



DO BUSINESS FASTER™

## Jim's Profit Accelerator 167 The Opposite of Lean

Lean manufacturing's reputation for improved quality and efficiency has infected thousands of organizations by now, even hospitals and medical centers. It has delivered remarkable improvements quickly, across an endless array of processes. Its detractors point to problems with maintaining the advantages as well as the unexpected problems emerging in companies that have become "Lean."

What if you became "un-Lean?" What would that look like? The example might be the 2018 Mercedes-AMG CT R, a 577-horsepower racing marvel built to drive to work. The car is so finely tuned that only expert racing drivers can exploit its marvels safely. How do you, as Mercedes, enable regular folks to drive the car without a flood of headlines about drivers who blew off the road?

The answer is CPT: "client preservation techniques." That means technology that responds faster than the amateur driver, to keep the car on the road. Example: Engine mounts that adjust stiffness in a millisecond, computer controlled. Those mounts combat the violent drivetrain torque that would otherwise destabilize the car. There are more CPTs, but you get the idea: The car still performs superbly, but regular folks can get those superb results.\*

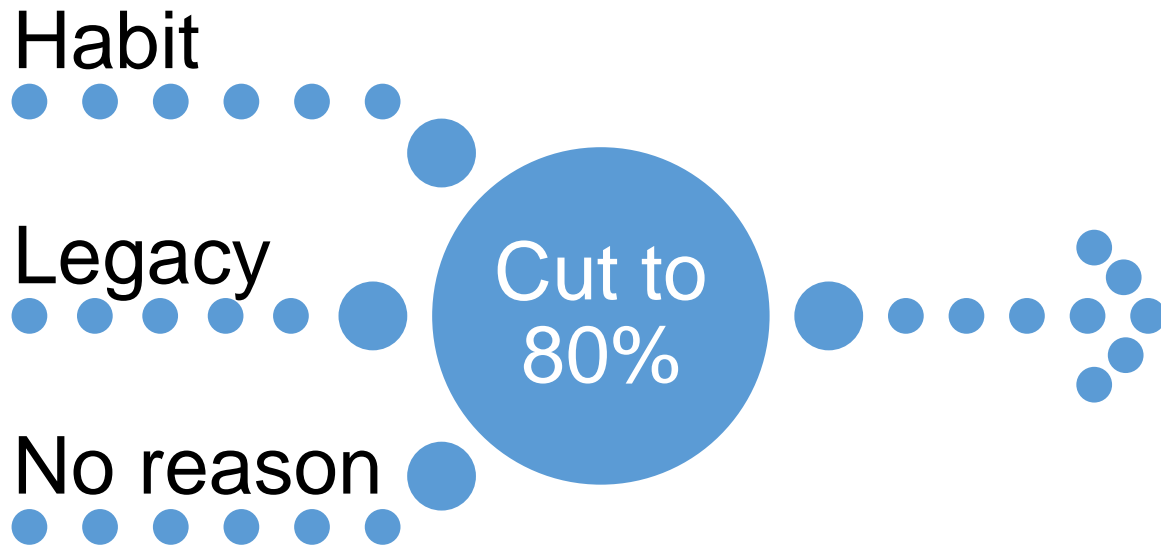
CPT for your business? The car does way more than the driver. In fact, much of what it does won't ever be done by any owner—but it's fun to know it could be. The business link is this question: What is your organization doing that's interesting, habit, legacy, or "no particular reason"? The difference versus the car is that these things don't qualify as fun. Instead they are more like waste. What if you went back to your key processes with this question:

**SPEED BUMP:** Where is 80 percent good enough?

Here is a path to do this:

1. Name a person to be the interviewer.
2. Identify two processes for her to ask about, to find places to let up and learn how to find them.
3. Ask the folks doing the work where they are doing more than necessary, for speed, quality, appearance, consistency, and so forth.
4. Specify the revised parts of the process.
5. Test the result.

The point is that wherever 80 percent is good enough and outcomes exceed 80 percent, there is waste that can be harvested in the best Lean tradition. To make this work, of course, everyone involved, from supervisor to CEO, must agree on the new standard. If not, employees will continue to do what they've always done, since it's been approved (at least in their eyes).



**ACCELERANT:** What's over 80 percent in your firm?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: "How can I use this today?" or "Who can use this?"

\**Wall Street Journal*, 10/7/17 p. D11

For more information, visit [www.grewco.com](http://www.grewco.com).

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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