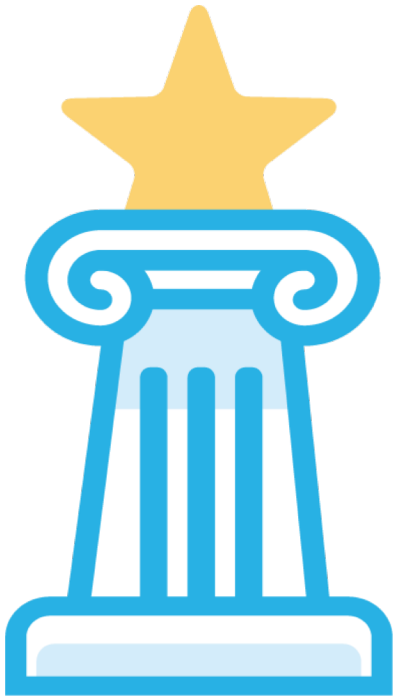
Making the most of Covid-19 emergency management gains: an introduction to Lean

How to start with a Lean approach?

To start with, you will have to work on your processes **stability**

Implement continuous improvement basics



Focus on stability

Build trust among associates

Focus on Lean mindset

Embark staff in the journey

Focus on expected result

The Lean Six Sigma

HISTORY

Lean Six Sigma helps implementing a continuous improvement culture thanks to 2 complementary approaches.

TOYOTA

LEAN

Implemented in Toyota in the 50's, Lean has been deployed worldwide in the 80's and formalized in the US in the 90's

Six sigma

Implemented in Motorola in the 80's, Six Sigma has been formalized and deployed thanks to General Electric in the 90's

Performance targets

Key methodologies

Culture

Zero waste
The target is zero waste of time. The focus is on creating value and to do this in the easiest, fastest and most efficient way.

Zero inflexibility
Working without any losses is a good idea in principle but too much to organise in practice. It renders the operation inflexible, so that it cannot respond to any new developments and customer demands.

On the job Management
Operational associates have the best understanding and that's where reality happens! Improvement ideas will come from them.

Flow optimization
Customers want everything and right now: cycle time are at the heart of most expectations and flow management is one key.

People empowerment
LAssociates are experts of their day to day processes, and the best to take part in improvement actions and problem solving.

Standardization
Standards or best practice know as of today keep on changing and should help on quality, safety and other targets!

LEAN

BOTTOM UP

Those on the ground have the knowledge and must pass this knowledge up to the part of the organisation that needs it

SIX SIGMA

TOP DOWN

Management provides a clear vision and well thought-out framework to guide business activity

THE CULTURE OF OPERATIONAL EXCELLENCE

Research into the creation of real value. These two approaches are complementary and both provide of a set of beliefs, mindsets and a powerful methodology.

Zero defects
Any defects in the intermediate or final production processes are costly in terms of time, energy and customer satisfaction. Working to minimise these will pay good dividends!

Zero variation
Any variation in the final product results in recurrent problems, leading to a lack of confidence and dissatisfaction for the customer, who suffers from any variation in the process.

DMAIC/DMADV projects
DMAIC methodology is structured to solve complex problems in multi-skills and transversal teams.
DMADV is the DMAIC equivalent for non existing processes to be created right first time.

Statistical Process Control
Statistics are very helpful to identify, understand and control variation of a process.

Voice of Customer alignment
Understanding customer's expectations is key to align activities with what creates most value.

Constant targeting
Looking for minimal scope having maximum impact helps focusing efforts on high value levers.

Performance targets

Key methodologies

Culture

Common ground

Prime targets for improvement

Zero Wastes

Zero Inflexibility

Zero Defect

Zero Variation

3 steps for anyone willing to start…

Focus on people's irritations

Collectively work on « Customers » and University Vision

Stabilize processes

Focus on irritations is a way to embark people in continuous improvement

Working on customers and vision will give your teams the « True North »

Let’s pause for a 1st Q&A session!

Stability can be implemented through 3 main principles

Focus on repeatable and comparable activities

1. Identify the key deliverables of each activity
2. Sort them in main categories (eg per category of students)
3. Map the macro steps of each activity (SIPOC)
4. Add lead time of each macro step (based on your experience or historical data)

Measure for progress

No need to have an ERP to do so!

Safety: Count the number of near accident

Motivation: Count the number of initiatives launched by the team

Quality: Define a quality checklist and have the team count each defect

Delay: Monitor lead times based on dates and focus on milestones

Productivity: Monitor time spend by the team and compare to volume of activty

Collectively share, monitor and improve

Make performance data visible to the team and analyse performance gaps

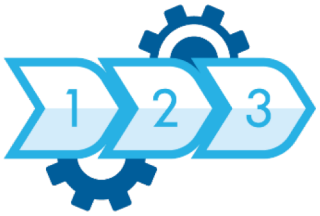
Define a management ritual (and timing) to share performance and « what happened the day before »

Monitor improvement ideas

Plan dedicated time for problem solving when needed

Spot and share best practices among the team

SIPOC is the top-level representation of a process, bounded, with its inputs and outputs, put in relationship with its suppliers and customers

Suppliers	Inputs	Ingoing bound of process	Process	Outgoing bound of process	Outputs	Critical To Quality (CTQ) Customers
						
All suppliers of the process, internal and external	Any input to the process, such as materials, forms, information, etc.		A frame representing the whole process, showing the essential steps of the process		Any output for internal or external customers	Any customers of the process, internal and external

SIPOC is the top-level representation of a process, bounded, with its inputs and outputs, put in relationship with its suppliers and customers

Suppliers	Inputs	Ingoing bound of process	Process	Outgoing bound of process	Outputs	Critical To Quality (CTQ) Customers
What are the sources (suppliers) of my Inputs? Who can I meet if I have a problems with my Inputs or data entry?	What are the inputs such as materials / data / information / resources / … for the team daily activity? What are the essential concrete elements needed by your team? **Requirement Indicators** How to report on Quality, Cost and Time aspects?		What are the main missions (processes) of your team or analyzed scope? What are the criteria that defined your zone of responsibility? **Steering Indicator** How to follow up Quality, Cost and Time aspects of the process?		What is practically producing your team? (deliverables, information, tangible products…) **Results Indicators** How to appreciate Quality, Cost and Time aspects of the outputs?	Who are the recipients (customers) of what we are producing? (internal/external) Who do I contact to know if what has been delivered fulfilled expectations?


Objective
Launch improvement actions under the influence of the team
Pilot the performance in a short term
Ritual dedicated for all the team
Specific and useful to the team
Quick identification of abnormalities
Prioritize with the team
Suitable for operational activities but also to manage projects
Title
Knowing what it is about
Date
Objectives
Visual management must impact at least one indicator
Operating rules
Making actions to be done obvious in case of drift
Continuous-flow
A monitoring system of the activities, mainly for a production table
Indicators
Result and process indicators for which performance must be obvious
Action plan
No improvement without action, we must know the state of progress after deviations
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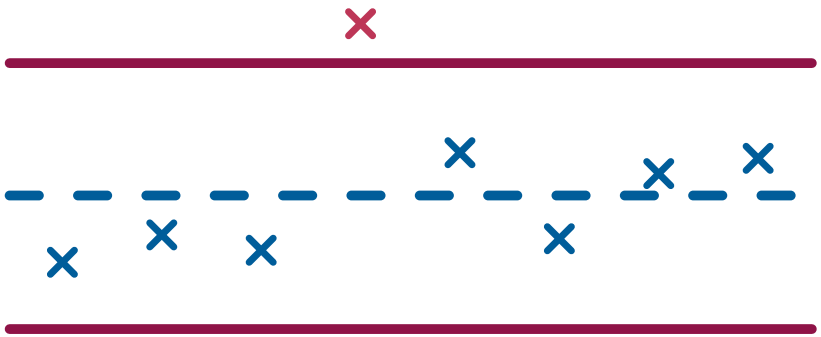
Facilitation
Use of colored felt tip pen to fill the board
The board it drastic and flexible !
No watermelon indicators
Must be readable from 1 m
Do 60% directly. Try and adjust
BY THE TEAM
CONSTRUCTION
Actions
This meeting purpose to offer tools and practice that support adherence to standard, quick identification of abnormalities, daily problem solving being factual
Write it down in the action plan
Do not solve issues during the meeting
Problems mentioned and prioritize
Analysis of the root causes
AUTONOMOUS
Feedback on planned actions (standards)
Objective
Example
Construction
Day by day
Management tool
Actions
Visual Management
DAY BY DAY
Setting up of a Facilitation standard
MAXI
The team covers important matters
The team knows the target
notes
notes
He makes the fundamentals respected
He shares the vision
He encourages and promotes the team development
He ensures the tasks are executed
He energizes the team
MANAGEMENT TOOL
This morning briefing is a fundamental act of management because it works in all its dimensions
the indicators are filled before the meeting !
Energizing Facilitation
cubik partners

Share what should be « normal » is a way to trigger improvement through problem solving

Define boundaries of your activity and responsabilities

Standardize processes and share best practices

Measure performance and define thresholds



Anticipate risks and get prepared to those

Gaps have to trigger problem solving: here comes continuous improvement!

Manage « simple » problems (just to its) with PDCA and improve team operational standards

Get rid of complexity or issues thanks to problem solving methodologies

(next time, I'll focus on this ;))

What did we cover today?

Lean targets

- Zero Wastes
- Zero Inflexibility
- Zero Defect
- Zero Variation

3 steps to start with…

Focus on people's irritations

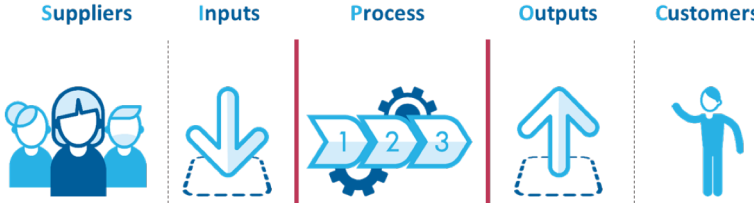
Collectively work on « Customers » and Vision

Stabilize processes

Problem Solving To continuously improve…

Tools covered…

SIPOC



Visual Management

Questions?