



LEAN OFFICE

PROGRAMME OBJECTIVES:

- To provide a context for Lean Thinking and its application in an office environment
- To apply Lean Techniques to identify and remove problems
- To undertake a Lean Project and develop a plan for completion

AUDIENCE:

Front Line Staff

APPROACH:

These are very interactive workshops that apply Lean tools to the problems found with Customers and Business processes. Participants need to come to the event prepared, with data flows and a potential project.

DURATION:

2 + 2 Days including Project Time

AGENDA:

1. Lean Overview

Initial session details the History of Lean and it links to our Continuous Improvement and Systems Thinking.

2. Are We Customer Driven?

Many organisations claim to be customer-driven, but are they? This session tactics provide a useful start in determining how customer-driven your organisation is and what might be done to improve the situation.

- Do we have data that provides a picture of Customer Service?
- Are our customer surveys working?
- Be your customer
- Service is the creation of value
- How does our system respond to demand?
- Lean service is Excellence in responding to demand
- What do our customers need?
- Finding out what matters to customers



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3. Understanding the Lean Organisation

Lean thinking is, quite simply, a better way to make the work flow. It is fundamentally different from “command and control” thinking. These tactics provide a good start to understanding the differences between command and control and Lean thinking.

- How the former leads to sub-optimisation and how the latter leads to improvement.
- Lean thinking vs. command and control
- What is the purpose?
- Developing a system picture
- System conditions – do they help or hinder?
- How do our managers think?
- What do our managers believe?

4. Getting Started

Getting started includes six exercises you can conduct with your team. The exercises will raise issues, create dialogue and may cause concerns. These exercises are unlikely to lead directly to answers – that is not their purpose. Their purpose is to begin a dialogue about lean service and the organisation as a system.

- How lean is our service?
- What helps or hinders achievement of purpose?
- How well does the system support front-line staff?
- Do current measures help or hinder?
- Starting to question processes
- Are we a learning organisation?

5. Measurement

Lean thinkers use different and better measures than “command and control” thinkers. These tactics help you assess the utility of current measures and establish better measures.

- Measurement can cause sub-optimisation
- Start with using measures differently
- Changing the measurement system
- Four types of useful measures
- Reducing variation
- Replacing inappropriate measures
- Measuring time
- Differences in individual performance
- Reviewing reports



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6. Process Improvement

Improving processes means thinking, measuring and working end-to-end, starting and finishing with your customers. These sessions provide frameworks and tools for improving process performance.

- Process improvement – an overview
- Mapping a process
- Things to question about your processes
- A better way to “fight fires”
- Improving a fix
- Process improvement by comparing processes
- When to standardise work
- Barriers to expect
- The dangers of process myopia

7. Problem Solving

Mapping a process indicates where the non-value added components exist. Measurement gives us the scale of the problem. These sessions provide a variety of tools for resolving problems and driving towards prevention.

- Cause and Effect Analysis
- Basic Brainstorming
- 7 Step Problem Solving
- Creative Problem Solving
- Action Planning