



## Foundation in Lean Business.

Take advantage of years of experience applying Lean programmes in manufacturing and engineering companies, and realise the benefits in service and administrative functions.

The concept of 'lean' is relevant to ANY organisation looking to improve performance with the resulting benefits helping your staff deliver your service at its best. Most important though is the benefit to the end user - although 'lean' programmes focus on **organisational efficiency**, they are all rooted in **"how will this benefit the customer?"**

Whether providing goods or services; manufacturing products or co-ordinating staff; arranging service-visits or scheduling appointments; a lean approach will reduce frustration, error, and delay and free your staff to **deliver excellent service time and again**.

Working with clients we have developed a **6-module process** giving a complete grounding in lean, or you can focus on just one area because each module stands alone and will deliver value itself - you do not need to follow the complete course.

The 6 modules are:

<b>5S</b>	using organisational tools to remove delay, error, and frustration.
<b>Metrics</b>	measure your current state, and prioritise improvements.
<b>Process Mapping</b>	understand and describe what happens in the organisation.
<b>Value-stream</b>	detail your process map to see where time and cost is consumed.
<b>6-sigma</b>	remove variability, deliver reliable and repeatable results.
<b>Constraints</b>	understand bottlenecks; see how to use them to gain capacity.

If following the **complete course** (6 modules) there is an **introductory unit** that summarises each module and outlines how they mesh together.

Each module can be run as a half-day workshop or 45-minute 'taster' session.

The **full course** is usually run for 4 days spread across 8 weeks (one day per fortnight). After the course each attendee is eligible for 4 hours of one-to-one tuition to help them put the lessons into practice in the workplace.

The **'taster' course** will be completed in 1 day. Attendees can also take advantage of 2 hours telephone support as they take the lessons back to their workplace. They are also entitled to a subsidised rate on any half-day module bookings made within 3 months of completing the 'taster'. The taster course forms a solid 'foundation in lean' for those who are only focusing on specific workshops.





## Foundation in Lean Business (1) : 5S module

*Using organisational tools to remove delay, error, and frustration.*

Putting it simply, **5S** is based upon *"a place for everything and everything in its place"*

So basically it means that [a] you'll have systems, files, folders, racking, tool-boards, cupboards or other storage means for everything you need, and [b] making sure things are put back after they've been used.

And it really is that simple, although there are a few ground rules to follow as you work through the 5-step process. Like...

- [1] make sure it's really needed – don't file things just because they're there.
- [2] be honest and brutal about removing clutter
- [3] think about where it's most needed.
- [4] make a system that's 'visual' – i.e. one where it's easy to spot something out of place.
- [5] give ownership for keeping it that way once it's set up.
- [6] set up a regular audit sheet to record what's good and areas to improve

### Use the 5S module to:

- ✓ Cut frustration out of the process
- ✓ Make the job easier, remove the need for 'know-how'.
- ✓ Improve quality management systems
- ✓ Cut out the lost time, parts, and information.
- ✓ Deliver a prompt and reliable service every time





## Foundation in Lean Business (2) : Metrics module

*Measure the current state and prioritise improvements.*

**Metrics** will form the backbone of understanding your performance, and if implemented properly will ensure you identify and make corrections in time to avoid problems becoming serious. But before you start measuring you need to know what it is you're trying to measure.

How do you know what you're trying to achieve if you don't start by setting goals?

How do you set those goals if you don't have something to base them on?

How do you know if you're on track if you don't measure performance against those goals?

But not all measures are equal - what needs measuring and what is simply 'interesting'?

At the heart of every operation there are 3 critical measures; everything else is subordinate. It's easy to improve performance of any one at the expense of the others. The key to real performance improvement is to understand the impact of your decisions and focus on driving all three measures forward together.

### Use the Metrics module to:

- ✓ Set your targets and monitor progress
- ✓ Provide ownership and accountability for performance
- ✓ Understand what drives improved customer satisfaction
- ✓ Feel confident you are on track
- ✓ Get rapid feedback and take corrective action





## Foundation in Lean Business (3) : Process Mapping module

*Understand, describe, and analyse what really happens.*

This is a really valuable tool that will help to identify where time is wasted. Learn this module and you'll be able to apply it over and over again to every process.

You will learn how to 'see' interactions taking place as products or information move through your business, and graphically draw it so that everyone can understand the whole process. This alone makes a great induction or quality tool that describes the organisation

You'll see the links between departments, who has what information, who needs it, where the 'dead-ends' are, and what steps don't add any value. Staff will gain an insight into how valuable their part is, and where they fit in the chain of events; immediately you build ownership for them – they're not just 'doing a job' any more but are creating value for your customer.

The really powerful part comes next when you deconstruct the map and rebuild it in the most efficient way, taking out the blind alleys and helping everyone move through the process efficiently and easily. Cut out the frustration of doing things 'because we always have' with no real understanding of why, and set up a system that does things because they are essential and add value.

### Use the Process Mapping module to:

- ✓ 'See' the frustration in a poor process
- ✓ Help staff to see where their contribution fits
- ✓ Ensure every step delivers customer satisfaction
- ✓ Cut out waste and the chance for error
- ✓ Deliver consistent and reliable results, every time





## Foundation in Lean Business (4) : Value Stream module

*Detail your process map to see where time and cost is consumed.*

This starts with a process map, and develops it further. The **Process Map** lays out, in a simple graphical way, what happens as parts or data move through your system. The **Value Stream** looks in more detail.

It asks how long each operation takes, what cost is incurred, and how long it sits waiting to be actioned. Then you add it all up and determine how much of the total time (the **cycle time**) is spent productively (i.e. **adding value**).

**Often it's below 5%...**

Now, that's often nobody's fault - it's just the way the system works. But once you see where your time and money is being consumed, and why the customer is kept waiting, it provides a real focus and incentive to put it right.

### Use the Value-Stream module to:

- ✓ 'See' the true cost of every action
- ✓ Find the delays that impact upon service levels
- ✓ Dramatically reduce the time to delivery
- ✓ Reduce the level, and cost, of inventory and work-in-progress
- ✓ Minimise errors, re-work, and damaged or out-of-date goods





## Foundation in Lean Business (5) : 6-sigma module

*Remove variability, deliver reliable and repeatable results.*

This naturally follows on from **value-stream mapping**. In essence it is used to take **variability** out of your processes. And why would you want to do that?

Simple – **variability costs time and money**. Every variable that you introduce in to a process will create a variable (usually a much larger one) in the output. You'll see that manifest as parts being out of tolerance, people not being served on time, targets not being met, fire-fighting to get back on track. The 'usual stuff' in many organisations...

So it goes hand-in-hand with **process mapping** because, having streamlined your process, it's still not much help if the parts you're making come out wrong. But you can do it standalone and still reap the benefit of higher quality and improved right-first-time results which will immediately benefit your customers simply because you can deliver what you promised.

And don't be concerned about **6-sigma** involving lots of charts and calculations. Yes, it can do, but we look at practical applications you can take away and put in place today.

### Use the 6-sigma module to:

- ✓ Understand why service or products aren't consistent
- ✓ Radically cut re-work and rejects
- ✓ Deliver a consistently high standard; on time, every time
- ✓ Reduce the need for operator 'know-how'
- ✓ Set standards and improve Quality Management





## Foundation in Lean Business (6) : Constraints

*Understand your bottlenecks; see how to use them to gain capacity.*

The **bottleneck** in your operation is that point where everything stacks up waiting attention. It's easy to spot simply by 'walking the job' and looking for the pile of work or **inventory**.

In a lot of cases you can't do much about the bottleneck itself. In many industrial applications it can be quite a hefty piece of machinery that [a] takes up a lot of space and [b] can be very expensive. If you can change it that's great; but what if you can't? How can you use the bottleneck to drive **higher productivity**?

Does that sound impossible – this is, after all, the **constraint** isn't it? How can that help to **improve productivity**?

The key is to use its' capacity as the driver of the business. Once your product and data starts to flow you'll find it's **not a bottleneck anymore**, and you'll have more capacity than you need.

### Use the Constraints module to:

- ✓ See the bottlenecks that slow down service
- ✓ Learn to measure them and work **with** them
- ✓ Set your processes to utilise them
- ✓ Vastly cut lead times and work-in-progress
- ✓ Deliver rapid service and products, to promise, time and again

