



Lean Programme Establishment: Questions and Answers

The questions and answers were discussed as part of Group Work on the morning of Friday 28 March during the 'Lean Management and Leadership: Administrator and Global Outreach Programme 2014'. The programme, attended by 24 senior staff from 14 universities across Malaysia, was held at the University of St Andrews from 24 to 28 March 2014.

The questions posed were:

1. Have we got Lean vision in our institution?
2. Do we have Senior Manager commitment to our Lean vision?
3. Where do we want to get to?
4. How quickly do we need to get there?
5. How will we know we are on track/we have got there?
6. What will be the governance for the programme?
7. How will we structure the programme?
8. How will we create the team to deliver the programme?
9. How will we communicate the programme?
10. How will we create urgency for the programme?
11. How will we build Lean capability?
12. What approach to Lean improvement will we use?
13. How will we build Lean awareness in the organisation?
14. Where will we start?
15. How can we generate short-term wins?
16. How will we communicate progress/success?
17. How can we ensure momentum is not lost?
18. What resources/facilities will we need?
19. How do we develop Lean Champions in the organisation?
20. What are the barriers stopping us from progressing?
21. How do we develop a culture of continuous improvement?
22. How do we develop a culture of respect?
23. Do we need a full time Lean team?
24. Where will projects come from?

The answers to the questions, some of which have been re-written to maintain understanding over time and to assist those who were not participants in the programme, were:

1. Have we got Lean vision in our institution?

- Lean in the public universities in Malaysia is a Government initiative under the government's transformation agenda
- Universities are bound to implement the transformation agenda
- Lean committees have been set up at university level

2. Do we have Senior Manager commitment to our Lean vision?

- Yes
- Universities are in the process of providing exposure to senior managers by sending them on Lean management training

3. Where do we want to get to?

- Establishment of a Lean culture in all public universities
- Engagement of as many staff as possible in Lean
- Using Lean as a means to inculcate a good team work spirit among staff

4. How quickly do we need to get there?

- We need to do Lean at our level first to show the real benefit to the wider university community and to management
- Quickly, a target of, by the end of the first year, 2 to 3 completed projects

5. How will we know we are on track/we have got there?

- We have set up a Lean Team
- We have sent people for Lean training
- Processes to be changed have been identified
- We want to continuously improve our deliverables
- We want to do things better
- There is much less waste
- Processes go much faster
- Value is added
- Feedback from customers, staff and other stakeholders dramatically improves
- The culture of the university changes significantly for the better

6. What will be the governance for the programme?

- At the top, the Chief Operating Officer
- Then the Heads of Division (process owners)
- Then the Lean Team

7. How will we structure the programme?

- Identify the function/process
- Create a current state map
- Gather and review relevant data
- Redesign the process

- Put the new process in place
- Monitor progress
- Review progress and gather feedback
- Follow the PDCA cycle to generate Continuous Improvement

8. How will we create the team to deliver the programme?

- We will need to include:
 - The process owner/s
 - IT staff
 - Finance staff
 - Senior management representative
 - Customer representatives
 - Other stakeholder representatives

9. How will we communicate the programme?

- Creation of awareness among as many staff as possible
- Approval by the CEO of selected processes
- Convincing staff at all levels - senior, middle and operational
- Talking to staff at e.g. seminars and meetings
- Through e.g. brochures, emails and newsletters

10. How will we create urgency for the programme?

- Finding a Lean champion within the senior management
- Establishing a task force
- Creating and charting milestones
- Starting with something achievable
- Mapping the process

11. How will we build Lean capability?

- Providing Lean training and coaching for the Lean Team
- All staff committing to the Lean initiative
- Continuous monitoring of progress
- Identifying (and overcoming) barriers

12. What approach to Lean improvement will we use?

- Using scoping tools such as SIPOC and BOSCARD
- Using suitable tools according to the need of the process e.g. PDCA, 7 Quality Tools
- Sharing the success of Lean implementations

13. How will we build Lean awareness in the organisation?

- Delivering Lean training for staff (Facilitators, Process Owners, Lean Teams, etc.), and covering:
 - Lean Thinking
 - Lean Tools
 - Project management
 - Change Management

- Holding formal and informal awareness briefings for e.g. senior management, middle management and other staff
- Publicising through media such as posters, banners, bulletins, website, and doing so continuously

14. Where will we start?

- Identifying a Lean champion in the senior management team
- With a pilot process (to prove the concept)
- In an area where there has been many complaints from customers
- In an area where we know that we will have buy-in from management and staff

15. How can we generate quick wins?

- Choosing sub-processes where the solution is easy and beneficial to implement
- Choosing a process where you can utilise an existing IT system
- Choosing a process that does not need software development
- Choosing a process that requires no or a low budget to implement the solution

16. How will we communicate progress/success?

- Through a Lean Team website
- Through social media such as Facebook
- With hand-outs of material and guidance
- Through visual displays of outcomes
- Holding events where we present the outcomes of project work
- With scheduled reporting of outcomes to senior management

17. How can we ensure momentum is not lost?

- Getting buy-in' from senior managers
- Giving recognition to those who deliver successes
- Publicising success stories
- Raising awareness of Lean
- Running refresher courses
- Making Lean enjoyable and fun!

18. What resources/facilities will we need?

- Dedicated Lean Office space
- Training facilities
- Staff working on Lean fulltime
- A Lean Team
- Trained Lean facilitators and access to consultants
- Dedicated budget to enable delivery of project outcomes

19. How do we develop Lean Champions in the organisation?

- Identifying the attributes needed by successful Lean change agents
- Having clear job specifications that emphasise Lean and change

- Assigning responsibility to staff at all levels across the institution
- Focussing on staff who listen to their customers
- Delivering Lean training

20. What are the barriers stopping us from progressing?

- Current policies and procedures
- Perceptions of and attitudes to Lean
- Current beliefs about change
- Resistance to change
- Complacency
- Lack of a budget to implement change
- Insufficient knowledge of and skills to enable a Lean change process
- Lack of support and commitment from some members of the institution
- The 'Wall of Excuses' (www.st-andrews.ac.uk/media/lean/the_wall_of_excuses.pdf)

21. How do we develop a culture of continuous improvement?

- Making Continuous Improvement part of the annual staff assessment
- An annual ceremony where there is recognition, with reward, of those who have delivered and worked on successful Lean outcomes
- Continuous Lean training
- Continuous committed involvement of senior management
- Understanding that Continuous Improvement is a way of life

22. How do we develop a culture of respect?

- Recognising that everyone has knowledge and ideas to contribute
- Avoiding political and personal agendas
- Focussing on team building
- Encouraging community service across the university

23. Do we need a full time Lean team?

- Yes!
- Lean is a continuous process
- There is a role for a Lean facilitator and a Lean champion for continuous improvement
- The Team must be neutral and not the process owner
- The Team will be the motivator for the institution to implement Lean
- Existence of the Team ensures full management commitment

24. Where will projects come from?

- Senior management
- Process owners
- Auditor's reports
- Risk management reports
- Complaints from customers
- Suggestion box