

# *Canadian Lean Summit*

Open Forum - April 2018



## What have you learned along your CI journey, that you wish you knew when you started?

- 1) 50 x \$20K projects are better than 1 x \$1M project
  - a. Spreads the culture more
  - b. Easier to find
- 2) Change Management is seriously missing from most people's current programs and is a huge issue impacting our Human Resources
- 3) Invest yourselves into developing strong Process Owners just as much as developing trained Belts
- 4) It is too easy to automate crappy processes – fight the urge!
- 5) We don't need all-new projects – apply the Lean principles you're learning to projects currently underway as well
- 6) Just START! Avoid “analysis paralysis” and make a change NOW
- 7) When possible, use the data to support the change. Go for Fact Based Decision Making!

## What is a quick tip for people to consider in their CI operations?

1. Pairing up facilitators seems to work well – helps support each other and keep things moving quickly
2. Focus on the front-line staff, not the supervisors and managers, when doing the projects. They are the experts!
3. Tailor the message to the audience – ensure you're telling Front-Line staff what's in it for them, and remember most of them don't care about the money!
4. Walk in their shoes / their space – “experience” what the project is focusing on to truly understand the pain and opportunities
5. Avoid the jargon! Only teach Japanese to people if they're Japanese!
6. Assign facilitators to areas they don't work to avoid bias / pre-conceived solutions

## What is your biggest, most surprising success with CI?

1. The impact of breaking down the silo's and starting to work together
2. Don't underestimate the impact of "small" / Green Belt projects – sometimes they have huge unexpected returns
3. The impact of implementing the ideas from Front-line staff
  - a. How it motivates them to provide more ideas
  - b. Results in great efficiencies and savings

## What is the biggest CI issue that keeps you awake at night?

1. The lack of "other" training – facilitation skills, change management skills, etc
2. Strategy on how to deal with the savings
  - a. Taking it all may drive an "underground" where people don't report what they're doing so they can hide the money
  - b. Have a conversation about what needs to happen with it
  - c. Bathurst – a %age goes to an improvement fund, %age goes to department, %age taken out of the budget
3. Selling Continuous Improvement to middle managers, and trying to figure out how to remove them as roadblocks
4. How to deal with %ages of capacity freed up – having multiple 0.25 FTE's across the organization is hard to capture
5. Lack of co-ordination across the corporation, standardizing the approach and leveraging improvements in other areas

## What would help us drive our collective synergy through the roof, to really make an impact?

1. Leverage technology to share projects
  - a. Fredericton may pursue this with a regional group, if you're also interested in being involved please email [wade.kierstead@fredericton.ca](mailto:wade.kierstead@fredericton.ca)
2. Use language appropriate to the audience – avoid acronyms

## What's the next Continuous Improvement initiative you see coming after lean?

1. A next generation of Lean which incorporates much tighter integration with better Project Management, Change Management, and facilitation skills development.
  - a. It will focus much more on the "Human" side of Continuous Improvement, as we're seeing now in a variety of sessions at the Lean Summit.