



MUSINGS FROM A LEAN THINKER

lean.org/leanpost



The Optimist



The Pessimist



The Lean Thinker

The LEAN Registry: Slimmer, Stronger, Sustainable?



uclan

University of Central Lancashire



By the end of the session, you will be able to

1. Come away with practical ways of introducing a continuous improvement culture which engages colleagues in the process
2. Develop methods for improving processes based upon customer drive whilst removing waste and failure demand
3. Gain an understanding of varying methods to implement workplace organisation and standardisation

AUA Behaviours

Using
resources
effectively

Embracing
change

Finding
solutions

What is LEAN?

- Philosophy – theory or set of ideas
- The framework around which everything is to be built
- Technique – method or skill used for the task



What is LEAN? Cont.

- The way it is approached
- Tool – to have to hand in your toolbox
- The right tool for the right job



LEAN Iceberg Model



UCLan Academic Registry

- Attract, retain and develop a highly skilled and professional workforce to deliver the Registry's strategic ambitions
- Build staff capability in the areas needed to ensure quality services delivered to staff and students, and to make the Academic Registry a positive and fulfilling place to work

ACADEMIC REGISTRY

Academic Registry People Plan

Charles Darwin 1809 - It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.



- Strategic Objectives

1. to provide a framework to support the development of a highly skilled workforce necessary to deliver the Academic Registry's core functions and responsibilities
2. to support and facilitate change
3. to promote a positive, developmental and continuous learning culture within the Academic Registry

Academic Registry Statement of Purpose

- UCLan Academic Registry is responsible for student administration and student records, supporting the delivery of teaching and learning by the University's academic schools and faculties. It also manages the University's academic decision-making processes, quality and standards, regulations, and its relationships with external agencies and regulatory bodies.

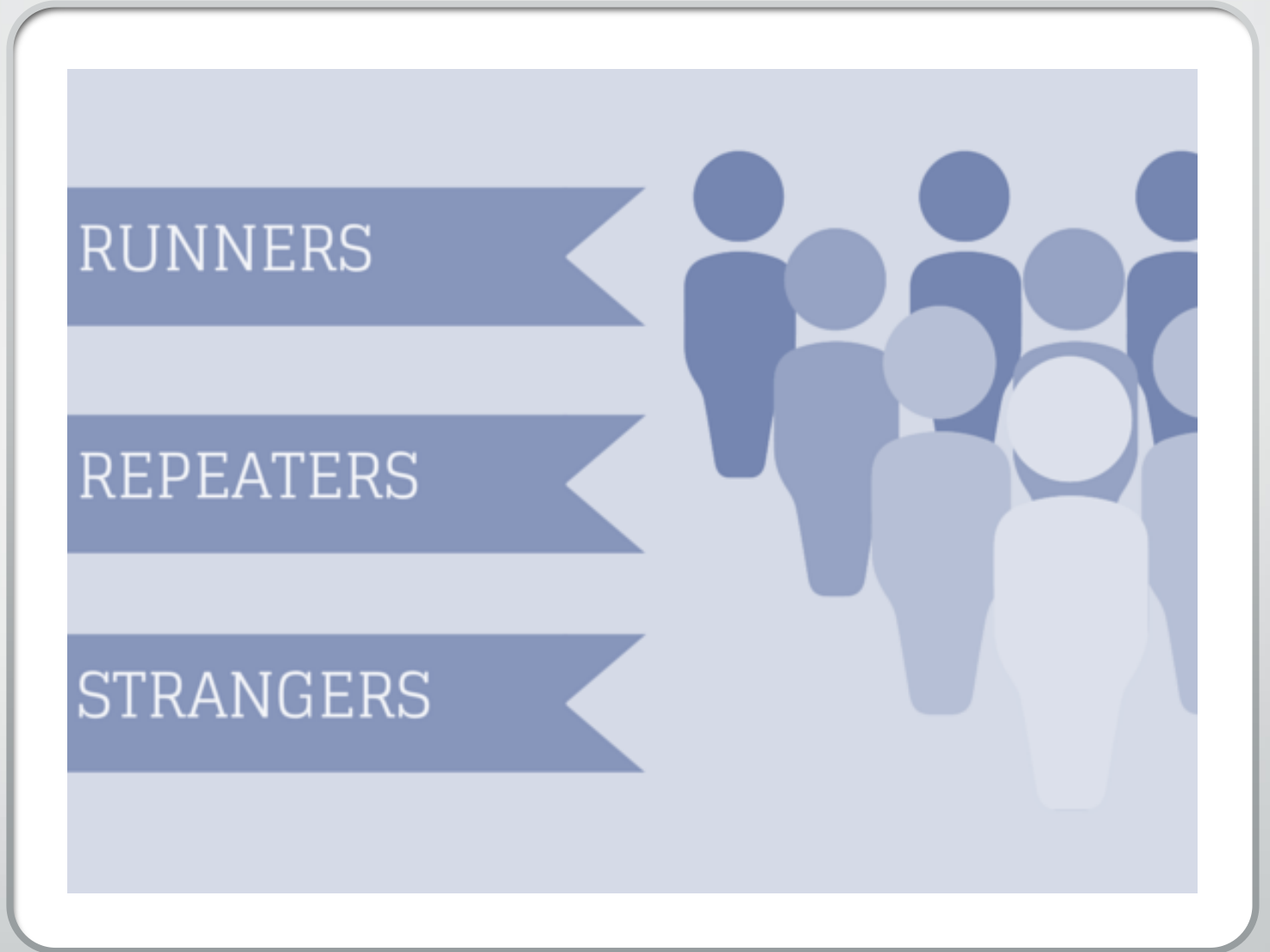
Who is the
AR
Customer?

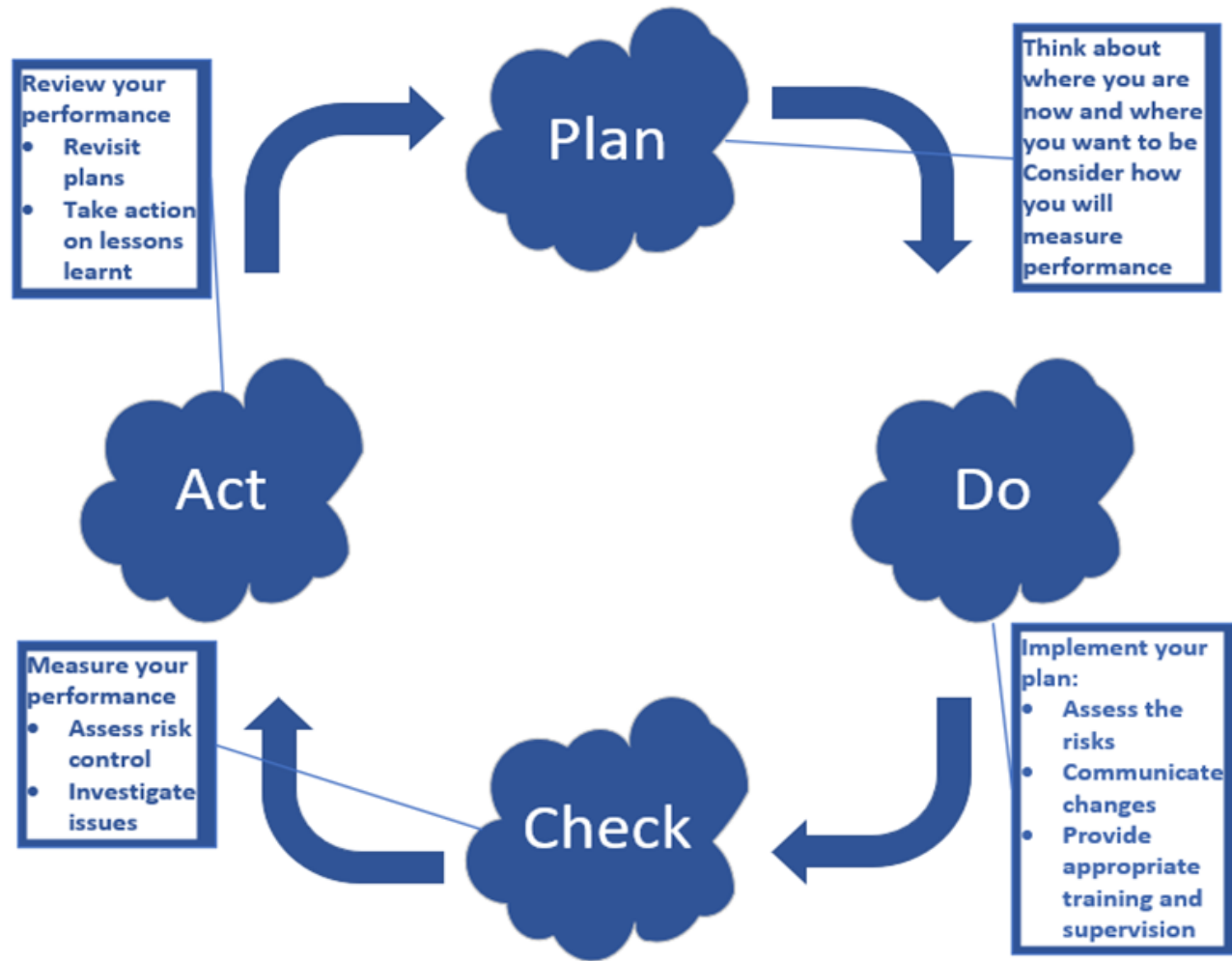
Change Curve



Prioritisation of Process Review

- Registry
Procedural
Governance
Group





Planning

- Problem statement
 - Description of the issues to be addressed / condition to be improved
- Understand your customer
 - Who they are, what they want, what they need, perceptions
- Scope
 - Start and end points, who needs to be involved, baseline issue(s)
- Set Expectations - Scoping
- Manage Failure Demand

Workshop Scoping Template

What is to be looked at?

|

Why?

Anything not in scope?

Start Point

End Point

Who is to be involved?

When and in what format is the workshop to take place?

Information/data to be collected

Success criteria and measures

PTO

Room:

Start time end time

Refreshment times

If the room is to be opened at the end of the day what time and who is invited?

Checklist – stationary

- 1) Brown paper
- 2) Post its
- 3) Marker pens
- 4) White board pens
- 5) Felt tip pens
- 6) Blu tack
- 7) Sellotape
- 8) Scissors
- 9) Flipchart paper
- 10) Sweets!

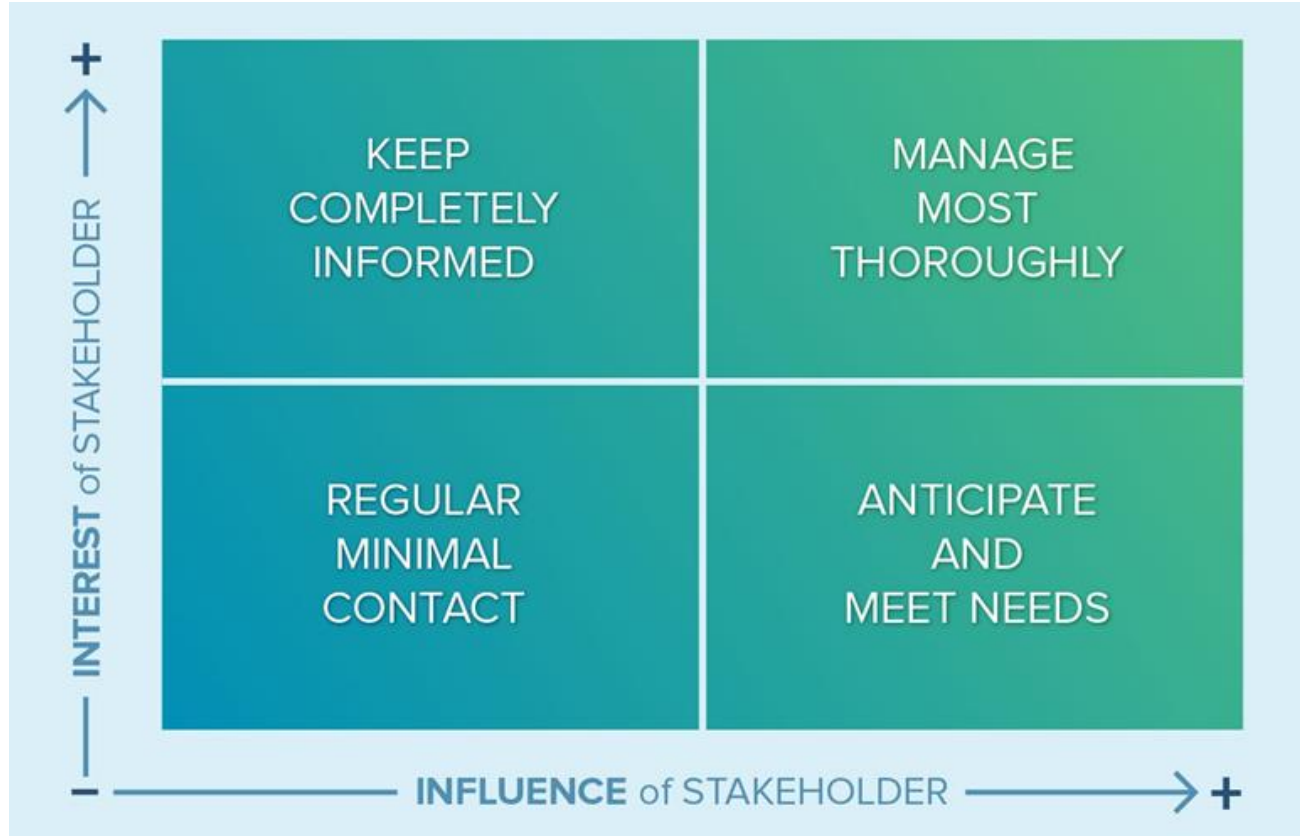
Checklist – room

- 1) Wall for brown paper
- 2) Chairs set up around paper (remove desks?)
- 3) Toilets
- 4) Fire exit
- 5) Access to water

Tips

- Make sure everyone has a job (process steps, issue post it notes, issue flip chart suggestions, post-its, suggestions flip chart, data collection)
- Photograph the map at the end of the day
- Sellotape down the post its at the end of the day
- If map is left in room overnight make sure there is a sign up saying no to be removed
- When finished, roll the map from the finished end ((for typing up)

Scoping



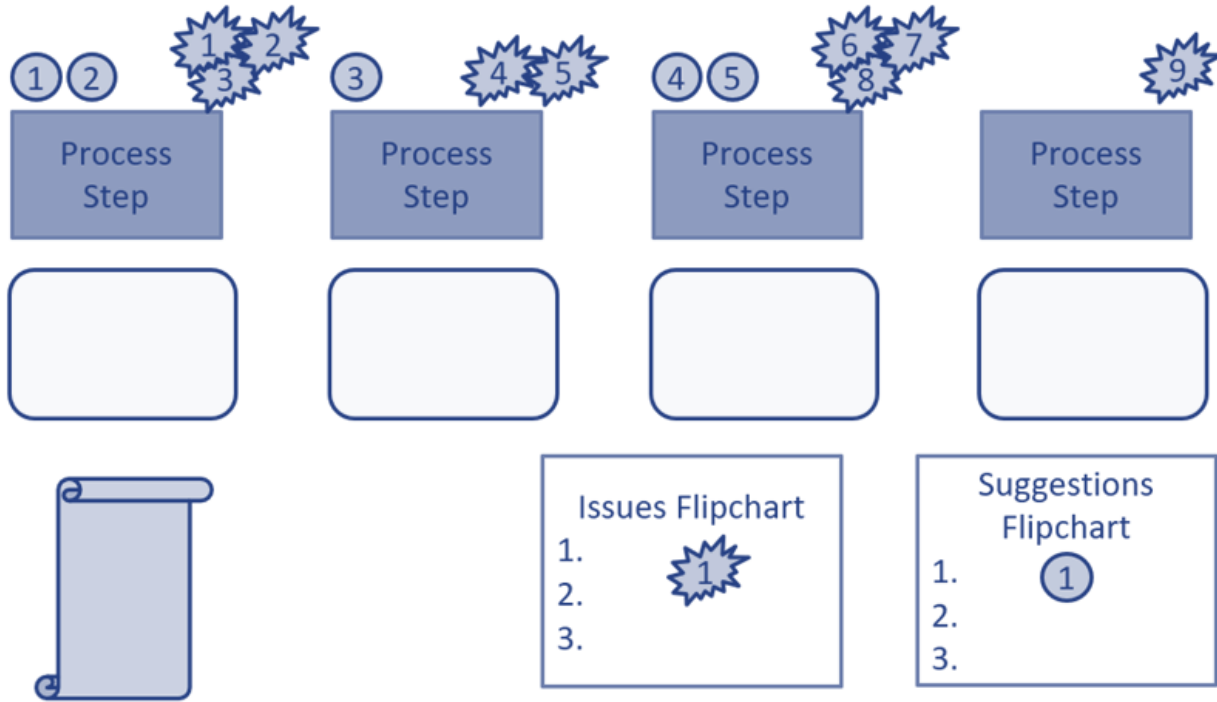
Stakeholder Map

Project Title:	Future State:		
Problem Statement/Issue Definition:			
Background (background information/purpose/goals):			
Stakeholders:			
Current State:	Implementation Plan:		
	Action:	By Who	When
	DO		
Root Cause Analysis:	Measures:		
	Measure	Baseline	3 months
	CHECK		
	Follow Up:		
	ACT		

Doing

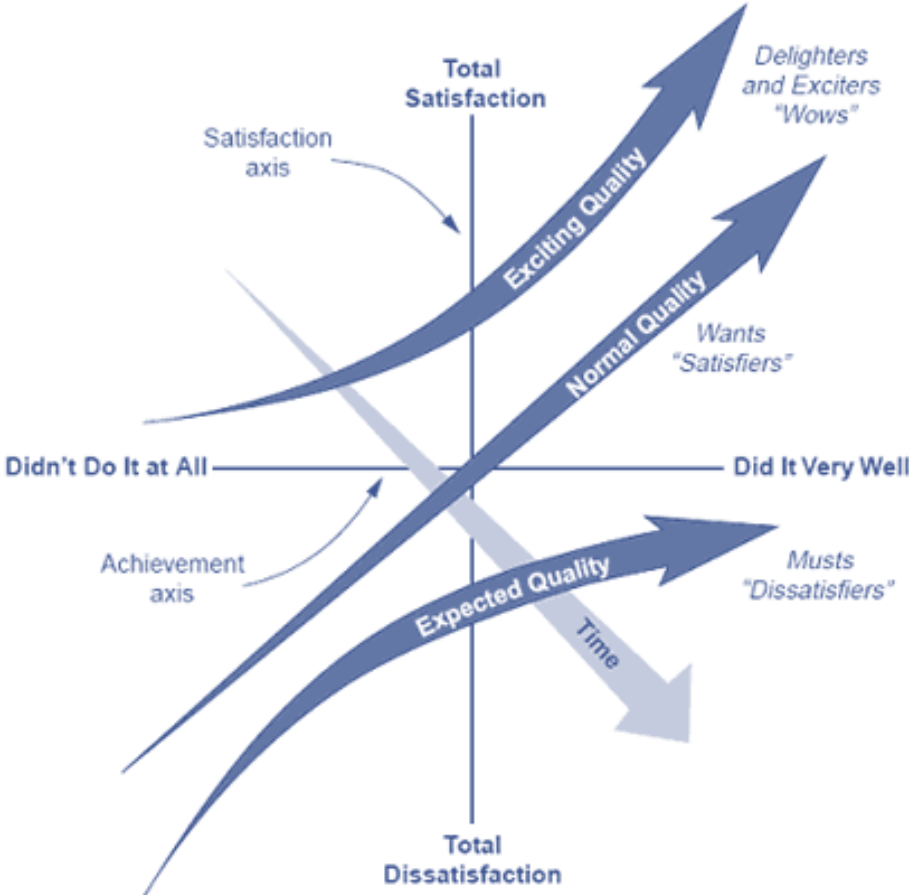
- Mapping
- Who - Keep the same core group but call on experts as needed
- What
- Process steps – how the job is done
- Issues – problems, opportunities, controversies and uncertainties
- Suggestions – ideas as you go along





A typical
map

Kano model



Kano Model Activity

- University Open Day
 - What's the Basic Need
 - What do we want
 - Delighters – what will make us say "WOW"!

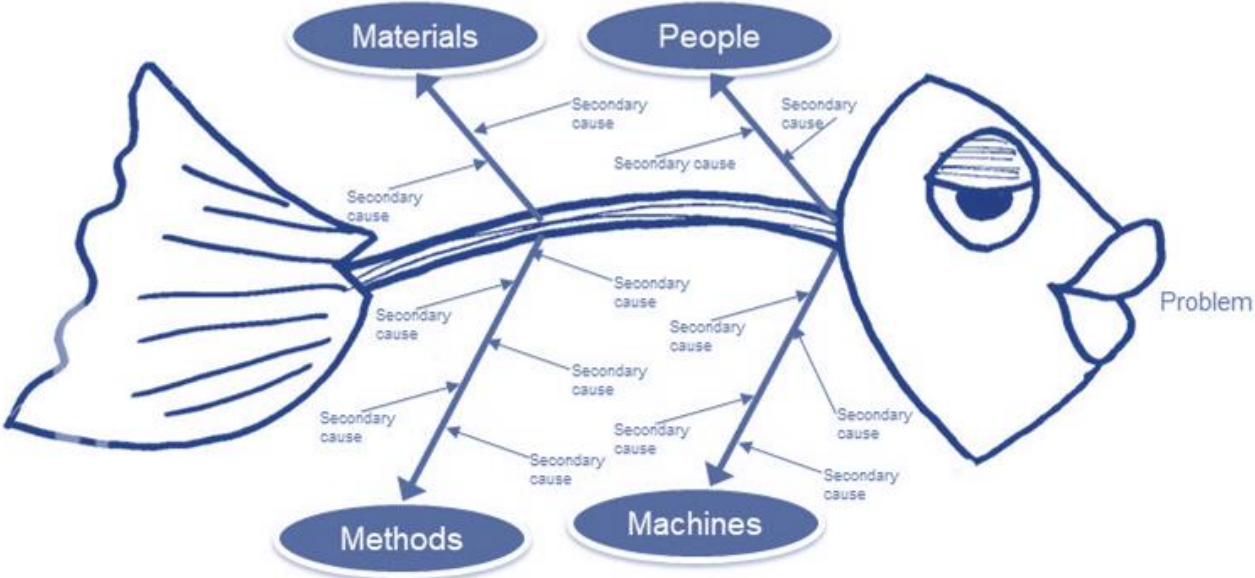
Kano Model Feedback

- What have we learnt/observed?
- Why is this helpful?
- What next?

Check

- Why are measures important?
 - Qualitative measures – descriptive, improve perception
 - Quantitative measures – hard numbers
- To know you have been successful to know you need to improve
 - Identify and target the right areas, detect variance
 - Take corrective action, track changes, inform next steps
- Selective metrics that:
 - Have a purpose and focus on the goal, provide useful information
 - Can be measured accurately, are clear and concise
 - Focus on the customer, enable informed decision making

Ishikawa Fishbone



Acting

- Be customer focused
 - Seek feedback in your future state
- Remove waste and failure demand
 - Build error proofing
- Align process and resource to meet demand
 - Consider runners, repeaters and strangers
 - Manage demand and bottlenecks
 - Put your expertise to the front
- Make incremental steps as well as step changes

Action Plan RAG

Action	By	When	Why/Benefit	RAG Status
				Red
It is essential to: - list all of steps necessary to implement change				Yellow
- assign people against tasks				
- regularly review progress against action list				
				Green

LEAN Checklist

- Scoped the review – Workshop template completed
 - What is to be looked at and why?
 - What is in and out of scope?
- Start point and end point
 - Who is to be involved – Stakeholder map completed
- A3 initiated and kept regularly updated
- Considered which tools to use
 - 5S, Pain Gain, MoSCoW, KANO Model, Ishikawa's fishbone
- Action plan created and maintained
- Procedural document written / updated in confirmed style

LEAN Culture

- “Lean philosophy is not a productivity model. It is an **employee engagement model**. It is designed to maximise the engagement of the employee. The productivity benefits are purely a by-product. A very important, powerful and ultimately profitable by-product, but a by-product none the less”
 - Alan Jones, Emeritus Chairman of Toyota UK

UCLan Academic Registry LEAN Training

- Over 60 Registry colleagues of an original pool of around 230
- Spaces offered to staff from outside the Registry
- Bespoke programmes
 - range from 1-day introductory tasters ...
 - to 5-day in-depth programmes over 2-3 months

Registry Strategic Priorities for Development and Training:

- **Management and Leadership**
 - Leading change – understanding and effectively dealing with resistance, strategies for motivation
 - Sustainable leadership – influencing skills and building resilience
- **Technical & Knowledge**
 - IT skills – knowledge of how IT can support administrative processes
 - LEAN methodology application
- **Behavioural Skills**
 - Customer-focus
 - Team work – work collaboratively, sharing knowledge and best practice
 - “Can do” approach
 - Flexibility to carry out multi-functional tasks, a number of different roles within a single ‘job’
 - Compassionate approach

Development outside of LEAN

- Inspire
 - Managing Change & Building Resilience Workshops
 - Show 'n Tell "Day in the Life" sessions to feed into Work Shadowing opportunities
- Aspire
 - Reflective where are you now / where do you want to go sessions
- Spire
 - Lumina Spark
 - Coaching and Leadership

Staff Feedback

- Opportunity offered both for quick day-to-day process improvements as well as major process review
- Capture – problems and issues, good practice; technical improvements and plan regular reviews of work
- Increasing confidence and resilience, making use of improved communication and consultation

Registry Next Steps

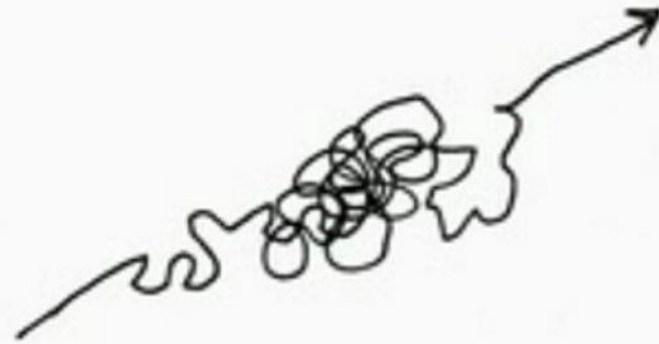
- Plan to better coordinate and prioritise projects, consider role of project sponsors and work to avoid sticking plasters over existing sticking plasters and work arounds
- Take advantage of opportunities – Voluntary Redundancy knowledge management
- Establish a community of practice
- Appraisal objectives; ongoing training and development

Success



what people think
it looks like

Success



what it really
looks like

UCLan Graduation

- 30 May 2019 BBC News: Preston Guild Hall staff laid off as owner closes venue
- 26 days before the first UCLan Graduation was planned decision made to hold ceremonies on Campus
- 19 ceremonies over 5 days for 6800 students
- 300 staff came together to create a memorable experience for all

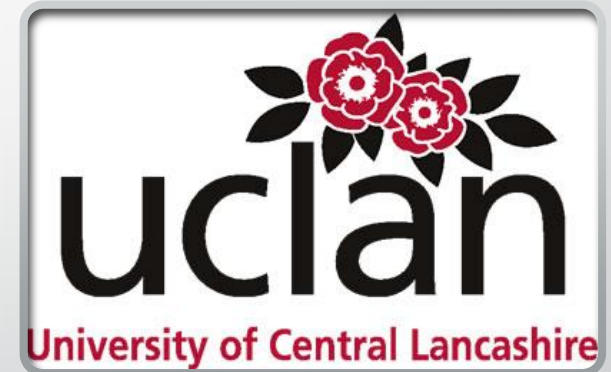
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UCLan Graduation 2019



<https://youtu.be/ykAH7002abQ>