

Out with the Waste!

Efficiency and effectiveness through continuous improvement

after this workshop you will be able to:

- confidently define continuous improvement and Lean
- utilize continuous improvement tools at work or at home
- communicate the potential benefits of continuous improvement

Feels good to improve

what is continuous improvement ?

Continuous improvement is the ongoing effort to improve products, services, or processes focused on **adding value**



"continuous improvement is better than delayed perfection"

- Mark Twain

so, then what is lean?

A philosophy of maximizing value to the customer while minimizing **waste**

Lean focuses on removing waste from a process to increase the amount of value (things people will pay for) given to our end user.

Tools & **Culture**

what is waste?



Inventory



Motion



Waiting



Defects & Errors



Skills



Over Production



Transportation



Over Processing

what is waste?

Waste	Definition / Examples
Waiting Time	idle time, waiting for systems, people or other processes outcomes
Overproduction	making more than is required by the next process (batch processing, extra copies, un-needed reports)
Rework	repairs, corrections, edits, inspection, fire-fighting
Motion	movement of people or machines that does not add value (looking for information, processing using multiple systems, running between floors)
Non-Value Added Processing	efforts which add no value (redundant data entry, reports with too much information, collecting data that is never used)
Inventory	more than the minimum needed to get the job done (backlog of work, retaining information that is not needed, excessive supplies)
Under Utilizing People	not using people to the best of their abilities
Transport	movement of materials or information. Handoffs, wrong / incomplete information

let's play a game

why do I care? what is the benefit?

Personal

- Less clutter
- More quality time
- Increase appreciation
- Clear expectations
- Organized Tupperware drawer



Professional

- Greater productivity
- Improved quality
- Reduced cycle times
- Less fire-fighting
- Smoother operation
- Reduced operating costs

4 tools

- 5S
- Process Map
- Kanban (Visual Management)
- Hansei

5S

- space organization with the believe that there is a place for everything and everything has a place

S	definition
Sort	Eliminate whatever is not needed
Stabilize / Set in Order	Organize whatever remains
Shine	Clean the work area
Standardize	Schedule regular cleaning and maintenance / Maintain and monitor
Sustain	Make 5S a way of life (expectations & Accountability, habit)

Cupboards, desktops, paper filing, calendar, email.....

let's play a game

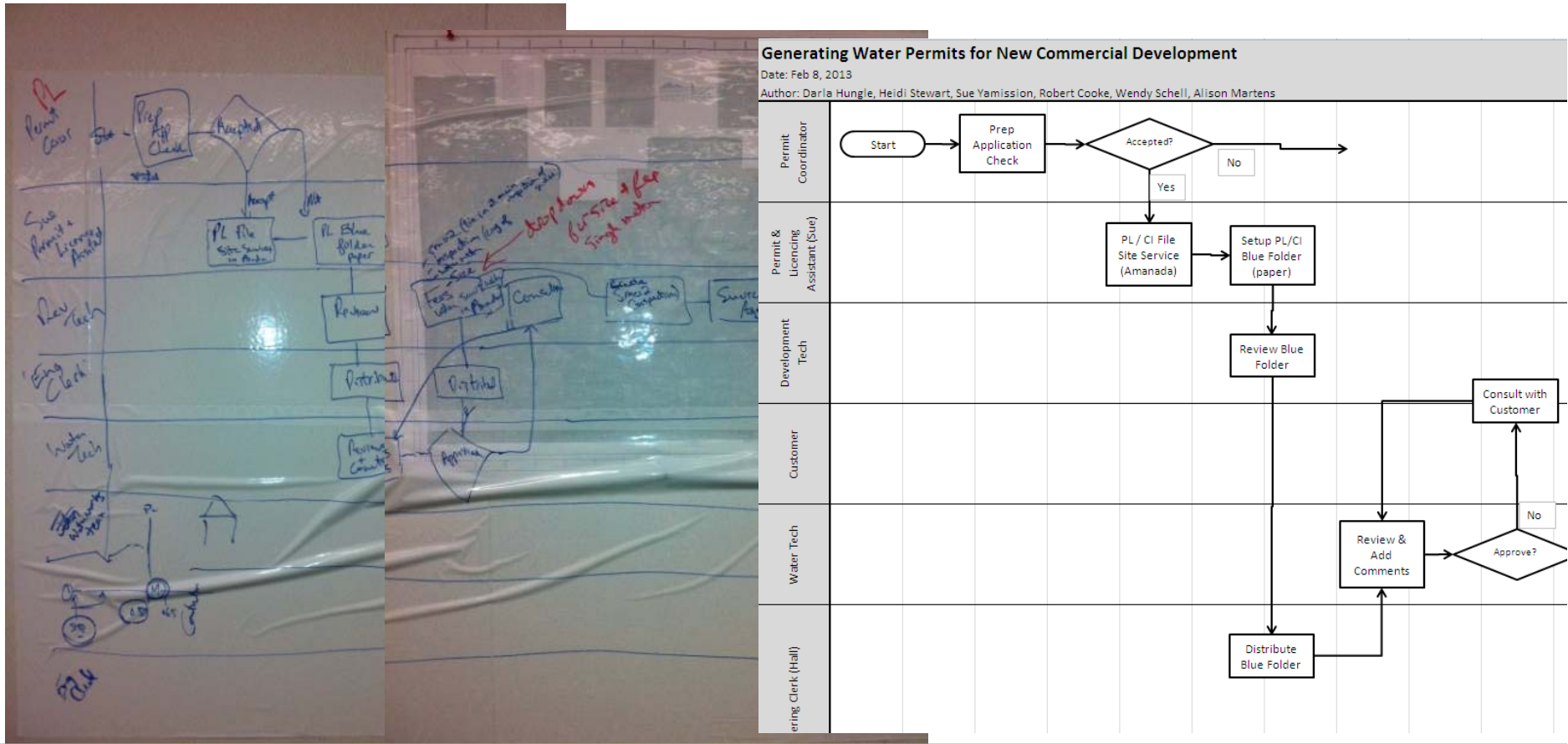
what is a process map?

- the visually depicts the sequence of events to produce an outcome (product or service)



Why create a Process Map?

- to capture process information for **documentation** and training
- to identify **handoffs / touch points** and **responsibilities** of different roles
- to improve increase **understanding** and improve inter-relationships between team member
- to identify the flow if transaction and identify how team members **contribute**
- to encourage a focus on the **customer** perspective
- to highlight process improvement opportunities (identify value added activities)



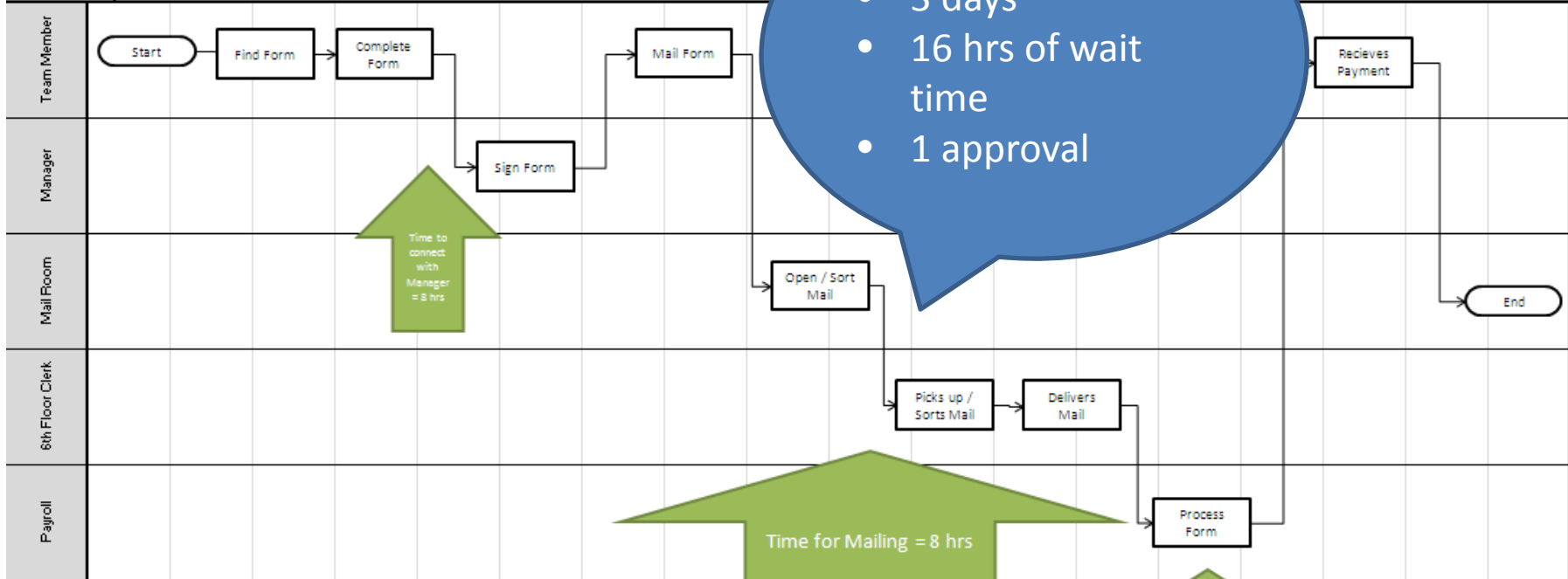
Customer focus, Systems Thinking (end-to-end), Frontline engagement, Reality versus Perception

process map – current (old)

Banked Overtime - Old Process

Date: Jan25, 2013

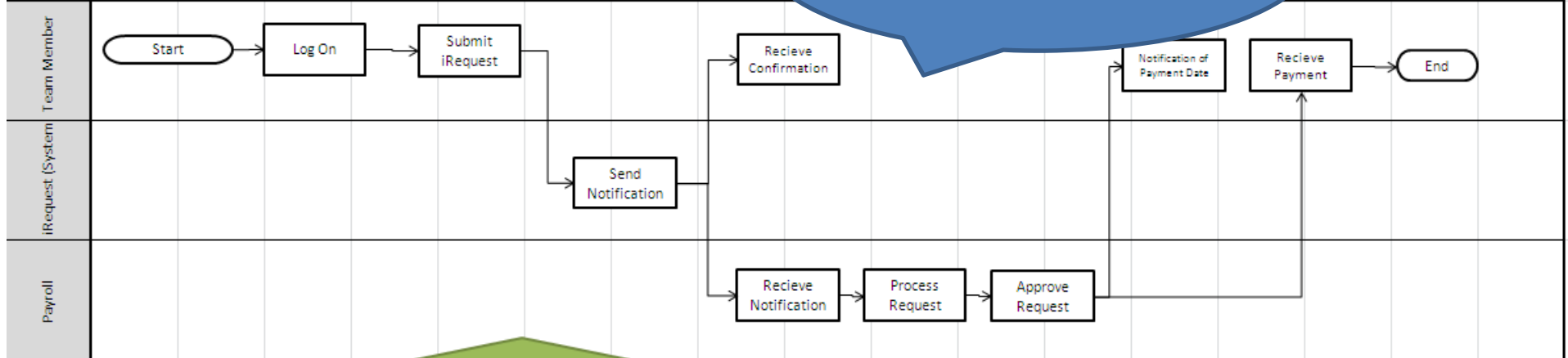
Author: Allison Pige



process map – future (new)

Banked Overtime - NEW! Process

Date: Jan25, 2013
Author: Allison Pye



- 2 team members
- 1 min

Time to Payroll= 1 min
Status updates

- Savings:**
- You don't have to hunt down your manager (8hrs + 1 signoff)
 - You don't have to wait for the mail room pick-up (8hrs of wait time)
 - Your manager, the mail clerk and the 6th Floor clerk aren't involved (3 team member handoffs)

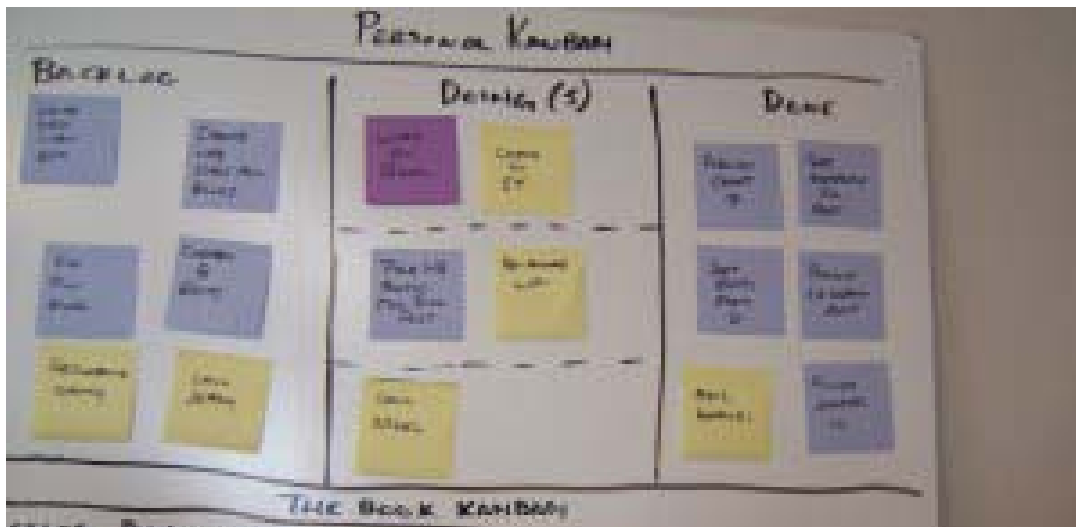
let's create a process map

- Example process ideas: Baking a cake, BBQing steaks

question	answers
What is the problem / opportunity?	
What process are we looking at?	
What is the start point? Inputs?	
What is the end point? Outputs?	
What is the goal/purpose of reviewing this process?	
Who are the stakeholders / customer?	
How does this fit with the Strategic Plan?	
Who else needs to be involved? Why?	

kanban

- kanban is a tool to visualize, organize, and complete work (<http://www.personalkanban.com/pk/primers/what-is-a-kanban/#sthash.obINWBbl.dpuf>)



why
use
it?

what gets
measured – gets
done



hansei

- hansei is tool to objectively reflect on performance - individually and corporately

3 simple steps, 3 simple questions

1. What are we doing well?
2. Where could we improve?
3. Who needs help or support?

Celebrate - Help each other

What did you learn today?

what I hope you learned

What to look for → 8 wastes

How to find waste → 5S, Process Mapping

How to make work visible → Kanban

How to keep the conversation going → hansei

ask yourself and your team....

What is wasting my time?

- Manual activities
 - Unnecessary reporting
 - Email distribution list
 - Duplication; paper and electronic
-

What is negatively impacting the customer (family)?

- Are the questions that customer routinely ask?
 - Equipment repaired too often?
 - Waiting time: For reports to run? For information from others?
-

What is negatively impacting my co-workers?

- In what cases is it tough to find information?
 - Are we over communicating (distribution lists)?
 - Are we writing effective emails?
 - Are we managing our Inboxes?
 - Are we receiving calls for other departments
-

What is wasting money?

- Where are there supplies that are leftover?
- Where are there extra paper copies of reports?