

W
LEAN

Building a Culture of Daily Problem Solving

W

This Session Will Cover

- > “What and Why” of Daily Problem Solving
- > Importance of a Management System
- > Roles for the Lean Team, Leaders, Managers and Team Members
- > Table Discussions
- > Keys for Success
- > Common Causes of Failure
- > Impacts of Daily Problem Solving

Finance and Administration Background

> Our Staff

Over 2,400 employees in 5 major units:
UW-IT, Facilities Services, Human Resources,
Capital Planning & Development, and Finance

> Diverse Skill Sets

Accountants, landscapers, electricians,
architects, lawyers, truck drivers, tax experts,
graphic artists, IT programmers, project
managers, custodians, investigators, analysts,
engineers, human resources etc.



Finance and Administration Background

- > Began our Lean Journey in 2010
- > Teams Introduced to Lean (3 day launch) – 215
- > Trained and Embedded Coaches – 43
- > Active Natural Work Groups – 105
- > Lean Team FTE's – 3.8

Roles of the Lean Team

- > Engage Teams
Just Beginning
- > Facilitate Team
Maturity
- > Support University
Improvement Efforts
- > Engage in Community
Outreach



Impacts of Daily Problem Solving

Program:

> External Visitors: **1,687**

> Universities / Colleges Visits: **70**

> Employee Generated and Implemented Ideas:
72,000

Impacts of Daily Problem Solving

Program:

- > Network for Change & Continuous Innovation
Leader of Change Award: **Susan Camber, 2016**
- > UW Distinguished Staff Award: **Katy Folk-Way, 2015**
- > Network for Change & Continuous Innovation
Leveraging Excellence Award: **UW Lean Program, 2013**

What is Daily Problem Solving

> It is:

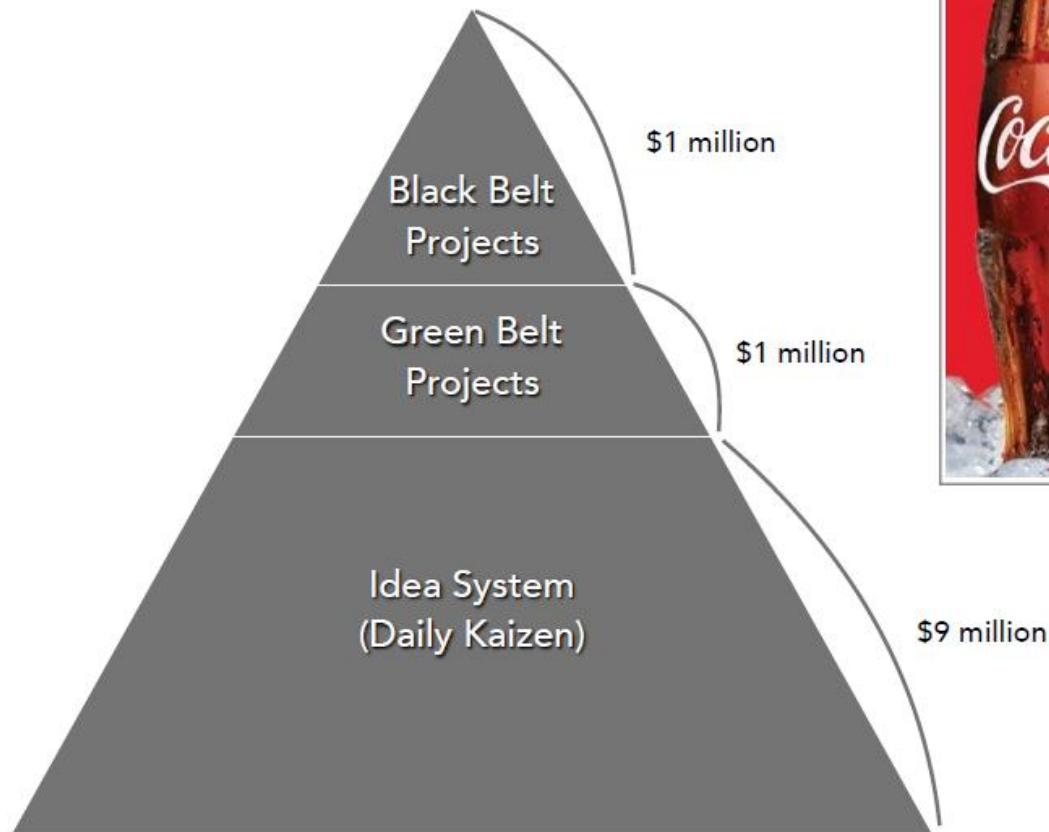
- Trying small, incremental improvements
- Finding changes we can do “right now”
- Low cost and low stress

> It Isn't:

- Major process redesigns
- Just a gesture for employees
- Too small to make a difference

The Power of Kaizen (80/20)

Source: Dr. Alan Robinson



In 2006, Coca-Cola Mandated
Six Sigma in All its Plants
Around the World



What Do People Need

- > At your table in the next 3 – 4 minutes discuss what people need in a culture of daily problem solving.
- > Will ask a couple tables to share the needs they identified.

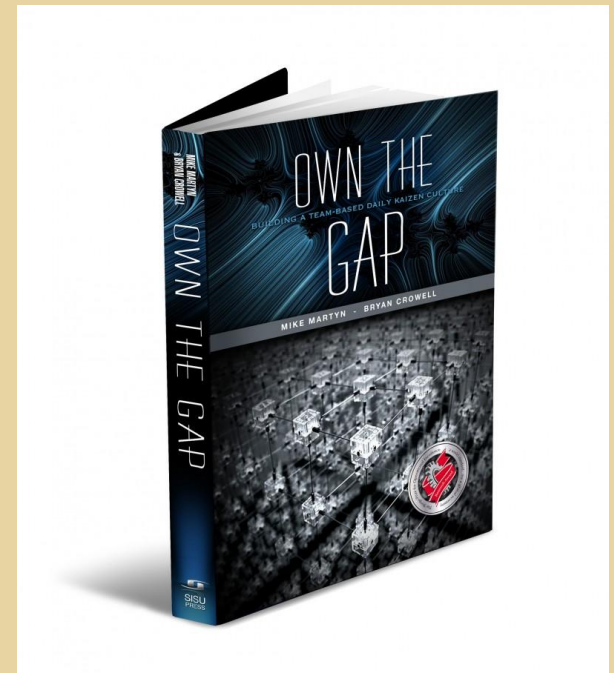
What People Need

- > Focused and actionable goals / expectations
- > Ability to see opportunities or issues
- > System for generating and implementing improvements easily
- > Resources and time to improve
- > Safety to experiment through trial and error

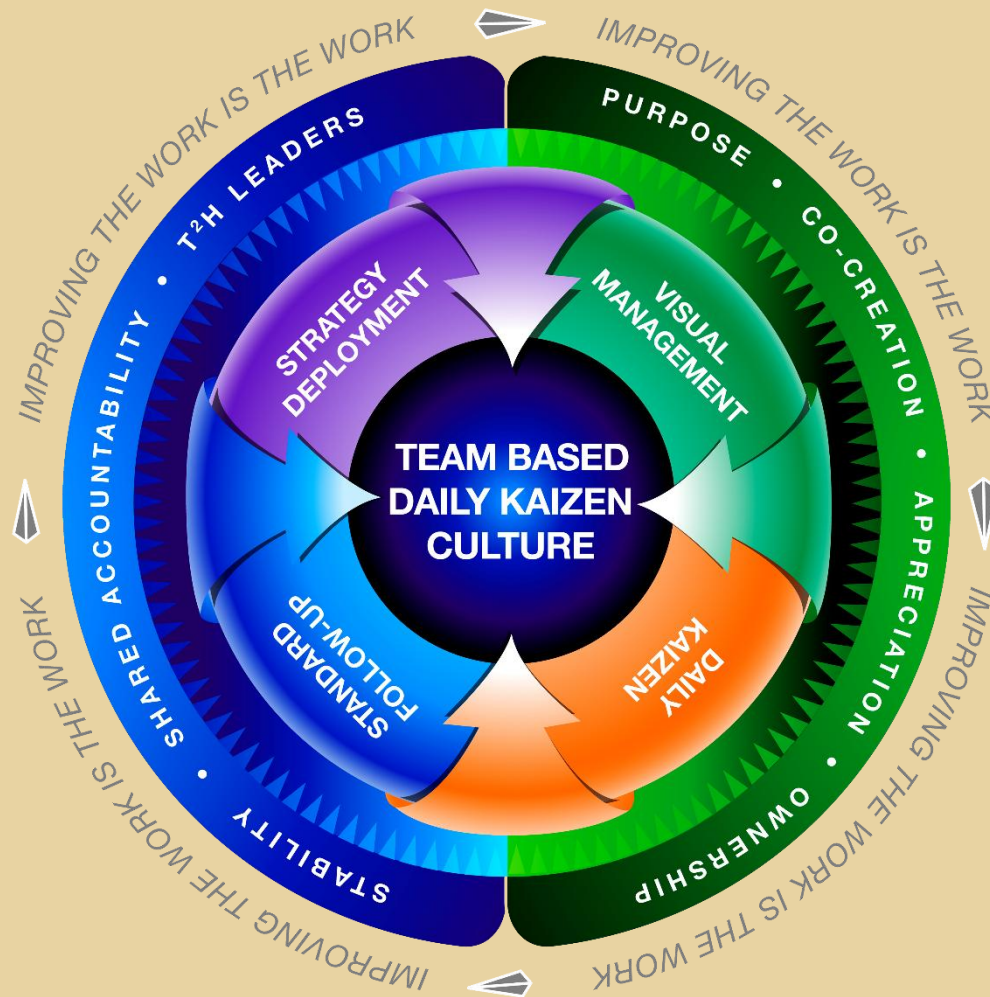
Our Approach

“Improving the work IS the work.”

***Mike Martyn, UW Lean Consultant** and Lean Author, in
“Own The Gap: Building a Team-Based Daily Kaizen Culture”*



Management System



4 Key Systems

Strategy Deployment

Does everyone in the organization understand their role in impacting results and does strategy allow teams to take aligned and meaningful action?

Visual Management

How easy it is to see normal from abnormal in work processes and systems and how quickly are issues identified allowing action to be taken?

4 Key Systems

Daily Kaizen

To what degree is improving the work integrated into how the work is done?

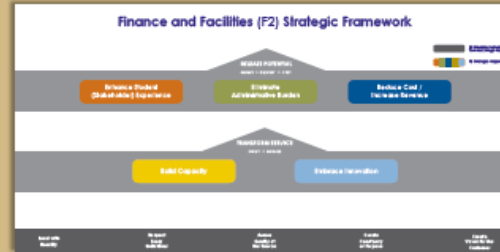
Standard Follow-up

Does a leader support systems and teams, enabling autonomous action to be taken?

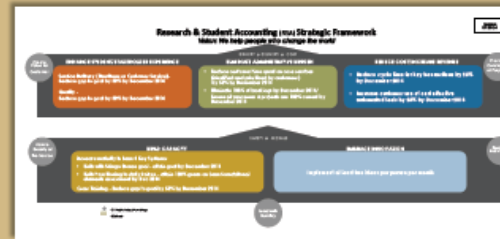
STRATEGY DEPLOYMENT

"What does it mean to win or lose?"

CASCADING GOALS FROM THE ORGANIZATION TO THE TEAM



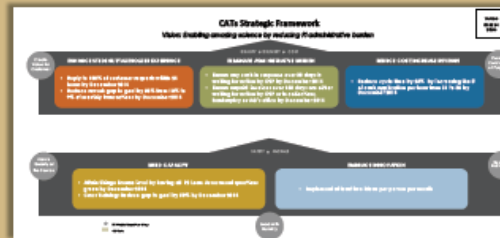
FINANCE & FACILITIES



ORGANIZATION





DEPARTMENT



STREAM

LEAN FRAMEWORK

 F2 Principles Adopted from the Shingo Model

 F2 Strategic Objective

RELEASE POTENTIAL

QUALITY • DELIVERY • COST

Enhance Student
(Stakeholder) Experience

Eliminate
Administrative Burden

Reduce Cost /
Increase Revenue

TRANSFORM SERVICE

SAFETY • MORALE

Build Capacity

Embrace Innovation

Lead with
Humility

Respect
Every
Individual

Assure
Quality at
the Source

Create
Constancy
of Purpose

Create
Value for the
Customer

W

LEAN

STRATEGY DEPLOYMENT

"What does it mean to win or lose?"

CASCADING GOALS FROM THE ORGANIZATION TO THE TEAM

Enabling amazing science by reducing PI administrative burden



VISUAL MANAGEMENT

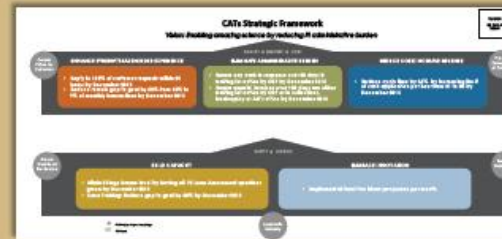
"Are we winning or losing?"
SEEING THE GAP IN REAL-TIME

VISUAL BOARD



GOAL

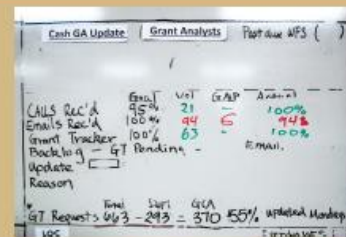
100% on-time
processing and mailing



METRIC

100 % of E-mails Received Replied
to Within 24 Hours

STATUS



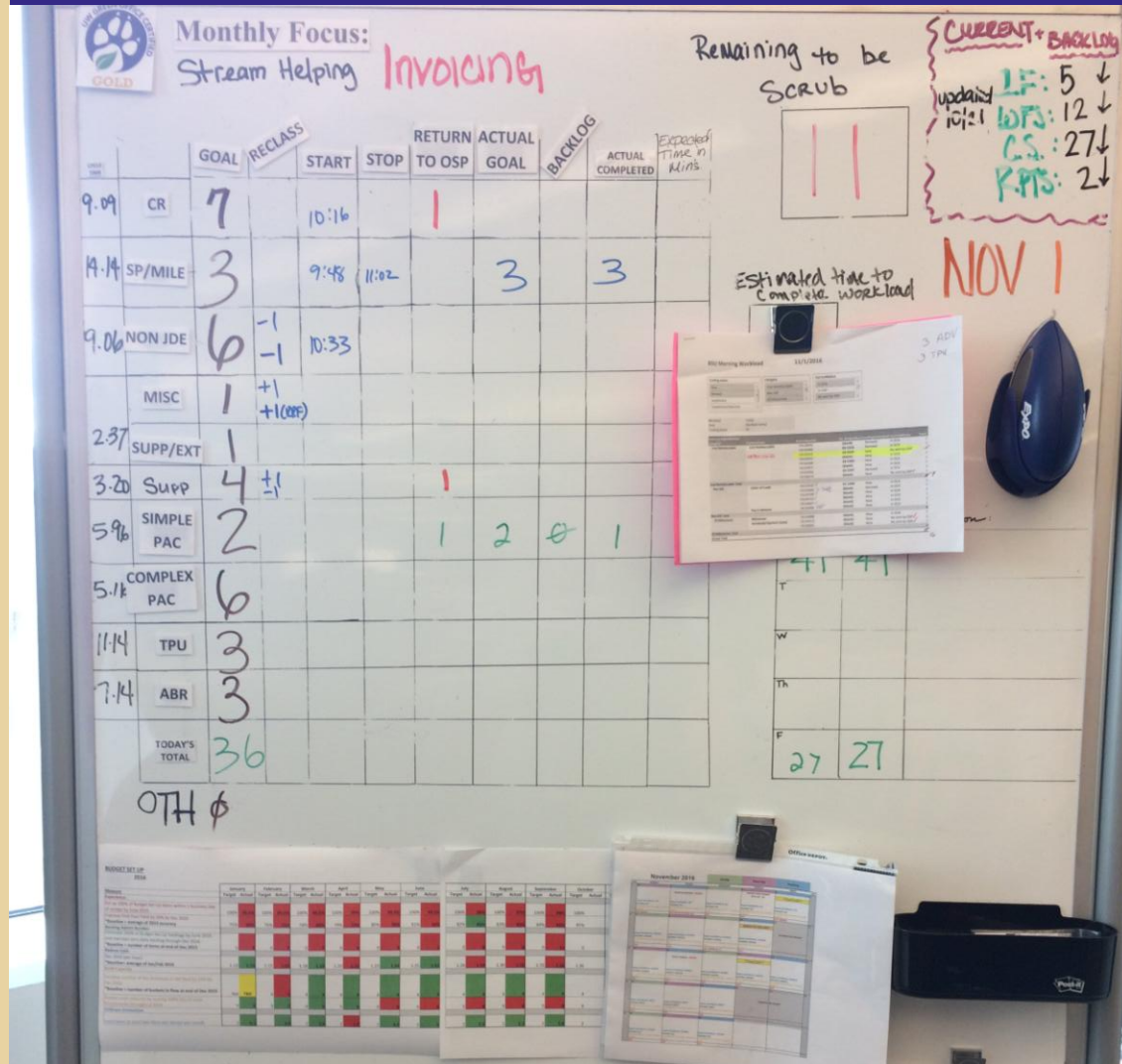
TREND



VISUAL MANAGEMENT

"Are we winning or losing?"

SEEING THE GAP IN REAL-TIME



DAILY KAIZEN

"If we are not winning, what are we doing about it?"
SOLVING PROBLEMS EACH DAY

DAILY HUDDLES TO
SEE THE GAP



GENERATE IDEA TO
CLOSE THE GAP

IDEA PAD

Name/Stream: Inventory / Juan RT #
Date: 8/8/14

Idea/Challenge: Inventory looks at certain budgets multiple times in this manual final bucket because we're not able to change to status 2 for reasons such as extensions.

Suggested Solution: Add reason to description in IDE as this field shows on the manual list. We could just skip these when doing final bucket.

Assigned To: Rich/Juan

Est. Completion Date: 8/15/14

Date implemented: 8/14/14

Date documented: 8/14/14

of steps saved: 10/14

Improvements: Add to Bucket 50

Added to Bucket 50

PRIORITIZE AND
ESCALATE

IDEA PAD

Name/Stream: Mat G / Repurposing RT #
Date: 10/1/14 et. 606-6115

Idea/Challenge: Rounding on AHA awards

STANDARD FOLLOW-UP

"How Can I Help You Win More Often?"

SOLVING PROBLEMS EACH DAY



DAILY HUDDLES AND
WEEKLY IMPROVEMENT



STEP BACKS AND
MONTHLY REFLECTION



GENERATE IDEAS TO
CLOSE THE GAP AND
SHARE KNOWLEDGE



LEADER GEMBA
WALKS

Roles of a Leader

- > Set, clarify and align goals
- > Help prioritize and support completion of actions/ideas
- > Support and help maintain standards
- > Teach, coach and train
- > Lead with humility and respect

Roles of a Manager

- > Translate goals into daily winning or losing
- > Post metrics so that team can easily see gaps in performance
- > Coach the team to generate ideas connected to gaps in performance
- > Develop the team's ability to solve problems together
- > Be positive, let the team know how they are doing

PHYSICS & ASTRONOMY

SERVING TODAY ... PRESERVING TOMORROW

VISION

A world-class organization providing exceptional service anywhere, anytime

MISSION

We learn, adapt and innovate to preserve physical assets and deliver best services

TRUE NORTH

ENHANCE EXPERIENCE

Partner with customers to provide quality services, delivering on the University's mission

DELIVER VALUE

Consistently design and deliver work to maximize value and reduce burden for campus customers

INCREASE EFFICIENCY

Systematically reduce the University's financial burden through efficient processes and systems

DEVELOP TALENT

Develop a high-performing organization that will attract and retain the best faculty, staff, & students

ADVANCE INNOVATION

Create an innovative and empowered culture to help support UW's mission

CUSTODIAL SERVICES STRATEGY

Increase APPA Score

Tasks completed by 8am

Increase Equipment Usage

Zero Injuries

2 Ideas Per Person Per Month Implemented

Reduce Complaints

Open Run Coverage

Runs Crossed Trained

Increase Diversion Rate to 70%

OUR GOALS

APPA Level 2 in PAA & PAB

Clean PAA & PAB 1st floor by 7am

Use all battery powered equipment weekly

Zero Injuries

Implement 10 ideas per month

OUR GUIDING PRINCIPLES

Create Value for the Customer

Create Constancy of Purpose

Assure Quality at the Source

Respect Every Individual

Lead with Humility

Roles of a Team Member

- > At your table in the next 3 – 4 minutes discuss what are the roles of team members in a culture of daily problem solving.
- > Will ask a couple tables to share the roles they identified

Roles of a Team Member

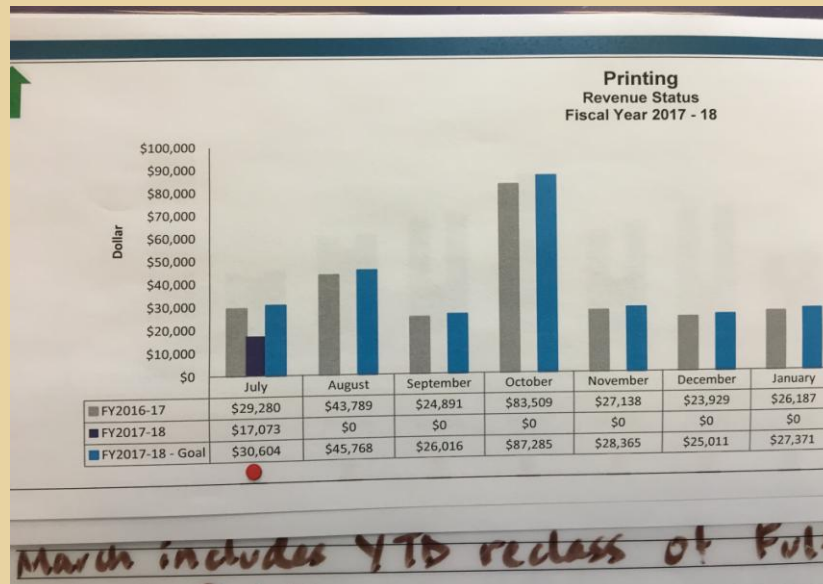
- > Document ideas in real time connected to gaps
- > Work together to implement ideas and then reflect on impact of ideas
- > Actively participate in huddles
- > Everyone gives and receives recognition
- > Ask questions, provide feedback on what is working or not working

Keys to Success

- > Everyone needs to be a learner
- > Team engagement vs. individual
- > Daily incremental improvements - bottom-up
- > Be humble... making mistakes is part of the journey
- > Never give up... be patient

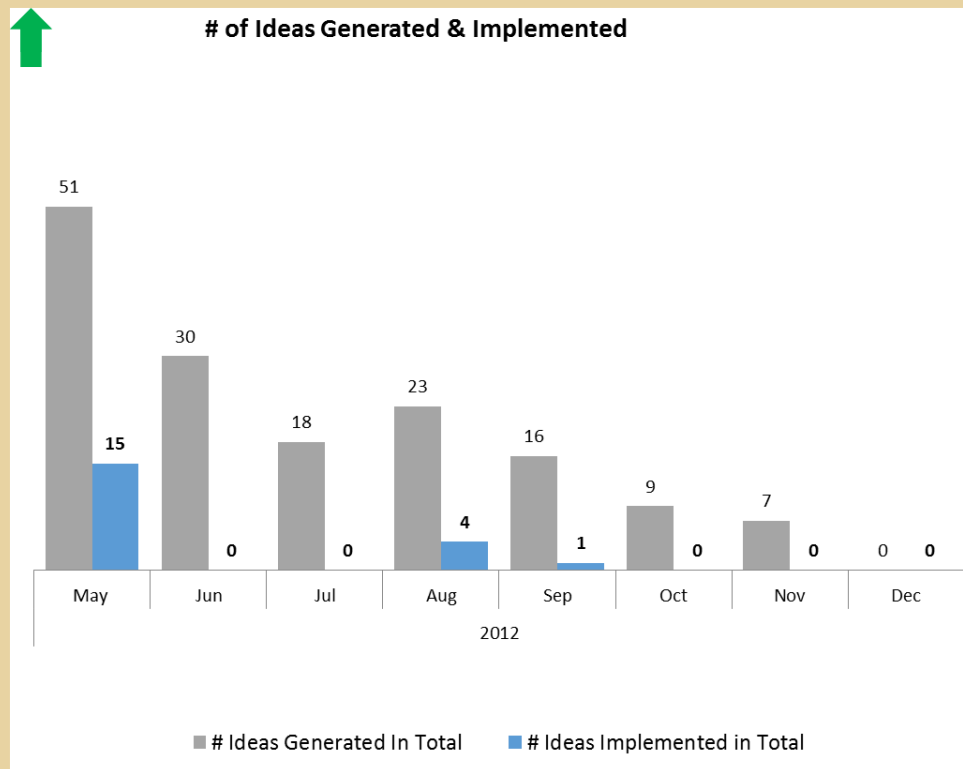
Common Causes of Failure

- > Team goals: “why” not explained, not meaningful, or team doesn’t know how to impact
- > Not easy for team to see if making progress or an impact



Common Causes of Failure

> Lack of timely follow-up on employee ideas



Common Causes of Failure

- > Bad team dynamics allowed to persist
- > Focus is on tools and not the culture

EXALUATING YOUR READINESS

Closing Thoughts:

- > Do you believe in people's ability to do great things?
- > Will you allow them to try things that may not work?
- > Do you have a compelling reason why people should do kaizen?
- > How would you tell them about it?