

2 DAY LEAN SERVICE WORKSHOP

Session Outline

- 1 INTRODUCTION**
 - Introduction to Lean, & Value Adding concepts
 - The need to improve.
- 2 TRADITIONAL PROCESS**
 - Simulation Run 1
 - Evaluation of Run 1
 - Financial effect
 - Lean practice assessments
 - Value Stream Map
 - Introduction & implementation of Lean practices
 - Waste Identification
 - Leading & Managing Change
 - Process Layout
 - Task Switching
 - 5S
 - Pull Systems
 - Visual Performance Measures
 - Quality at Source
- 3 GAINING CONTROL**
 - Simulation Run 2
 - Implementation of further Lean practices
 - Lean focusing methodology
 - Standardisation of Work Methods
 - Teamwork
 - Value adding & non value adding activities
 - Customer Service
- 4 CONTINUING THE GAINS**
 - Simulation Run 3
 - Error Proofing
 - Standard Work

What is Lean Thinking?

The goal of an organization is to become a Lean organisation – to apply the common sense business practices embodied by Lean Thinking to all areas of the business. Lean is process of continuous improvement which focusses on eliminating all forms of losses and wastes so that maximum value can be provided to customers. There are many well documented successes in manufacturing organisations. However, service organizations and administrative processes have struggled with applying these concepts to their unique information and activity flows.

The customer can be won or lost as a result of service and administrative processes. Consider the following

- Generating quotes
- Entering customer orders
- Applications for home loans
- Being admitted to hospital
- Opening a savings account
- Filling out an insurance claim
- Setting up customer profiles.

All of the above require considerable time and effort to ensure a happy customer in a highly competitive business environment.

Implementing Lean tools and techniques will enable your

organisations processes to be flexible and efficient. The objective is to satisfy customer demand for a quality product or service at the right time and at a competitive price. This includes managing total costs and providing an acceptable ROI to stakeholders.

Course Outcomes

Understanding each Lean Best Practice and selecting those which are important for an organisation's success is important in the process of continuous improvement.

However, what is more important is gaining an understanding of how the practices integrate to cause synergy and an effective overall system which contributes to radically improved business performance.

The practical, doing-is-understanding nature of the course gives an overview of:

- the Lean best practices, concepts and techniques,
- the application in a service and administrative type of business environment,
- the wastes that are common within this environment, and
- how the application of these Lean best practices, tools, and techniques eliminates these wastes to enable maximum value add to customers.

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The Lean practices, tools and techniques which apply in a service and administrative type environment are such things as:

- 5S – workplace organisation
- Visual workplace, visual measures and visual controls
- Quality at source
- Standard work
- Process flow
- Pull systems
- Load levelling, balancing operations
- Leading and Managing the improvement process
- Structured problem solving
- Error proofing
- Task switching
- Teamwork and people engagement.

Benefits in the Service Environment

Typical benefits of applying Lean Thinking principles in a service / administrative type business include:

- Reduced lead times
- Reduced space
- Reduced cycle times
- Improved customer service
- Improved quality of work
- Deep understanding of the concept of value add to the

customer and those activities that do not add value

- Cost reduction.

Lean Service Simulation - Overview

The simulation has been designed to allow participants to experience, in a non threatening environment, a Lean continuous improvement journey. Most people will generally resist change as they are not sure what effect the change will have on them. This resistance can be largely overcome if we can get people to experience a future state and therefore increase their confidence in their ability to get involved in causing the improvement. Benefits, both for the Company, and the individual are practically experienced.

Simulation Run 1 - Chaos

Typical Problems Experienced: -

- Poor communication
- No Teamwork
- Unsafe and bad housekeeping
- Measures driving the wrong behaviour
- Quality problems and rework
- Inefficiencies and excessive waste in the workplace
- Fire fighting
- Poor customer service
- Variable processing methods
- Long processing lead-times
- High cost of service and administration
- High levels of inventory.

Participants are introduced to Value Stream Mapping which helps them to better understand where problems and non value adding activities exist.

The participants then analyse and recommend changes which are introduced into the system design for Run 2 of the simulation. These improvements are aligned with the

appropriate Lean best practices in a visual practical demonstration. This process essentially removes the “mystique” associated with these practices.

Simulation Run 2 – Gaining Control

The Lean best practices implemented in the second Simulation include the following: -

- Process layout
- Leading and managing change
- 5S
- Quality at source
- Pull systems and value flow
- Visual Performance Measures
- Task switching time reduction
- Kaizen events

After each run a financial and Lean best practice assessment is carried out. An important correlation is drawn between the improving best practices maturity and financial performance, customer satisfaction and levels of job satisfaction.

Simulation Run 3 – Continuing the Gains

The Lean best practices implemented in the third run include the following: -

- Structured Problem Solving
- Standard Work
- Enhanced Pull systems
- Teamwork
- Error Proofing
- Visual Controls
- Formal process of improvement implementation
- Constraint Management
 - The systems constraint is first identified and then
 - Efforts are focused on exploiting the potential of the constraint.

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HOW MATURE IS YOUR COMPANY?

The course helps you focus on Lean / continuous improvement best practices that drive your performance and provides a system to track your "best practices maturity".

The stages of 'best practices maturity'

Stage 1 - No best practices used and the company revolves around crisis management and ad hoc responses.

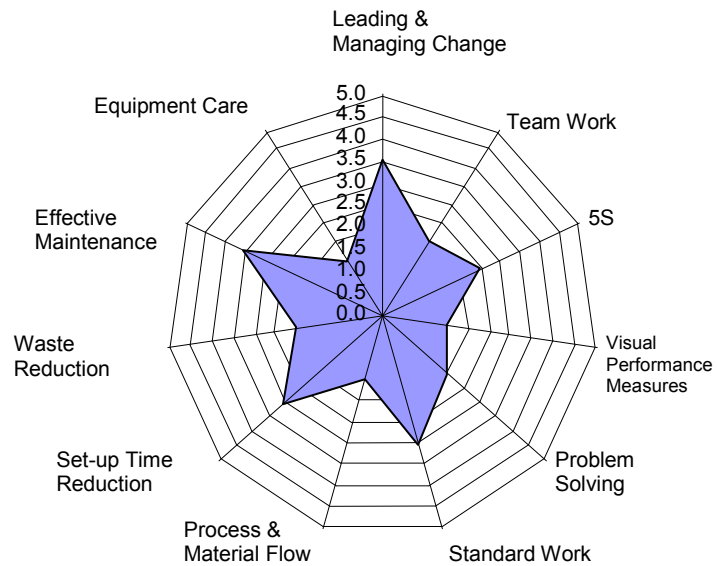
Stage 2 - Clearer understanding of company direction, imparted effectively by management.

Stage 3 - There is an ownership of practices at shop floor, middle management and senior management levels.

Stage 4 - Practices are constantly being honed and refined. Management is consultative and the company is utilising technologies to improve performance throughout the organisation.

Stage 5 - Best practices are a 'way of life'. Management has adopted a mentoring style within the company and its business partners.

LEAN - Best Practice Maturity Profile



Contact details for further information:

Michael Taylor:
Mobile **0400 909 140**
Email: michael@contours.com.au

Dale Taylor :
Mobile **0448 195 337**
Email : dalet@contours.com.au

Head Office : + 61 07 3352 6900

Fax : + 61 07 3356 3853

Website : www.contours.com.au

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