



LEAN MANAGEMENT

*Tap the power of.....
being a lean thinker!*



Dr/ Ebtsam Abou Hashish

CONJ-KSAU-HS



By the end of the presentation, the participant will be able to:

- ✓ **Identify the concepts of “lean “ & “lean thinking”**
- ✓ **Clarify the Goal of lean management**
- ✓ **Identify characteristics of Lean Work Environment**
- ✓ **Clarify What is Waste?**
- ✓ **Discuss types of wastes**
- ✓ **Identify the concept of “Lean Teaching/Education”**
- ✓ **Discuss the common strategies of Lean practice and transformation.**



What is Lean?



“**Lean**” is not an acronym,

A philosophy - a way of thinking and a systematic approach for identifying and eliminating wastes (e.g. duplication, re-work, waits and delays) and focuses on the value added work through certain improvement tools ”.

<https://www.youtube.com/watch?v=psTNvIblsCU>

Work Smarter
.....Not Harder

VALUE-ADD VS. NON-VALUE-ADD

All steps in a process can be categorized as **value** added or **waste** (non-value).

Value-Adding Activities...

...transform materials and information into products & services which the customer wants.

Non-Value-Adding Activities...

...consume resources, but don't directly contribute to the product or service. ...**Waste!**

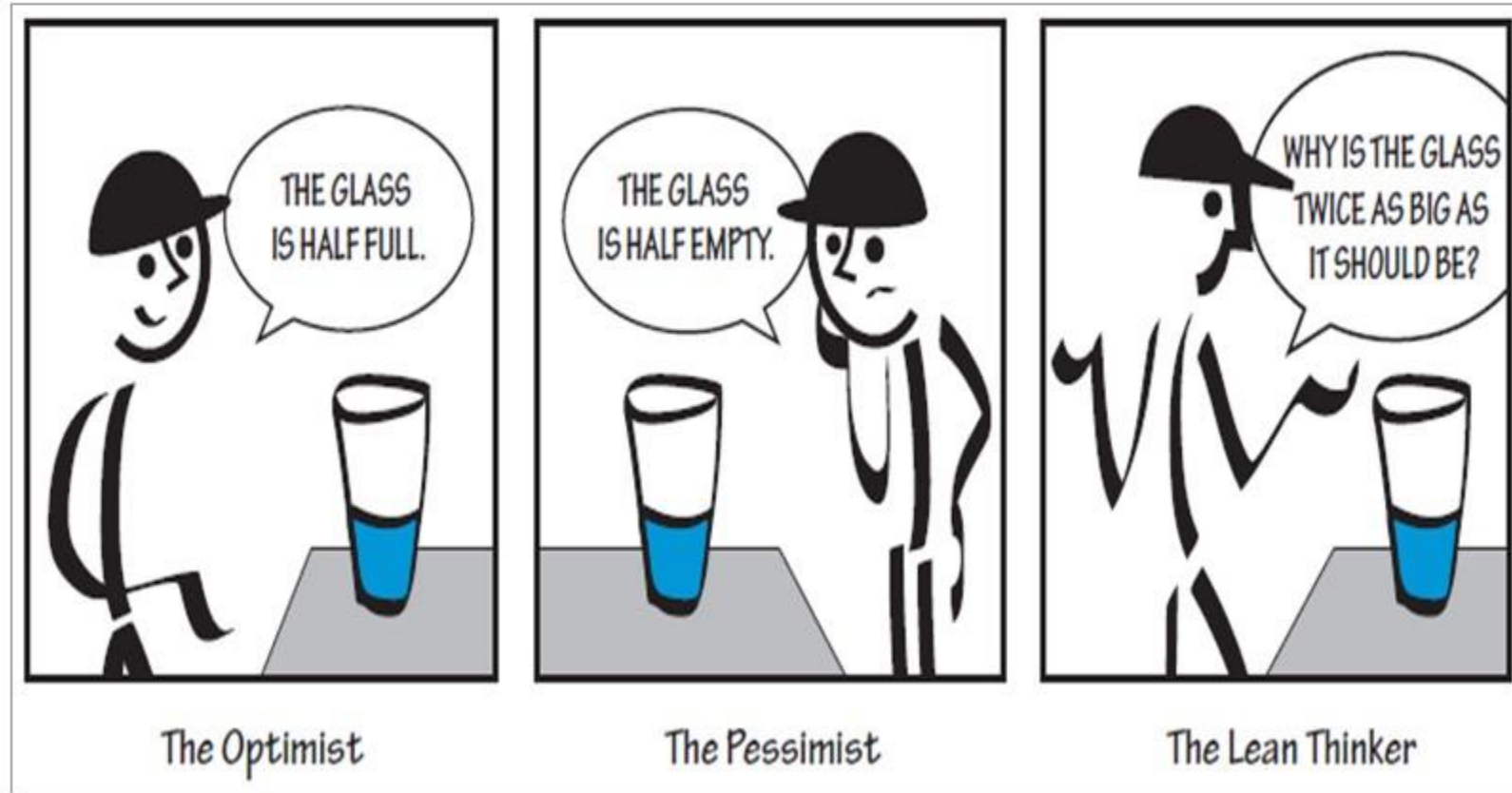


WHAT IS LEAN THINKING?



- **Lean thinking describes an approach to work and life that aims to deliver more and more with less and less .**
 - **Less human effort,**
 - **Less equipment**
 - **Less time**
 - **Less space**

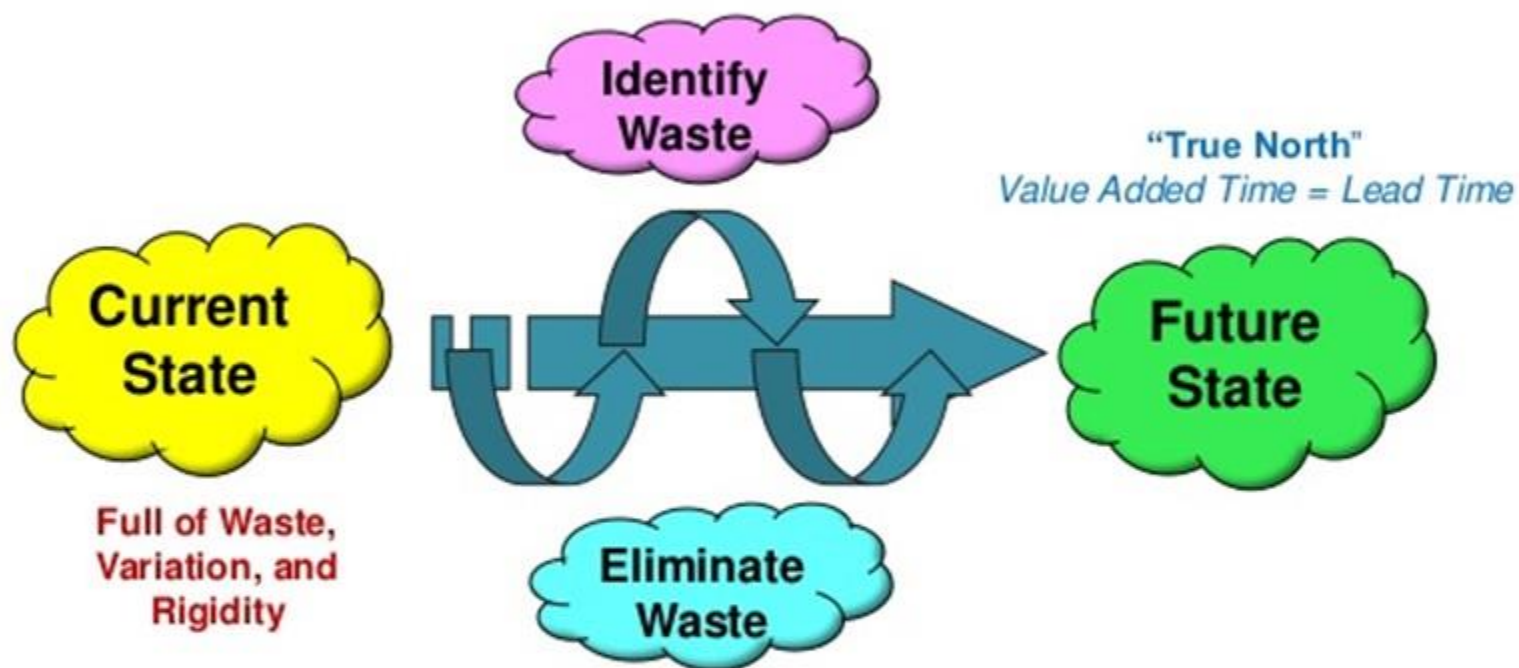
BASIC THINKING – LEAN THINKING



Principle of "Just Enough" no more, no less

✓ Encourages a "why" **MINDSET**

Lean Thinking Philosophy



*Identify and eliminate all activities that are waste.
Focus on optimal flow throughout the process.
Focus on creating value for customers.*

Lean Work Environment

In an ideal “lean-focused” or “lean-cultured” work organization,

- ✓ Each staff member will arrive to work each day on time,
- ✓ Staff member work through reducing waste to underpin continuous quality improvement.
- ✓ Staff members critically considering how they can improve their work environment.

Lean Manufacturing



Lean organizational culture is intolerant of waste in all forms.

WHAT IS WASTE?

- “Waste” describes the elements of a process that add no value to the service or service required by the customer. Specifically, any human activity which absorbs resources but creates no value.”



The 8 Wastes are eight types of process obstacles that get in the way of providing value to the customer.



Defects

Efforts caused by rework, scrap, and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion


Unnecessary movements by people (e.g., walking).



Extra-Processing

More work or higher quality than is required by the customer.

- **Waiting for:**
 - Someone to return a call
 - Approvals
 - Paperwork
 - Meeting to start
- **Correcting other's mistakes**
- **Last minute changes**
- **Searching frantically for paperwork**
- **Excess steps**
- **Bureaucratic processes**
- **Incorrect or incomplete instructions**
- **Email "Jail"**
- **Unbalanced workload**
- **Roles and responsibilities not clear**
- **Technology problems....**



**Learning to apply
lean in offices helps
the entire
organization...**



<i>Type of Waste</i>	<i>Hospital Examples</i>
Defects	Surgical case cart missing an item; wrong medicine or wrong dose administered to patient
Overproduction	Doing unnecessary diagnostic procedures
Transportation	Poor layout, such as the catheter lab being located a long distance from the ED
Waiting	Employees waiting because workloads are not level; patients waiting for an appointment
Inventory	Expired supplies that must be disposed of, such as out-of-date medications
Motion	Lab employees walking miles per day due to poor layout
Overprocessing	Time/date stamps put onto forms, but the data are never used
Human potential	Employees get burned out and quit giving suggestions for improvement

Become a Lean Thinker & Teacher



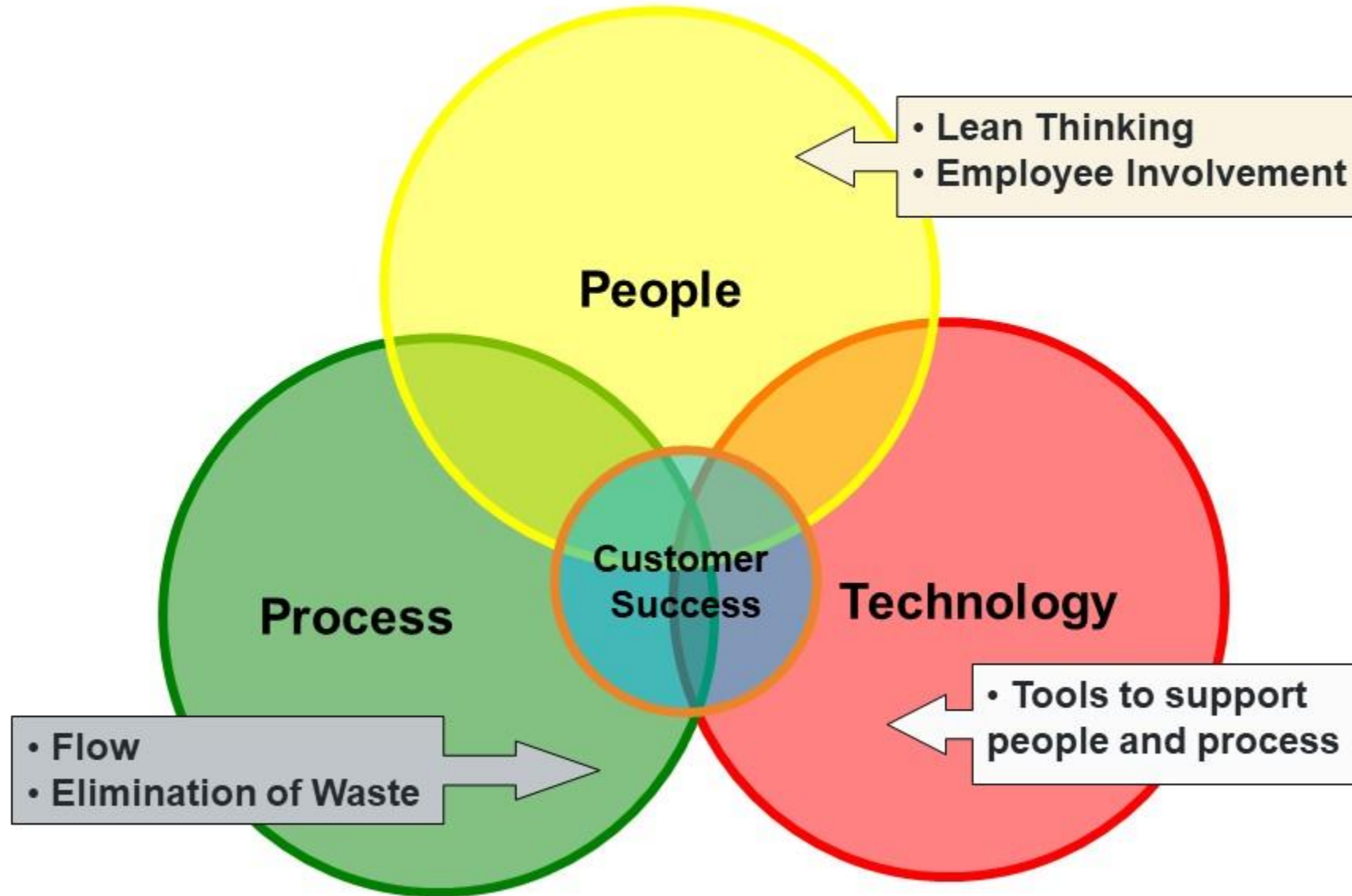
Lean thinker!



SAMPLE OF STRATEGIES FOR BECOMING A LEAN THINKER & TEACHER

- **Identify the Lean Drivers & Supporters**
- **Identify lean principles**
- **Learn how to identify and eliminate waste.**
- **Organize your work-place (5 S- methodology).**
- **Apply Visual Management & standard process**
- **Utilize 5 Why's Tool**
- **Demonstrate Self management & development.**

THE LEAN DRIVERS & SUPPORTERS

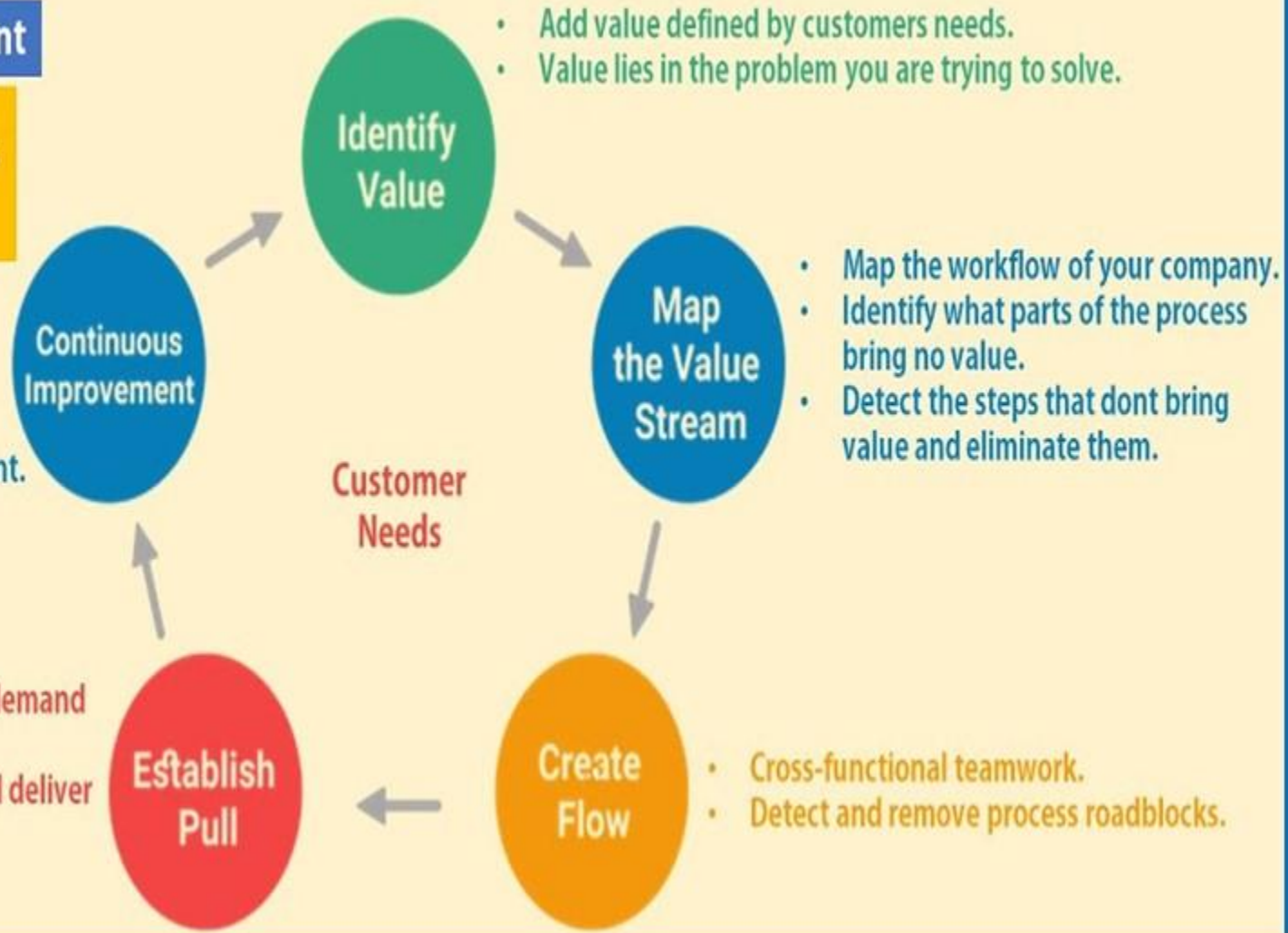


Benefits of Lean Management








- Focus.
- Improving productivity & efficiency.
- Smarter process (pull system).
- Better use of resources.

- Most important step.
- Problems may occur at any of the previous steps.
- Encourage continuous improvement.

- Work is pulled only if there is a demand for it.
- Optimize resources capacity and deliver products



Waste Identification Sheet (Life & Office for a week)

Type of Waste	Observation
<p>Overproduction</p> 	
<p>Waiting</p> 	
<p>Transportation</p> 	
<p>Inappropriate Processing</p> 	
<p>Unnecessary Inventory</p> 	
<p>Unnecessary Motion</p> 	
<p>Defects</p> 	

For one week

WORKPLACE ORGANIZATION

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A process and method for creating and maintaining an organized, a safe, clean, neat, arranged high-performance workplace which provides a specific location for everything, and eliminates anything not required.

Comfort your eye
use 5S Strategy





5S Explanation



Sort



Set in Order



Shine



Standardize



Sustain

When in
doubt,
move it
out –
Red Tag
technique

Remove
unnecessary items

A place
for
everything
and
everything
in its
place

Assign and label

Clean and
inspect
or
Inspect
through
cleaning

Sunny

Make up
the rules,
follow and
enforce
them

Create a
process

Part of
daily work
and it
becomes
a habit

Training
and
discipline

Office 5S

BEFORE



AFTER



BEFORE



AFTER



5S desktop layout example



Visual Management

A strategy for planning, control, and continuous improvement that integrates

Simple visual tools that enable understanding at a glance

- ❖ Uses graphics to tell a story
- ❖ Allows you to see the abnormal state from the normal state.
- ❖ Gives a reason to ask “why”?

- **Visual Controls**

- Tape
- Order / reorder cards
- Signs
- Templates
- Visual Wall

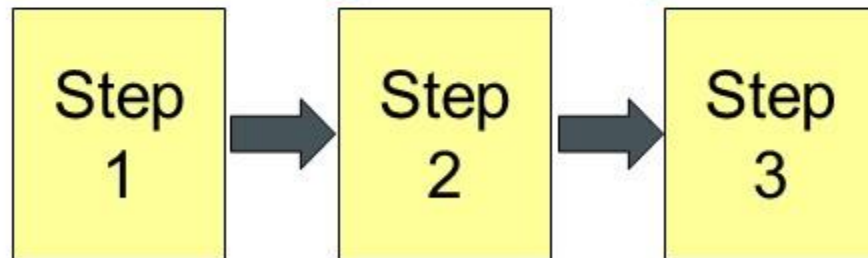


A STANDARD OPERATION IS...

1- Establishing work sequences

- A prescribed sequence of steps
- Assigned to a single staff person

Establishing work sequences



2- Pacing to TAKT time

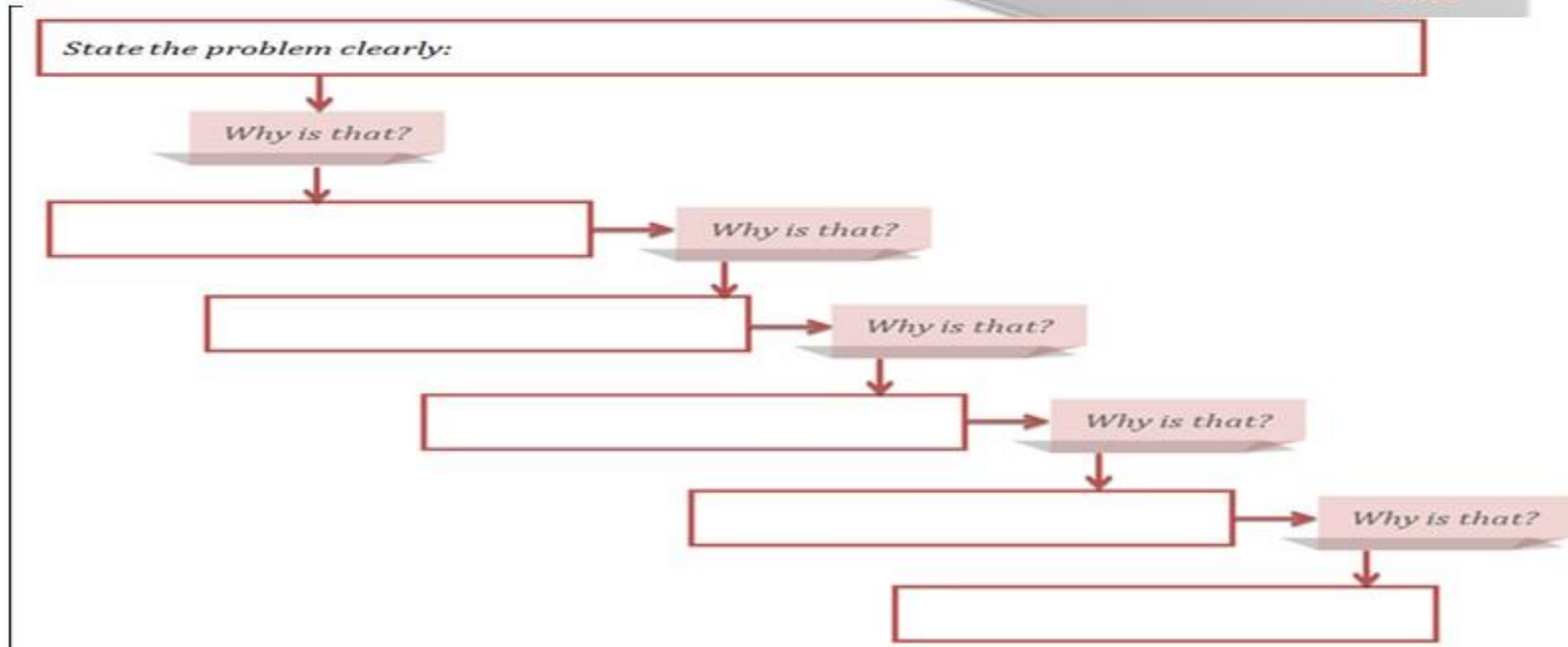
Takt time is the maximum amount of time in which a service /task needs to be produced in order to satisfy customer demand. The term comes from the German word "takt," which means "pulse."



5 Why's Tool

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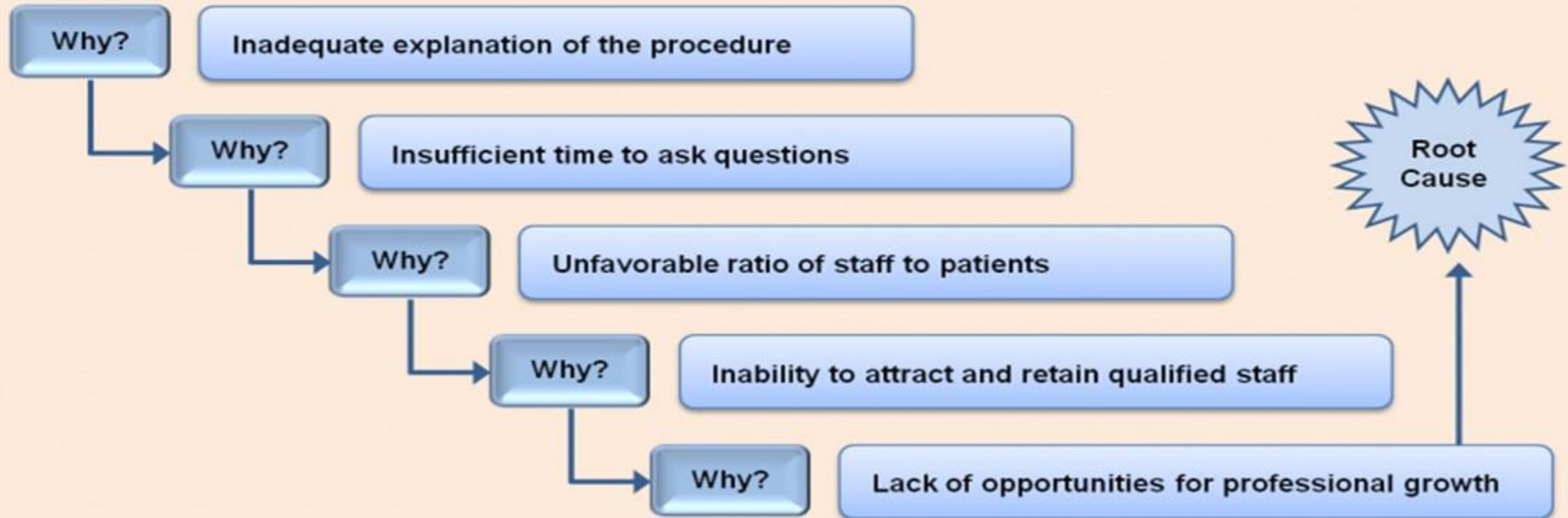
5 Whys





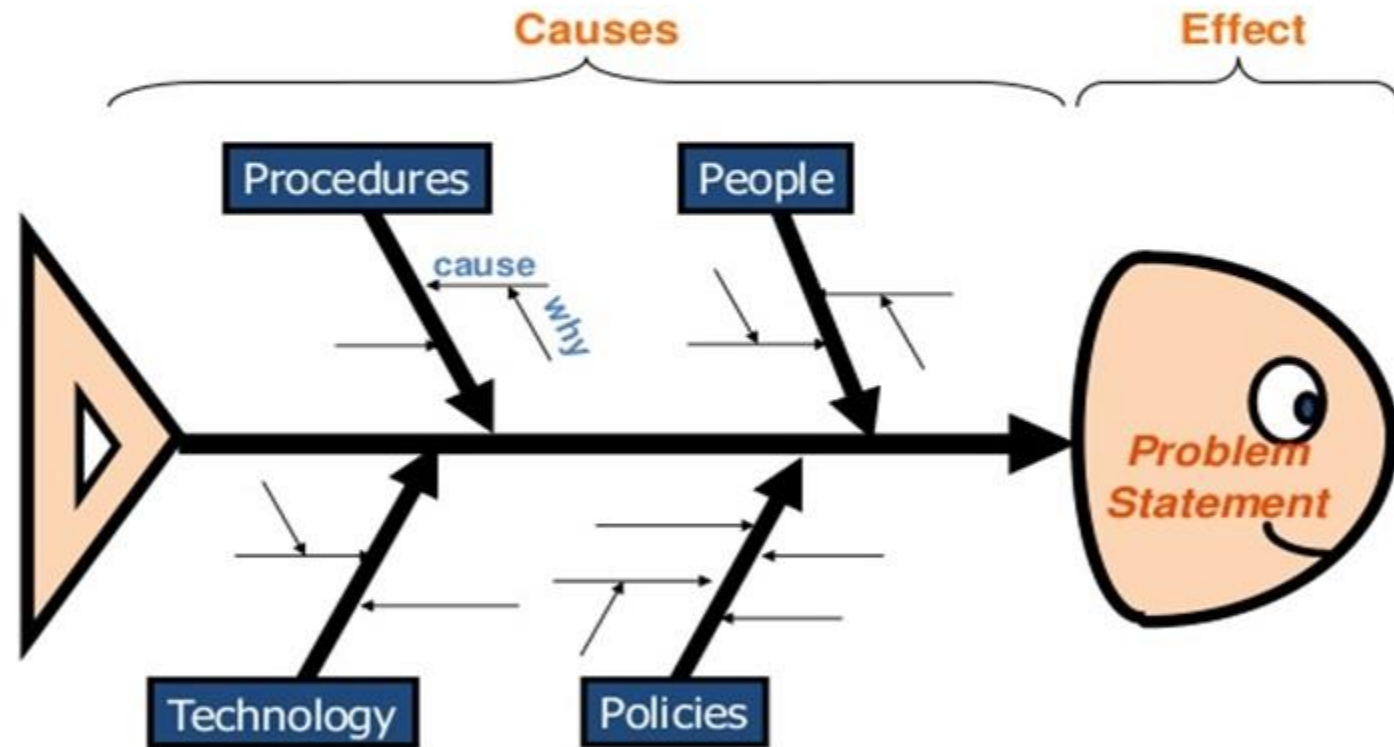
Five Whys Analysis

Problem Statement: Low patient satisfaction scores



Solution: Develop comprehensive professional development programs to attract, retain and motivate staff

Cause & Effect Diagram



LEAN THINKER

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Tips of Success for self –development:

- ✓ Be on time
- ✓ Be pleasant and helpful
- ✓ Put in a full-day's work even when unsupervised
- ✓ Reward your successes and learn from your failures.
- ✓ Be thorough and efficient
- ✓ Follow work standards
- ✓ Be self-motivated
- ✓ Be considerate
- ✓ Do the job you are asked to do even when it's difficult

Is that really me?



PRINCIPLES OF LEAN TEACHING/ EDUCATION



Result = Positive Feedback and Results

- Precisely specify value by specific learning experience.
- Identify the value stream for each learning experience.
- Make learning flow without interruptions.
- Let the learner pull value from the educator .
- Pursue perfection in providing the learning content.

How is the value of higher education improved through lean?



By reduction in errors,...improving the quality of teaching



By eliminating waste, unevenness, improving flow of learning process.



By retention and correct application, improving the quality of learning and graduates.

Lean teacher / Professor

Become a Lean professor

- Have a more innovative attitude towards your teaching and research.
- Identify market demands and opportunities for your knowledge and research.
- Transfer your knowledge into innovation (i.e. valorization).
- Connect for better public-private partnerships.
- Support your local university in knowledge transfer.
- Boost your entrepreneurial spirit.





DW4.ME

