

Lean-Led Artificial Intelligence

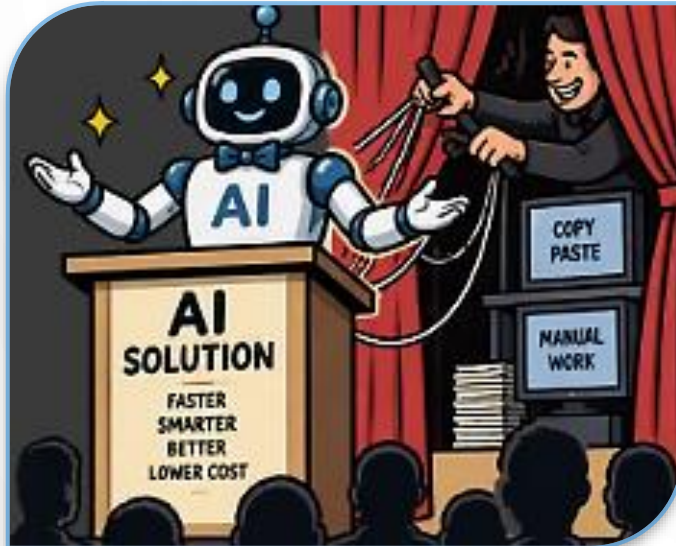
Identifying & Designing a Human-Centered AI Pilot

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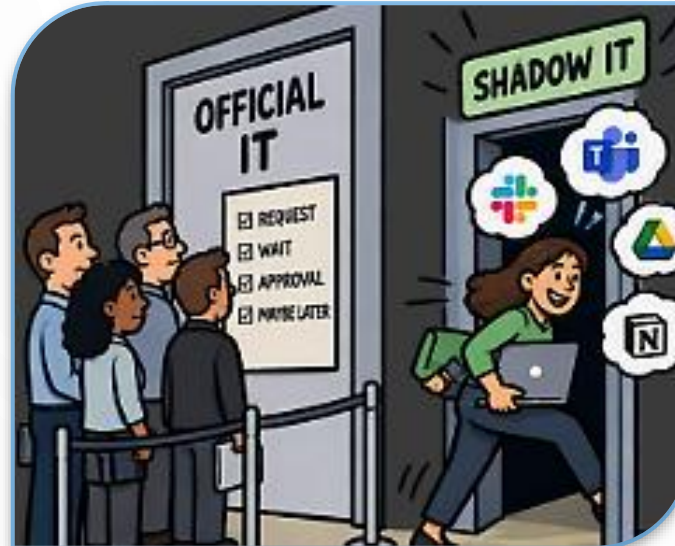


Key Terms when discussing AI

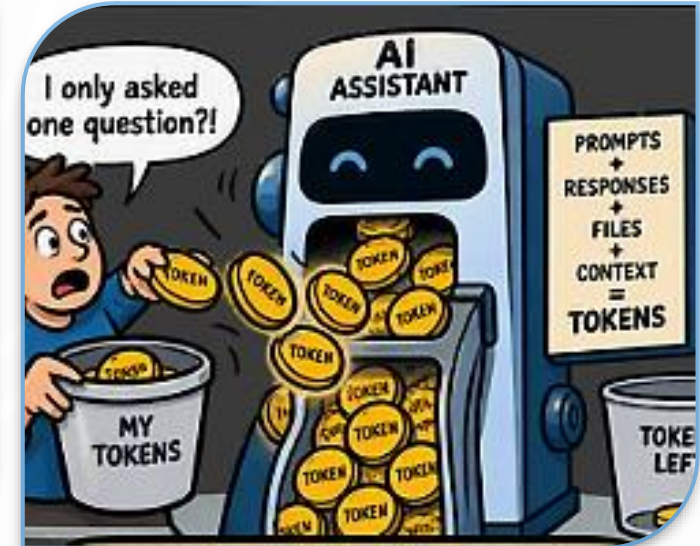


AI WASHING

“Capability” vs “Workforce”



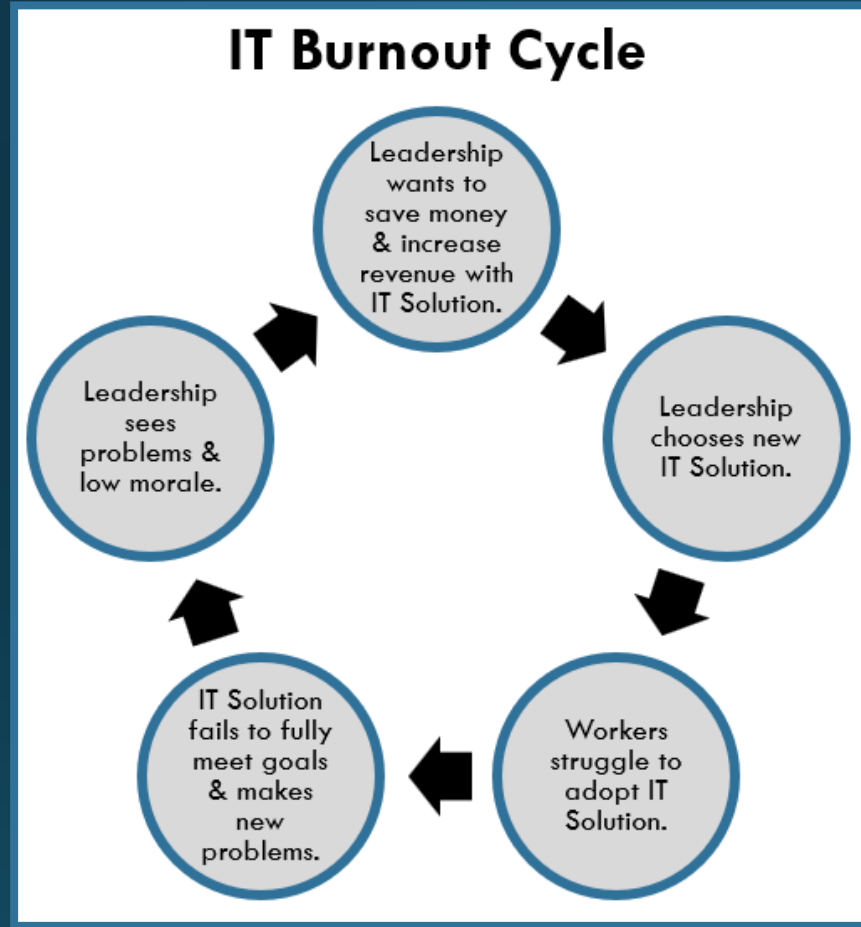
SHADOW IT



TOKENS



AI is a Tool, not a “Strategy”



- Most businesses do not need advanced AI
- It's easy to become overly reliant without skilled oversight or training
- Many already own AI and aren't using it
- AI implementations fail for the same reasons IT always has



Foundations Refresher

Don't implement tech before understanding the process & tools.

- Air Canada Chatbot
- Insurance “Agent” Hype

“Cost Reduction” is not the same as “Process Improvement.”

- Klarna's AI Customer Service
- AI Hiring Tools & the Workday Lawsuit



5 Core Risk Areas



DATA EXPOSURE



ACCURACY &
HALLUCINATIONS



BIAS & FAIRNESS



OWNERSHIP & IP



PEOPLE IMPACT





Characteristics of an AI-Ready Environment

• Detailed governance & standards

- Continuous HIPAA, PII & skills training
- Approved tools list with controlled test environments
- A cross-functional steering committee working with engaged leadership
- Internal learning groups
- Clearly defined, logical metrics
- Human audit procedures & checklists
- Change management with long-term planning past “Gen 1”



What makes a good AI Pilot?



PROJECT TRACKING



SOP DRAFTING
FROM EXISTING
MATERIALS



ONBOARDING &
TRAINING
DEVELOPMENT



ENGAGING PEOPLE
FOR PROBLEM
SOLVING



DATA PULLS &
REPORTS FOR
SYSTEMIC VIEWS

1. Is the process stable?

2. Is the work repetitive or cognitive?

3. What happens when it's wrong?



What creates Psychological Safety?

Am I keeping operations “human-centered?”

People need these key elements to be content or fulfilled with work:

- Connection to Tasks & People
- Clear Expectations & Feedback
- Opportunities for Growth
- Fair Compensation
- Autonomy
- Security



"...employees are offering a very important part of their life to us. If we don't use their time effectively, we are wasting their lives."

**— Eiji Toyoda
Former President & Chairman of
Toyota Motor Corporation**



We need “Toyota Way” as much as “TPS”

PHILOSOPHY

(Long-Term Systems Thinking)

PRINCIPLE 1

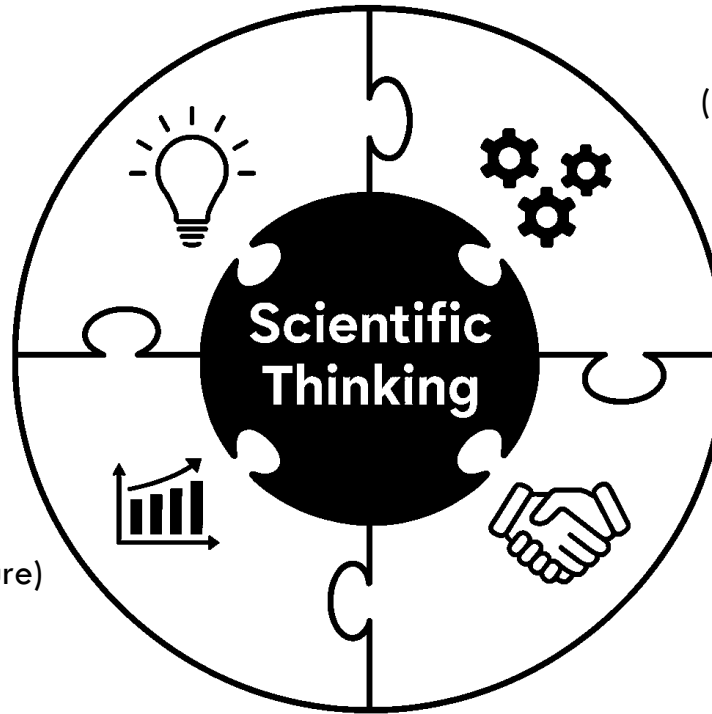
Long Term Systems Thinking

PROBLEM SOLVING

(Thinking Scientifically to Improve Toward a Desired Future)

PRINCIPLE 13

Align Goals



PROCESS

(Struggle to Flow Value to Each Customer)

PRINCIPLE 8

Technology to Support
People and Processes

PEOPLE

(Respect, Challenge & Grow Them)

PRINCIPLE 10

Develop People and Teams



What skills are needed for a evaluating, designing, and implementing AI Pilots?

Skills to support Successful Pilots

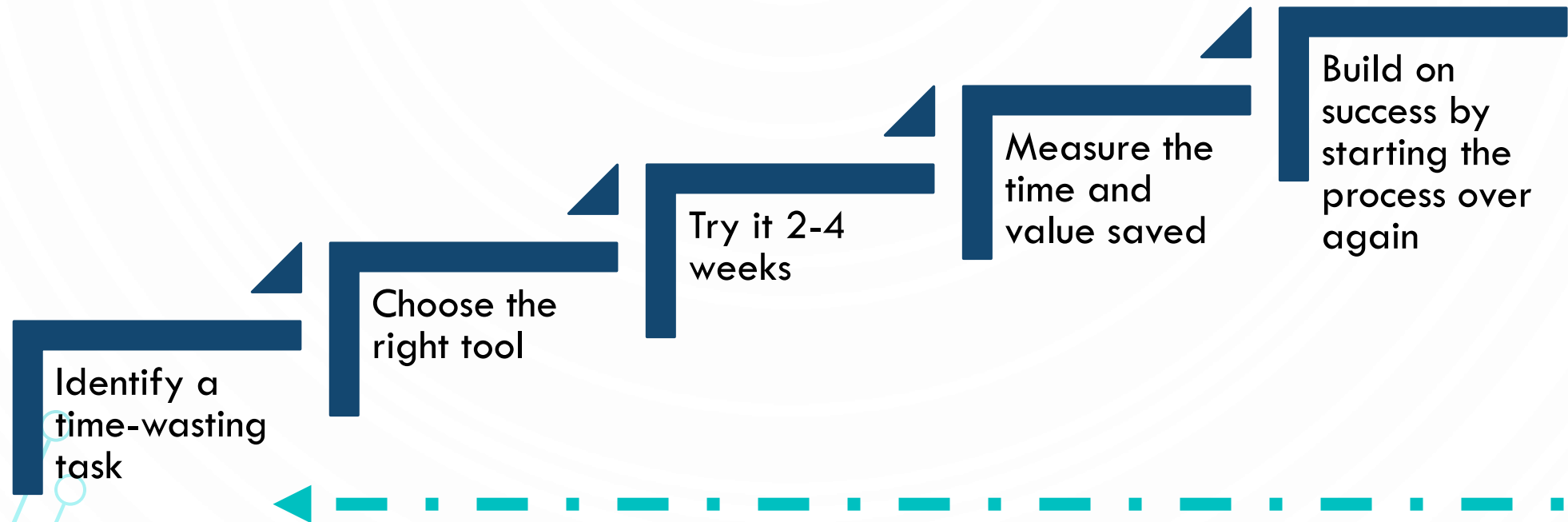
- Understand & articulate work
- Define problems & perform root-cause analysis
- Identify opportunities & prioritize customer value
- Research risks & test solutions
- Develop buy-in & define requirements
- Ensure that success repeatable & scalable

Examples of Lean Skills & Tools

- Gemba, Process/Value Stream Mapping, SIPOC
- A3 Thinking, 5 Whys, Fishbone Diagram, Pareto Analysis
- DOWNTIME, Customer Journey Mapping, Data Analysis
- FMEA, Risk Matrix, PDSA/PDCA, Kata, A3
- Strategic Alignment, Stakeholder/VOC Analysis, Change Management, Hoshin Kanri, Coaching
- Define then Track Metrics, Visual Management, Standard Work, Leader Standard Work, Training Development, Huddle Boards, Training Within Industry, Retrospectives



Starting an Individual Low-Cost Pilot



Applying the A3 to AI for Larger Stakeholder Pilots

1. Background: What are you talking about and why?

- Define the issue, opportunity, or decision
- Explain why it matters now
- Identify who is affected

2. Current Conditions: Where do things stand now?

- Show the current process and baseline
- Use data to reveal gaps or pain points
- Separate facts from assumptions

3. Goal: What specific outcome is required?

- Define the outcome and success metric
- Set a clear target and timing
- Link it to a customer or business need

4. Analysis: Why does the problem or need exist?

- Identify root causes—not symptoms
- Use evidence and process analysis
- Clarify where AI can—and cannot—help

5. Recommendations: What do you propose and why?

- Propose the simplest effective countermeasure
- Compare options, risks, and trade-offs
- Explain why the recommendation fits the need

6. Plan: How will you implement? (4Ws, 1H)

- Define what, who, when, where, and how
- Specify required data, tools, and support
- Pilot, measure, learn, and adjust

7. Follow-up: How will you ensure ongoing PDCA?

- Track results against the goal
- Set the review cadence and ownership
- Standardize wins; correct gaps and repeat PDCA



Questions to avoid the Traps “AI Washing”



Will this actually increase value for customers and/or improve working conditions for employees?



Why does this require AI instead of traditional software, automation, or search engines we already pay for?



What type of AI is being used and what systems will it need to integrate with?



What data powers the solution?



How will success be measured?



What happens when the AI is wrong and what are the legal risks?



What measurable improvement does it provide over the current process?



What happens after “Gen 1” for the people who own the process?



Organizations that build Successful AI Pilots

*The most successful AI users
aren't the most technical.*

**Lead with Lean
Thinking**

*They're the clearest about their
processes, people and purpose.*

**Do not
confuse AI
with
"Strategy"**

**Elevate
instead of
Eliminate
Workers**

