

# Lean – Get Lean & Fit for the Future

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Head of Lean & Continuous improvement  
Welsh Government

***‘Managing with less – doing things better’***

# **Aims & Objectives of Presentation**

- **Why are you here & what do you hope to gain from this session?**
- **Context & purpose**
- **An introduction to Lean**
- **The five principles of Lean**
- **Value versus waste**
- **A 10 point plan to support effective Lean implementation**
- **Hard & soft benefits**
- **Applying Lean - how to overcome the barriers**
- **Questions**

**Why are you here & what do  
you hope to gain from this  
session?**

# Context

## Tough Times (*Managing with Less*)

- the days of '*the way things are done*'  
have gone!

The significant problems we face  
cannot be solved by the same  
level of thinking which caused  
them

- *Einstein*

# On the subject of thinking...

**“Gentleman, we  
are out of money,  
therefore we will  
have to think.”**

**Churchill, to Parliament, during WW2**



# Purpose

*To explore how the Lean  
‘business improvement’  
philosophy can be  
used to effectively  
identify, test, measure,  
Implement, realise & sustain  
efficient & effective ways  
of working*

# What is 'Lean'

- What do you know about Lean?
- Lean is a business improvement approach which has its roots in Manufacturing. In recent years it has been applied to great effect in the service & public sectors

# **Lean within Welsh Government**

- Oct 2008 to present: 50+ Lean interventions to date (diverse range of projects)
- Lean has helped to enable savings of £4.3m
- Other achievements - Welsh Government award ('delays' reduced by 80%) UK civil service awards (shortlisted)
- Strategic positioning of Lean - Expanding Lean team means more opportunity to pursue 'vital few' efficiency improvements



*" Lean thinking has been like shining a light in dark places. Asking basic questions like **who is the customer?, what value does this process step really add? why do we need to do this?** has enabled us to strip out a large number of unproductive steps.*

*Not only have we been able to **cut the inspection process map by a third, we have reduced the burden on our customers and substantially improved the quality of our work.** Less is indeed more as they say"*

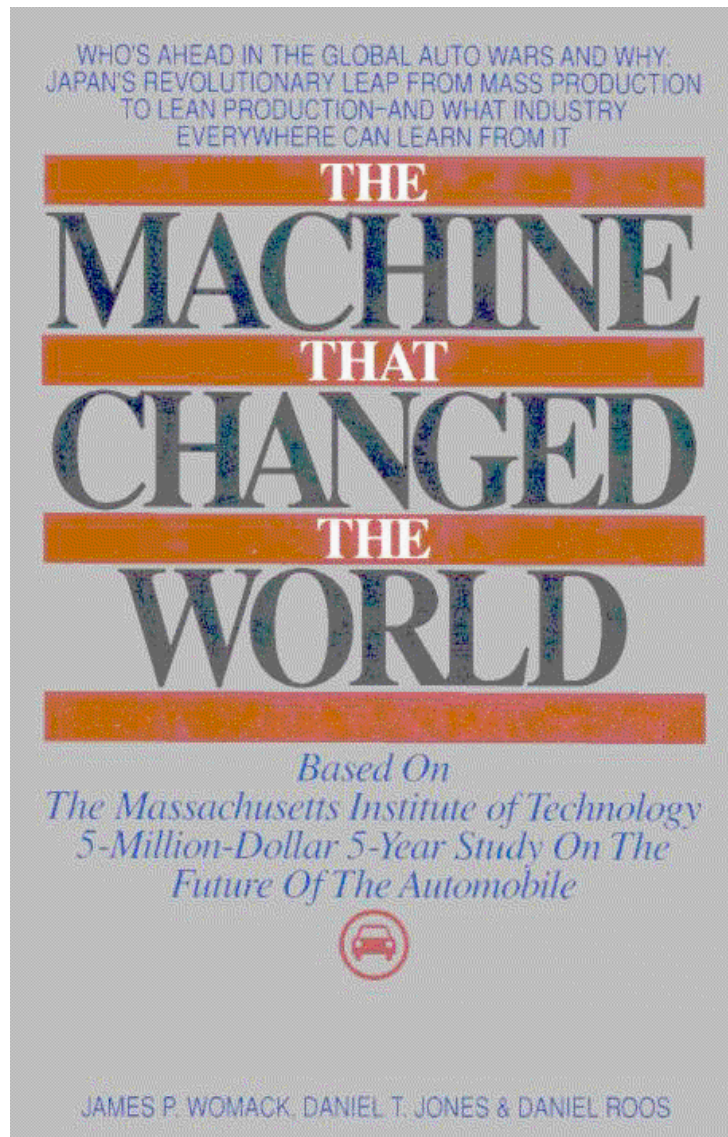
- CSSIW (David Francis)

# **An Introduction to Lean**

***(Background Theory & Context)***

# Origins of Lean

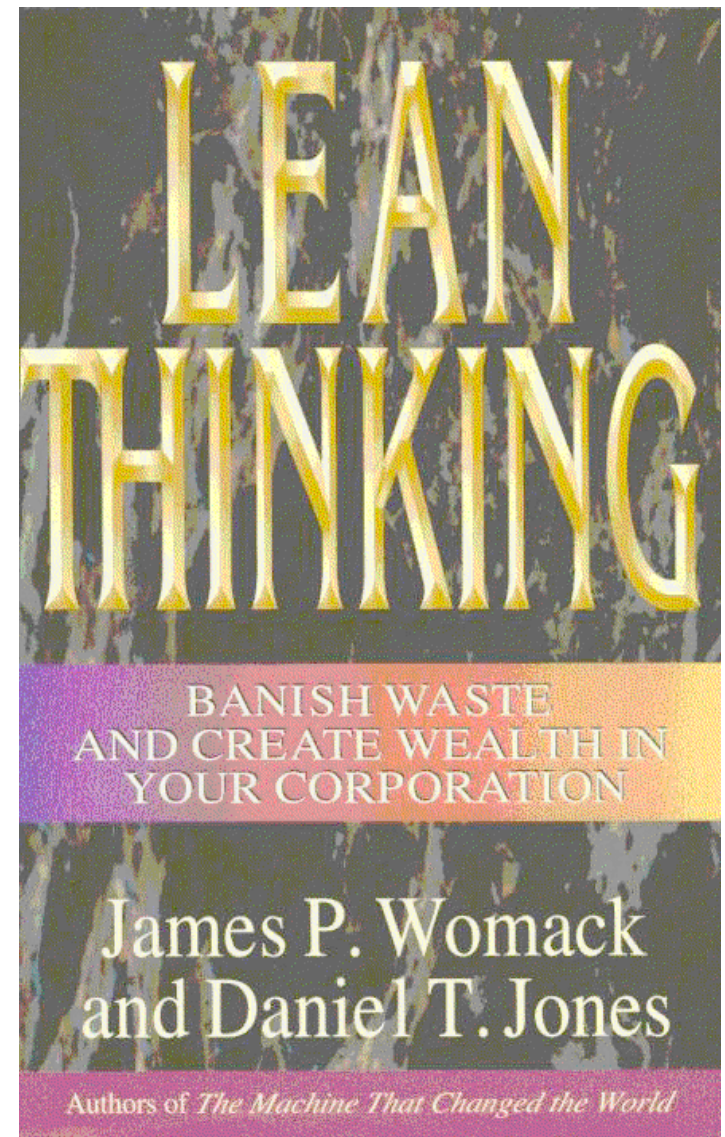
- 1574 - Historians cite King Henry of France observing the continuous flow processes used by the Venice Arsenal to build complete galley ships in less than 1hour
- 1898 - FW Taylor begins his 'Time & Motion' study
- 1913 - Henry Ford establishes Highland Park plant using the moving assembly line
- 1948 – Quality guru WE Deming first sent to Japan. Lectures on waste as being the prime source of quality problems



1990



**Lean  
Enterprise  
Research  
Centre**



1996

***‘Business Improvement’***  
***‘Change Management’***  
***‘Fit for the Future’***

- Where do we start ???

Good News!! - there are only  
**three elements of work**  
for us to consider...

# Three Elements of Work

## 1. Value Added Activities:

- An activity that transforms or changes information  
And the customer/client/citizen/end user needs it  
And it's done right the first time, on time & every time

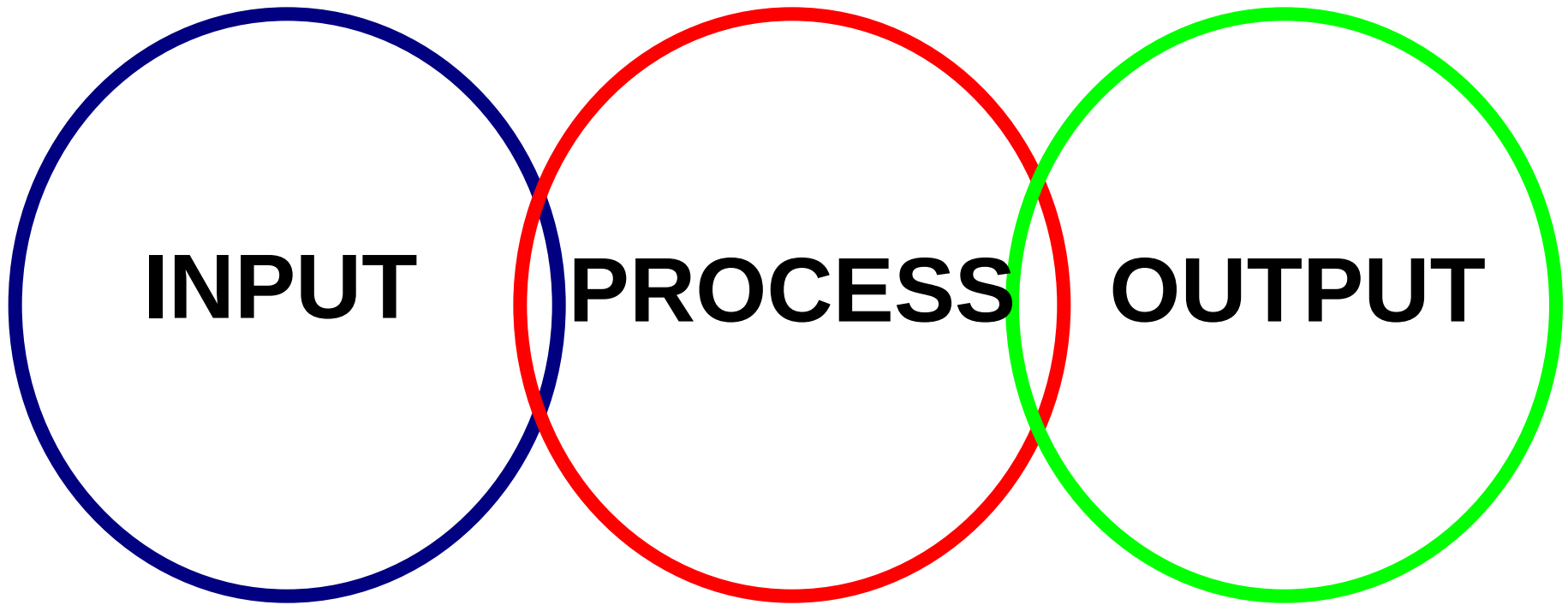
## 2. (Required) Non Value Added Activities:

- Activities which create no value but which cannot be eliminated at the moment due to existing technology, equipment or thinking
- Regulatory, customer mandated, legal

## 3. Waste....Non Value Added Activities:

- Activities that consume resources but create no value in the eyes of the customer
- If you can't get rid of it, it turns to 'Required Non Value'

# Lean is effective if these conditions exist -



***Customer  
demand***

***Requirement***

***Request***

***Need***

***Transforms & adds  
value***

***Produces/enables***

***Develops***

***Creates***

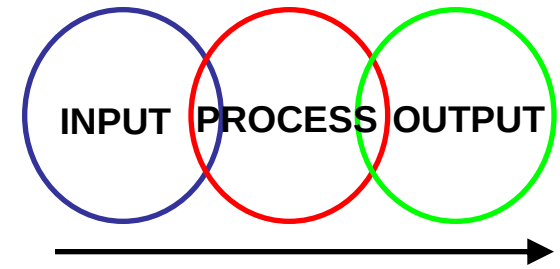
***Value has been added***

***Completion stage***

***Intent on satisfying  
customer demand***

***Outcome***

# Basic Questions



- **Input**

- What is the demand?
- Is it predictable? (runners, repeaters & strangers)
- Can we satisfy the demand? (capacity/expertise)

- **Process**

- How many steps/stages are there in the process?
- How long does it take?
- How much resource is involved? (time/people/money)

- **Output**

- Do we measure the outcome?
- Failure demand/ 'right first time'/ 'value' v 'waste'?
- How satisfied is the customer?
- Learning & continuous improvement/future proofing?



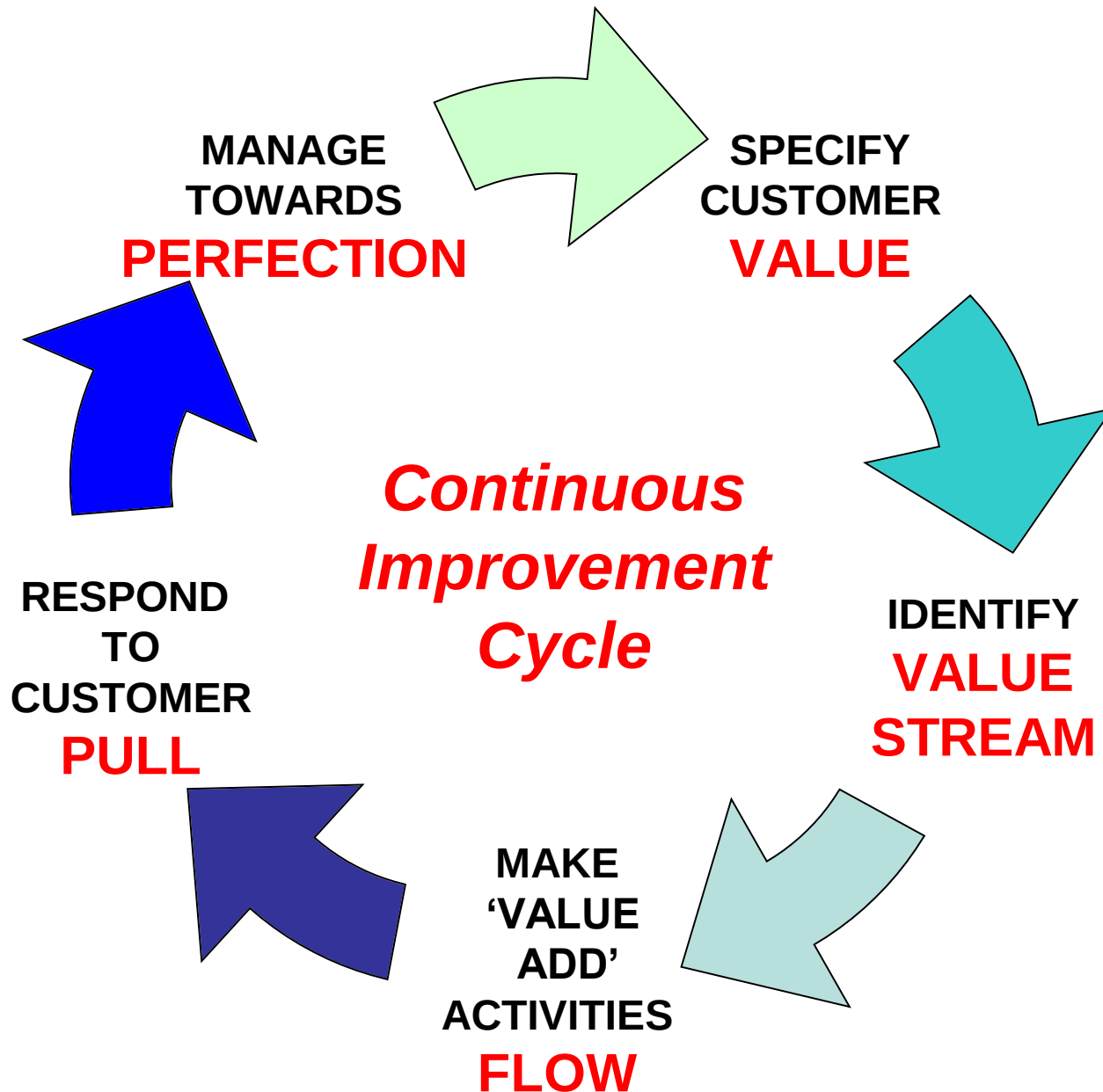
**In this context  
Lean provides a  
common sense  
methodology for  
enabling  
‘evidence based’  
decision  
making!**

**Based on the following 5 key  
(common sense) principles...**

# The Five Lean Thinking Principles

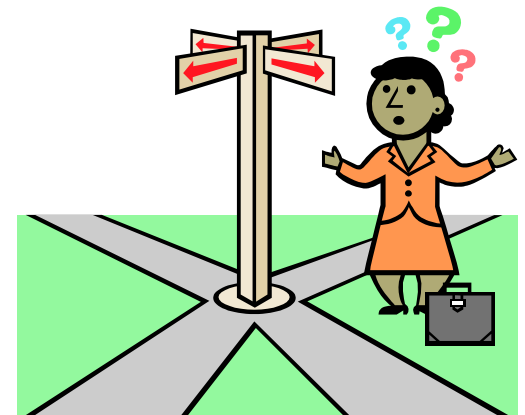
1. Specify what creates **Value**, from the perspective of the customer/client, not individual functions or departments.
2. Identify the **Value Stream** for each product or service providing that value and challenge all of the wasted steps.
3. Make those activities that create value, **Flow** without interruption, detours, backflows, waiting or rework.
4. Respond to what is **Pulled** by the customer (i.e. customer needs).
5. Manage towards **Perfection** so that the number of steps and the amount of time and information needed to service the customer continually falls.

# The Five Lean Thinking Principles



**Lean provides a  
common sense  
methodology for  
enabling  
'evidence based'  
decision  
making!**

From this...



and sometimes this...





To this...

# ‘Evidence Based’ Change



**“Once you embrace unpleasant news not as a negative but as evidence of a need for change, you are not defeated by it, you’re learning from it.”**

***Bill Gates***

**Ultimately;  
Lean is Common  
Sense!**

# The Enemy of Lean

**‘Waste’**

**What do I mean by  
'Waste'?**



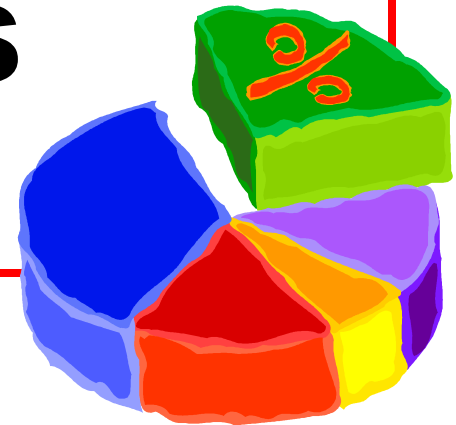
# A Wake Up Call!





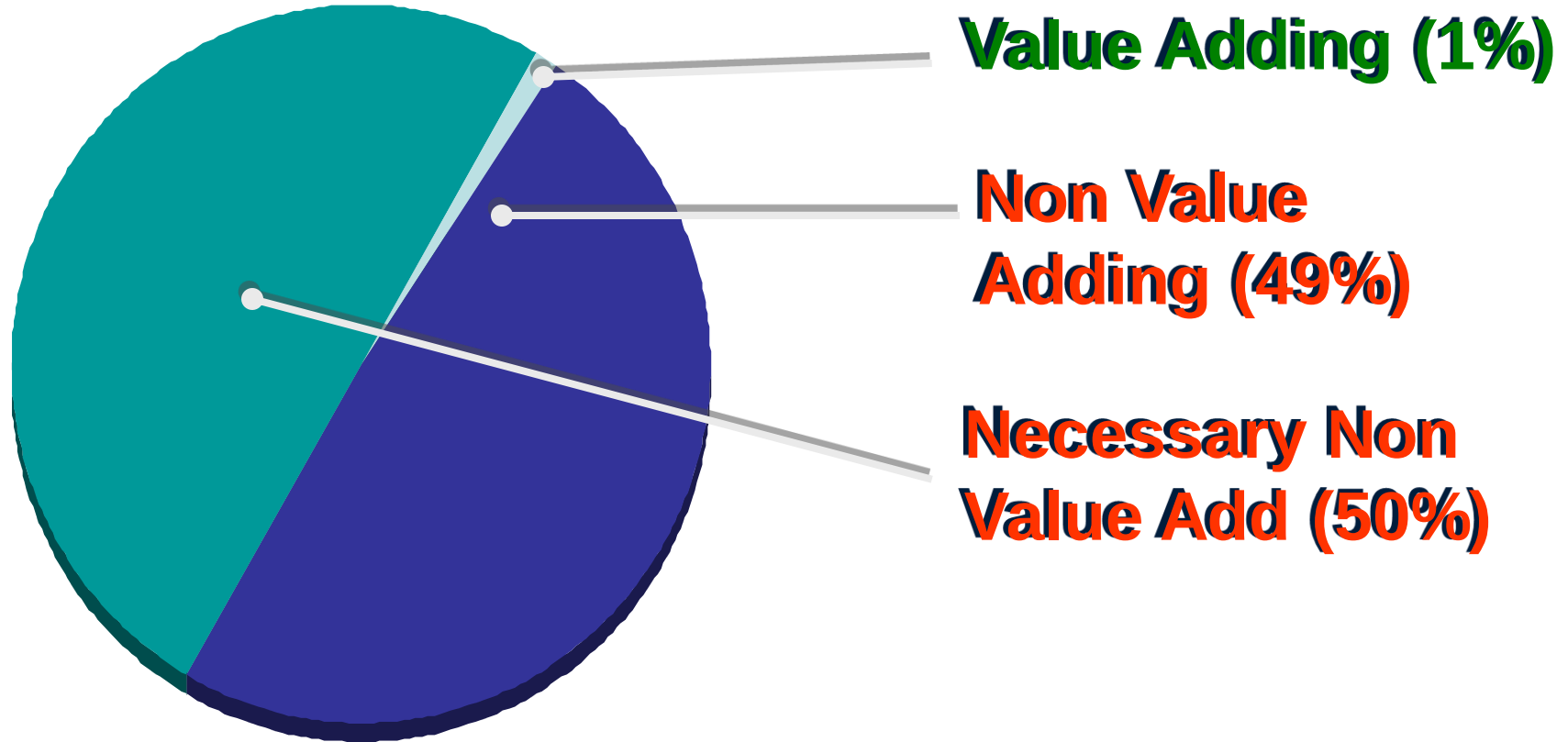
# **Typical % Added Value ?**

**- have a guess**



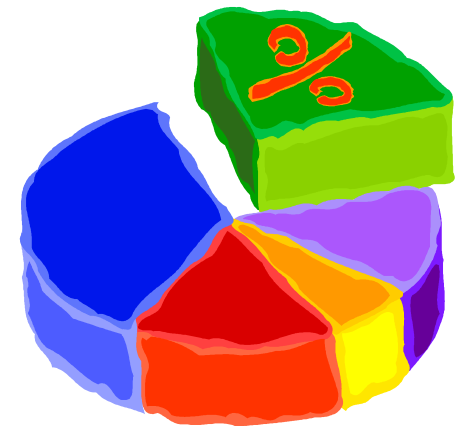
# **'Value' Versus 'Waste'**

## **- Information Environment**



# ‘Value’ V ‘Waste’

- Potentially 99% to play for!!



# Lean – What Category Are You In?

## **We are already doing it**

We have evidence to demonstrate tangible benefits & cultural improvements

## **We are doing something else**

We have evidence to demonstrate tangible benefits & cultural improvements

## **We are not doing it**

- not got the time
- not got the expertise
- not thought about it
- we need to do it

## **We do not need to make any (more) improvements.**

We have evidence to demonstrate tangible benefits & cultural improvements

# The Approach

A 10 Point Plan to Support  
***Effective, Repeatable &  
Quality Assured***  
Implementation of Lean

# **Preparation Work & Scoping Exercise (pre '1 day event') -**

1. Ownership Commitment & Preparation.
2. Rationale & Evidence Base to Justify the Project .
3. Awareness & Involvement.

# **‘Scoping Exercise’ Form - Example**

(How To ‘Lean’ The preparation work)

# **Scoping Exercise (Value Wales)**

## **(Agreed Focus: Supplier Adoption & Content Management Process)**

### **Content**

1. Proposed Vision Statement (a basic outline, to be considered & finalised at the workshop)
2. Key Stakeholders
3. Overview Current State Map
4. Actions Required



# **Proposed Vision Statement (outlining the intent of the project)**

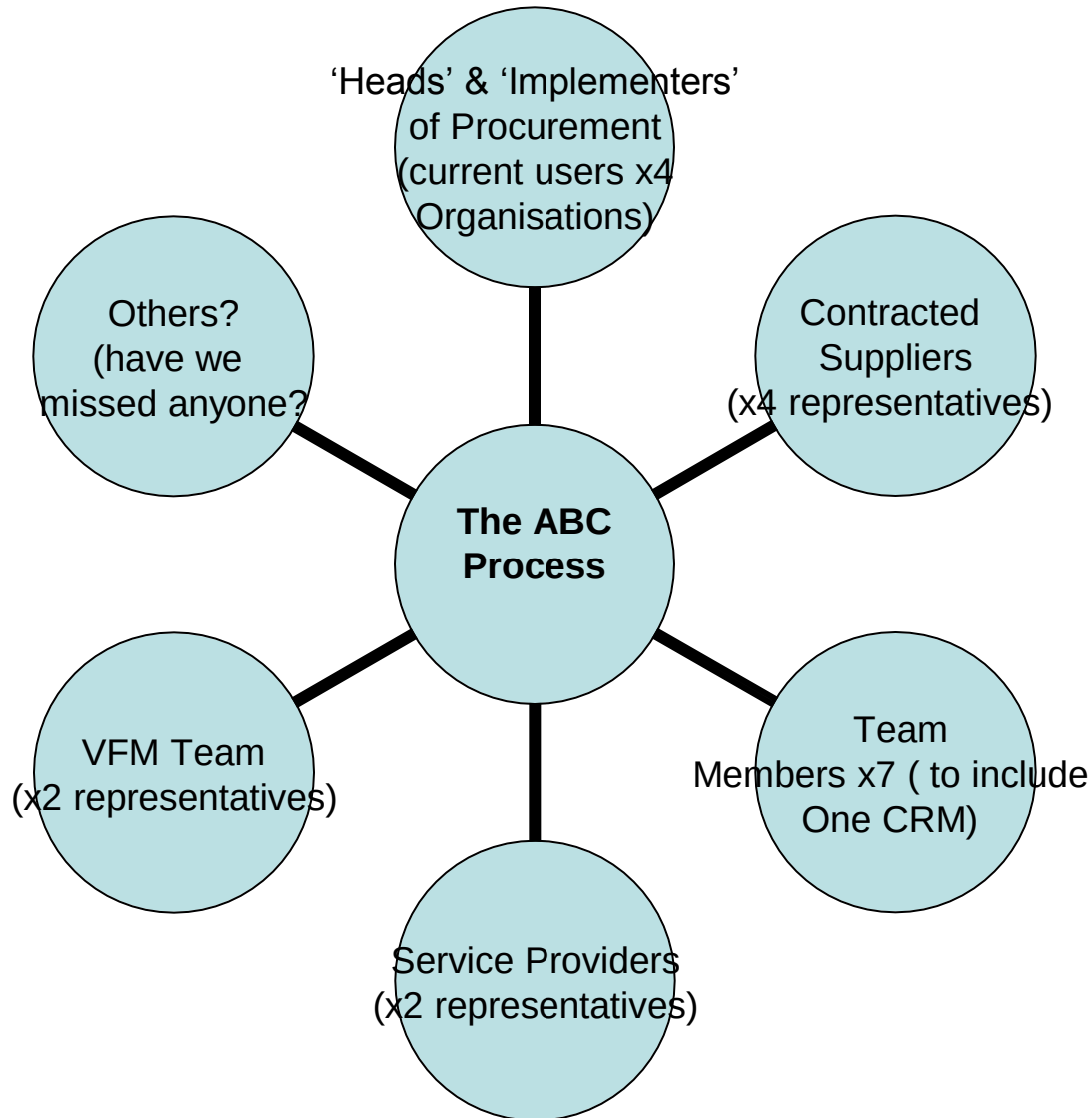
***“ To ensure the supplier adoption & content management process is as efficient & effective as possible, meeting stakeholder expectations”***

# Identify Key Stakeholders

The definition of a Stakeholder

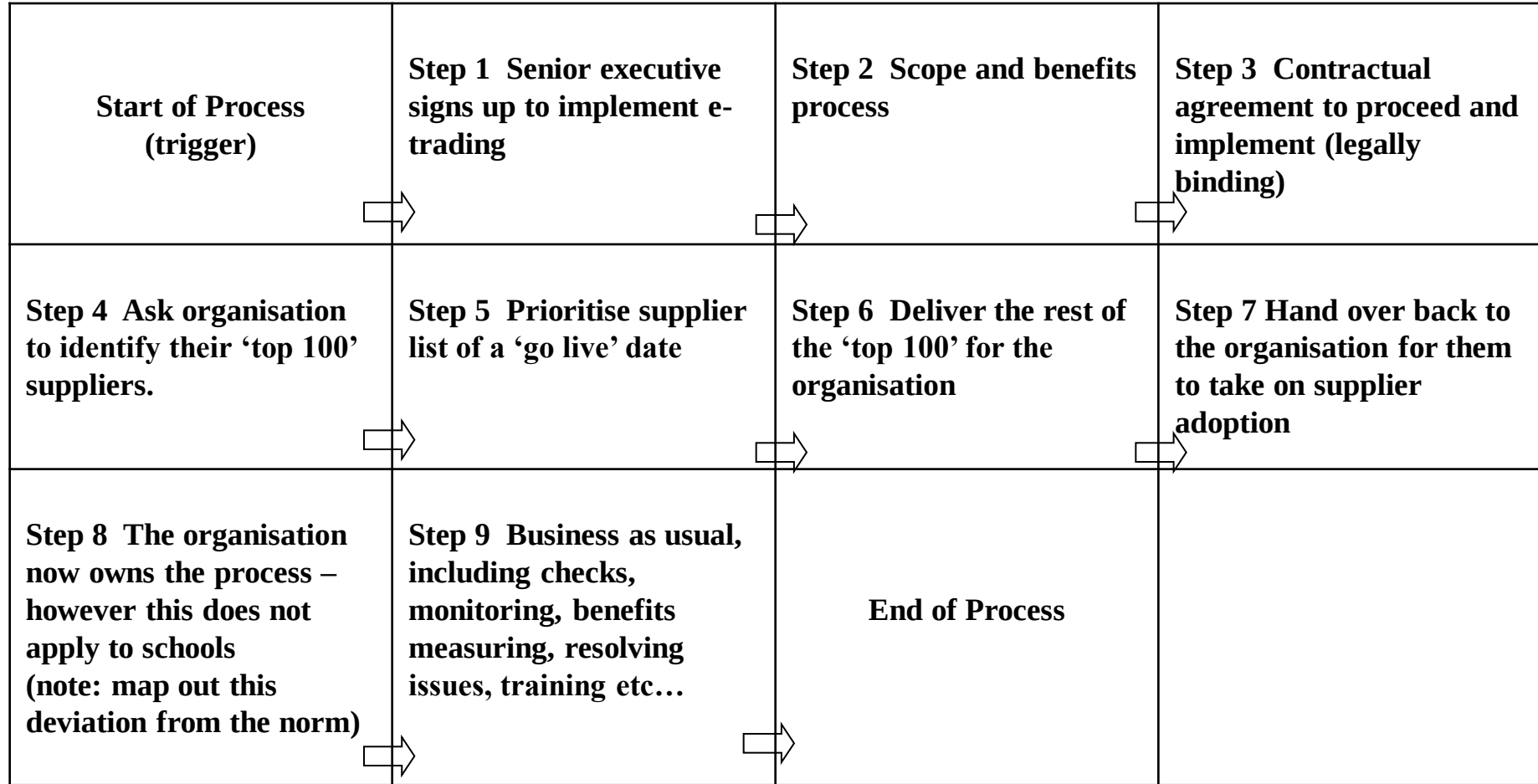
***A stakeholder is a party that can affect or be affected by the actions of an individual, team or business***

# Key Stakeholders



# ABC Process

## ‘Current State’ Macro Overview



# Actions Required

- Building on 'key stakeholders' slide the project owner needs to finalise a list of key stakeholders to participate in the project (specific names) Project lead and stakeholders need to attend for the full duration of the workshop
- Agree date & book venue for 1 day Lean workshop event.
- Venue - Arrange for laptop projector & two flip charts to be available in the room. Get agreement to use walls (for displaying visual aids)
- You invite finalised list of stakeholders to participate in the event (typically 9:30am to 4:00pm or 10:00am to 4:30pm)
- Lunch (ideally set up in a separate room, to avoid distraction) to be available from 12:00.

At the event –

4. **Introduction to the day.** Provide an overview of the plan for the day (using pre prepared slides) Present the project team with a potentially suitable Vision Statement e.g.

***“ To maximise the effectiveness of the  
XXXX process in order to meet client  
needs through optimising the expertise  
of the department”***

# The Plan for the Day (Typical Example)

(Lunch 12:30 Finish 4:00)

- **Introduction context & scene setting**
  - Introduction from SRO
  - ‘Around the table’ introductions
  - The process for xxxxx; what is it like for you?
  - Rules of engagement; our role/your role
- **Lean**
  - Brief introduction; philosophy, principles, ‘value v waste’ structure tools & techniques
- **Workshop**
  - Current state map; (‘as is’) capture an accurate picture
  - Future state map; a ‘fit for purpose’ redesign
  - Agree & document what needs to be changed/improved. Allocate ownership of tasks (improvement realisation). Agree dates
- **Next steps, timescales, actions & expectations**

## 5. Encourage Early Interaction

- engage 'hearts & minds'

**‘Whether you believe you can, or  
whether you believe you can’t,  
you are absolutely right.’**

■ Henry Ford



# What We Don't Want Is This!! -



# Encourage Early Interaction

## **‘Around the Table’ - (very briefly please!)**

- **Name**
- **Responsibility**
- **Briefly share your views** on the suggested project ‘Vision Statement’ and, in this context, briefly tell us what you think of the xxxxx Process (Good/Bad/Other)

# **The XXXX Process**

## **- What is it like for you?**

- **Complex Process**
- **Quality must be “right”**
- **Process creates barriers**
- **Need for balance – regulation/user friendly.**
- **Importance of ‘Legal’ part being right**
- **Must be consistent – current variation**
- **Not robust enough!**
- **Need ‘All Wales’ consistent approach!**
- **Process needs to be formalised and regularly updated.**
- **Concerned at time taken to get it right first time**
- **Time consuming process**
- **All offices ‘do it’ differently!**
- **Some existing good practice happening**
- **Registrations can go on for YEARS!!**
- **Must make better use of total resource available.**

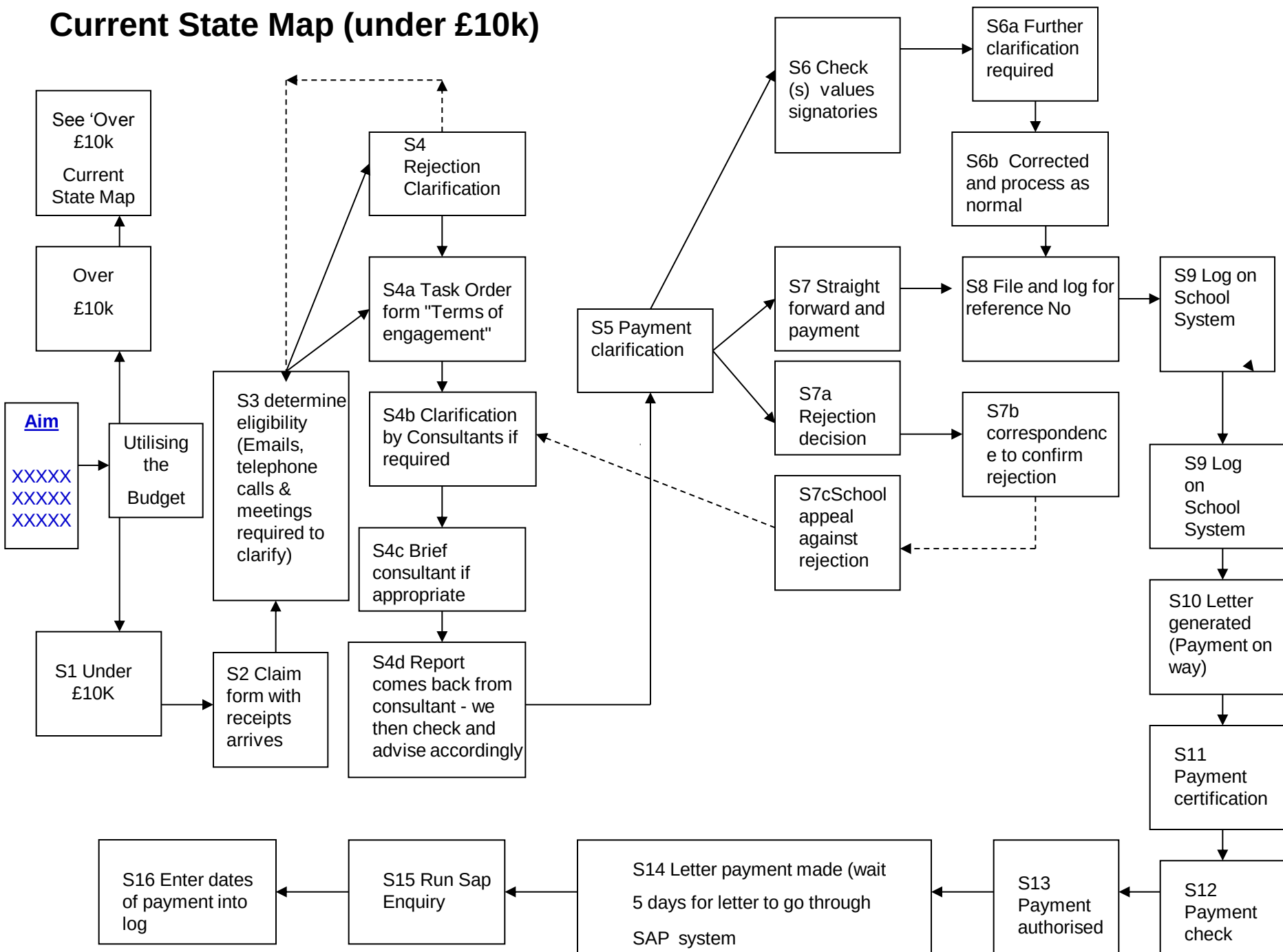
**6. Confirm Dynamics & Rules of Engagement for the Project** (i.e. "my role, your role, our role"). - *message must be motivational convincing & compelling!*

**7. Map 'Current State' Map.** As a team, (using process activity mapping) begin to compile 'current state' map ('post-it' exercise)

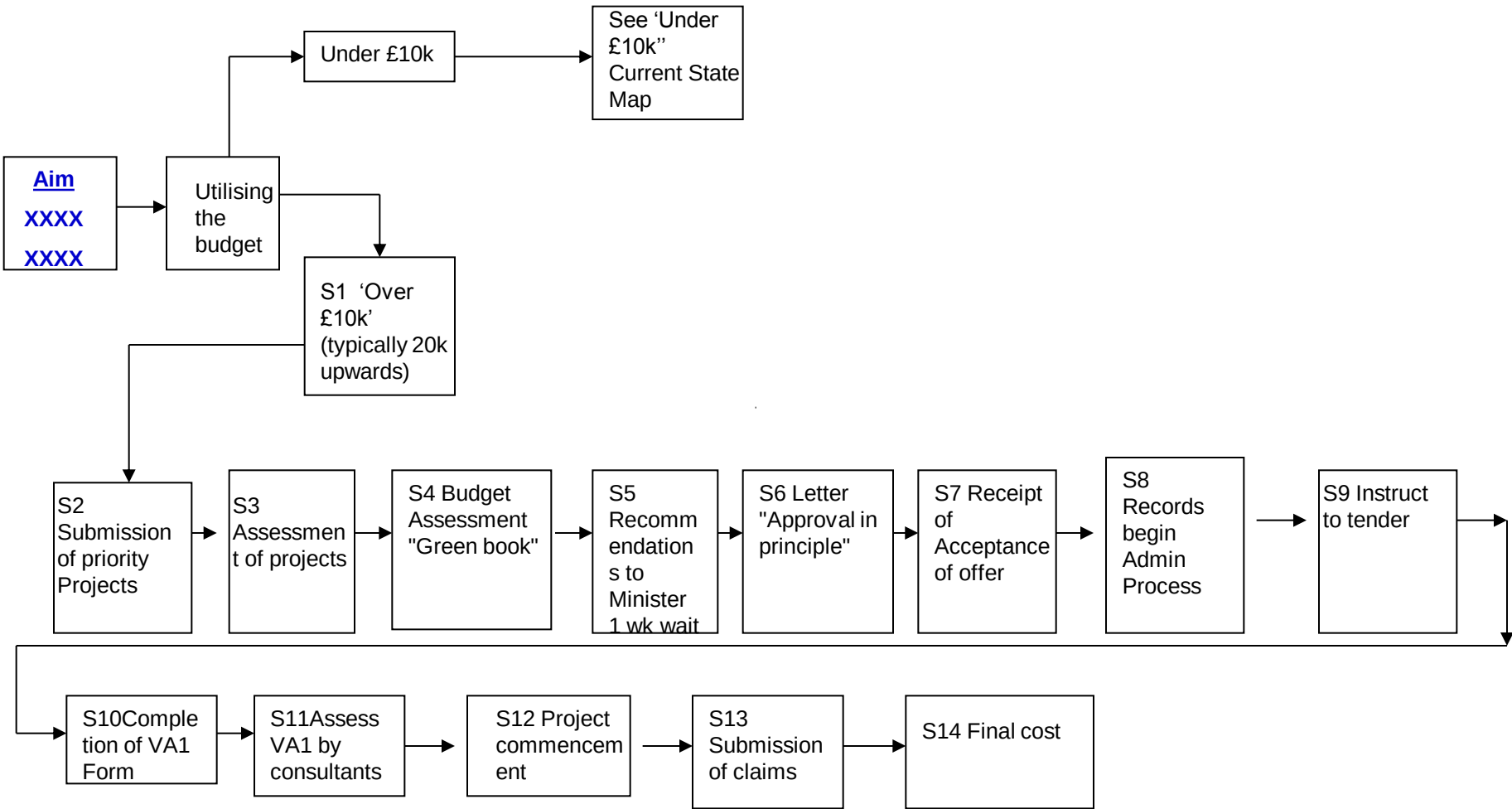
Essential to agree a logical 'trigger point' e.g. "need to advise Minister on xxx". Ask project team to write out each step.

Remember this is the reference point to justify changes & quantify future benefits (i.e. 'manage by fact') See example...

# Current State Map (under £10k)



# Current State Map (over £10k)



**8. Design 'Future State' Map.** As a team, focus on redesigning the map, challenging reducing & removing existing 'waste' (non value adding) steps within 'current state' map.

Some considerations –

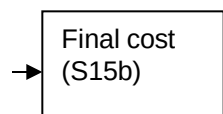
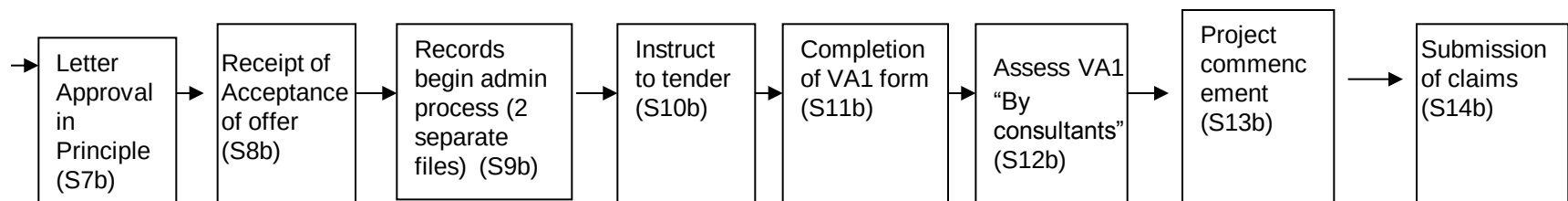
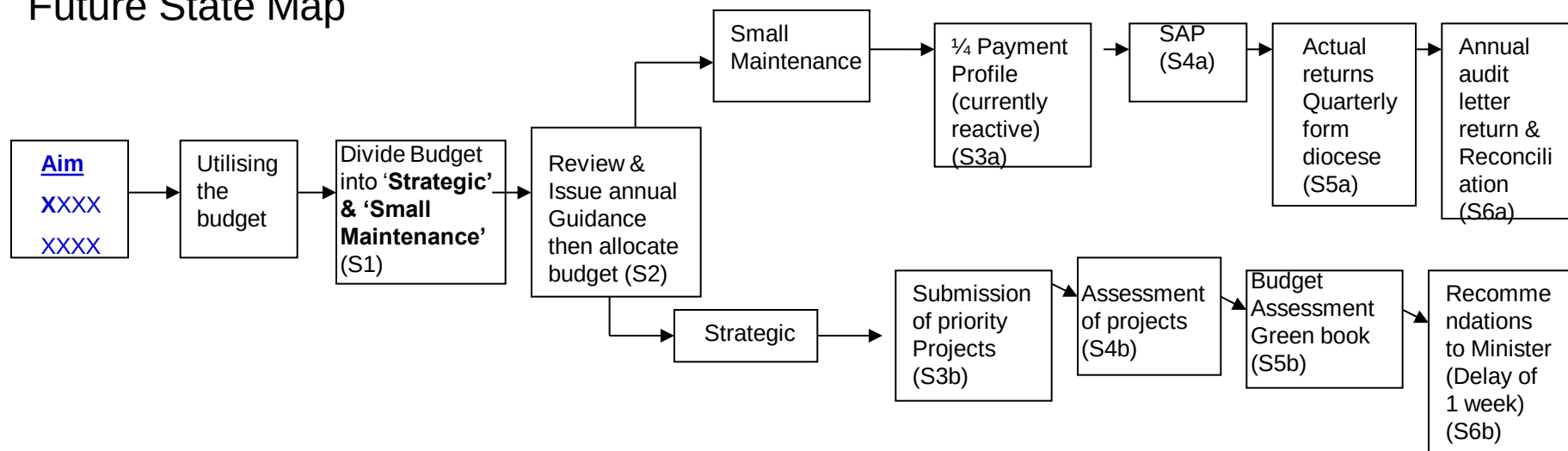
- *Can 'checking/inspection' steps be brought forward or eliminated?*
- *Can steps be done in parallel?*
- *Are they obvious candidates for automation?*
- *Any duplication?*
- *Can steps be eliminated or carried out more efficiently by another department or person?*

**9.Document the Changes.** Capture each improvement opportunity. 'Colour code' and agree the classification of each opportunity i.e. *'just do it'* or *'needs further consideration'*.

Agree the allocation of specific responsibilities to members of the team for them to investigate if potential 'waste' can be removed. Agree timescales for answers to questions to be available, see examples...



## Future State Map



| Key | $\overline{\text{xxx}}$ | Transformation process |
|-----|-------------------------|------------------------|
|-----|-------------------------|------------------------|

| Improving Opportunities                                                                                   |                                                                                                                                                     |                       |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <ul style="list-style-type: none"> <li>• ‘Just Do It’</li> <li>• ‘Needs Further Consideration’</li> </ul> |                                                                                                                                                     | Responsibility/When   |
| <b>Step 2b</b><br><ul style="list-style-type: none"> <li>•</li> </ul>                                     | <b>DSG Sign-off to be bought forward earlier in process – revisit timetable</b>                                                                     | <b>Jon/Aug</b>        |
| <b>Step 3b</b><br><ul style="list-style-type: none"> <li>•</li> </ul>                                     | <b>Non-financial data sourced directly – this needs to be scoped for each indicator</b>                                                             | <b>Simon/Sept</b>     |
| <b>Step 5a</b><br><ul style="list-style-type: none"> <li>•</li> </ul>                                     | <b>Consider more efficient ways of working to ensure greater clarity and consistency – for specified bodies, new responsibilities and transfers</b> | <b>Steve/Sept</b>     |
| <b>Step 7a</b><br><ul style="list-style-type: none"> <li>•</li> </ul>                                     | <b>Work with IDEAS to improve availability of information at time of provisional settlement – specific grant information</b>                        | <b>Steve/Jan 2010</b> |
| <b>Step 5b</b><br><ul style="list-style-type: none"> <li>•</li> </ul>                                     | <b>Use website to enable authorities to check/validate data.</b>                                                                                    | <b>Adam/Dec</b>       |

|                     |                                                                                             |                       |
|---------------------|---------------------------------------------------------------------------------------------|-----------------------|
| <b>Step 9</b><br>•  | <b>Rachel runs SAS system only</b>                                                          | <b>Rachel</b>         |
| <b>Step 10</b><br>• | <b>Run grant allocations on SAS – consider resource implications</b>                        | <b>Emma/Aug</b>       |
| <b>Step 12</b><br>• | <b>Provide Minister with early sight of allocations – failure demand implications</b>       | <b>Jon/Sept</b>       |
| <b>Step 13</b><br>• | <b>Create comprehensive briefing pack - ask/survey of local authority needs</b>             | <b>Sarah/Sept</b>     |
| <b>Step 13</b><br>• | <b>Prepare briefing/letter for loading onto web for electronic dissemination</b>            | <b>Adam/Feb 2010</b>  |
| <b>Step 15</b><br>• | <b>Consider awareness raising occasion to reduce confusion and misunderstanding</b>         | <b>Rob/Dec</b>        |
| <b>Step 15</b><br>• | <b>Consider bringing forward the CT1 collection for earlier estimation of the tax base.</b> | <b>Steve/Nov 2009</b> |

**10. A Separate Follow Up Event.** Review progress and begin to capture 'soft' benefits and quantify the 'hard' benefits. Update the map accordingly.

Remember, this newly designed map becomes the new 'current state' i.e. the only recognised approved way of doing things. Encourage use of map to drive personal training plans & induction programmes.

Here's a typical example of how this review process works followed by the types of 'hard and 'soft' benefits we can expect.....

## IMPROVEMENT OPPORTUNITIES

### XXXX Process Update Meeting – Event Three (11/08/09)

| Ref/<br>Type                                                                            | Opportunity                                                                                                                                 | Responsibility<br>for<br>investigating | Actions Needed/<br>Outcome                                                                         | Benefits Achieved/<br>Expected (HARD &<br>SOFT)                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2b/    | DSG 'Sign Off' to be brought forward earlier in the process<br>- Revisit timetable                                                          | Jon                                    | Improvement Accepted – Ongoing monitoring required.<br><b>Update:</b> Completed                    | <ul style="list-style-type: none"> <li>•Reduced Bottleneck</li> <li>•Reduced work load</li> </ul>                                                                                                                     |
| 3b/    | Non-financial data sourced directly – this needs to be scoped for each indicator.                                                           | Simon                                  | Improvement Accepted – Ongoing monitoring required.<br><b>Update:</b> Completed                    | <ul style="list-style-type: none"> <li>•Reduced Bottleneck</li> <li>•Improved Quality</li> <li>•Improved Efficiency</li> <li>•Human Resource Cost Saving</li> <li>•Improved Response</li> <li>•Less Stress</li> </ul> |
| 5a/  | Consider more efficient ways of working to ensure greater clarity and consistency for specified bodies, new responsibilities and transfers. | Steve                                  | More work required –Ongoing Analysis of Opportunities.<br><b>Update:</b> Ongoing analysis required | <ul style="list-style-type: none"> <li>•Improved Quality</li> <li>•Less Stress</li> <li>•Improved Ability to 'manage by fact'</li> </ul>                                                                              |

## IMPROVEMENT OPPORTUNITIES

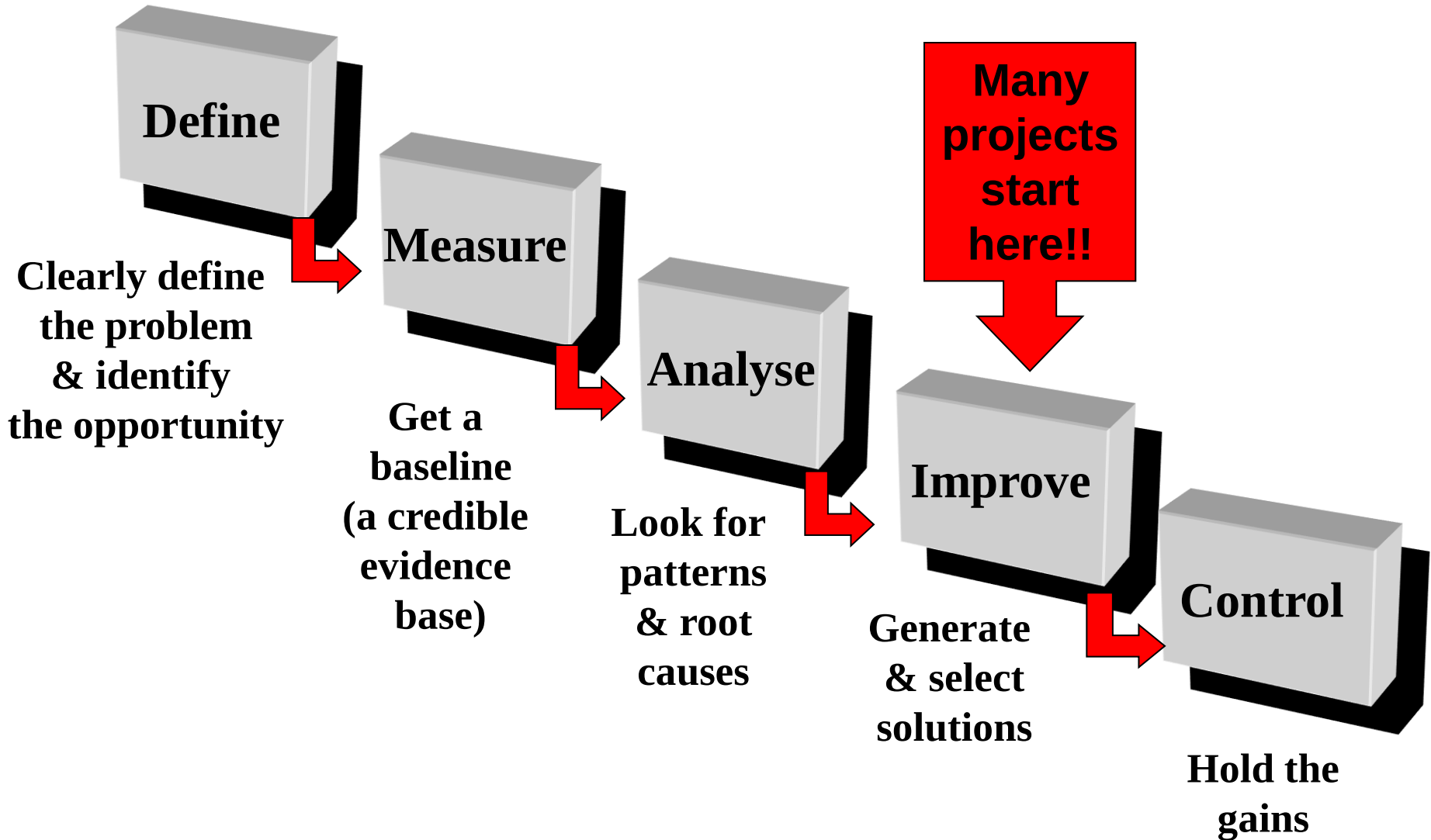
### XXXX Settlement Process

| Ref/<br>Type | Opportunity                                                                         | Responsibility<br>for<br>investigating | Actions Needed/<br>Outcome                                                                                                                                                 | Benefits Achieved/<br>Expected (HARD &<br>SOFT)                                                  |
|--------------|-------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 15/ ●        | Consider awareness raising event/occasion to reduce confusion and misunderstanding  | Rob                                    | Improvement Accepted/Agreed – Events to be arranged, needs further consideration<br><br><b>Update:</b> Awaiting feedback of survey before progressing                      | • Reduced confusion and misunderstanding                                                         |
| 15/ ●        | Consider bringing forward the CTI collection for earlier estimation of the Tax Base | Steve                                  | -Check the regulations and what would need to be changed.- Consult with Local Authorities on feasibility<br><br><b>Update:</b> Ongoing; will have conclusion by end Aug 09 | •Greater accuracy of final settlement<br>•Allow for improved 'forward planning' for the customer |

### ACTIONS

- T Mizen to arrange next 'update meeting for sometime in Jan 2010
- J R and Team to continue to review all improvement on regular basis and amend/implement as appropriate.

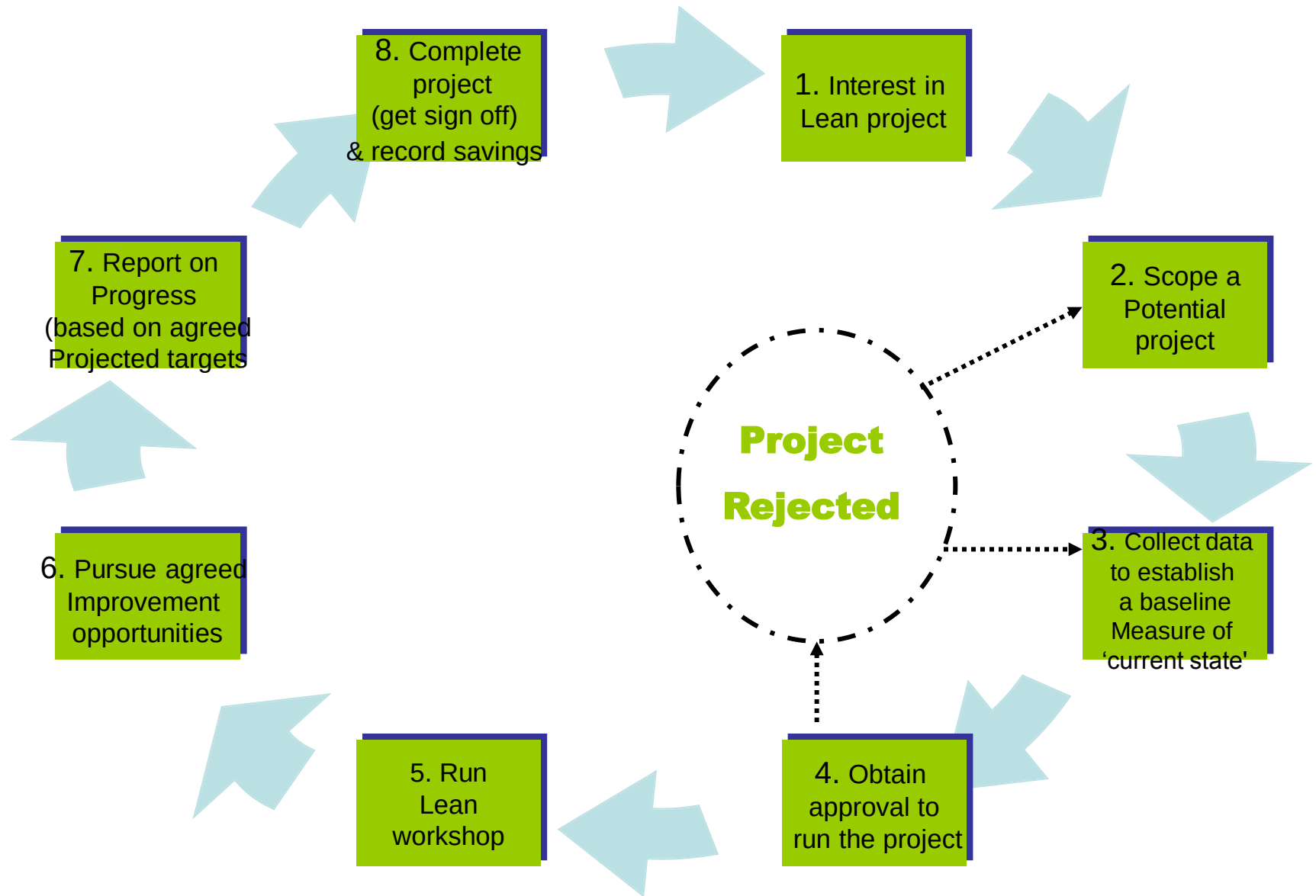
# All Underpinned by DMAIC Improvement Discipline



# **Lean Business Improvement Cycle**



# Lean Business Improvement Cycle



# **Expected Benefits**

Hard & Soft

# ‘Hard’ Benefits Will Include...

- Improved Quality
- Reduced Waiting
- Improved Response Time
- Reduction in need to Rework
- Time Saved
- Human Resource Saved
- Money Saved
- Efficiencies Achieved
- etc...

**(Important to Quantify: “time/cost/people/quality”  
from macro to micro perspective)**

# ‘Soft’ Benefits Should Include...

- Improved Morale
- Less Stressful Working Environment
- Greater Job Satisfaction
- Easier to do my job
- Job is more interesting/rewarding
- The credibility of the dept has improved
- Customer feedback is more positive
- Now a better place to work
- Positive Impact on Staff Retention & Recruitment
- Etc etc

**(Will become increasingly evident over period of time)**

# Hard & Soft Benefits

- Equally Important

**“Not everything that can be counted counts, and not everything that counts can be counted.”**

- Albert Einstein

# Lean – Success Stories to Date (1/8)

- **Legislation Folders:** 50% (initially) improvement in productivity & supply chain efficiencies – time & human resources.
- **Print Processes:** labour saving from **20 mins to 5-10 mins** per transaction. Cost savings **£188k** pa.
- **DCELLS VA Schools:** 50- 60% time saved (i.e. time spent dealing with payment of invoices & handling queries) **10-20%** time saved (misc admin) & **5%** time saved (senior managers time). Staff saving of **1 person (£21, 000)**. Positive environmental impact (less paperwork). Improved efficiencies and greater quality assurance.

# Lean – Success Stories to Date (2/8)

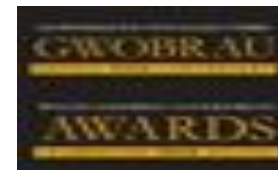
- **DCELLS 'ReAct' Process:** £50k pa (Records Management) Response time reduced by **10** mins per transaction (10,000 transactions per annum = **100,000** minutes staff time saved each year) **Four** full time employees redeployed as a result of introducing more effective working practises identified during the lean process review (approx **£100k** saving/cost avoidance)
- **Local Government Settlement Process:** Response time efficiencies improved by **28%** (briefing for Minister on settlement allocations). Data validation brought forward **2 months (22% improvement)** and **66** 'person days' saving.
- Saving of 1 HEO (**£38k** based on 2010-11 estimates for the cost of vacant posts) since initiating the Lean process, without any lose in outputs.

Data collection **17%** ahead of schedule. **8%** reduction in running costs as a result of streamlining the data validation process with Local Authorities. Cost savings (**£20k** initially) as a result of Integrating systems and direct sourcing of data from published sources.

Greater Customer Focus - survey introduced to ensure a clear understanding of customer needs.

# Lean – Success Stories to Date (3/8)

- **Visit Wales QA:** Reduced waiting time from **40 to 30** days (i.e. **25%** improvement). improved quality & environmental benefits (able to sell Grading Applications and take online payments).
- **Enabling Better Legislation:** Productivity gains and 'programme cost' reductions including 'set up time' savings resulting in £1,800,000 savings so far (made up of £645K productivity gains and £1,155K programme costs) Over the next two years we anticipate to yield further annual savings of up to £1,100,000 '. **Total saving of £2,900,000**







## Lean – Success Stories to Date (4/8)

Farming Connect.

- Customer waiting time has been reduced by **80%**. The process is now streamlined to the point where the customer can apply for services within **2-3 days** of registering instead of **2-3 weeks**.

The time taken to register has also been reduced by **33%**

Environmental savings of **50%** plus staff resource savings

Time saving of up to **2 minutes per transaction**

# Lean – Success Stories to Date (5/8)

## PSLGD (DG Challenge) *Advancing Equality Fund & Inclusion Grant Process*)

Summary: new streamlined process will mean lead times being reduced by **over 30%** along with greater transparency and less red tape for applicants.

(**24** Improvement Opportunities Identified)

Specific areas of improvement are as follows;

- 
- Quality improvement of approximately **10%** (reducing waiting time by **3 – 4 weeks** per cycle)
- Quality improvement of approximately **10%** (**20 days** saving per cycle)
- **2 weeks** saving per cycle (for stakeholders), plus cost avoidance.
- **1 day** saving per cycle (introducing automated email . Environmental (& cost) saving by discontinuing the sending of paper documents
- Reduction in waiting time of **2 weeks/5%** per cycle
- Waiting time saving of up to **3 weeks/7.5%** saved per cycle. Plus man hour savings through pursuing the opportunity to discontinue the drafting of a Ministerial submission. Estimated saving of half a day per cycle (through exploring opportunity for Minister to delegate authorisation)

# Lean – Success Stories to Date (6/8)

**DCELLS (DG Challenge)** Lean workshop focus: *WDP & liP Business Skills Processes* (**32** Improvement Opportunities Identified) To date it has been possible to project measurable savings and benefits within the following areas;

- Quality Improvements - **80%** improvement (Grant Award Letter)
- Time Savings - **20%** improvement (Grant Award Letter) & **20%** potential improvement (data capture alternative) & **10%** potential improvement (improved data control of client records) & **10%** potential saving (Captavia usage time)
- Cost Savings (in place & being pursued) – Total: **£86,479**.
- Environmental Savings – **4,500** sheets of paper saved pa
- Strategic improvements
- Cross cutting culture improvement

# Lean – Success Stories to Date (7/8)

- **Forestry Commission**

- Government Procurement Card - A **21% reduction** in the number of card holders with reciprocal savings in back office costs.
- The combined efficiencies identified through the adoption of Lean methodology has enabled the team to take-on the financial processing for Civil engineering services previously carried out by **1 Full time** equivalent member of Staff (cost avoidance/ saving circa **£25k**).

# Lean – Success Stories to Date (8/8)

- **CSSIW Modernisation Review/Inspection Process**
  - Saving of 3,250 inspection hours per year (based on 30 minutes per case load x 6500 case loads per year)  
Equates to £945k pa
  - Redesigned inspection report initial saving of around 50% expected to rise to approximately 75% as staff become more familiar with new design
- **Other Achievements**
  - Lean projects shortlisted in three categories (Leadership, Public Value & Customer Service)



Farming Connect team being presented with the Public Value Award.



# **How to Overcome Barriers**

| Potential Barrier                                                                                                       | How to Overcome                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Threat of 'change' being imposed                                                                                        | We only 'facilitate'. <b>The project team</b> capture the current ways of working & decide to what extent (if at all) if you need to change & improve                                                                                                                                                                           |
| Why should this approach work when none of the others have!                                                             | Lean provides a means of enabling ' <b>evidence based</b> ' decision making and the ownership for making it work ultimately lies with <b>the people who do the work</b>                                                                                                                                                         |
| Is there a risk of staff losing their job as a result of applying Lean?                                                 | If we are serious about positioning Lean as a <b>sustainable solution provider</b> it must not be used as a means of making people redundant. It should be used to identify opportunities for waste reduction which could result in an opportunity to redeploy staff into more meaningful <b>added value</b> roles              |
| I've heard that Lean creates stressful working conditions by trying to squeeze more and more work out of the workforce? | Lean is based on <b>working smarter not harder</b> and although it aims to 'do more with less' it achieves this by removing the things which do not add value (e.g. re-inspecting, fire fighting etc...see 'wastes') By reducing the 'wastes' it actually creates a <b>less stressful</b> and more enriched working environment |



# Ways To Work

- “Work Smarter Not Harder”  
- W E Deming
- ‘If I had 8 hours to chop a tree,  
I’d spend the first 6 hours  
sharpening my axe’.  
- Abraham Lincoln

# **Looking Ahead –**

## ***Strategic Positioning of Lean***

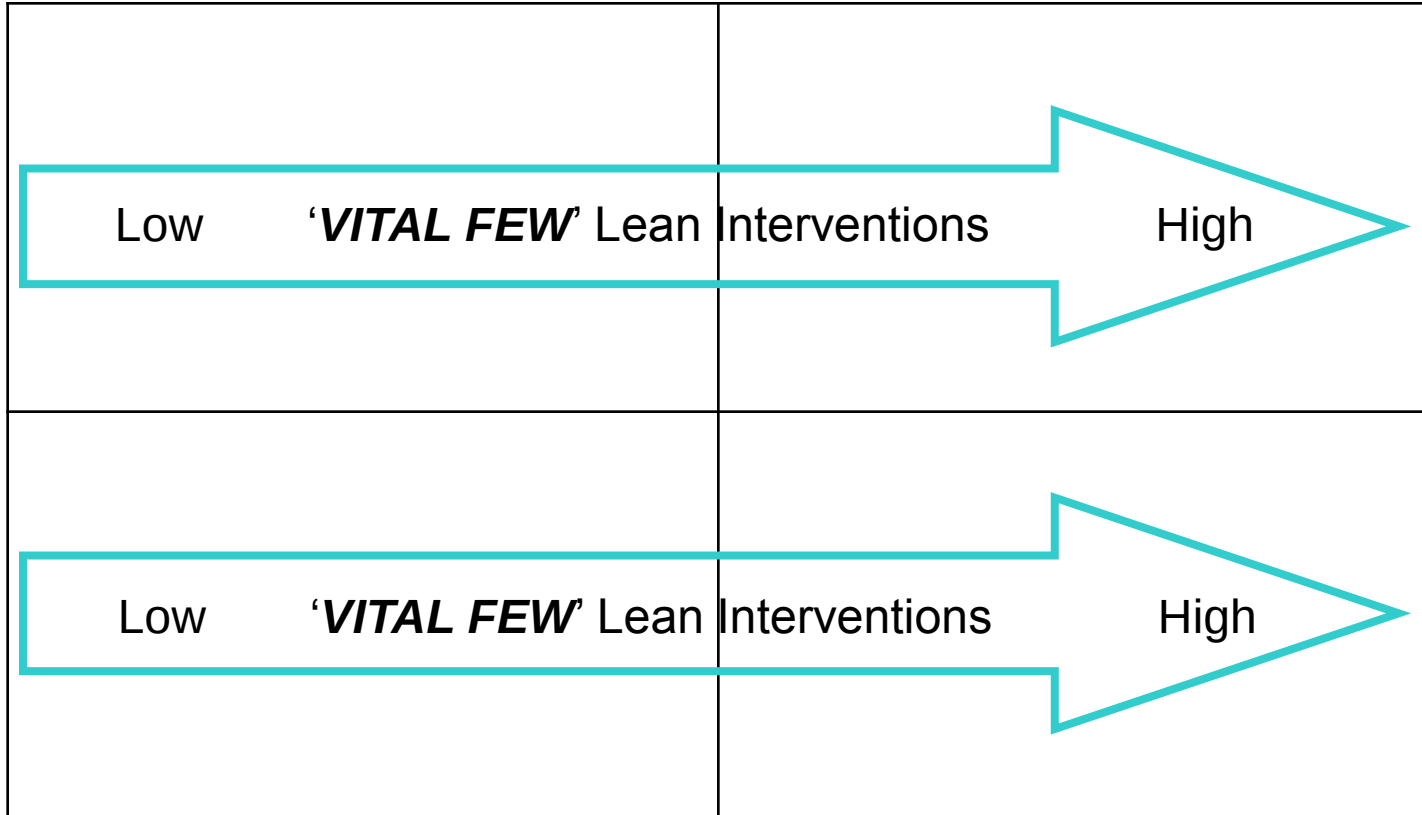
- **‘Vital Few’ strategic focus**
- **Remit now includes wider Public Sector**
  - **Need to prioritise**
- **Opportunity to work across supply chains  
(‘big picture’ customer/supplier perspective)**
  - **Evolving**

# Public Sector Lean Interventions – Prioritisation & Positioning

LOW

**Political Priority**

HIGH



LOW

**Strategic Priority**

HIGH

**Finally...**

**Please Remember**

# Lean will not solve all problems

**‘If the only tool you have is a hammer, everything starts to look like a nail.’**

- Abraham Maslow

# **Aims & Objectives of Presentation**

- **Why are you here & what do you hope to gain from this session?**
- **Context & purpose**
- **An introduction to Lean**
- **The five principles of Lean**
- **Value versus waste**
- **A 10 point plan to support effective Lean implementation**
- **Hard & soft benefits**
- **Applying Lean - how to overcome the barriers**
- **Questions**

**Why are you here & what  
do you hope to gain from  
this session?**

**Any  
Questions?**



# Lean – Get Lean & Fit for the Future

***Tony Mizen***

Head of Lean & Continuous improvement  
Welsh Government

***‘Managing with less – doing things better’***