



# Lean Applied to Office and Development Processes



# Objectives

- Understand Lean, its origin, and how it has been adopted/evolved
- Key concepts and definitions
- Examples of wastes in administrative processes
- Overview of common tools



# What is Lean?

A **systematic** approach  
to identifying and eliminating **waste**  
through **continuous improvement**



# Why Lean?

**Get  
results!!!**



**Work on your  
business  
processes!!!**



# History of Lean

## Early 20<sup>th</sup> Century

Time & motion studies, industrial psychology

## Mid 20<sup>th</sup> Century

Training Within Industry (TWI)

## Late 20<sup>th</sup> Century

Lean Manufacturing

## 21<sup>st</sup> Century

Lean Office



# Case Study

- To improve this process who will need to change their behavior?
- Is there one solution?
- How easy is it to change other people's behavior?



# Lean helps change habits and behaviors.

The rational side of who we are



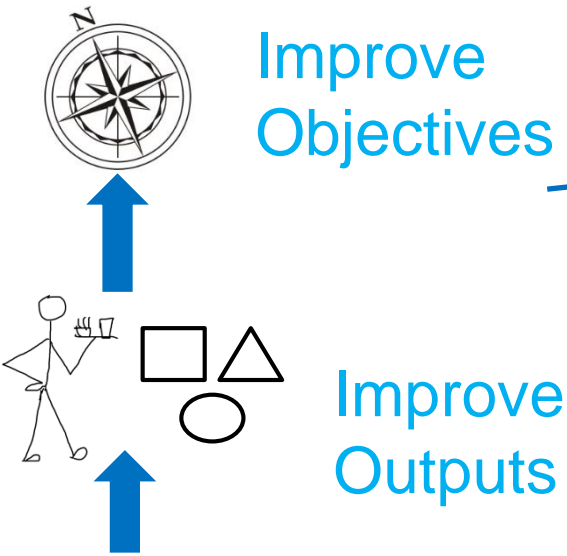
The emotional side of who we are



Switch: How to Change Things When Change is Hard by Dan and Chip Heath

Human Competence: Engineering Worthy Performance by Thomas Gilbert

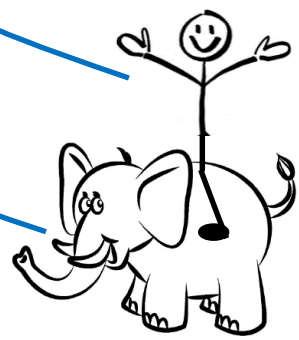




Improve Objectives

Improve Outputs

**Lean tools address the environment, not the individual**



Environment

Individual

Information	Instruments	Incentives
<ul style="list-style-type: none"> <li>Data</li> <li>Instructions</li> </ul>	<p><b>80%</b></p> <p>Tools Machines</p>	<ul style="list-style-type: none"> <li>Teamwork</li> <li>Opportunity</li> </ul>
<ul style="list-style-type: none"> <li>Knowledge</li> </ul>	<p><b>20%</b></p> <p>Skills</p>	<ul style="list-style-type: none"> <li>Personal</li> </ul>





# Value

- Value is defined from the perspective of the customer
- To be considered value-added, an activity must meet these three criteria:
  - *The customer must care about it*
  - *It must modify the product or service (changing fit, form or function)*
  - *It has to be done right the first time*



# Waste In the Office Is Hard to See



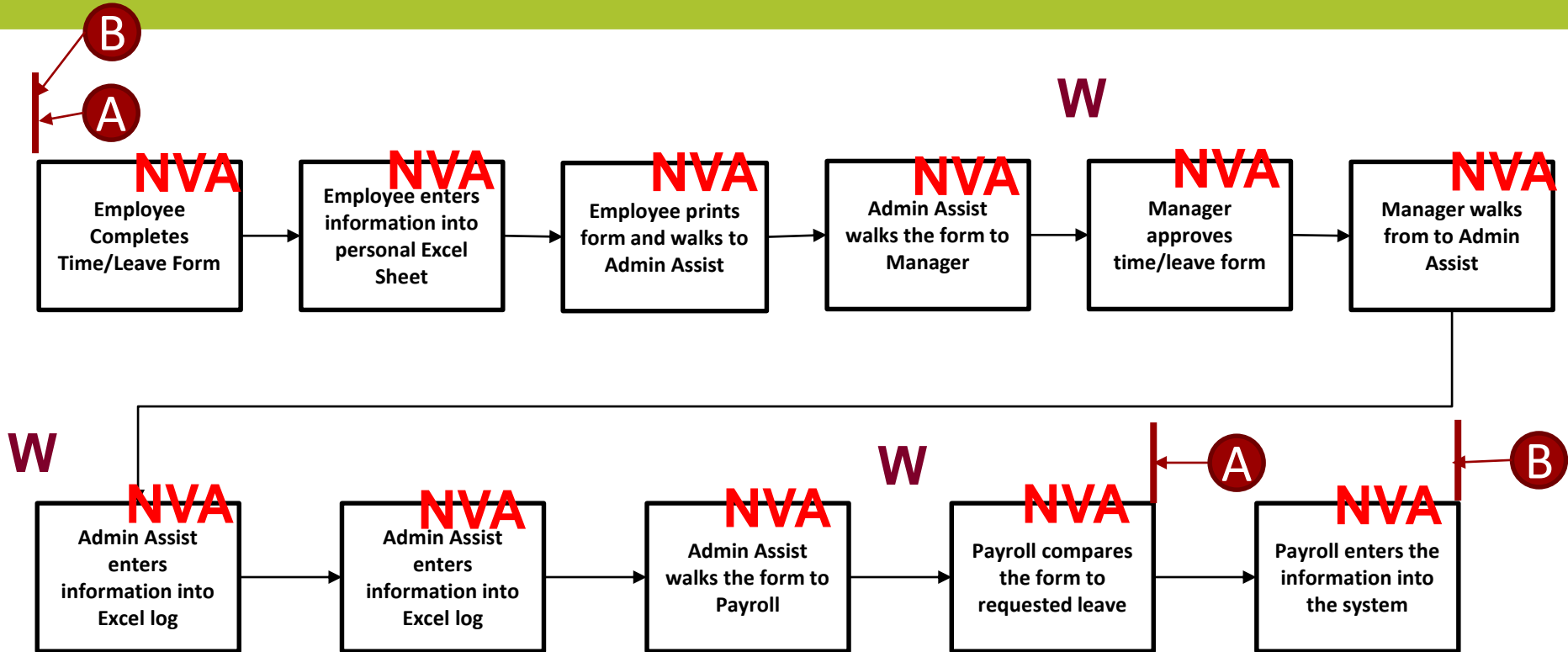


# Eliminating Waste

- Step 1: “See” the waste
- Step 2: Identify points in the process steps are non-value added, hard, or uneven
- Step 3: Pick the next item to work
- Step 4: State the target condition
- Step 5: Use Lean tools to solve the problem



# See the Waste

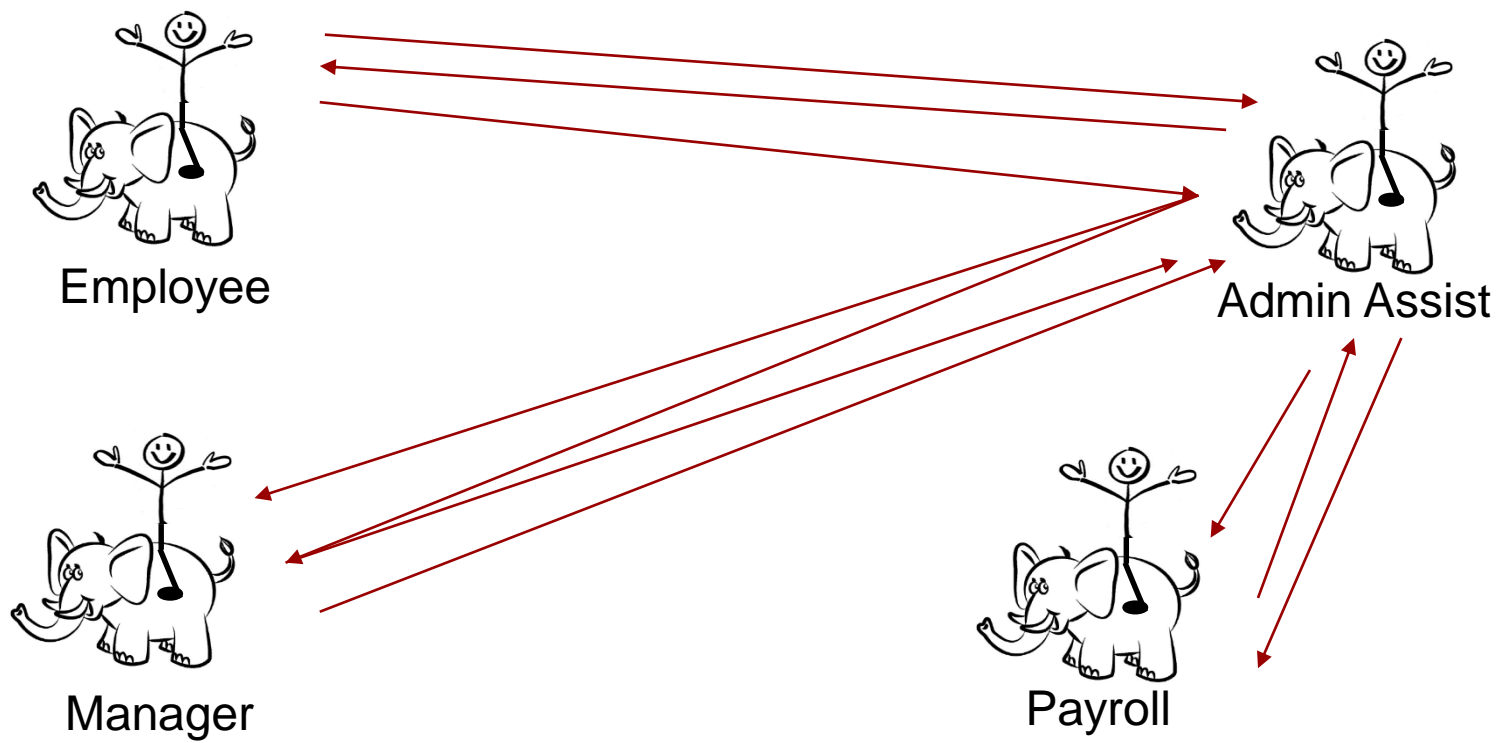


**Cycle Time = 5 Days**

Be the “thing”.....not the person

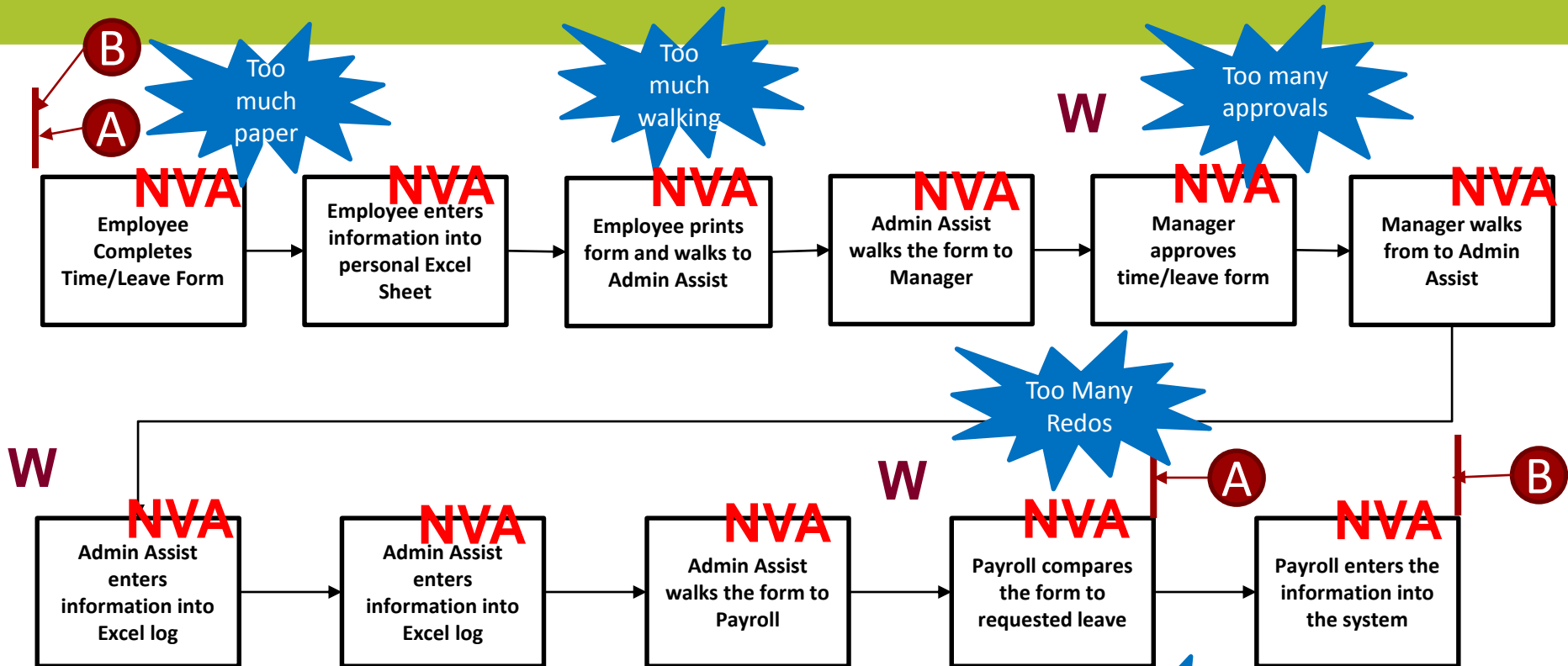


# See the Waste-Spaghetti Chart





# Determine Where There is Opportunity



**Cycle Time = 5 Days**

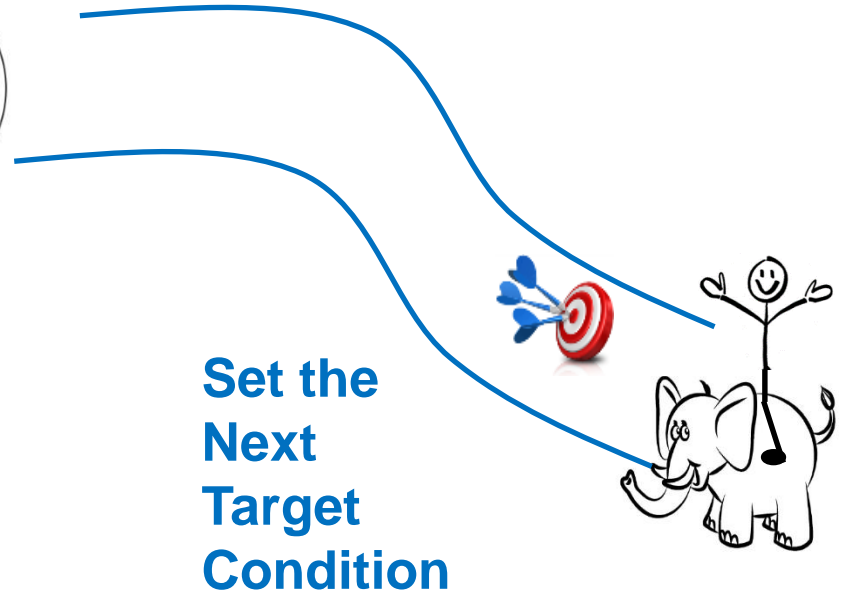
Be the "thing".....not the person



# State the Target Condition

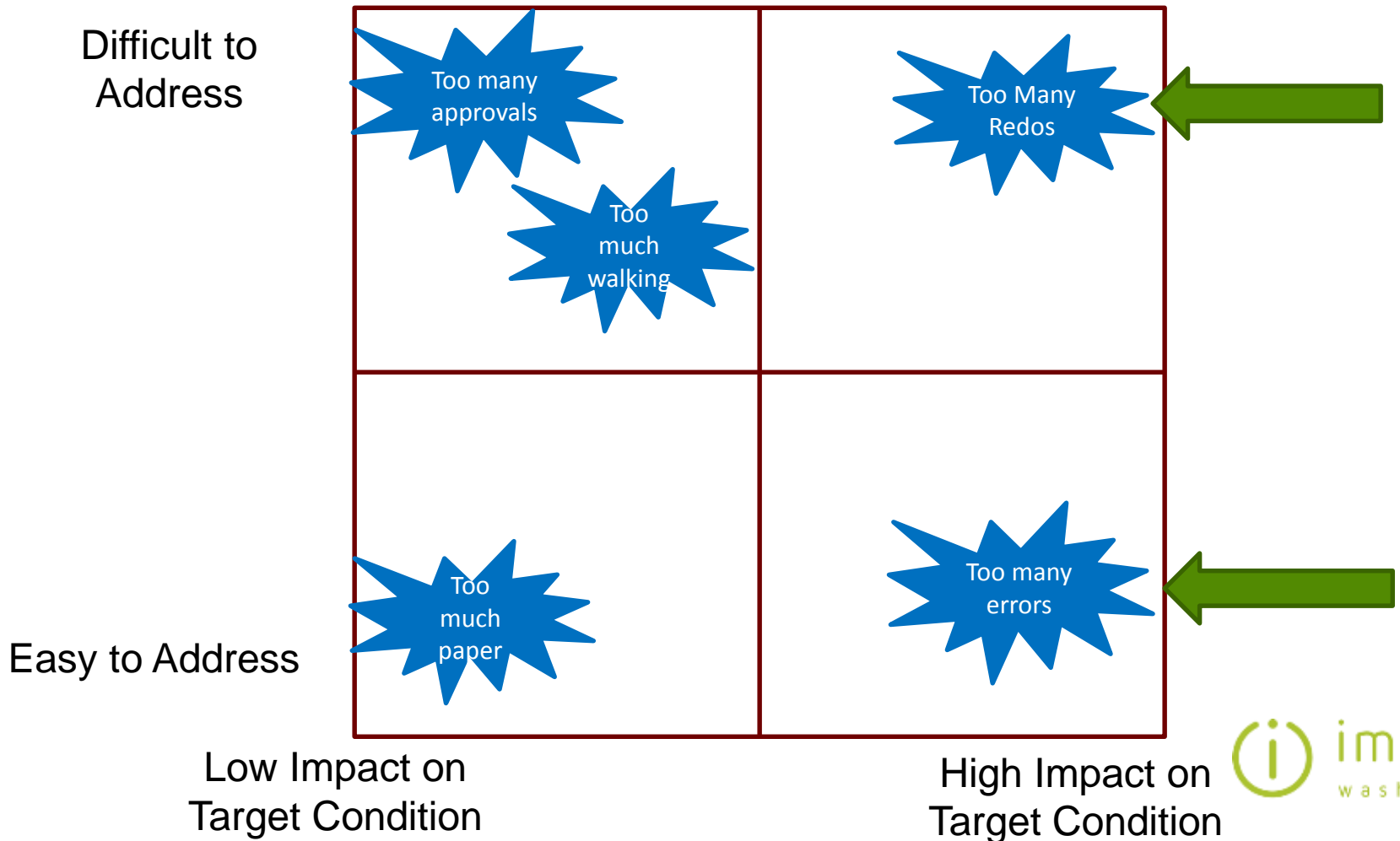
What will the future look like in a measurable way?

Cycle Time < 2 Days





# Pick The Next Item to Work

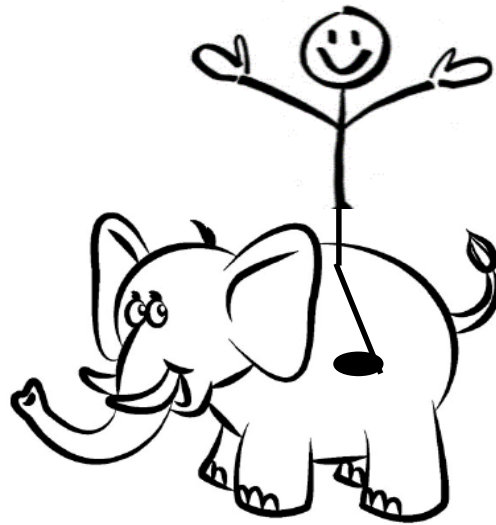






# Apply Common Lean Tools

## Change the Environment





# Lean Tools Address Common Problems

We are disorganized

**5S**

We just need to communicate better

***Visual Controls***

We just need more discipline/accountability

***Leader Standard Work***



# Elements of a 5S Program

- Sort
  - The needed from the unneeded
- Set in Order
  - Standardize the best location and make it visible
- Shine
  - Put away; clean as you go
- Standardize
  - Agree to the rules
- Sustain
  - Put checks in place to ensure people are following through



# Establish Visual Controls

- Visual controls highlight the abnormal condition related to the target condition.
- Visual controls cause focus on the process and makes it easy to compare expected versus actual performance.
- They are a stimulus to problem solving.





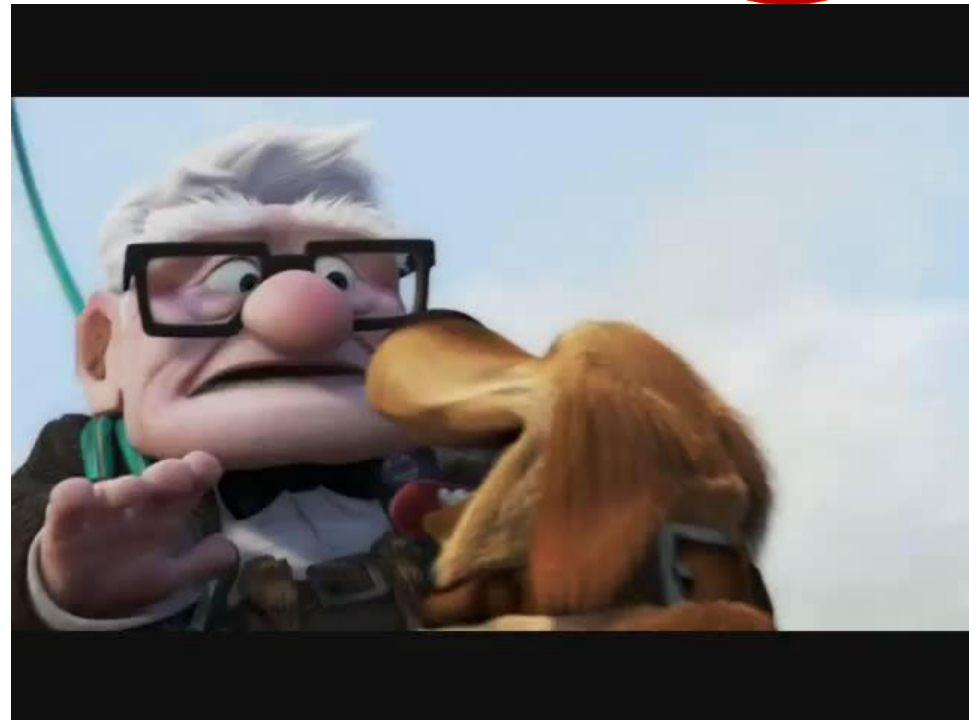
# Leader Standard Work



Challenges leaders to become teachers as well as problem solvers

Powerful tool to help leaders shift behavior to focus on the process

**Helps to make abnormalities visible.**





# Solutions

- Eliminated Need for Payroll to Match Requested Leave to Actual Leave
- 5S'd the Leave Code Form



# 5S Applied-Before

3) Leave Codes

Leave Type	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL HRS	PAYROLL USE
9001 Shared Leave - FMLA	8.0																8.0	
9003 - Vacation																	-	
9004 Vacation - FMLA																	-	
9006 - Vacation in Lieu of Sick																	-	
9007 Vacation - Inclement Weather																	-	
9008 Vacation - On Time Lazz																	-	
9009 Vacation - Child/Elder Care																	-	
9013 Miscellaneous - Life Giving																	-	
9023 - Jury Duty																	-	
9025 LWOP - On Time Lazz																	-	
9033 LWOP - Other																	-	
9034 LWOP - Unauthorized																	-	
9036 LWOP - Union Negotiations (Res.)																	-	
9038 LWOP - FMLA																	-	
9043 - Military Leave																	-	
9045 Miscellaneous - Civil Duty																	-	
Holiday																	-	
9048 - SICK																	-	
9049 Sick - FMLA																	-	
9050 Sick - Bereavement																	-	
9060 - Camp Time																	-	
9061 Sick - Child/Elder Care																	-	
9062 Sick - On Time Lazz																	-	

Page 1

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# 5S Applied-After

## 3) COMMON LEAVE CODES-If none of these apply see Section 4.

Leave Type	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL HRS	PAYROLL USE
9003-Vacation	8.0																8.0	
9048- SICK																	-	
9060-Comp Time																	-	
EXCH-Exchange Time																	-	
9047-Personal Holdiay																	-	
9079-Personal Leave Day (must be used as a whole day)																	-	
9043-Military Leave																	-	
9023-Jury Duty																	-	
9006-Vacation in Lieu of Sick																	-	

## 4) FREQUENTLY CONFUSED LEAVE CODES-These leave codes can be confusing. Employees should select from this list very carefully. If you have any questions at all contact your Human Resources Consultant. Please don't guess.

Leave Type	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL HRS	PAYROLL USE
9004 Vacation - FMLA	8.0																	
9007 Vacation - Indeme																		
9008 Vacation - On Time																		
9009 Vacation - Child/Elk																		
9049 Sick - FMLA																		
9050 Sick - Bereavemen																		
9061 Sick - Child/Elder C																		
9062 Sick - On Time Los																	-	
<b>UNPAID LAYOFF HOURS (LO)</b>																	-	





# Lean

Change the  
Environment



Set the  
Next Target  
Condition

