Lean, Value and Collaboration

Michelle Nolan for the CCMA
9 June 2020

Poll #1

Q1: Do you need to reduce costs significantly as a result of the pandemic?

- ➢ **Yes, ASAP**
- ➢ **Within the next 12-18 months**
- ➢ **No we're ok thanks**

Traditional Cost Reduction Levers

Lever	Process Optimisation	People & Culture	Service Offering	Operating Model	Automation	Sourcing
What is it?	• Lean key services and processes • Operational Excellence	• Behavioural change • Capability Development • Management practices	• Streamline Customer Offering	• Centralise • Decentralise • Organisation Structure	• IVR • Robotics • Other System investment	• Outsourcing • Offshoring • Onshoring etc • Procurement
Typical Saving	c20 - 30%	c10 -20%	Unlimited	c20 - 30%	50%+	c20-30%
Cost to implement	€	€	€	€	€€€	€€
Speed to implement	Fast	Fast	Medium	Medium	Takes Time	Takes time
Increasing Customer Value	✔	✔	✖	Neutral	✔	It depends….

Poll #2

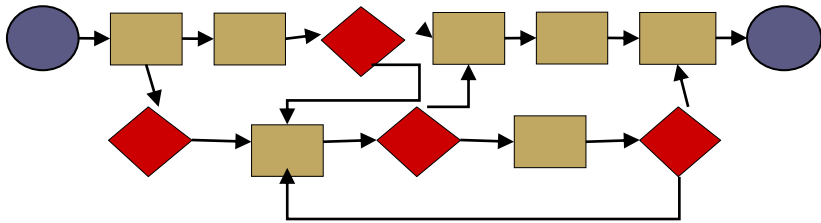**Q2: Has your organisation run a Lean programme or initiative in the past 3 years?**
- ➢ **Yes and live**
- ➢ **Yes but no longer running**
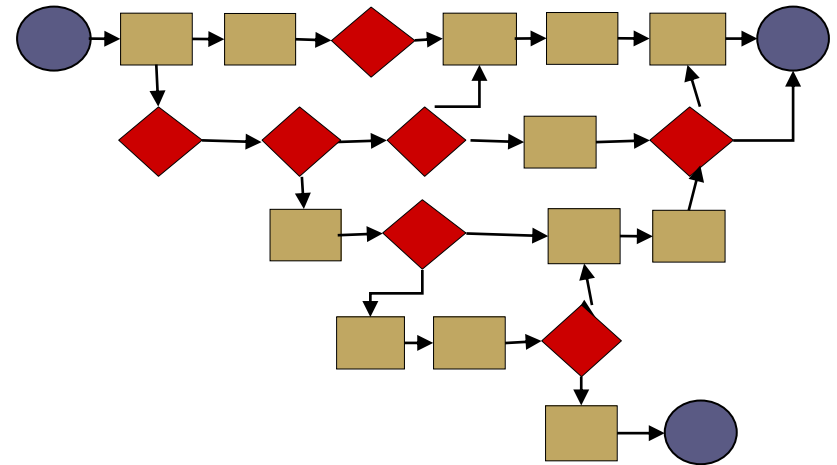- ➢ **No**

What is Lean?

A methodology (and mindset) to provide value to the customer through a perfect value creation process with zero waste.

The perception and reality of processes (and organisations) are often very different
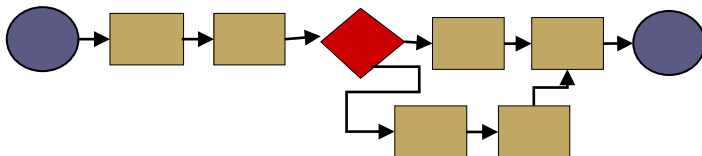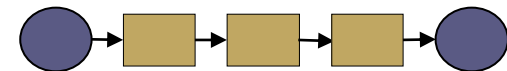
Internal perception

The reality (*as-is*)

How it *should* run
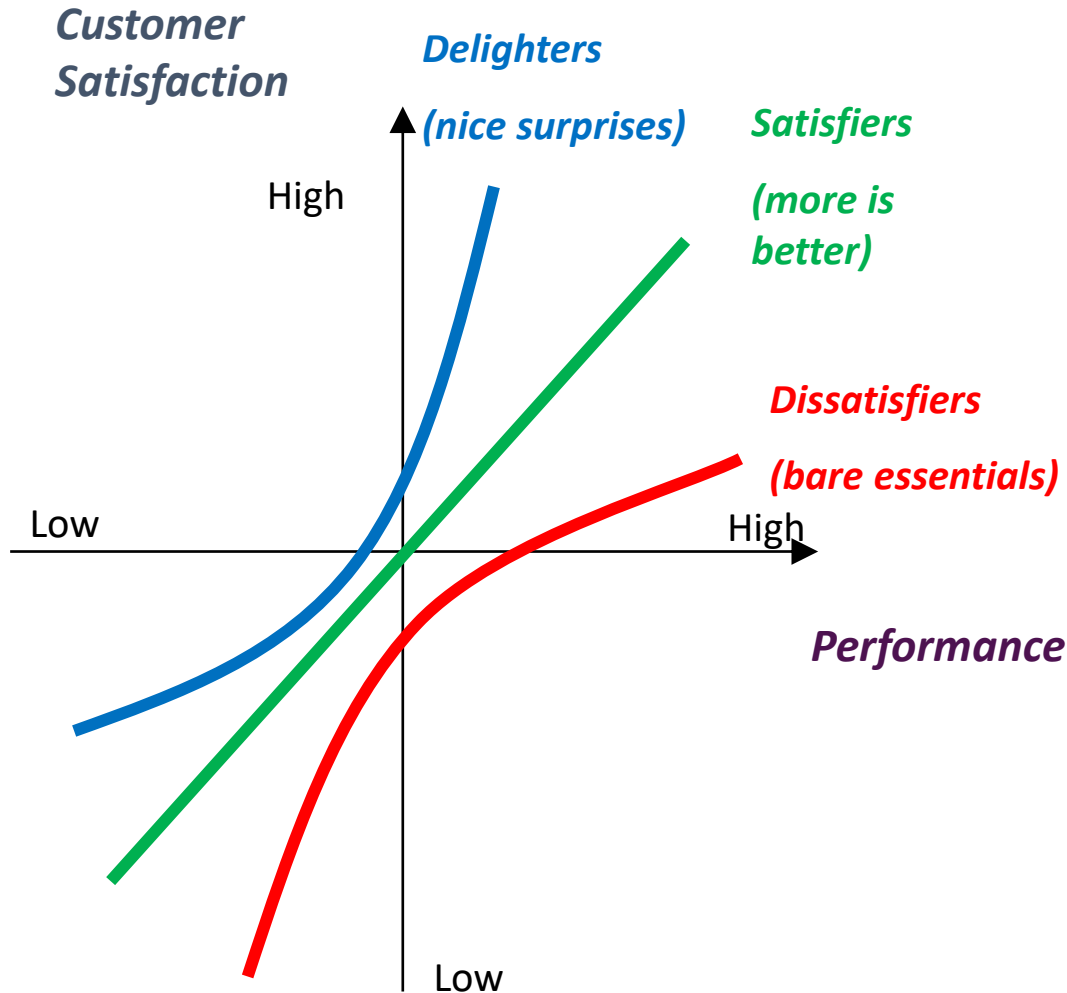

How it *could* run

Poll #3

Q3: What has happened to your CX scores in the past 3 months?

➤ **Improved**
➤ **Stayed the same**
➤ **Worsened**

What do your customers really want?

Kano Model

Customer Satisfaction

Delighters

(nice surprises)

High

Satisfiers

(more is better)

Low

Dissatisfiers

(bare essentials)

High

Performance

Low

Focus effort on the Delighters and reduce or stop the Dissatisfiers.

With your team:
- **List your services and how they are delivered**
- **Classify them as Delighters, Satisfiers or Dissatisfiers**
- **Agree actions to expedite delivering the Delighters and reduce effort on Low performing services.**

8 Wastes - challenging embedded behavioural norms that are of no value to the customer - TIMWOODS

Transport
Moving People, Products and Information

- Paper forms travelling from department to department or location to location
- Multi locations meaning staff need to travel to meet

Inventory
Storing parts, pieces, documentation ahead of requirements

- Number of iterations of reports before approvals
- Too many approval levels
- Physical signatures

Motion
Bending, turning, reaching, lifting, filing, searching for paper or information

- Paper and email based processes for key outputs
- Not using favourites for key processes
- Emailing documents as opposed to storing centrally and sending a link

Waiting
For parts, information, approvals, instructions

- Review/Approval and Sign off processes

OverProcessing
Tighter tolerances or higher grade materials than are necessary

- Excessive checking
- Needing to input the same thing into more than one system
- Ineffective meetings – timewasting - no clear agenda/actions etc.
- 10 pages when 1 would do

OverProduction
Making more than is IMMEDIATELY required

- Excess of Reports Produced
- Too many security questions
- Excess of Assurance on Key controls
- Too many reviewers and review cycles on key outputs
- Too many people at meetings

Defects
Detecting and Correcting Errors

- Systems that allow errors
- Rework (Wrap time)
- Incorrect documentation/information
- Errors due to lack of knowledge/skills
- Not capturing customer information immediately and having to ask twice

Skills
Under utilising capabilities, delegating tasks with inadequate training

- Overhiring
- Spans of Control/Layers
- Too many 'specialised' roles
- Lack of Induction/handovers
- Managers not delegating
- Limited Work Instructions

Challenge Behaviours

Gemba

現場, means "the actual place" .

Value is created (or lost) at the coalface or where the service provider interacts directly with the customer.

The *gemba* walk, takes management to the front lines to look for waste and opportunities to practice genba kaizen, or practical 'shop floor' improvement.

Kaizen

(改善) means "improvement".

Continuous improvement is driven by those who do the work by combining their collective talents.

Kaizen aims to eliminate waste collaboratively.

Plan, Do, Check, Act

The Deming Cycle is a structured approach to making improvements:

→ Plan (develop a hypothesis)

→ Do (run experiment)

→ Check (evaluate results)

→ Act (refine your experiment; then start a new cycle).

ie: you don't know that you have fully realised the benefit until you have run the entire cycle a number of times…

Managing Virtually…..

→Use whatever collaborative tools and technology available. Many offer free trials. Check

out Group Map, Stormz, IdeaFlip, JamBoard, Mural or Miro. Google Docs live.

→When running sessions appoint a facilitator. Send out the topic and a clear overview of

the goal/purpose of the session beforehand.

→Have the follow up date/structure in the diary before the session so people know they will

have to commit and contribute.

→Use a Kanban board to manage the PDCA – virtual boards available like JIRA – a

spreadsheet in a shared location also works fine.

→Schedule regular check-ins to review the board and keep momentum going.

→Celebrate all wins, whether large or small.

And finally, remember the WIIFM…..
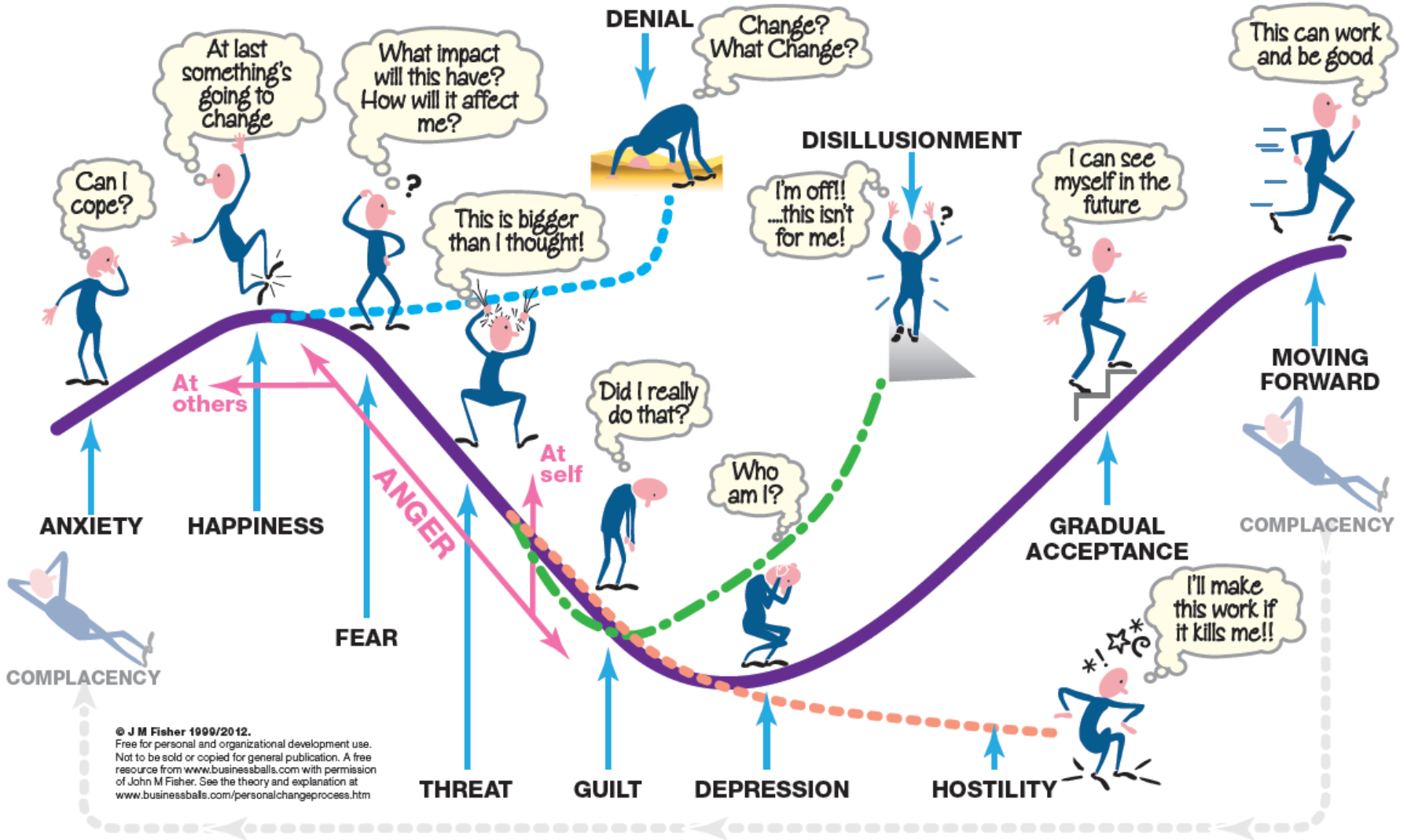
And finally…..

Further Questions?

Contact me via LinkedIn or on dublinmichelle@gmail.com.

Thanks for watching!