



## LIVING LEAN: THE IMPORTANCE OF TOP-DOWN and BOTTOM-UP TRAINING

EMBEDDING A CULTURE of CONTINUOUS IMPROVEMENT

PRESENTATION, 2<sup>ND</sup> AUGUST 2015

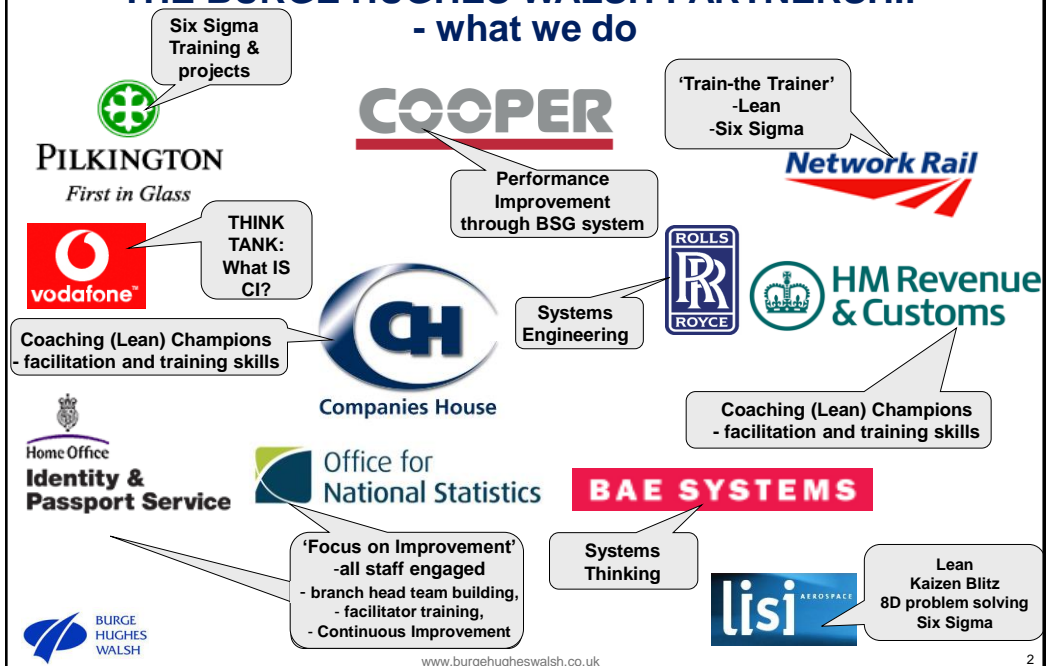
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1

### THE BURGE HUGHES WALSH PARTNERSHIP - what we do



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**THE BURGE HUGHES WALSH PARTNERSHIP**  
**- local authority work**



**Embedding Continuous Improvement – the ‘Bronze Silver Gold’ methodology:**  
trained and coached CI officers in BSG and in lean techniques, data analysis and facilitation skills; supported projects in housing repair and street cleansing

**Supported Rapid Improvement Workshops**  
Conducted Rapid Improvement Projects; trained staff to run their own workshops

Vibrant, Dynamic & Forward Looking



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**SYSTEMS ENGINEERING - RIYADH**



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## PURPOSE OF THIS PRESENTATION

The aim of this presentation is to:

- Describe briefly **SUCCESS** factors and **FAIL** factors that the West has learned in trying to implement *Lean*
- Illustrate that Continuous Improvement – and Lean - is not something you **do**,

but something you...

**LIVE!**



## WHAT IS THE FOCUS OF A CULTURE OF CONTINUOUS IMPROVEMENT?

### FOUR CHALLENGING QUESTIONS:

- Who are our customers (internal or external) and what do they want/need?
  - ie, what are the requirements?
- What do we do to satisfy those needs?
  - ie, what are our processes?
- How WELL do we satisfy those needs?
  - ie, what is our performance? Do we know? Do we measure it?
- **What, therefore, do we need to do differently?**

## OUTCOMES OF PERSUING A CONTINUOUS IMPROVEMENT CULTURE

- improvement is a **daily** habit
- cultural change – behaviours that exhibit a ‘**culture**’ of CI, that are:
  - Customer-focussed
  - Process – focussed
  - Performance (self) monitoring is the norm
- **structured plan** for continuous improvement
- **best practice** work processes adopted
- ***empowered people → improved processes → better performance***



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7

## **HOWEVER...** EMBEDDING CONTINUOUS IMPROVEMENT IS LIKE...

### ***Trying to get a barbecue going!***

- you need to put more fuel on it than you intended...
- you need to put more effort into it than you expected...
- and you daren't leave it untended for too long *UNTIL* those coals are...



**SELF COMBUSTING!!!!**



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## HOW IT GOES WRONG – *why efforts have failed:*



Based on findings given in Zoe Radnor's report to the Scottish Executive -  
Evaluation of the Lean Approach to Business Management

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9

## HOW IT GOES WRONG – *why efforts have failed*

Extracted from Zoe Radnor's report to the Scottish Executive -  
Evaluation of the Lean Approach to Business Management



*"Irrespective of the Lean model used ...  
the organisational and cultural factors shape the degree of  
success of Lean. In most cases, **improvement initiatives had  
not been integral to organisational strategy**...and need to  
more clearly allocate resources to improvement activities. This  
implies that a more sustained and effective Lean application  
would **link strategy and operational improvement in a whole  
systems approach.**"*



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10

## SUCCESS FACTORS INCLUDE...

Zoe Radnor's report again:

The evidence uncovered a wide range of factors related to the successful implementation of Lean.

These are:

- Organisational culture and ownership
- Developing organisational readiness
- Management commitment and capability
- Providing adequate resources to support change
- External support from consultants in the first instance
- Effective communication and engagement throughout the organisation
- Strategic approach to improvements
- Teamwork and joined-up whole systems thinking
- Timing to set realistic timescales for change and to make effective use of commitment to and enthusiasm for change



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11

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*Believing  
they can do it*

**TOP MANAGEMENT  
MUST BE ON BOARD**



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12

## THE WAY WE THINK - A PARADIGM



A paradigm is a view of the world, a way of seeing things.

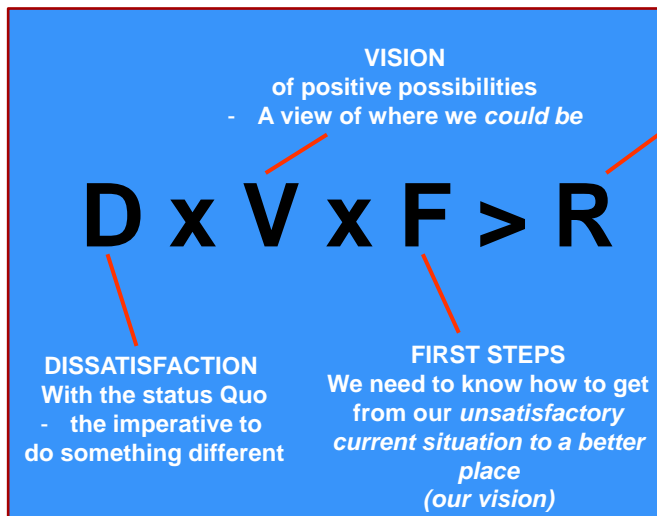
In a way, it is a manner of thinking that can hinder the introduction of new and more appropriate solutions.

*"We've always done it this way!"*

*"That's life!"*

*"It cannot be done"*

## BECKHARD'S CHANGE EQUATION – WHY WE CLING TO PARADIGMS



**RESISTANCE** to change

If D, V or F tend to zero,  
(ie we are happy where we are, or we don't know where we need to be or we don't know how to get there then...

***we will not change***

**BUILDING IN THE SUCCESS FACTORS –  
a two-pronged approach**

**TOP-DOWN**



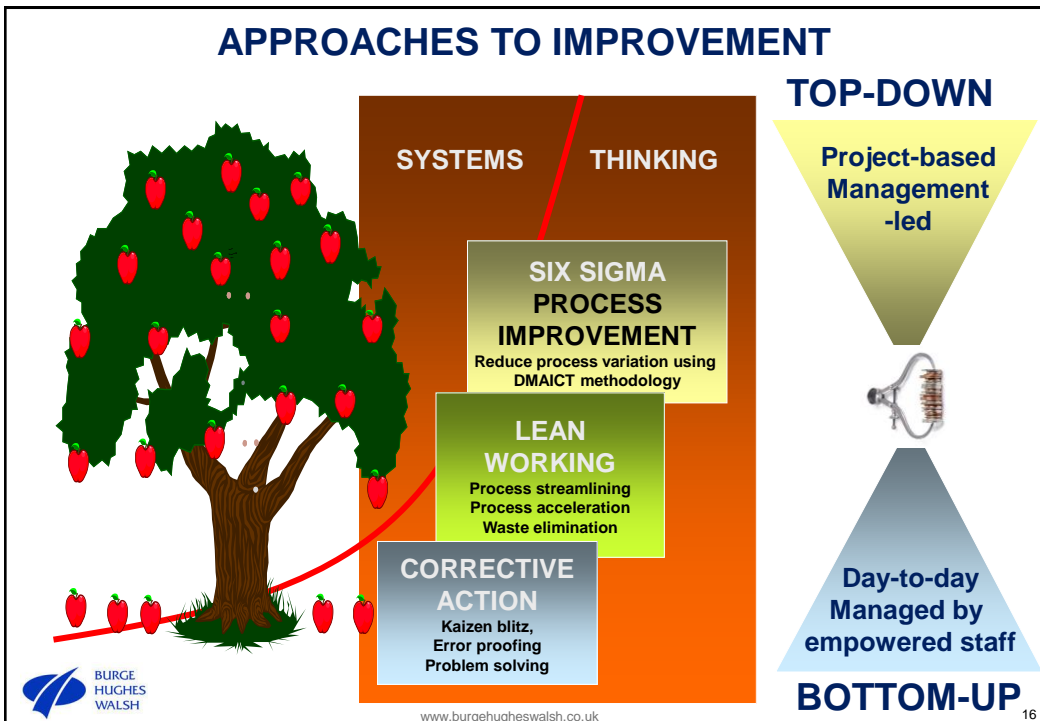
**BOTTOM-UP**



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15

**APPROACHES TO IMPROVEMENT**



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16

## ON MANAGEMENT COMMITMENT

It would seem obvious that a senior manager commits to a programme that is about engaging staff in improving the business



- so why do they seem to resist?



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17

## ON MANAGEMENT COMMITMENT: six hurdles to overcome



The Senior Team needs to *understand* what they are being asked to support;

They need to *share the vision* of what is to be achieved by the programme and for that, there needs to **be** a vision that is articulated and communicated;

They need to *believe* that the programme is a valid way of achieving that vision;

They need to *identify* the blockers and drivers to the effectiveness of the programme;

They need to know what they *need to do to support* the programme.

They need to **DO IT!!!**



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18

**ON MANAGEMENT COMMITMENT: jumping the hurdles**



**BECOME AWARE**

**CREATE & COMMUNICATE STRATEGIC DIRECTION**

**SHOW COMMITMENT**

**PLAN THE IMPLEMENTATION**

**TRAIN THEMSELVES & OTHER STAFF**

**DO IT !!!**

 19

**PEOPLE AT EVERY LEVEL NEED TO BE DEVELOPED AND TO BE INVOLVED**



**MANAGEMENT –**  
 Identify projects;  
 Provide resources;  
 Monitor progress  
 Support top-down/bottom-up activity

**STAFF –**  
 (which includes management)  
 Provide system/process knowledge;  
 Engage directly in team-based activity

**FACILITATORS –**  
 Support the staff teams;  
 Provide specialist process improvement knowledge and experience (eg of DMAICT)

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## CONTINUOUS IMPROVEMENT AND LEAN CULTURE

Ultimately, Lean is not something you do...

It is something you

**LIVE!**

It is a set of **VALUES** that underpin a particular set of behaviours



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## WHAT A LEAN ORGANISATION LOOKS LIKE

- Senior Managers **DIRECT** – i.e. give direction, build strategy and communicate priorities.
- Middle Managers **HELP** others to manage themselves by coaching, supporting, providing resources and removing obstacles
- **Empowered** staff members work as a **team** to **MANAGE** their work, identify and **SOLVE** problems, to ...
- **CONTINUOUSLY IMPROVE** performance for their customers

*In fact , everyone continuously improves what they do.*



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22

## BEHAVIOUR TYPES

- **BE POSITIVE**
- **BE OPEN-MINDED**
- **CHALLENGE**
- **...in a BLAME-FREE ENVIRONMENT!**

***“The man on top  
of the mountain  
didn’t fall there”***

**Vince Lombardi**  
American football player,  
coach, and executive



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23

## TO CONCLUDE...



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## WINNING HEARTS AND MINDS



We are what we repeatedly do.  
EXCELLENCE, therefore, is not an act but a habit

Aristotle



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25



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26



## **LIVING LEAN: THE IMPORTANCE OF TOP-DOWN and BOTTOM-UP TRAINING**

**FOLLOWING SLIDES FOR REFERENCE:**

**TWO EXAMPLES – Aberdeenshire Council; The General Register Office**

More detailed information available on website [www.burgehugheswalsh.co.uk](http://www.burgehugheswalsh.co.uk)

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27

### **EXAMPLE 1:**

## **Kaizen for Daily Improvement**

**Awarded the 2012 CoSLA Bronze Award for  
'Securing a workforce for the future'**



**Aberdeenshire**  
COUNCIL



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28

## KAIZEN FOR DAILY IMPROVEMENT (KDI)

“The aim of the ‘Kaizen for Daily Improvement’ programme is to embed continuous improvement in the workforce, recognisable by customer focused behaviours and a process improvement mindset that delivers enhanced performance and improved service to the citizens and internal customers of  
Aberdeenshire Council.”



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29

## THE CHALLENGES & OBSTACLES

### Our “Silo” Mentality

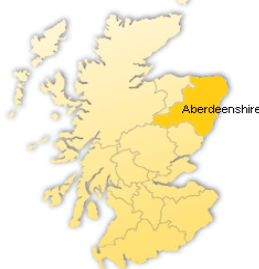


Aberdeenshire council has 15,000 staff and covers an area of 2,500sqm.

Staff are based across 848 property locations including offices, depots, schools, care homes and public amenity areas.

It can be challenging to realise benefits across such a large geographical area

### Our Geography, and benefits realisation



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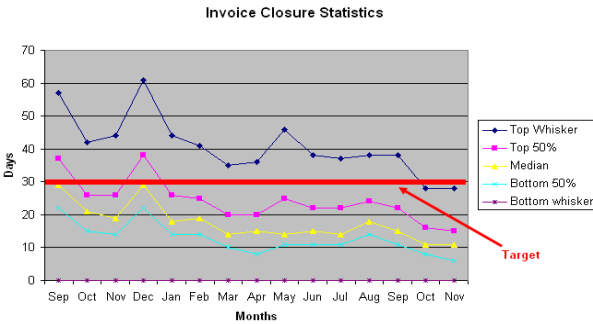
30

# EXAMPLE BENEFITS...

## Property Invoicing Process – Savings / Benefits

Findings - As a result of the initiatives implemented, there has been a marked improvement in the Invoicing Process Performance.

..... the performance of the process has improved from 98% of invoices being paid in approximately 40 days to 98% being paid in 28 days.



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31

## EXAMPLE 2:

General Register Office awarded  
HOME OFFICE Team of the Year 2012  
Change and Innovation Award

General Register Office



Home Office  
**Identity &  
Passport Service**

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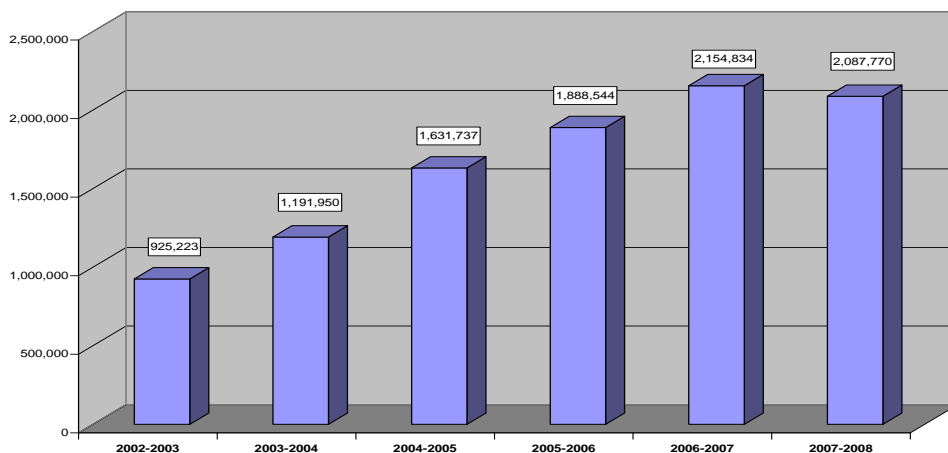
32

**General Register Office (GRO)**

- Part of the Identity and Passport Service
- Responsible for Civil Registration of births, marriages and deaths in England & Wales since 1837
- Based in Southport, Merseyside
- 600 staff

**GRO Operations**

- Hold 257 million records of life events in England & Wales
- Produce 1.5 million certificates/year on application by customer
- Handle 70,000 pieces of civil registration casework
- 400 staff



- High percentage of new employees
- Late delivery to customer
- Low productivity
- High level of WIP
- Problems hidden
- High activity, not efficient and not effective
- Poor quality
- Morale in decline

- Introduced Lean in 2007
- All production staff trained in lean
- Used rapid improvement methodology
- Re-engineered our key business process
- Achieved significant benefits
  - 20% productivity improvement
  - 60% reduction in lead-time
  - Quality improved

## General Register Office Strategic error

- Focus on resolving individual problems
- Used Lean tool **NOT** Lean implementation
- All production staff trained in lean
  - 10% directly involved
  - 90% excluded!
- Result
  - initial significant improvement
  - lost momentum
  - difficult to sustain
- **Need to implement continuous improvement**
- **Embed as a key process**

## General Register Office Why the Burge Hughes Walsh 'Bronze Silver Gold' methodology?

- Introduced 'Bronze Silver Gold' Lean Team approach in 2009
- Embedding continuous improvement
- Gain momentum, recover losses, continuously improve
- Everyone engaged and involved
- Tailored to meet our specific needs
- Cost effective – train the trainer approach
- Modular training offered flexibility
- Interactive training – to maintain interest and enthusiasm
- Top quality training and materials
- Ownership and responsibility at every level
- Measurable progress at team and business level
- Quick to get started – 5s started within 1 hour

**Benefits**

- Vision understood and aligned with 'Bronze Silver Gold'
- Productivity increased by 4% since 2009
- Visual management system – team boards introduced
- Quality 99.95% and sustained
  - Quality built in not inspected out
  - Quality system – revision controlled procedures for all tasks
  - Quality Assurance introduced
  - Corrective action system in place
- Delivery performance 99.88% on time YTD
- Customer complaints reduced by 25% last 12 months
- Lead-time 4 hours previously 10 days
- Significant positive culture shift
- Change embraced not resisted
- Many more employee engagement initiatives have been introduced



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