Lean in
"Non-Transactional" Work

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Canadian Lean Summit

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Creation of **Fall** project update (intranet article)

Two-page intranet article	
Handoffs	97
Elapsed Time	9 months
Effort Time	>100 hours
Organizational Learning	?

DM

DM

ADM

ADM EA

Project DG EA

DG Comms

CIO

CFO

CHRO

COO

Project Director

Project Liaison

Project Manager

Comms. Liaison

Article posted on Intranet

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

Subject Matter Expert

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Why are the successes in Lean Government overwhelmingly in high-volume, transactional processes?

What about the rest of us who don't work in high-volume, transactional processes?

We deliver value by creating

- **direction**
- **strategies**
- **policies, guidance**
- **analysis**
- **research**

How can Lean help us deliver these things?

A lack of progress in non-transactional processes perpetuates a lack of credibility with leaders.

"Lean is only for operational people, not strategic or leadership people"

"I don't do process work"

Applying "transactional" Lean approaches to deep-thinking, non-transactional, work may result in
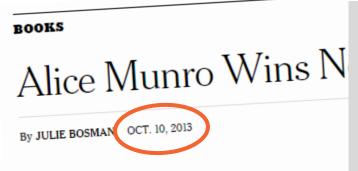
Doing the wrong thing faster

Mass Processing

- Continuous flow
- Concrete – **ALGORITHMIC**
- Mostly known information
- Output: forms, templates, data

- Critical Competency**: quick, consistent decision-making and repeatability**

The Rest of Us

- "Project" based
- Abstract / ambiguous - **HEURISTIC**
- Usually missing information
- Output: policy, briefing, business case, communications **documents**

- Critical Competency: **deep thinking and analysis**

Applying Lean to a **document creation / review process**

BOOKS

Alice Munro Wins N...

By JULIE BOSMAN OCT. 10, 2013

CBCnews | Arts & Enter...

Home | World | Canada | Politics | Busin...
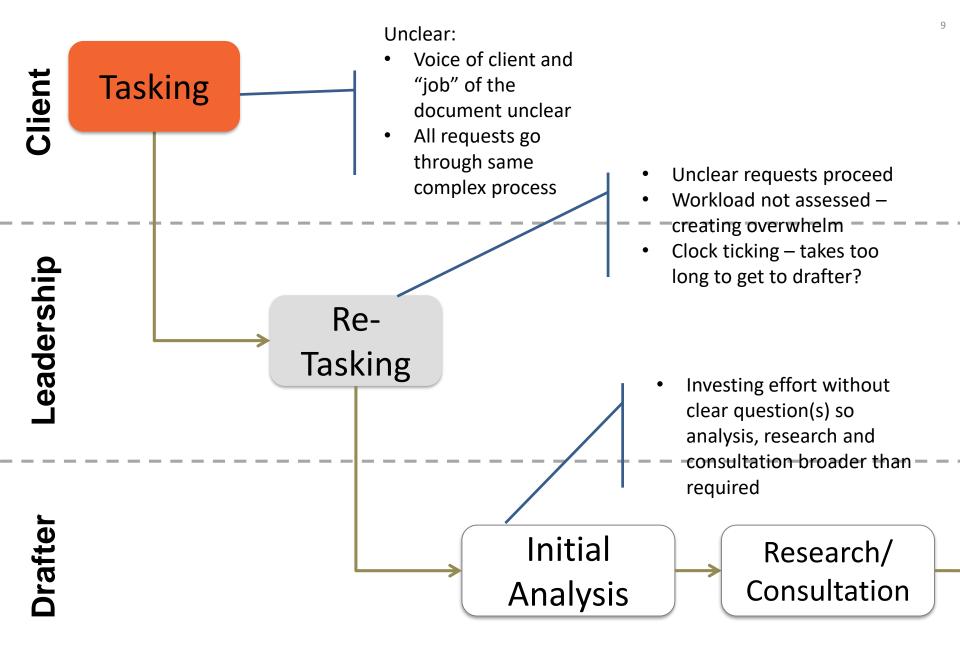
Arts & Entertainment | Photo Galleries

Alice Munro honoured with Royal Canadian Mint coin
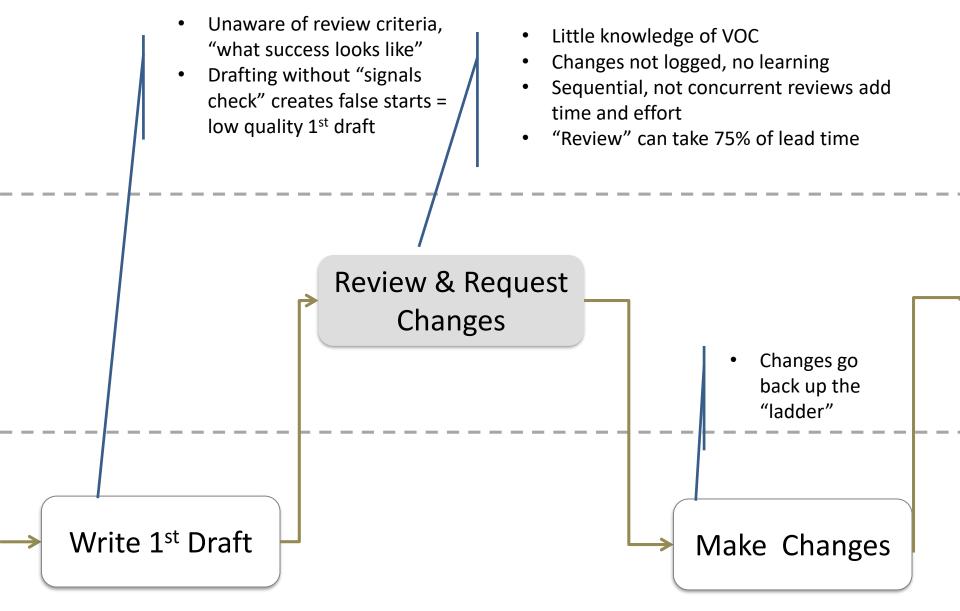
Unveiling held at Greater Victoria Public Library

CBC News Posted: Mar 24, 2014 1:05 PM ET | Last Updated: Mar 24, 2014 2:12 PM ET

Creation and Approval of a submission to Minister for a new Collector coin design:

12 months → 6 months → **90 days**

Minister's Office Turnaround time:
60-90 days → **4-5 days**

Issues in "Non-Transactional Development" Work

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Client

Leadership

Drafter

Tasking

Re-Tasking

Initial Analysis

Research/ Consultation

Unclear:
- Voice of client and "job" of the document unclear
- All requests go through same complex process

- Unclear requests proceed
- Workload not assessed – creating overwhelm
- Clock ticking – takes too long to get to drafter?

- Investing effort without clear question(s) so analysis, research and consultation broader than required

- Unaware of review criteria, "what success looks like"
- Drafting without "signals check" creates false starts = low quality 1st draft

- Little knowledge of VOC
- Changes not logged, no learning
- Sequential, not concurrent reviews add time and effort
- "Review" can take 75% of lead time

Review & Request Changes

- Changes go back up the "ladder"

Write 1st Draft

Make Changes

Consume Document

Approve Document

- Invisible process, not managed or improved
- No "owner"
- No measures

- Examples of "best in class documents" and approval criteria not shared with drafter – so chronic rework, not learning
- After 17 previous reviews, the most senior reviewer still identifies rework!

Preventable work / 8 Lean wastes

Unclear "job to be done"

Five issues in "non-transactional" or development work

Too much work in progress

Many review "loops"

Workflow is invisible

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Unclear "job to be done"

Process	creates an	**Output**	for the	**Client / End User**	to reach an	**Outcome**
Document creation process	creates an	**Intranet document (article)**	for	**Employees**	to	**Understand workplace changes**

Understand "The Job" of a Milkshake

The less clear "the job" is...
The more review loops and preventable effort you will face

Create clarity early.

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Review "loops"

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Element	Question	Notes
1. **Decision**	▪ What is the decision that was taken? ▪ What business problem is it designed to fix?	*Insert bullet point answers to the questionshere*
2. **Options**	▪ What options were	
3. **Ration**		
4. **Steps to miti human impac**		
5. **Next S**		
	▪ When will the next decision be taken? When are remaining decisions to be taken (when will "loose ends" be tied up?)	
6. **Feedback**	▪ To whom should the reader turn for more information or to give feedback?	

Use document templates to simplify and clarify content early – to reduce rework later!

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Give feedback by Email

Effort: 2 hours
Elapsed Time: 4 weeks

- 👍 Paper trail
- 👎 Slow
- 👎 High effort
- 👎 Misunderstanding
- 👎 Perpetuates low trust

Give feedback Face-to-Face

Effort: 5 minutes
Elapsed time: 5 minutes

- 👍 Fast
- 👍 Low effort
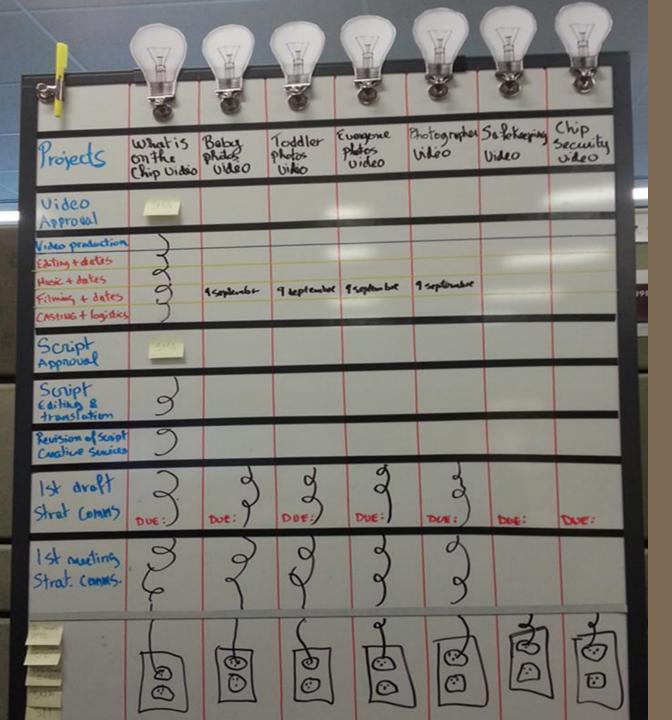- 👍 Better understanding and learning
- 👍 Builds trust
- 👎 Paper trail

Workflow
is
invisible

Difficult to manage
what you **cannot see**

Corporate Communications Officer (Michael Toope)

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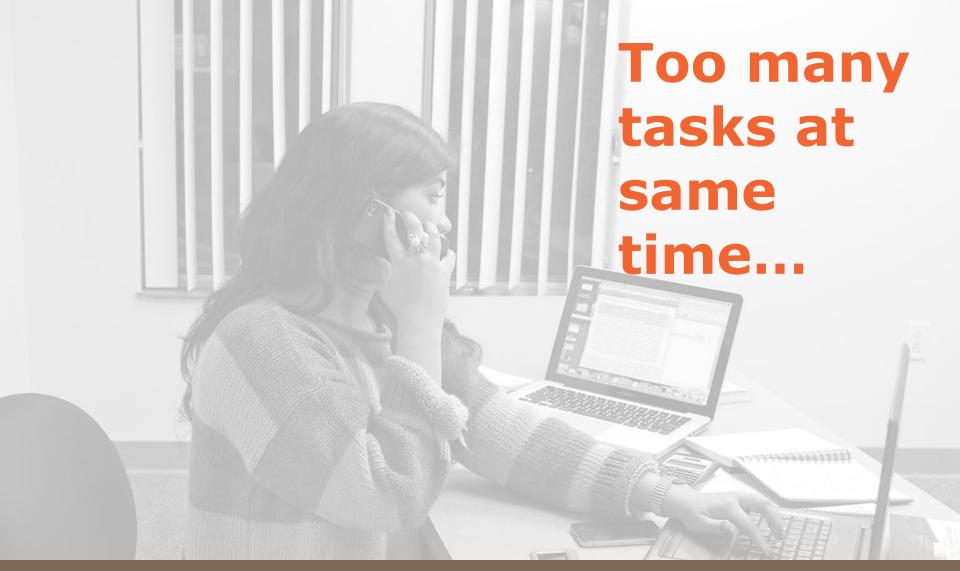
Video Production Unit

(Dany Therrien)

Too much work in progress

Too many tasks at same time...

When we "multi-task*", we get less done.

*actually, "switch-task"

Time Yourself

0:00.0

Scenario 1 (**Focus-Tasking**)

1. Write:

Multitasking eats time
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

2. Note how long that took.

Time Yourself

0:00.0

Scenario 2 (**Context Switching**)

1. Write one letter, then one number, one letter, one number, etc:

Multitasking eats time
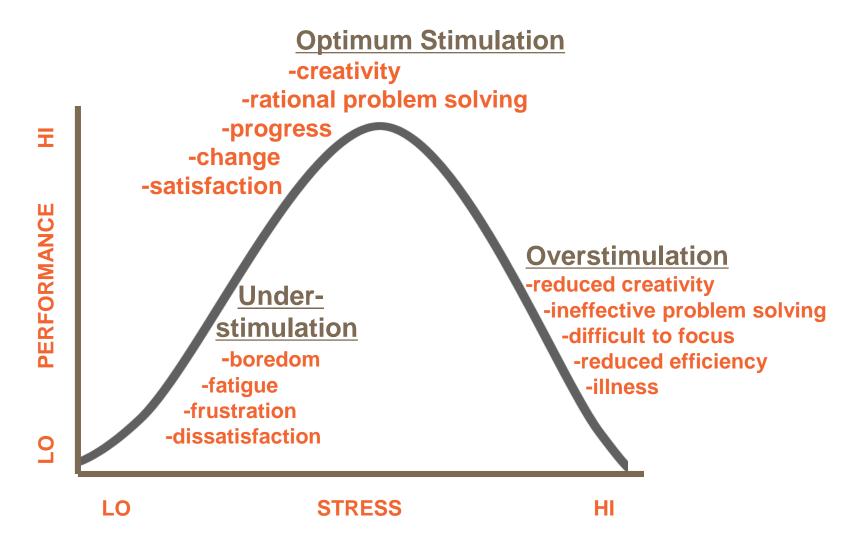1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

2. Write down how long that took.

Cost of Context Switching

# simultaneous projects	% of time available for each project	% time lost to context switching	Hours per week lost (per person)
1	100%	0%	0 hours
2	40%	20%	6 hours
3	20%	40%	12 hours
4	10%	60%	18 hours
5	5%	75%	22.5 hours

From: Weinberg, Gerald M. *Quality Software Management* (New York: Dorset House, 1991)

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Yerkes-Dodson Curve

Optimum Stimulation
- creativity
- rational problem solving
- progress
- change
- satisfaction

Under-stimulation
- boredom
- fatigue
- frustration
- dissatisfaction

Overstimulation
- reduced creativity
- ineffective problem solving
- difficult to focus
- reduced efficiency
- illness

PERFORMANCE — HI / LO

STRESS — LO / HI

Yerkes RM, Dodson JD . "The relation of strength of stimulus to rapidity of habit-formation". Journal of Comparative Neurology and Psychology 18: 459–482
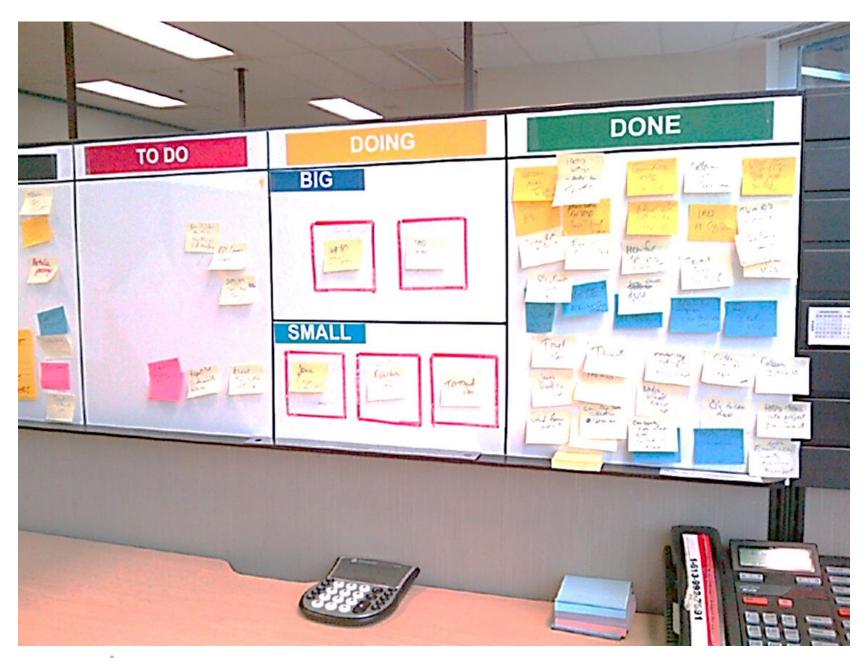
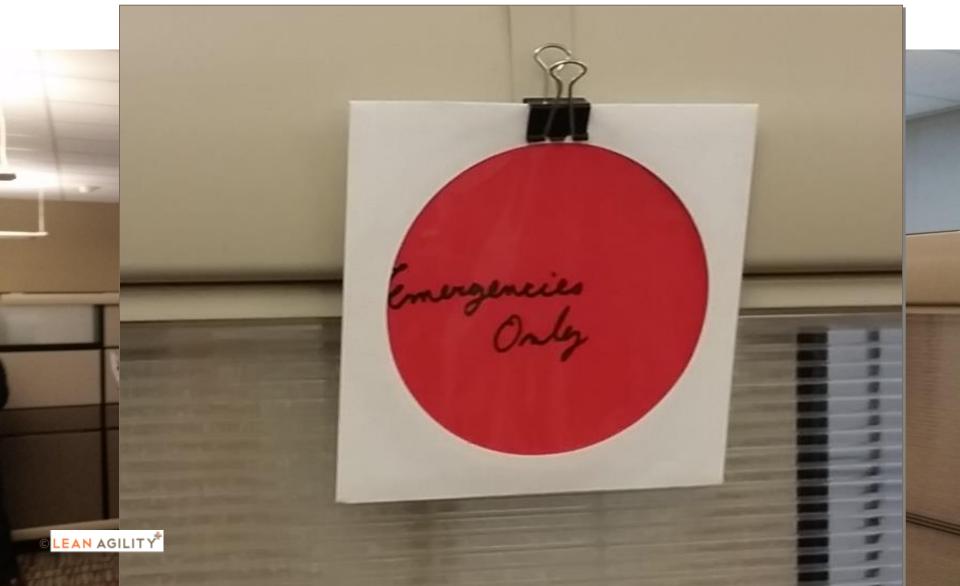I said my name was "Marc" with a "C"

Objective

Provide more uninterrupted deep-thinking and analysis time to create better products.

Managing Interruptions

Preventable work / 8 Lean wastes

Eight Lean "Wastes"

1. **Defects / Errors**
2. **Overproduction**
3. **W**aiting
4. **N**ot fully utilizing people
5. **T**ransport
6. **I**nventory
7. **M**otion
8. **Excessive processing**

…consume capacity or interrupt flow, but do not add value.

Wrap Up

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A better way

| Provide detailed tasking incl job to be done | Huddle with key stakeholders | Create prototype outline | Verify outline |

| Write document | Provide feedback face-to-face | Finalize document | Send to client |

Results

Create a complex survey   50% faster

Create a complex research report   60% faster

Create a briefing note to Minister   80% faster

Create a business case   80% faster

Create a job classification   98% faster

Three things you can do when you get back to the office

1. Map and make the workflow visual, identify cost of status quo

2. Create more clarity early – "job to be done"

3. Limit your work in progress

Introduction to Lean for non-transactional processes

1 day workshop

Available on demand

- Training
- Facilitating improvement projects

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Better, faster, more efficient government and inspired people.