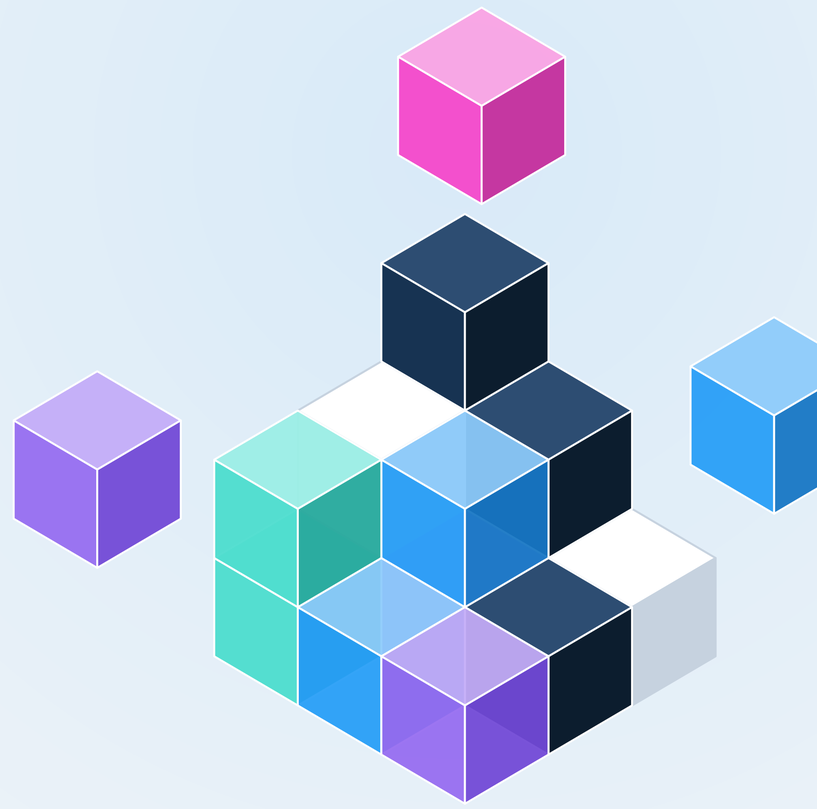
LEADERSHIP & PEOPLE

Building a Continuous Improvement Culture



A continuous improvement culture is one where improving the work is part of everyone's daily job, reinforced by leader behavior, routines, recognition and learning.

01 THE CORE MODEL

REINFORCEMENT LOOP · BEHAVIORS BECOME HABITS



Culture

The habits of how people actually behave when no one is watching.

Reinforcement

What leaders pay attention to, reward and tolerate.

Capability

Problem-solving skill practiced daily, not only in training.

02 HOW CULTURE CHANGES

Culture changes through daily behaviors, not posters or slogans.

CAMPAIGN — HABIT

CULTURE CAMPAIGNS

- Values on posters, routines unchanged
- Training without later practice
- Recognition only for results

HABIT BUILDING

+ Daily routines that require improvement
+ Leaders model the behaviors
+ Learning and effort recognized too

03 WORKED EXAMPLE

LOGISTICS CENTER · BUILDING THE LOOP OVER A YEAR

BEHAVIOR
Daily gemba
by every manager

→

SYSTEM
Improvement board
in every team

→

RECOGNITION
Monthly showcase
teams present learnings

→

RESULT
More ideas per person
and still rising

04 MANAGEMENT TAKEAWAYS

01
Start with leader behavior
People copy what leaders do, not what they say.

02
Make improvement part of the job
Give it time and a routine; do not rely on spare time.

03
Celebrate learning, not only wins
Recognize good attempts that failed, too.

05 COMMON MISTAKE

LIMITATION

Handing culture to a CI team

Culture is shaped by line leaders every day. A central team can support it, but cannot own it.