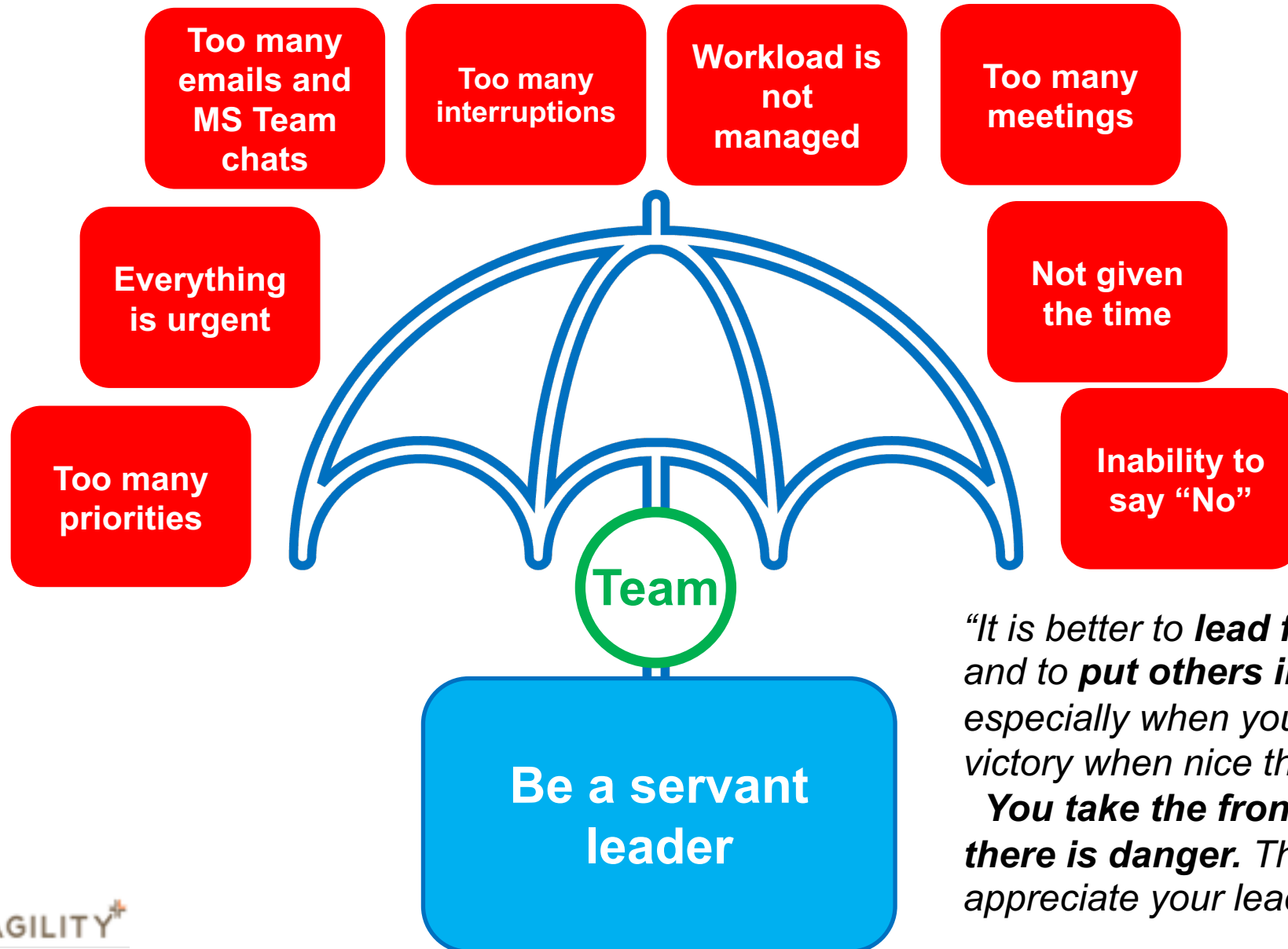
Video: What Makes a Leader Great?

By Simon Sinek

What is the definition of “**Servant Leadership**”?

*“**Servant leadership** is a leadership approach that puts **servicing others above all other priorities**. A servant leader focuses on **creating an environment / a system** in which their team can thrive and get their highest-impact work done.”*

1st experiment: Be a servant leader



*“It is better to **lead from behind** and to **put others in front**, especially when you celebrate victory when nice things occur. **You take the front line when there is danger.** Then people will appreciate your leadership.”*

Nelson Mandela

1st experiment: Be a servant leader

Characteristics of a servant leader:

1. Courage
2. Empowerment
3. Humility
4. Authenticity
5. Accountability
6. Acceptance
7. Building community
8. Commitment to growth

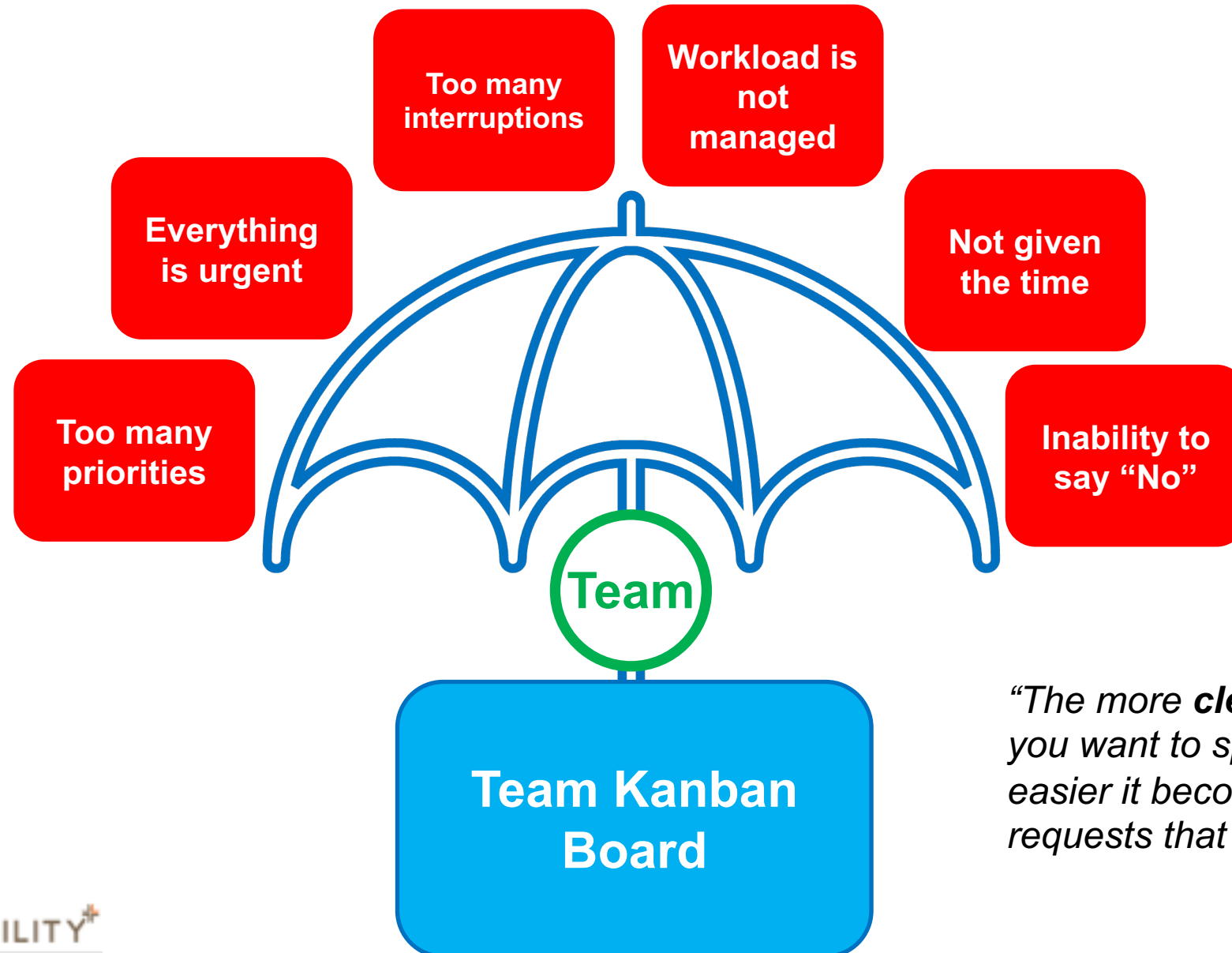
Benefits of being a servant leader:

1. Hold the umbrella when the Team needs it. Be the protector. Be the shelter.
2. Build trust.
3. Keep the Team in psychological safe space to operate.

Does Servant leadership work?

A growing body of research suggests that **servant leadership affects followers positively**—followers become **more engaged and motivated**. As a result, there is a **positive impact on performance**.

2nd experiment: Team Kanban Board



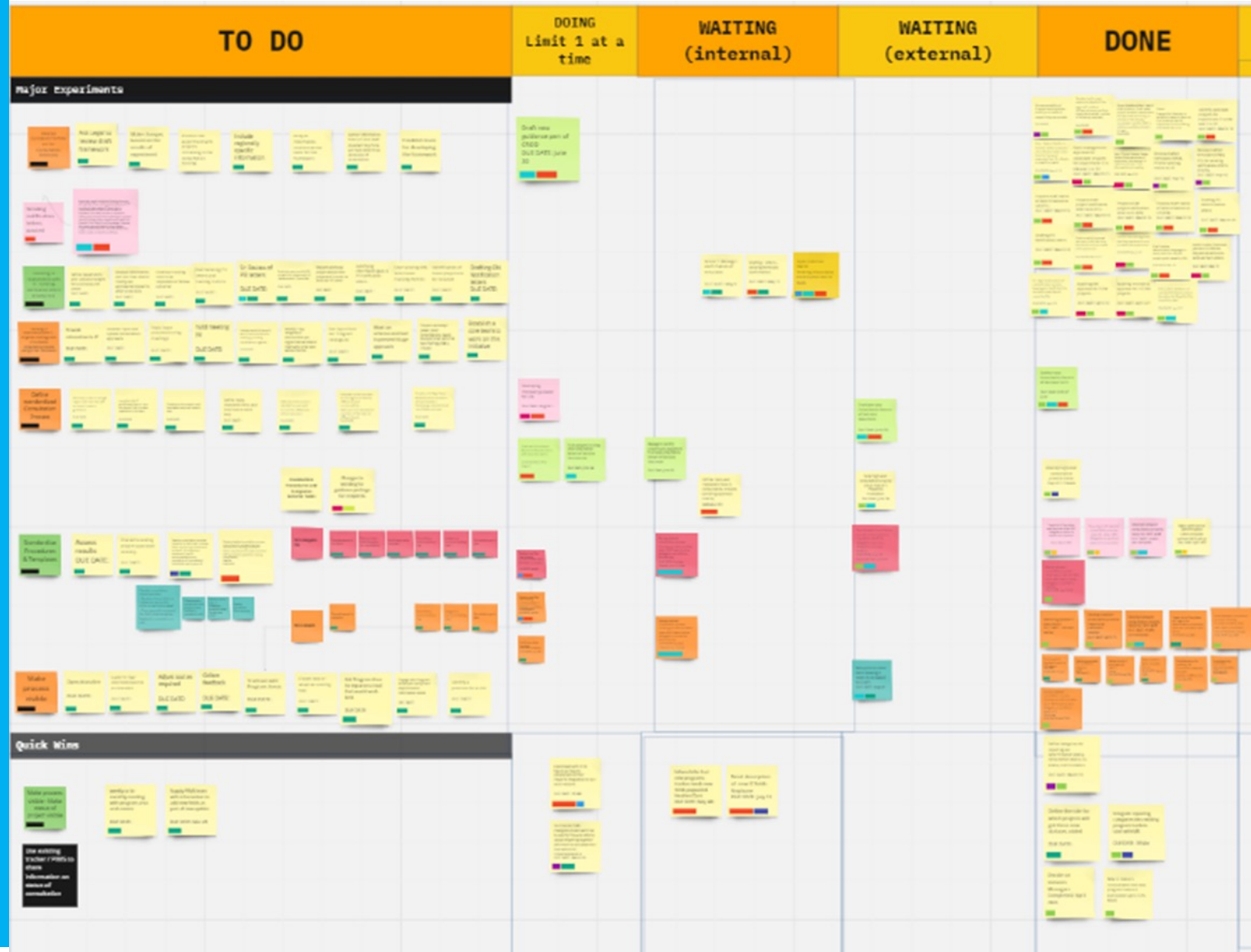
*"The more **clearly** you know how you want to spend your days, the easier it becomes to **say no** to the requests that steal your hours."*

James Clear

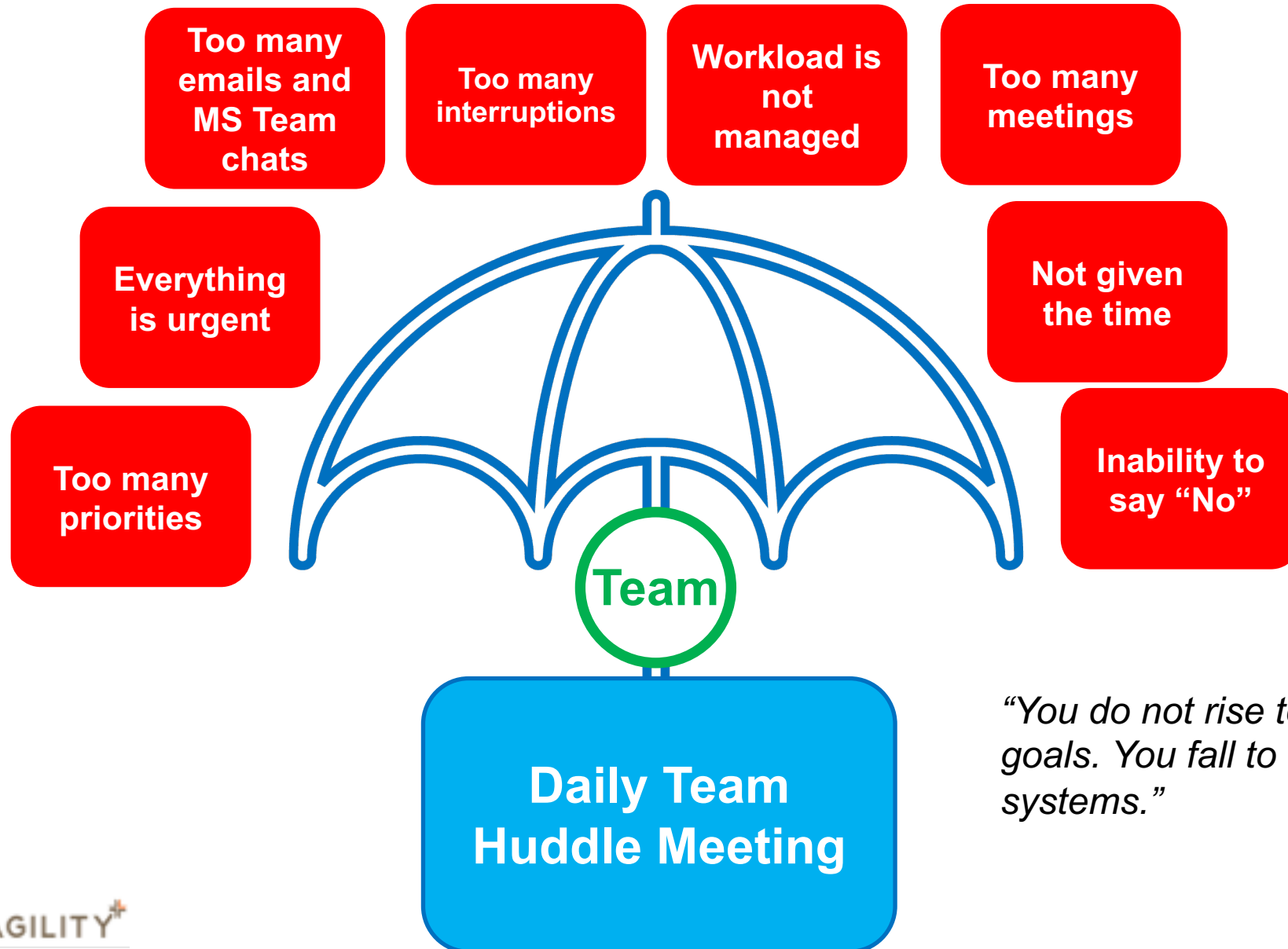
2nd experiment: Team Kanban Board

Benefits of using a Kanban board:

1. Make all work visible (Lean Principle # 2) to help reduce number of interruptions.
2. Optimize number of tasks in “Doing” to manage workload, e.g. improve flow (Lean Principle # 1).
3. Pull new tasks in to “Doing” only when you have capacity.
4. Prioritize the work with your team in the “To Do” column.
5. Need to let the employee finish the work in “Doing” column before asking to deal with an “Urgent file”.
6. Employees have the ability to “Say No, to say Yes”.



3rd experiment: Daily Team Huddle Meeting



"You do not rise to the level of your goals. You fall to the level of your systems."

James Clear

3rd experiment: Daily Team Huddle Meeting

Benefits of a Daily Team Huddle:

1. Proactive Learning / Problem-Solving Routines (Lean Principle # 3).
2. Empower Team to self-organize and problem solve. It will eliminate the number of meetings everyone needs to go to.
3. Improve team performance, team morale, team collaboration, team communication, trust and psychological safety. It will reduce the number of interruptions and many emails and MS Teams chat.
4. Communicate the “no-interruption times today” for each member to help reduce the number of interruptions.
5. Ensure the workload is prioritized and balanced.
6. Employees have the ability to “Say No, to say Yes”.



Performance Measure:

The 10-15 minutes spent in the huddle adds more value to each team member than what they would have otherwise been doing with that same time.

Routine shows results. Do it daily.

Before you go

WRAP-UP

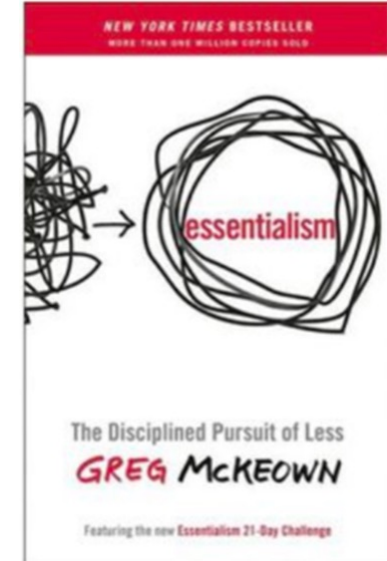
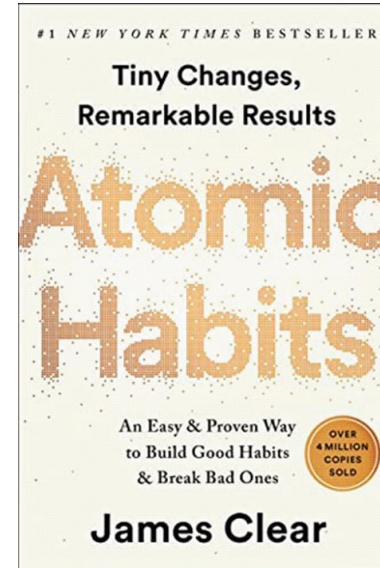
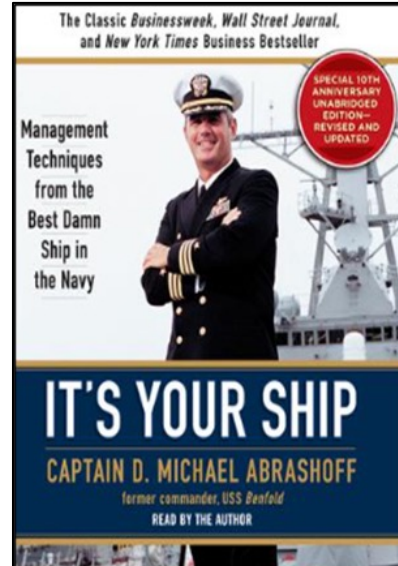
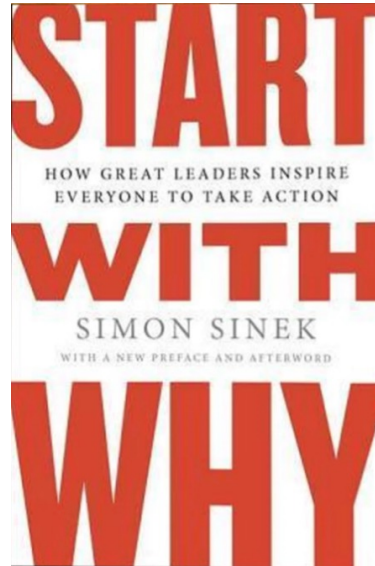
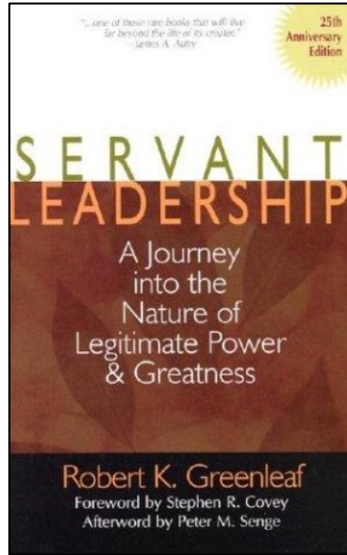
Summary

1. We now understand what **impacts** the Team's ability to get results.
2. We know what Leaders **need to do**.
3. We understand the importance of being a **servant leader**.
4. We are **ready to experiment** with:
 - a. Team Kanban Board
 - b. Daily Team Huddle Meeting

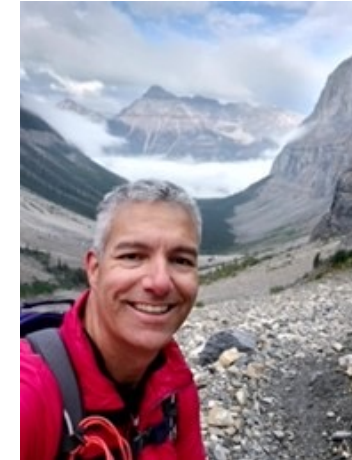
“If you want better results, then forget about setting goals. Focus on your system instead.”

James Clear

Learn more



Keep it fun!



Alain L'Abbé

alain@leanagility.com

343-204-2821

LeanAgility.com