

Canadian Lean Summit

Rapid Fire - April 2018



Fredericton.
Startup Capital of Canada

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OUR TRADITION IS INNOVATION



Today's Title:

***Continuous
Improvement
of, well,
Continuous
Improvement***

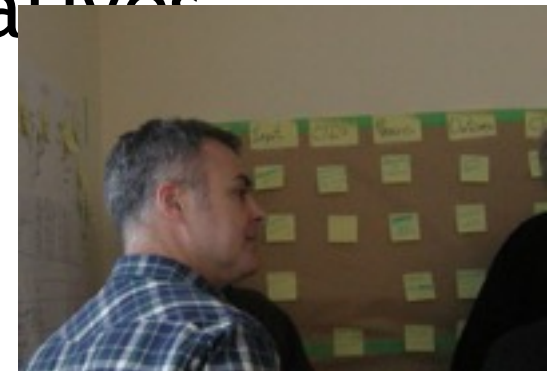


The History

- Implemented a Quality Management System in 1998
- ISO certified from 2004 to 2010
- Introduced Lean Six Sigma 2010
- Added other tools such as Staffing to Demand, Budgeting for Results, Service Offers, Daily Management, 6S, and Waste Walks

Our Training

- Staff Trained in Lean
 - 22 Lean Six Sigma Black Belts
 - 38 Lean Six Sigma Green Belts
 - 190 Waste Walk facilitators
 - Over 300 staff involved in Lean Six Sigma projects
- Staff Trained in the Other Initiatives
 - Daily Management
 - 6S
 - Staffing to Demand



Savings to Date



Impact from all efforts to date
\$10.2 million

General Budget of \$116.9 million



Our 2017 Review



1. Although we were accomplishing a lot of good things, it took a lot of time and energy
2. Some projects were drawn out > 14 months
3. Still have varying levels of buy-in for Continuous Improvement - some people “just want to work”



Pressing Reset...

What have we learned?



1. People need to be inspired with “Why”



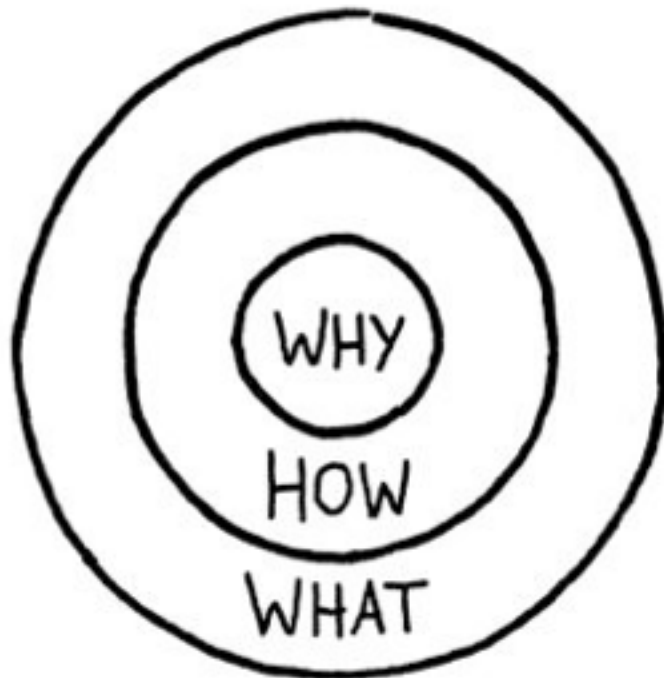
The Question:

*Why do we want to get involved
in
Continuous Improvement?*

(The concept formally known as Lean)



The Golden Circle



What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

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Our Typical Corporate Lingo

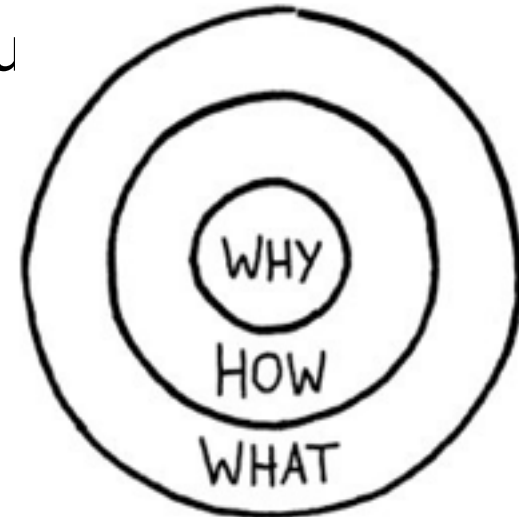
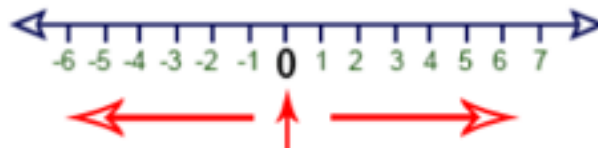
Why do we want to get involved in Continuous Improvement?

1. What: Need to find financial savings to help us meet our budget requirements

2. How: We're going to use Lean / Continuous Improvement to make us efficient

3. Why: We need to be sustainable

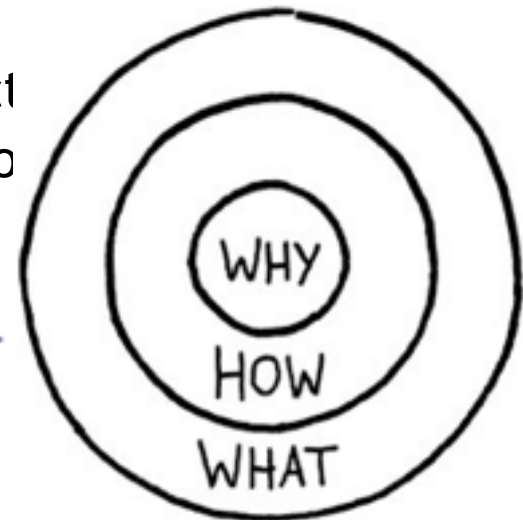
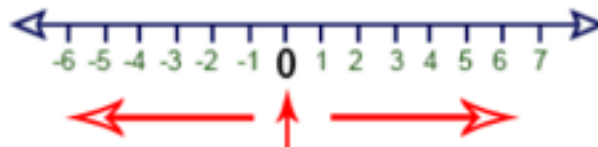
Inspiration
Level:



The Required Message

1. Why: We believe our employees are the experts in what they do, full of great ideas to deliver exceptional customer service and help us be sustainable. We just need to remove their roadblocks and hurdles.
2. How: Lean Six Sigma gives us a structured approach to figure out our problems, and apply our employees' ideas to solve them
3. What: We're going to train staff to lead project weed out their frustrations and excite our custo

Inspiration
Level:



Pressing Reset...

What have we learned?



1. People need to be inspired with “Why”
2. It’s not about Lean, it’s about Continuous Improvement





Lean

vs.

Continuous Improvement



Consider two statements...

*“Haven’t you leaned us
enough?”*

“Haven’t we improved enough?”



Core Pillars of Continuous Improvement



Core Pillars of Continuous Improvement



It's Continuous



Core Pillars of Continuous Improvement



*It's Continuous
There's Improvement*





*Perfection is
the enemy
of Improvement*



Pressing Reset...

What have we learned?

1. People need to be inspired with “Why”
2. It’s not about Lean, it’s about Continuous Improvement
3. We need a strategy



Without a Strategy...



1. It is hard to decide what to do next
2. Are we going fast enough?
3. Are we doing enough?
4. Are we doing it the best way possible?

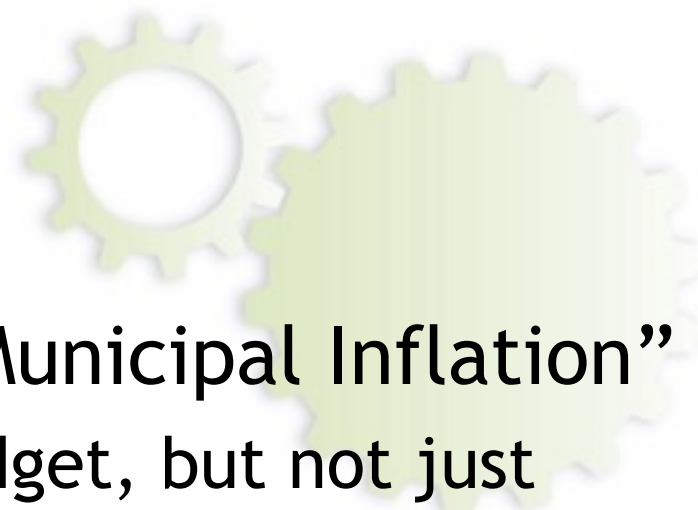


Where did our strategy stumble?

1. Focused too much on the money
2. Too many initiatives at once - “felt like flavour of the month” - Lean vs. STD vs. 6S vs. BFR vs. ...
3. Lack of project management - too many projects at once in the same area
4. Lack of good project selection
5. Flooded ourselves with Trainees without a good plan to develop them further
6. Did not coach the management team well on the implementation of the initiatives



What we changed



1. We set a target equal to “Municipal Inflation”
2018’s target is 2.25% of budget, but not just money. Also capacity and “net-new” revenue.
2. Better project management
 - a. Rapid Improvement Events by default (60-90 days)
 - b. Develop a “Playbook” to standardize our CI processes, and so people understand the roles and expectations
 - c. Pairing facilitators up for projects (often Snr / Jr)



What we changed

3. Re-deploying some initiatives, focused on staff frustrations
 - a. Daily Management 2.0 - Key to Communication!!
 - b. One-on-one project management / follow-up
 - c. “Account Management”
 - d. Enterprise Value Stream Mapping to identify staff and customer pain points

Three Things You Can Do When You Return To The Office

1. Inspire Staff with WHY we do CI
 - a. Tell them what you want to accomplish, without talking about money - we want to eliminate their frustrations and deliver exceptional customer experiences
 - b. Get their feedback and concerns - it's not about cuts
 - c. Talk to the unions about a plan



Three Things You Can Do When You Return To The Office

2. Daily Management - simplified

a. Start each week with

“What do you plan to accomplish this week, and what can I do to remove the roadblocks or hurdles?”

b. End each week with

“What kept it from being a great week?” - Deal with it!



Three Things You Can Do When You Return To The Office

3. Choose your initial projects based on frontline employee frustration and feedback



Three Things You Can Do When You Return To The Office



1. Inspire Staff
2. Daily Management
3. Projects focused on employee frustration



Questions?



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