



Lean in the Public Sector Conference - December 9 - 11, 2009 - KIT, Karlsruhe, Germany

Joachim Knuf, DPhil, *Principal*

Organizational Learning Systems, Inc.

Dinner Speech: *“The commitment continuum: Reflections on relationships, incentives and compliance in lean construction”*

Successful delivery of lean projects requires gaining and then managing the collaboration of a broad and diverse range of partners towards customer value delivery. The underlying continuum of commitment reaches from long-term, litigable formal contracts at the level of the firm to the offer of only jointly achievable economic incentives and to patterns of intermediate or immediate personal promises within emergent planning and scheduling frameworks. The nature of relationship force and approaches and obstacles to gaining compliance are the focus of this talk.

The speaker

Dr. Knuf founded Organizational Learning Systems in 1998. He is a former Associate Professor for Organizational Communication and Associate of the Patterson School of Diplomacy and International Commerce at the University of Kentucky; prior to that, he served on the faculties of The Ohio State University and the University of Bonn. After first teaching Japanese management at UK in 1989 and developing a comprehensive curriculum in organizational culture and leadership, he became one of the original architects of the model lean systems research and education program created at the invitation, and with financial and mentoring support, of Toyota Motor Manufacturing between 1994 and 2006, adding the position of Associate Professor for Lean Enterprise Development at the UK Center for Manufacturing to his duties. In 2005, he joined the Lean Education Academic Network as a founding board member; this international partnership of universities is dedicated to promoting the development of future leaders of the global lean enterprise.



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Dr. Knuf received his doctorate in social anthropology from the University of Oxford in 1986. His research focuses on the formulation of a comprehensive ideal model of the lean enterprise system, especially the contribution of human, structural, and strategic factors to value delivery and competitive differentiation. He promotes an integrated set of practical strategies that help businesses transform themselves through self-sustaining learning into dynamic, customer- and performance-oriented organizations. Continuous improvement cultures grow from effective communication, strong relationships, respect, and trust grounded in clear governance structures and standards for operational and management work. Dr. Knuf has shared his findings at the college level, at conferences and retreats, and through training and advising leading US and international businesses, as well as industrial groups. A series of 10 unique three-hour programs on lean systems was broadcast internationally by the National Technological University. During his tenure at the University of Kentucky, Dr. Knuf was recognized repeatedly as a Master Teacher and also received its highest teaching award. He served as Associate Dean of Graduate Studies for his College and initiated a multi-year series of International Lean Manufacturing Conferences.

The coursework Dr. Knuf developed at the University of Kentucky allowed well over 4,000 individuals to obtain Lean Systems Certifications and Diplomas. He also guided Master's and doctoral students through a number of innovative research projects conducted at Toyota and with the company's direct support. Major industrial clients that have contracted for often multi-year on-site programs include Boeing, Rolls-Royce, Coca-Cola, Foster's, Lockheed Martin, Tyco, Raxam, Kennametal, Lucent Technologies, Square-D, Toyota, Ford, GM, Harley-Davidson, Nike, GE, Phillips, John Deere, Dana, Flextronics, Andersen Windows, Columbia Forest Products, Elkay and Libbey, along with many smaller companies. Dr. Knuf has also served as a consultant or speaker for many of these companies.