

# Building Teams and Communities with Lean Thinking



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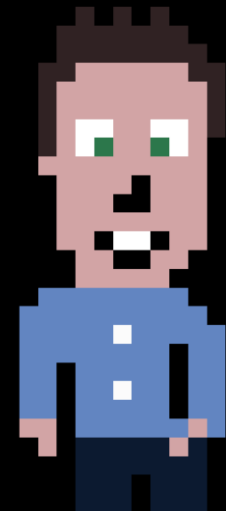
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Service  
Excellence

OR GAMIFY YOURSELVES





Organisational culture is said to be made up of sub-cultures, and developed through shared learning and experiences.



# Team **Sub** Cultures

PRESS SPACE TO PLAY



The two pillars of lean

- Continuous Improvement
- Respect for People

(Edgar Schien Lily Pad model)



# Lilypad model

*“pattern of shared basic assumptions that the group learned as it solved it’s problems”*



*“the way things are done around here”*

- ARTEFACTS
- ESPOUSED BELIEFS AND VALUES
- BASIC UNDERLYING ASSUMPTIONS



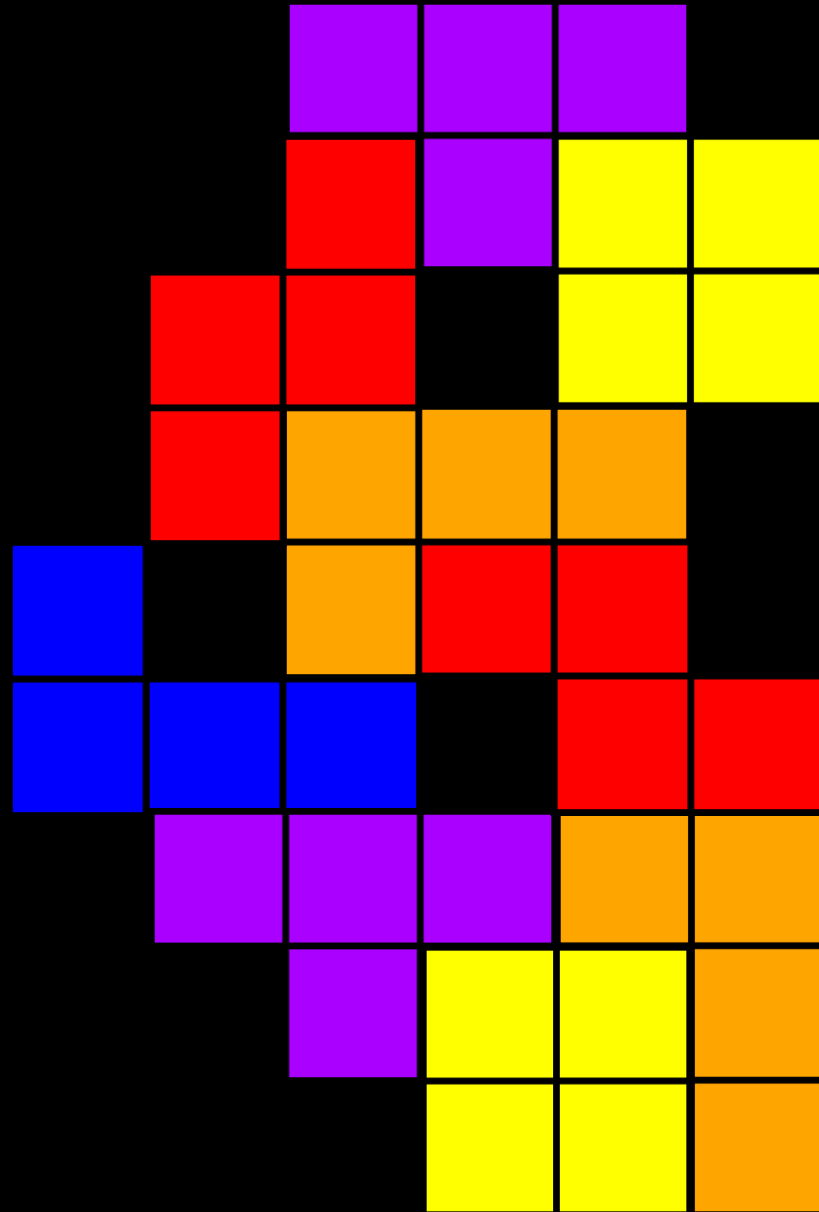
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- Developed from Agile/Lean Thinking
- Used to deliver team communication and drive forward continuous improvement
- Opportunity to review workloads and plan for the day
- What has been working well (golden moments), opportunities, concerns and agree how these could be taken forward
- Save time, reduce need to send and read e-mails and ensure the team can make decisions based on the latest information

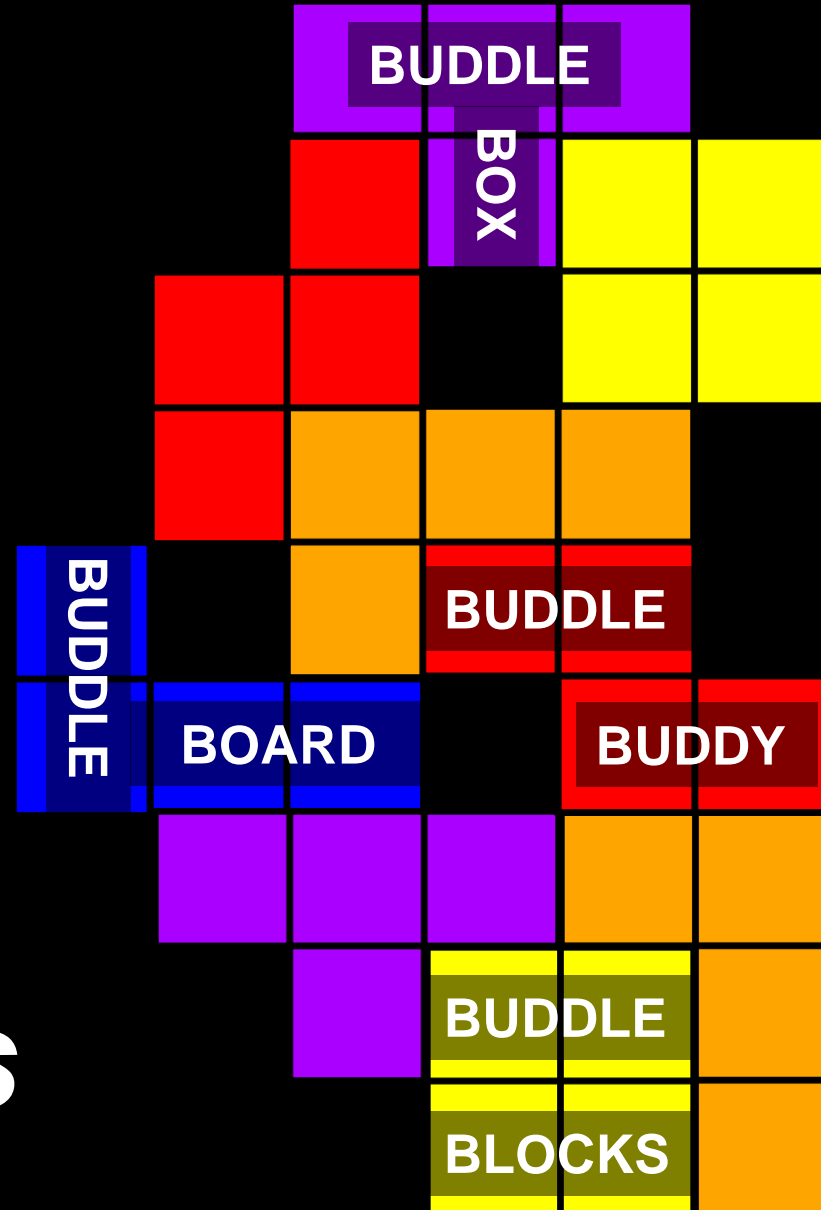
**Communication Cells**

# BUddles

- Ten minute sessions loosely structured with no set agenda
- Example Structure;
  - **Monday**
    - Set up the week ahead
    - What are your objectives this week?
    - Record major deadlines or pinch points
  - **Wednesday**
    - How are we progressing?
    - Have any issues arisen?
    - Two minute challenge for creative problem solving
  - **Friday**
    - How has the week gone?
    - Have we been able to meet objectives (no judgement!)
    - Review the Buddle Box



- The Buddle Box
  - Available all week for anonymous suggestions, questions, observations and improvements
- Celebrate all of the successes – the big and the small, the work related and the personal
- The meeting should be 'organic'. Make it clear that it is not a performance measure (Chatham House Rules!)



**BUddles**

- Benefits are qualitative rather than quantitative
  - Process improvements and sharing best practice
  - Promote consistent working practices
  - Increased team working and team empowerment
  - Increased morale
  - Potential shortfalls in capacity are discussed and addressed at an earlier stage
  - Improved two-way communication

# BUddle benefits





- You've established your Communication Cell, what's next?
  - Establish a COP
  - Share and receive best practice from the wider institution
  - Theme sessions
  - Co-create!



# Communities of Practice (COP)

# Hotel Celebrity

- The best ideas usually come straight away, not after a two day workshop!
- Some of the best ideas might initially seem like the craziest
- Those who do the work are best placed to know how to improve it!
- Empower your teams and give everyone a voice and a platform on which to speak

There is huge value in sharing innovations and best practice

- Within teams
- Communities of practice

SCORE 160

LIVES



# The **Eight** Wastes

T I M W O O D S



...and why we need  
to eliminate him





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Additional Information

Teaching

# The **Eight** Wastes

-  **T**ransport – the movement of information and materials
-  **I**nventory – excess supplies
-  **M**otion – movement of people
-  **W**aiting – time wasted waiting for responses or outcomes
-  **O**ver-processing – carrying out activities that are not required
-  **O**ver-production – producing more than is needed
-  **D**efects – errors that require re-work
-  **S**kills – underutilising people's talents and knowledge

# Motion:

unnecessary movement of people and things

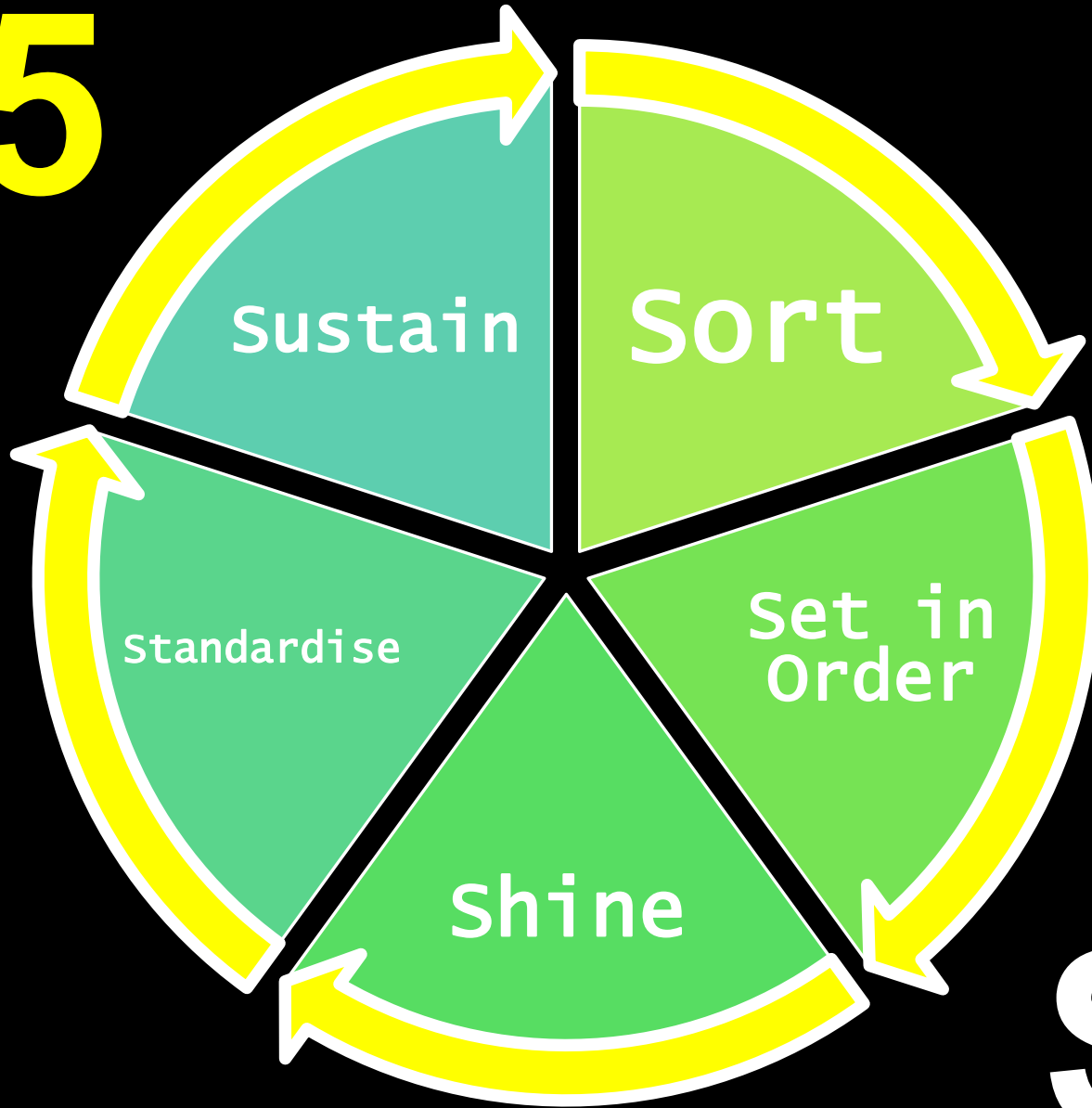


Poor  
Layout

Searching

Disorganisation

5



S

# BUREAUCRACY BLITZ



**O**ver-processing:  
carrying out activities that are not required



# Runners

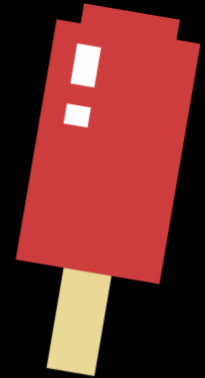
- Process carried out most frequently

# Repeaters

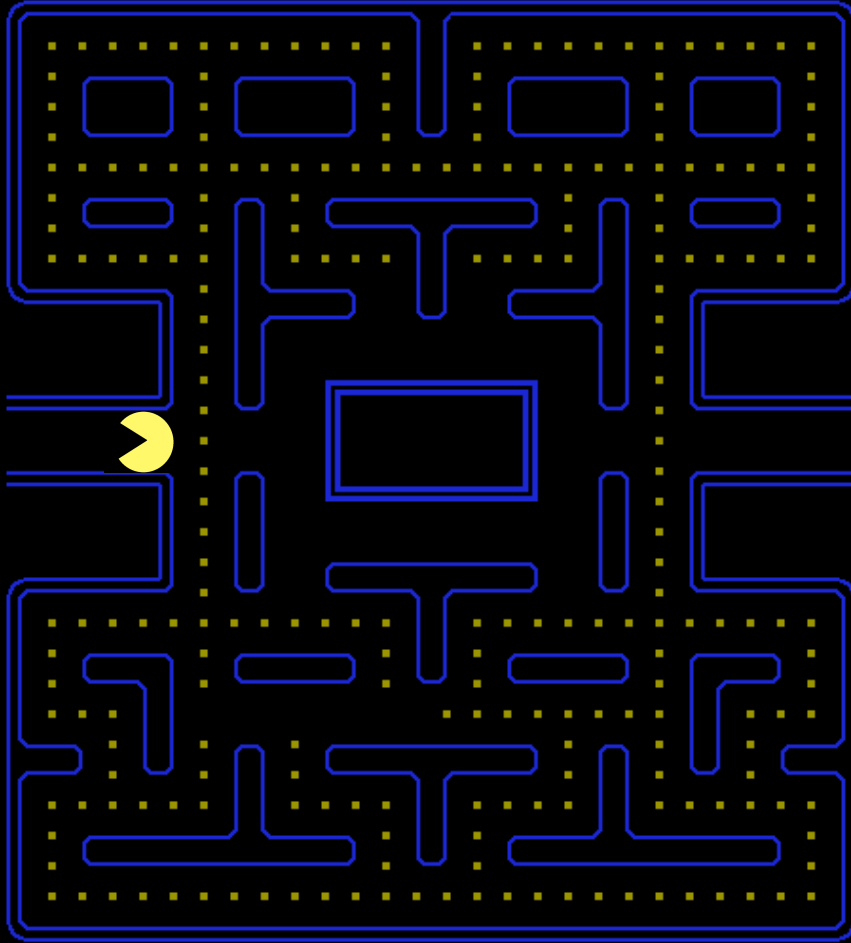
- Less often but on a recurring basis

# Strangers

- Rarely in demand



# skills: underutilising peoples 100 talents and knowledge



- **Ubuntu**
- People are people, not a role
- Acknowledge the value of each individual and recognise our differences
- Different approaches to a shared goal can be a positive as they bring new ideas to the table
- Share and try different working practices. Some of them will stick!
- Develop COPs as a way to bring together the different strengths within a network

- Communication Cells with the two minute challenge to keep focused
- Anonymous suggestions and feedback (you said, we did)
- Encourage and enable personal and professional development

# Your **Lean** Toolkit



- Don't tell people how to do things, facilitate their development of plans and processes
- Celebrate the successes
- Schedule time for uninterrupted work and task innovations



## **Call to Action**

- Identify your teams' **Tim Woods** and focus on creating value



# Thank you!

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