More Lean Thinking: Better Ways to Get Better

California Public Higher Education Collaborative Business and Administrative Services Conference
“Exploring New Opportunities; Addressing Common Challenges”
Eric Olsen, PhD
21-22Aug14
Current State
Bone Crushing Bureaucracy
A Culture of NO!
I need more HELP!
1. What is the **VALUE**?
2. What is the **PROCESS**?
3. Are we **INVOLVING PEOPLE DOING THE WORK in PROBLEM SOLVING**?
VALUE and PROCESS

Lean Process?

No

Not Sustainable

Yes

Truly Lean

Yes

Effectively Delivering the Wrong Product

No

Traditional Operations

Value Correctly Identified?

Yes

No
INVOLVING PEOPLE DOING THE WORK in PROBLEM SOLVING

Eric Olsen – Cal Poly
Lean Journey

Traditional Operations

We Are Here

Truly Lean

http://erico.phanfare.com/6611266
Kickoff: Leadership Buy-in

Bob Koob, Interim Provost - 2009

Photo by Steve E. Miller, New Times – May 11, 2011
Kaizen Events – Start Easy
Go for Participation
Leverage Faculty and Students
Play with Others
Add Structure
Learn
Celebrate!
What can I do?
Speaking of getting better...

**Traditional**

She is very valuable.  
She is the only one who knows how to do that job.

**More Lean**

If everyone were cross trained, we could respond to workload changes much faster.

Jim Why Cartoons and my email jimwhy1@sbcglobal.net
Speaking of getting better...

The problem is that we are using an outdated manual process. We should computerize.

We should simplify the process, before we just wind up automating the mess.
Progress on this key issue is important, but I don’t want to over-stress my team. I’ll just tell them to do the best they can.

I am not sure how much progress we can make, but we should pick a target to measure against.
Speaking of getting better...

No need to talk to the customer. I know what they want.

We should talk to the customer and have a “value conversation.”
Speaking of getting better...

Just do it the way we always have. I am sure there is a good reason for it.

Maybe we should challenge the reasoning behind this. Processes develop organically overtime and often lose their connection to customer value.
Speaking of getting better...

The policy is that we have to do this. Therefore, it must be adding value for the customer.

Just because we have to do this, doesn’t mean it adds value for the customer. Maybe if we improved the process, we could justify eliminating that step.
Speaking of getting better...

We should have everybody signoff on this. That way everybody will be in the loop and the University will be protected.

Getting all those signatures will take a lot of time. We should make sure each person adds value and we are not just rubber stamping up the hierarchy.
I just want to do my job.

It is my responsibility to both do my job and to improve my job.
Conversation?
at Cal Poly - SLO

http://www.cob.calpoly.edu/centralcoastlean/summit/
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Central Coast Lean - www.cob.calpoly.edu/centralcoastlean/

Building a local community of lean practice across business, education, nonprofits, and government.
Have you ever thought to yourself, “There must be a better way?” Higher education, as a complex value delivery system, is particularly challenged to reevaluate old ways of doing business. We are often our own worst enemy. Our management “gut reactions,” are not always to be trusted. In this presentation, Dr. Olsen describes the lean thinking approach to process improvement, shares his experience with improvement efforts at Cal Poly, and provides insights on how changing one’s thinking can open the door to finding better ways to get better.
Speaking of getting better...

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Lean</th>
</tr>
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<tbody>
<tr>
<td>I know how to get this done faster. We’ll just do all these steps in parallel.</td>
<td>Let’s just do the step in a logical, natural order. That way we will see important dependencies and be less likely to pass on quality problems.</td>
</tr>
</tbody>
</table>
Speaking of getting better...

Traditional

We need an answer fast. I am going to bring in a consultant to solve this problem.

Lean

Although some consulting input might be helpful, ultimately this is a long term evolving situation and we own it. It would be better to build the capability to handle these types of problems in house.
Speaking of getting better...

**Traditional**

Let’s wait until we have a bunch of those to process together.

**Lean**

If we do these in smaller batches, we can move them through the system faster and even out the work flow.
Speaking of getting better...

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<td>I guess she is the only one who can signoff on that. I guess we will have to wait until she gets back from vacation.</td>
<td>I am going to delegate my signature authority to one of my team members while I am gone. It is a good way to develop leadership and they can always hold off signing if it seems controversial.</td>
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