

Zenda Crowley

From: Hosca [zendacrowley@hosca.ie]
Sent: 28 January 2009 13:26
To: Colm Hyland
Subject: Hosca Newsletter - Jan 2009

HOSCA

www.hosca.ie

Special Edition - Lean Solution

Lean is not the Solution but can be a big part of it

This year every organisation in every sector is looking at how it can reduce costs, improve performance and productivity. This is happening now, in both the Public and Private arenas. Reducing costs as the solution to the crisis, is predictable; cut wages, cut pensions, cut travel, cut training, reduce the headcount. The problem is; after the cuts what do you do?

The Politicians tell us that if **we** work together, **we** can get through the crisis. The obvious, cost cutting measures come from the top down with little, or no involvement of the employees. The Accountants have their day but few if any of these measures directly impact on quality, performance and productivity. They often fuel conflict and cynicism. Many of the talented people go, or are let go as part of the cuts. What can you do?

High performing Manufacturing and Engineering companies throughout the world have been using Lean thinking for over twenty years. Lean on its own, does not guarantee success but it increases the probability of success. It engages the brainpower of all the employees not just the management. Managers get a better chance at delivering real Leadership in a Lean business. It is harder work for managers because it requires presence and communication all of the time, not just in the crises when we call on the people to get us out of the chaos.

As we approached 2009 in our business, we have noticed significant interest in Lean from the Service Sector. There is a slow but increasing realisation that Front Line staff is the key to improving quality in services and that by providing some training and application that large improvements can be made in the processes that impact on Customers.

What is Lean?

Lean is a philosophy that has evolved from Total Quality and got much smarter. Lean focuses on doing the right things right. It embraces employee involvement by applying common sense solutions. It focuses on where we can increase the value of a product or a service and thereby minimise the cost. We find the value-add and non value-add in the following areas;

- **Redundant Systems** - the continuing use of multiple systems that duplicate the work by having to repeat the same activity. Such as, inputting data to several programmes or not being able to obtain outputs from a system without resorting to using a variety of spreadsheets.
- **Incomplete information** - ranges from not listening to Customers or colleagues causing people to give you what they think you want, rather than what you want, creates mistakes and additional time required to correct the mistake. This is usually caused by inadequate training and making assumptions about employees' competence. People will get it as long as the information is given to them at a pace that they can deal with.
- **Hands-offs** - work is partially done or done wrong. Causes rework, bottlenecks and frustration that is often passed onto the Customer.
- **Batch Processing** - doing work in bulk when less would have been easier to manage and would have been done right.
- **Unnecessary data** - over complicating the process by giving too much information too quickly to the employee and missing the key outputs that must be delivered. Similarly with Measurements - too much data that does not focus on the



WE SEE THINGS FROM THE
CLIENT'S PERSPECTIVE

actual deliverable or focuses on the past.

- **Transportation** - inadequate attention as to how goods and information travel around an organisation. There is little consideration given to the impact of bottlenecks and delays.
- **Approvals** - delays in getting decisions approved and signed off as they often have to go up the hierarchy, rather than trusting the people who are using the goods or service.
- **Utilisation of People** - people not being encouraged to participate and use their talents. Usually the employees have the answer or know how to get it. They just need to be asked!

Benefits of Lean?

The benefits of Lean include; immediate Return on Investment, increased Customer satisfaction, faster response to Customer needs, employees are able to spend more time on value activities, the impact of the change is transferred to groups instead of individuals; the participants in the programme gain the confidence to continue without outside assistance. The entire organisation 'sees' the impact and will understand the value in supporting the new direction and thinking.

Training and Application

Hosca has been working in Lean Manufacturing for many years. To facilitate the need for Customers in the Services Sector to improve performance and productivity, we have sourced and developed new training packages in the following areas;

- **Lean Enterprise**
- **Lean Healthcare**
- **Lean Office**

All of these are based upon learning by doing. Every training activity is supported by application. This causes immediate change and improvement. Details of all of these solutions are captured on the lean page on the Hosca website, www.hosca.ie.

As suggested above, a lot of Lean activity is based upon common sense. You don't have to wait on training. It is based upon a number of principles one of which is 'Do it now', we are not stopping you.

New Associate

We are delighted to announce that we have been joined by John Culliney. John is an ex-colleague and Customer. He has recently returned from the USA. John was the Group President in Benchmark Electronics. He brings a wealth of experience to the Hosca team and will be supporting our interventions with top teams in the areas of Strategy, Business Development and Cost Reduction through Lean.

Contact

If you need to talk to John Culliney or any of the Hosca Lean Practitioners about Lean, please ring or mail at the following:-

johnkenna@hosca.ie	086 273 7760
colmhyland@hosca.ie	087 234 5940
paulguilfoyle@hosca.ie	086 234 3959
gerry.shaw@hosca.ie	086 225 6765
johnculliney@hosca.ie	086 2532704

Administration

zendacrowley@hosca.ie	01 846 4151
jenniwhately@hosca.ie	01 846 4151
davinacummins@hosca.ie	01 846 4151

Powered by [GroupMail](#)