

# EU-Japan Centre for Industrial Cooperation

日欧産業協力センター



School of Business



TRINITY COLLEGE DUBLIN  
COLÁISTE NA TRÍÓNÓIDE, BAILE ÁTHA CLIATH

THE  
UNIVERSITY  
OF DUBLIN

School of Business, Trinity College, Dublin 2, Ireland  
Scoil an Ghnó, Coláiste na Tríonóide, Baile Átha Cliath 2, Éire

## Getting Things Done!

A perspective on Leadership in Europe and Japan



Dr Richard Keegan

柔道

Maximum Benefit – Least Effort



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School

# Basis of Lean

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



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

# Role of a Leader

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



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

# Leader or Manager



**A question of levels of commitment.....**



**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

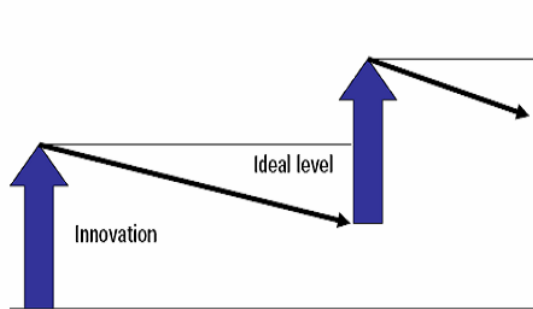
**Trinity Business School**

# Key Strengths of Europe and Japan

## Europe

Desire to innovate

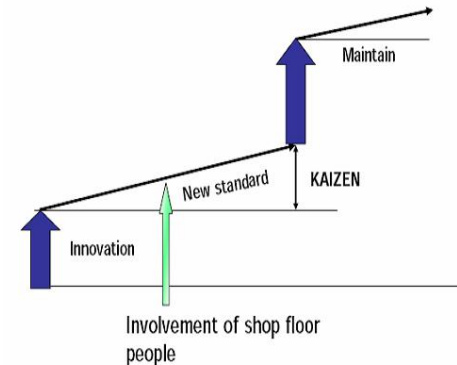
Looking for Quick Wins



## Japan

Looking to Improve

Looking at long view



**EU-Japan Centre**  
for Industrial Cooperation

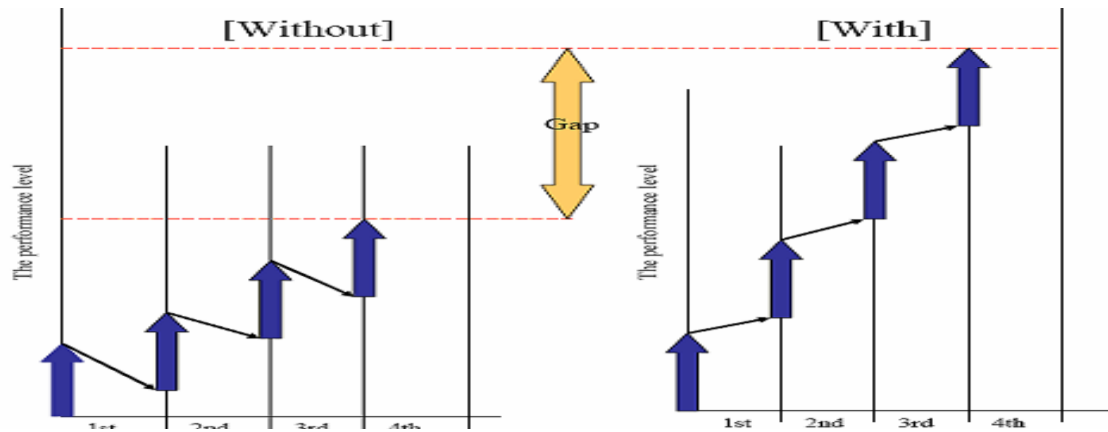
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

## 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



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

# Role 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...



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



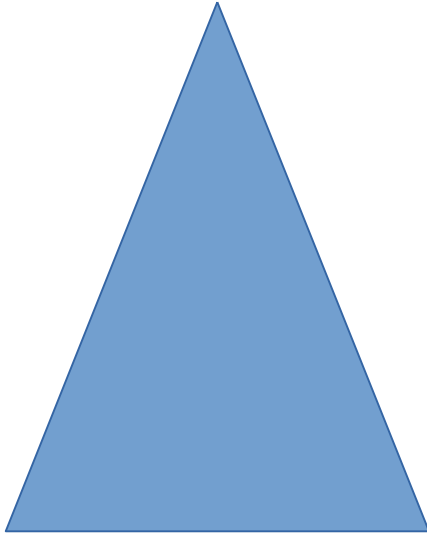
**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**



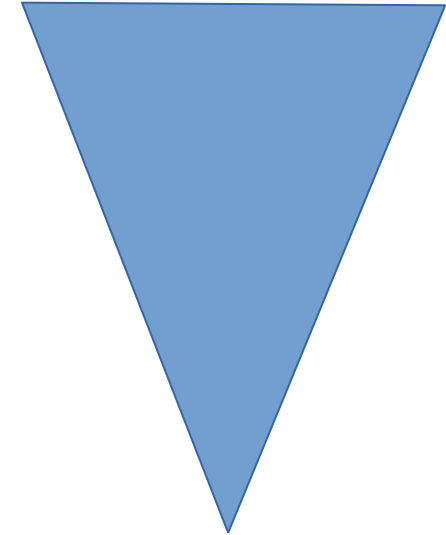
# Hierarchical or Supportive Leadership

Leader



Staff / Workers

Team Members



Leader



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

## 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



**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター

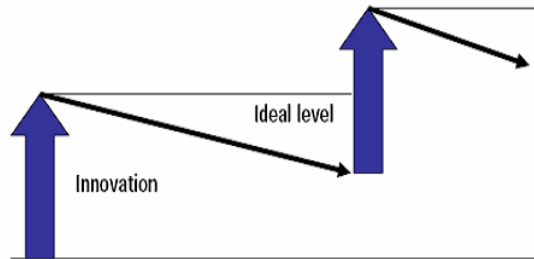


**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

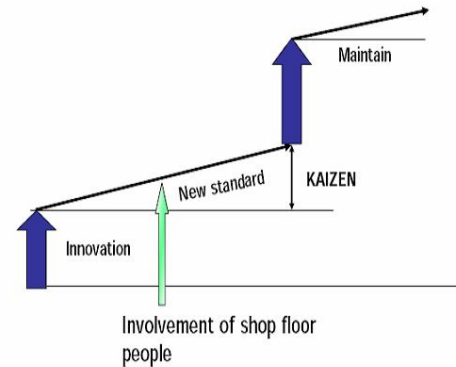
# Change takes time to implement

## Europe – S Curve



- Learning from experience
- Not necessarily building expertise
- Not looking for “external” best practice
- Focused 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



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



Trinity College Dublin  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School

# 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



**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School

# 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



**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School

# Lean in the Digital World

## What's New?

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

## Different Business Imperatives?



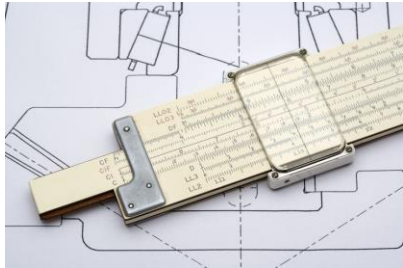
**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**



Industry 4.0 -- Industrie 4.0

Smart Factories



Digital Twin



Sensorisation

Virtual Reality



Augmented Reality



Real FACT – Real DATA



**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School



# Genchi, Genbutsu Gennin

## 現地・現物・現認

Real Place

Real Thing

Real Person

Can we use data capture to augment the understanding?



**EU-Japan Centre**  
for Industrial Cooperation

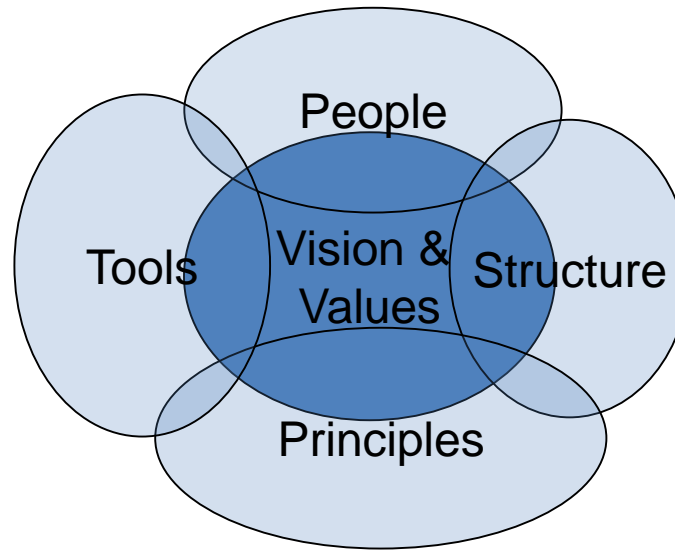
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity Business School

# THE FIVE RINGS OF BUSINESS EXCELLENCE



**EU-Japan Centre**  
for Industrial Cooperation

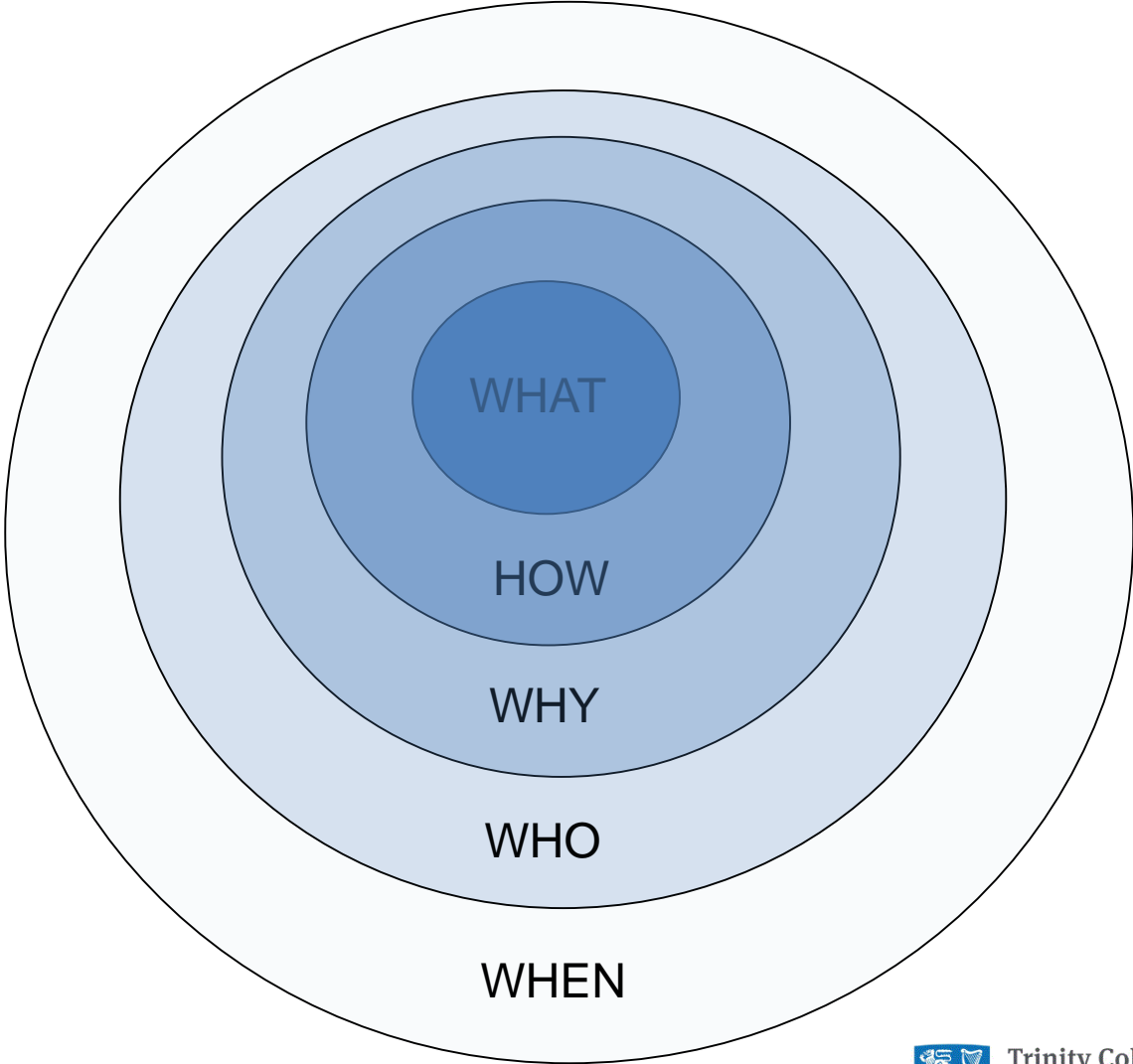
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

# LEAN VISION & VALUES



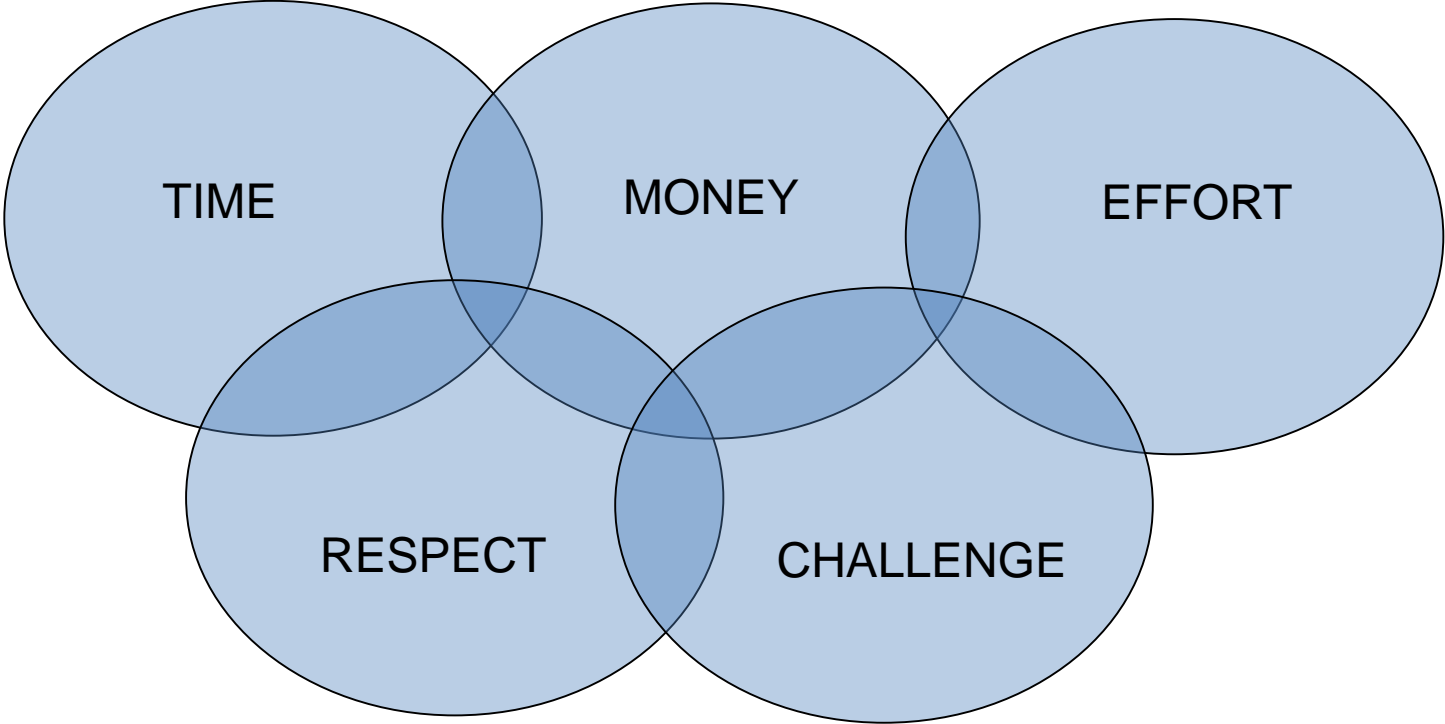
**EU-Japan Centre**  
for Industrial Cooperation  
日欧産業協力センター



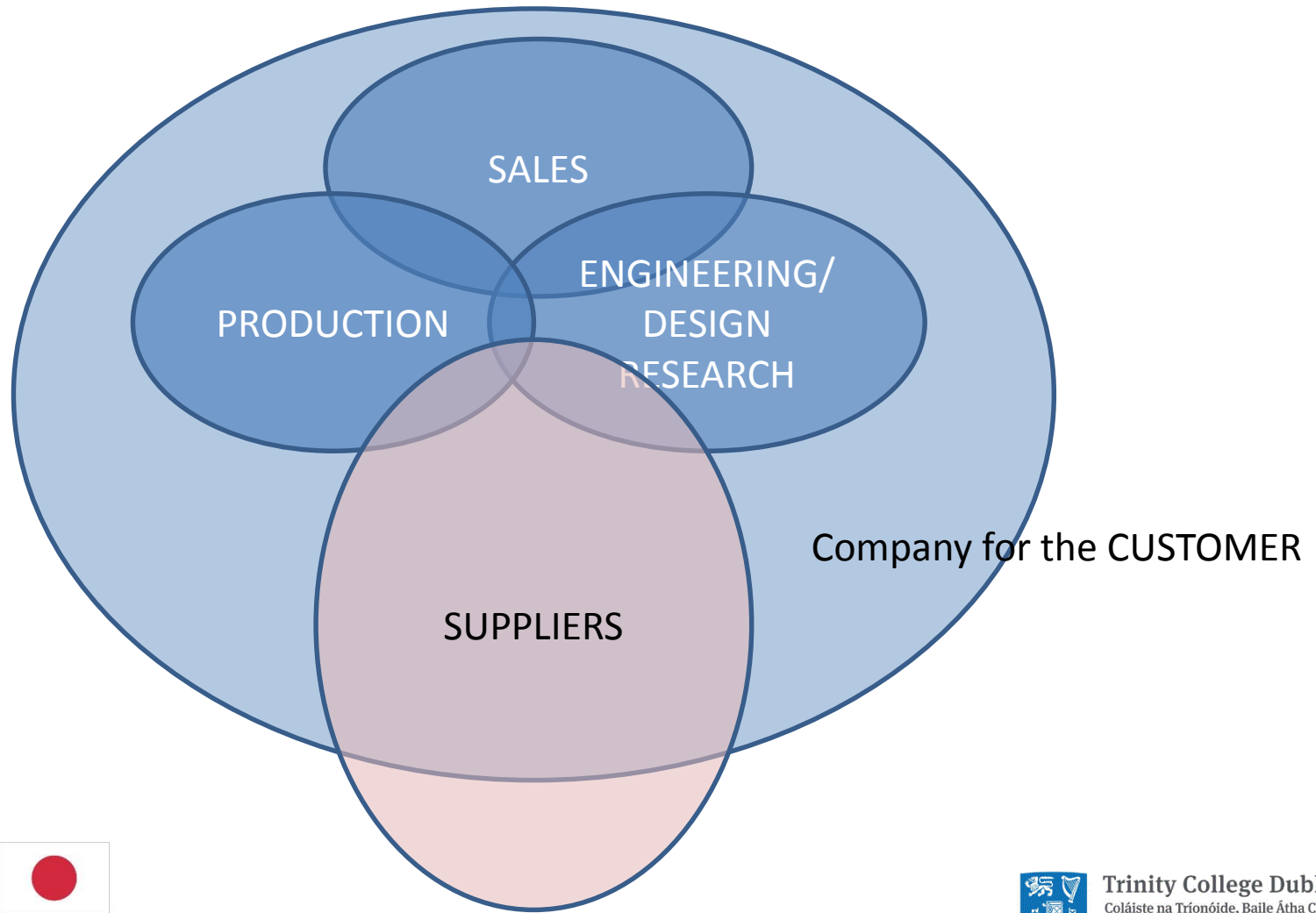
**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

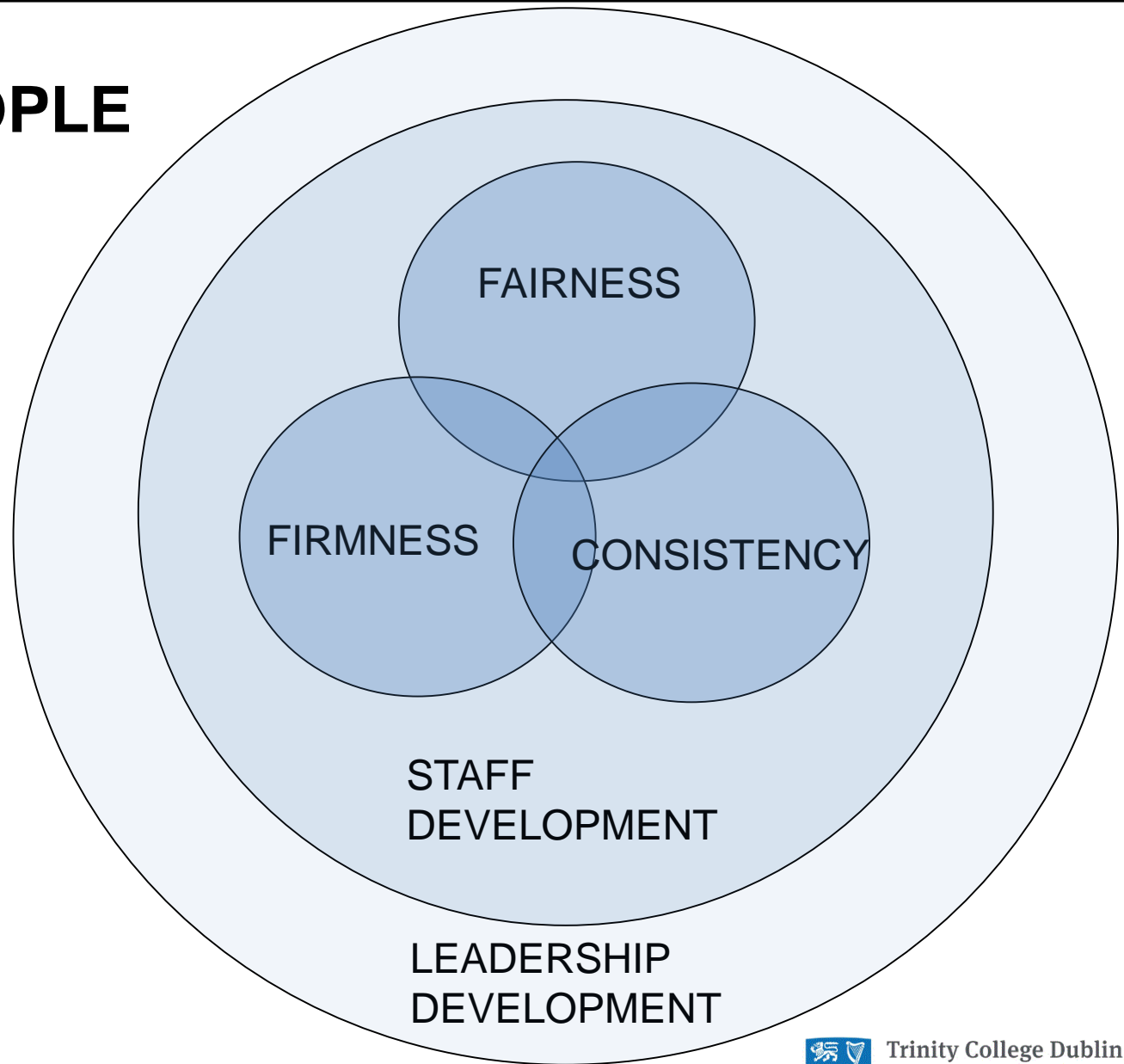
# LEAN PRINCIPLES



# LEAN STRUCTURE



# LEAN PEOPLE



**EU-Japan Centre**  
for Industrial Cooperation

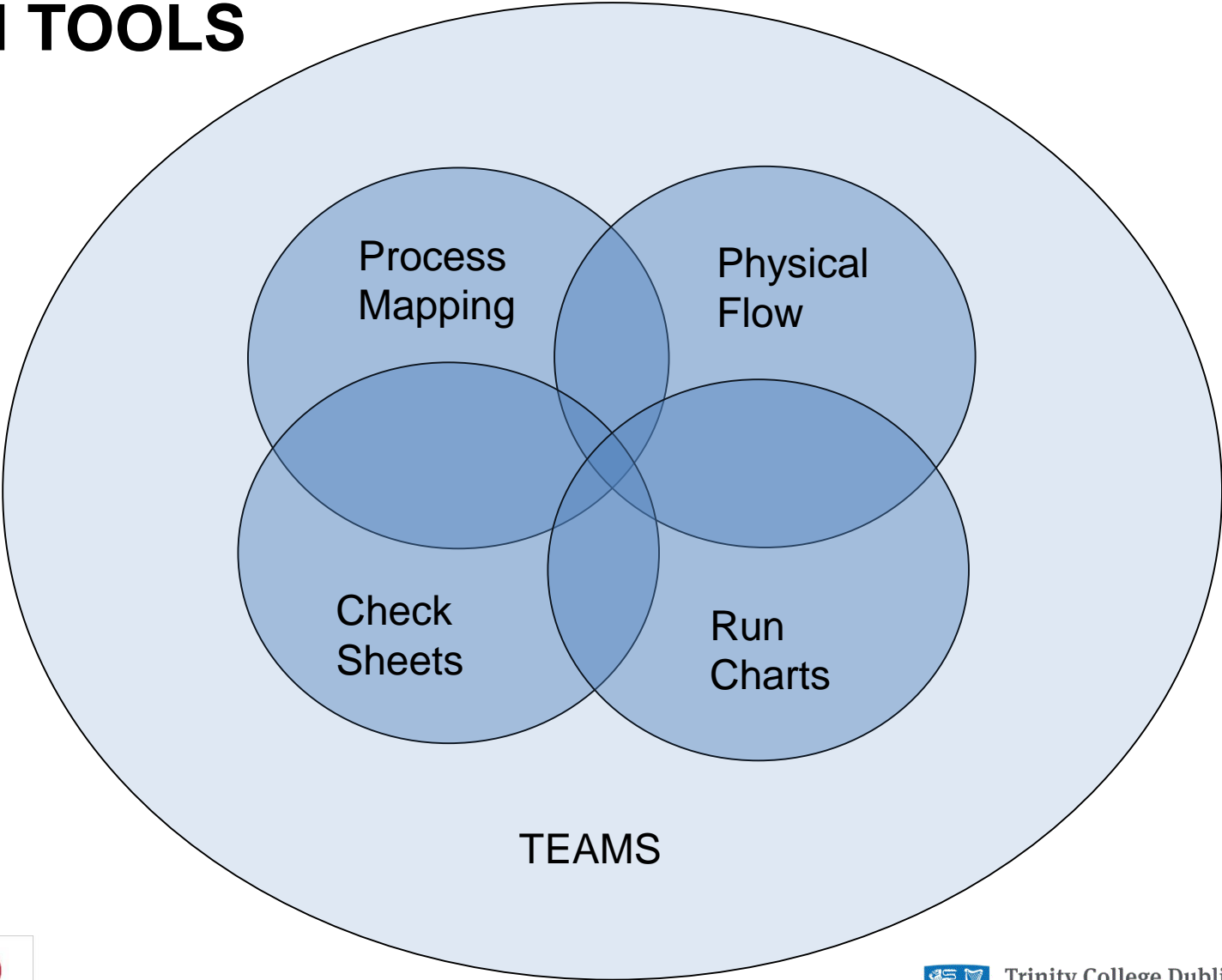
日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**

# LEAN TOOLS



# Role of the Leader...to Lead

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



**EU-Japan Centre**  
for Industrial Cooperation

日欧産業協力センター



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

**Trinity Business School**