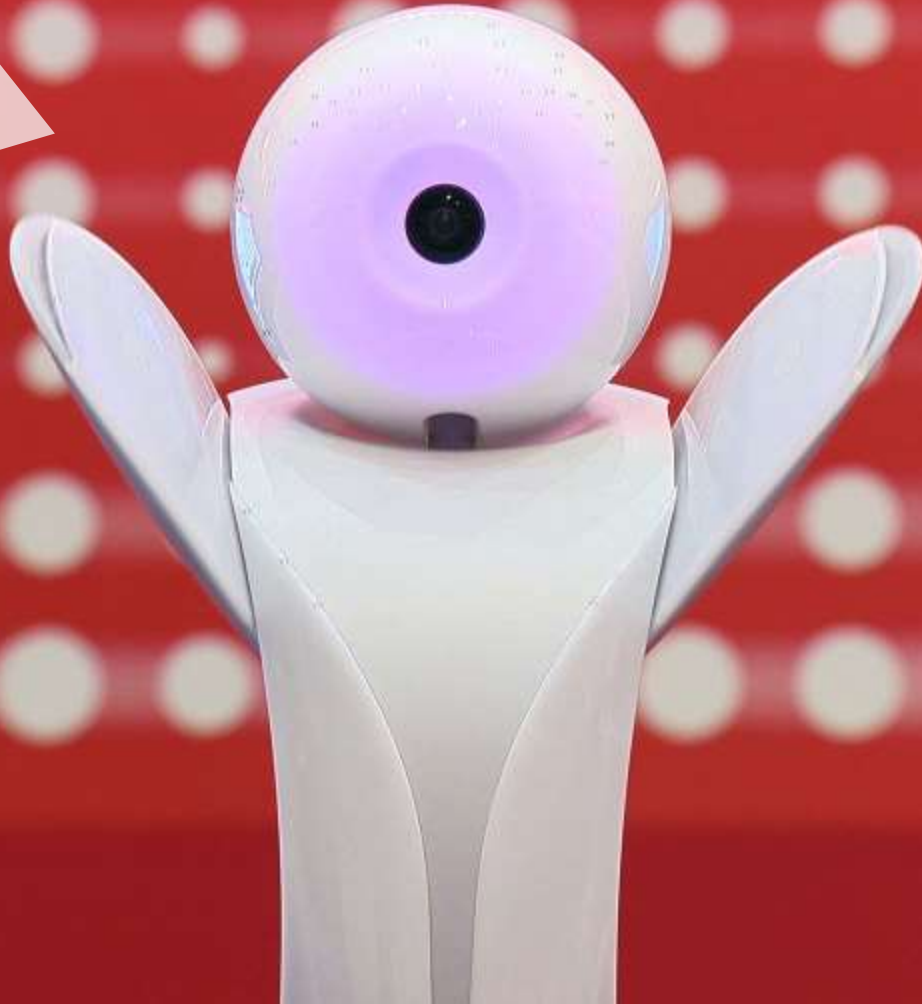


Vad kommer efter Lean?

Projektverktøgsdagen 2018

Peter Béen



FUJITSU

shaping tomorrow with you

Tre spaningar från Japan





A light gray world map is shown in the background. The word "LEAN" is written in a bold, red, sans-serif font, centered horizontally over the Asian continent. The map shows the outlines of continents and countries in a light gray tone.

LEAN

Vad är nästa steg?

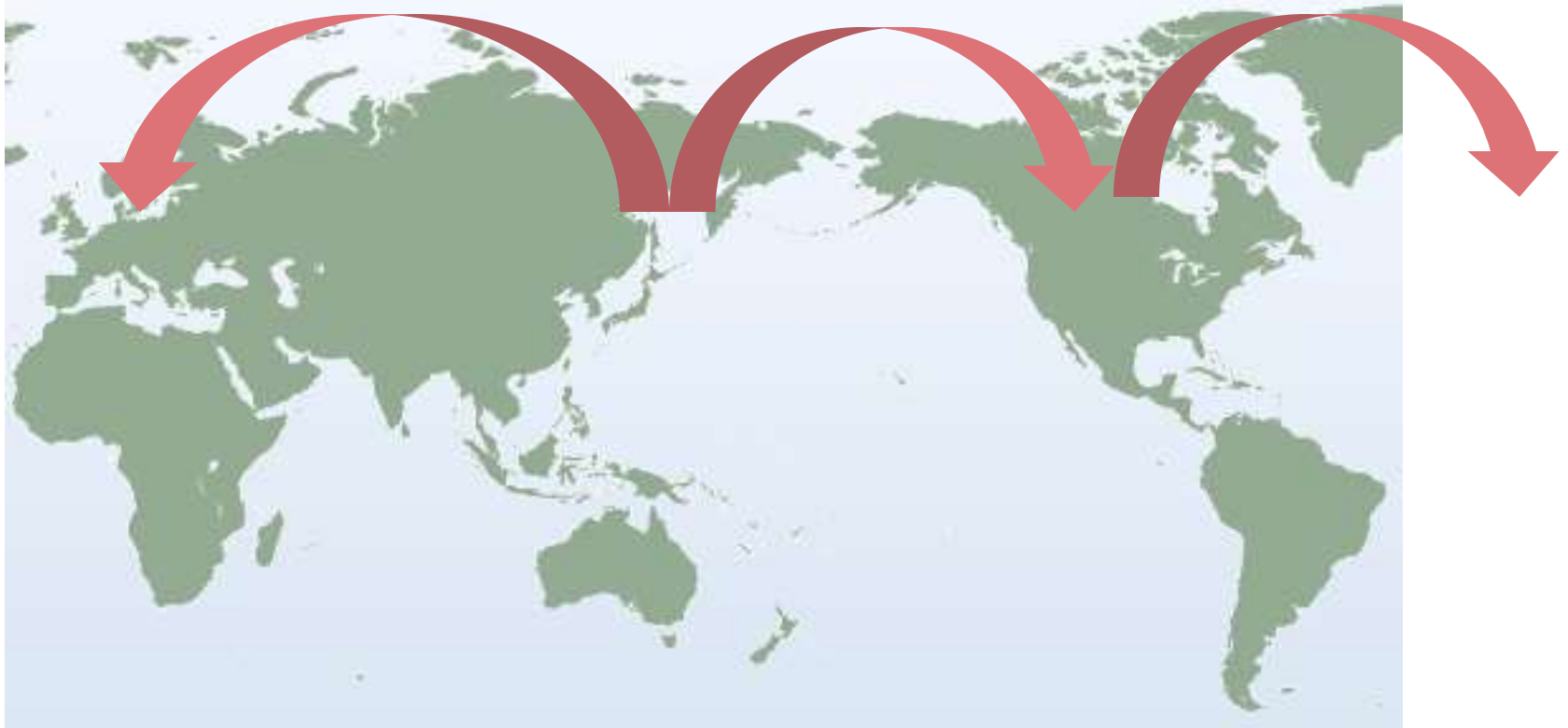
Varför förändra?
Ledningens medvetenhet
Analysera nuläge
Formulera mål för förbättr.
Upprätta organisation
Utbildning
Starta pilotprojekt

Kartlägga processer
Tidsfokusering
Ordning & reda
Förbättringsgrupper
Visuell styrning
Standardiserat arbetssätt

Målfokusering
Strukturerad problemlösning
Systematiskt förbättrings-
arbete
Ständiga förbättringar

Disciplin
Just in time
Bekämpa slöseri
Resultatfokusering

Hur har Lean kommit hit?



The £7 million guide to a tidy desk

Michael Horsnell

Red tape has given way to black marker tape for thousands of bemused civil servants as part of a £7 million paperclip revolution aimed at ensuring that they keep the tools of their trade in the right place.

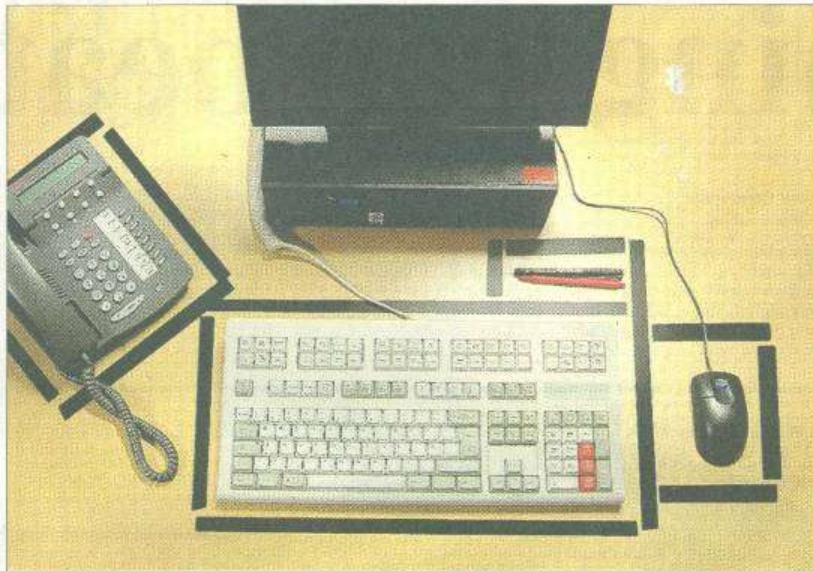
Office workers have been given the tape to mark out where they should put their pens and pencils, their computer keyboards and to indicate where to place their telephones.

National Insurance staff have been chosen as guinea-pigs for the latest phase of the "Lean" programme brought in by the logistics consultants Unipart. The programme prohibits workers from keeping personal items on their desks.

The drive, which is intended to keep clutter away from the workspace and improve efficiency, was derided by one union last night as minimalist madness.

The Public and Commercial Services Union (PCS) criticised the efficiency drive as "demeaning and demoralising" saying that it reduced staff to little more than machines, on the whim of consultants.

The National Insurance department at Longbenton, Northumberland, has been picked as a pilot site for the latest clear-desk concept. HM



Revenue & Customs declined to say how much Unipart had been paid for the project. But a PCS spokesman said that the project was costing £7.4 million nationally.

He said: "The tape idea illustrates the madness of the Lean project. Staff know how to order their desks themselves.

"We had a situation in some offices in Scotland where staff

were asked, 'Is that banana on your desk active or inactive?', meaning were they going to eat it? If not, it had to be cleared away."

Kevin McHugh, PCS branch secretary, said that some staff at Longbenton shared a desk, and had had to rearrange their workspace, regardless of the tape. "If the person coming in after you has longer arms, he

will have to move the markers," he said. "This office has been open for 60 years and people have managed to find their pens and staplers without consultants helping them."

A Revenue & Customs spokeswoman said: "It's only right that those staff who now share desk space with their colleagues are given advice and support in deciding how to

make the most efficient use of the space available.

"Staff can still move the things on their desk to positions that suit them best.

"Lean is all about how we can work more efficiently to deliver an even better service to our customers, providing support and appropriate levels of

'Staff were asked: is that banana on your desk active or inactive?'



management to busy staff while providing real value for money to the taxpayer."

About 44 offices in Britain follow Lean working, and this is due to increase to 46. Trial sites were set up at Lothians, in November 2004, and Portsmouth and Cardiff in June 2005.

George Osborne, the Shadow Chancellor, joined the criticism of the project, blaming Gordon Brown. He said: "On the day that it is revealed that nurses are being sacked and operations are being cancelled, we hear that Gordon Brown is spending £7.4 million telling civil servants where to put their paperclips. People are wondering where their money has gone, and now they know."

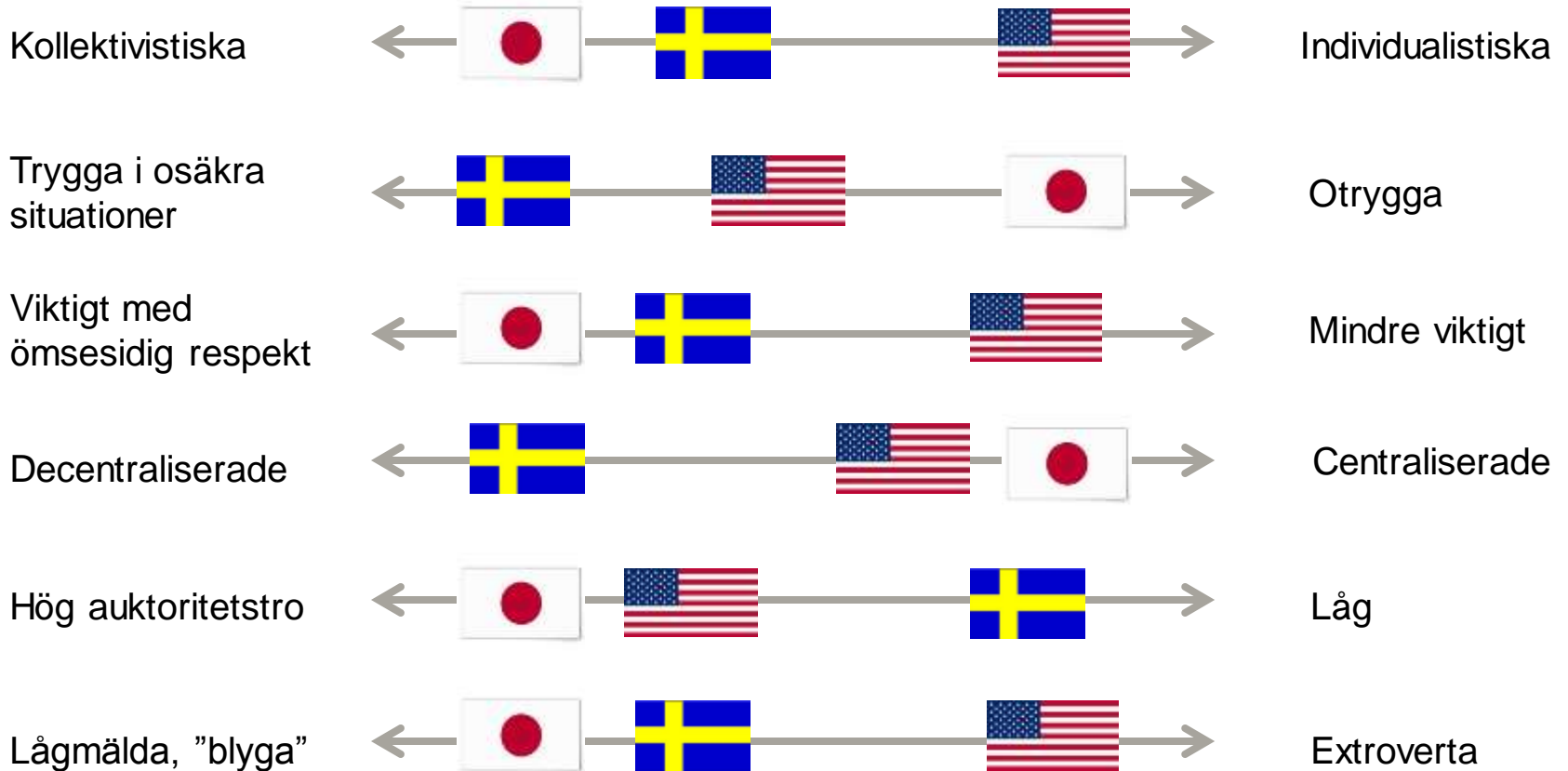
Exempel på vad som kan vara svårt att förstå i en "Svensk" Lean-kultur?

Japaners ...

- Strävan efter perfektion
- Önskan efter hård standardisering

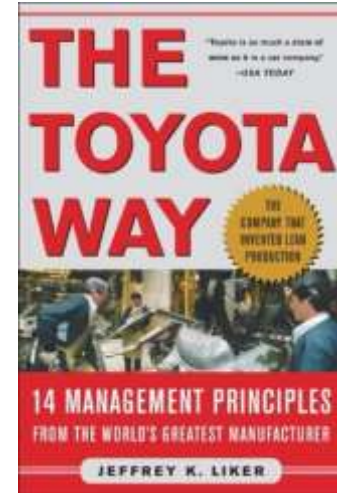


Hänsyn till kulturella skillnader



A successful Lean company culture emphasize

- Customers
- Openess
- Team work
- Trust



Jeffrey Liker

Professor, University of Michigan

Några
observationer
i det
Japanska
arbetslivet



Respekt för den tid det tar att genomföra något

Toyota började arbeta med Lean på 50-talet
– när blev det en kvalitetsbil?

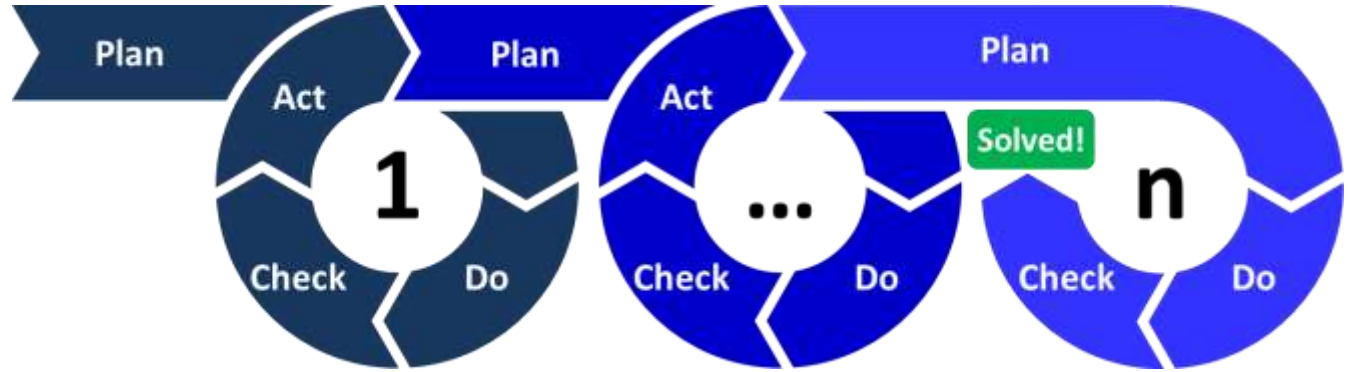


Kaizen - "change for better"

■ Djupt rotat hos Japaner

改善





Stå upp-möten





Spaningar från Japan

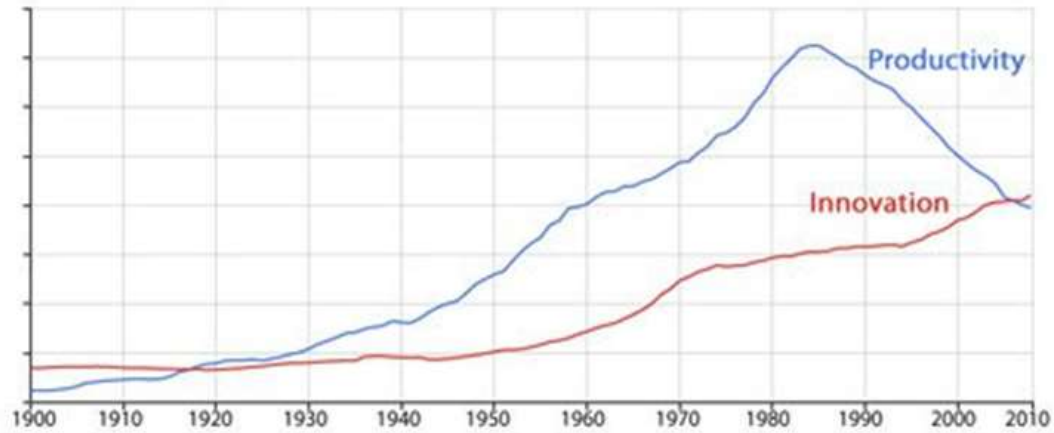
FUJITSU
grow with you





Spaning 1

Innovation



POKÉMON

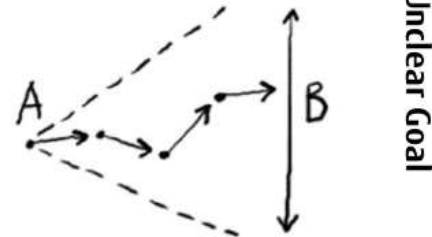
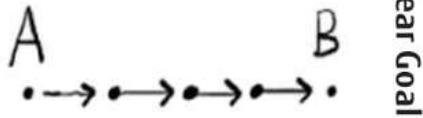


Hantera ovisshet och osäkerhet

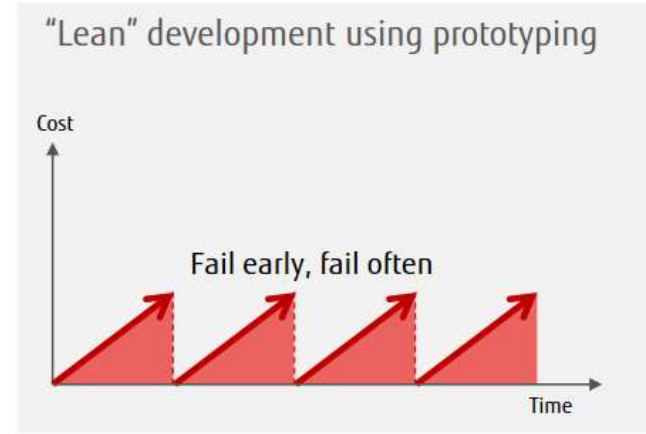
Athlete-type strategy
(goal and achievement type)



Adventurer-type strategy
(search and discovery type)



Agile & Lean – Fail early, fail often



➡ Good if requirements are **known**

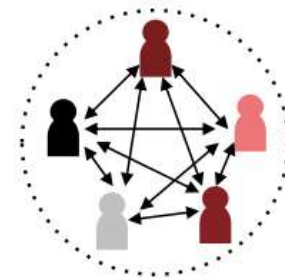
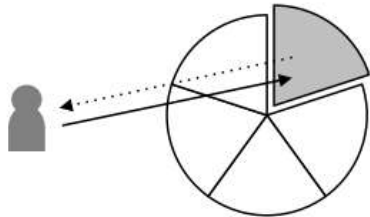
➡ Good if requirements are **unknown**

Hantera komplexa utmaningar

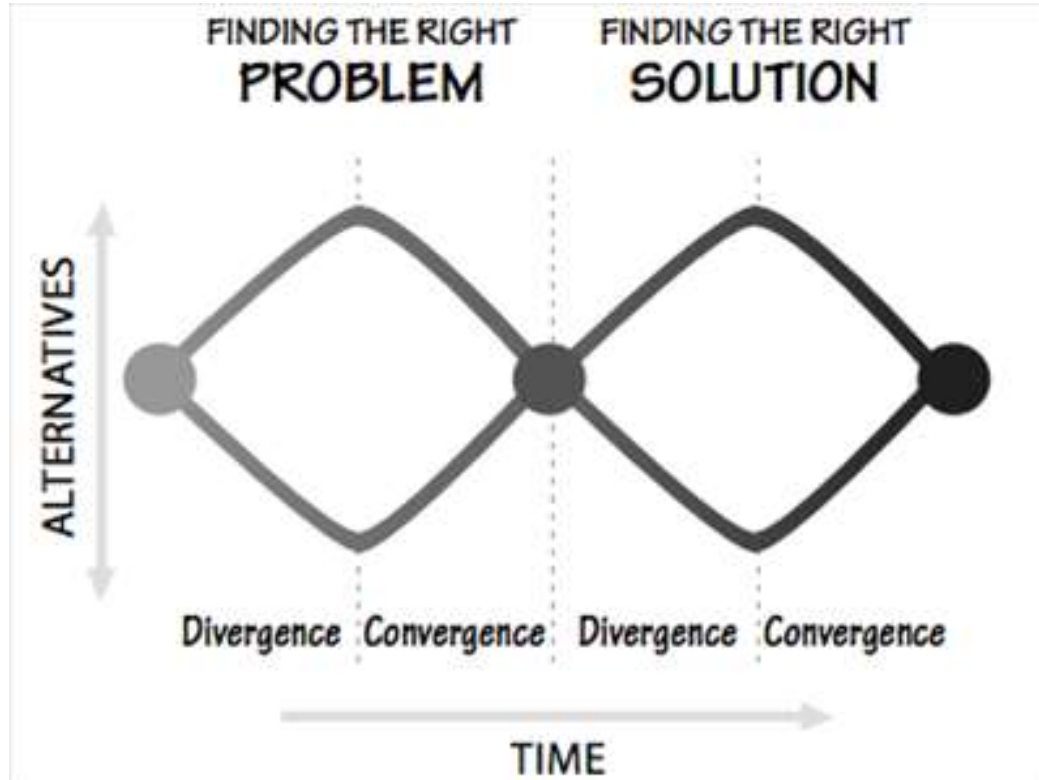
Lab-type solution (Analysis and verification)



Ecosystem-type solution (Diversity and Co-Creation)

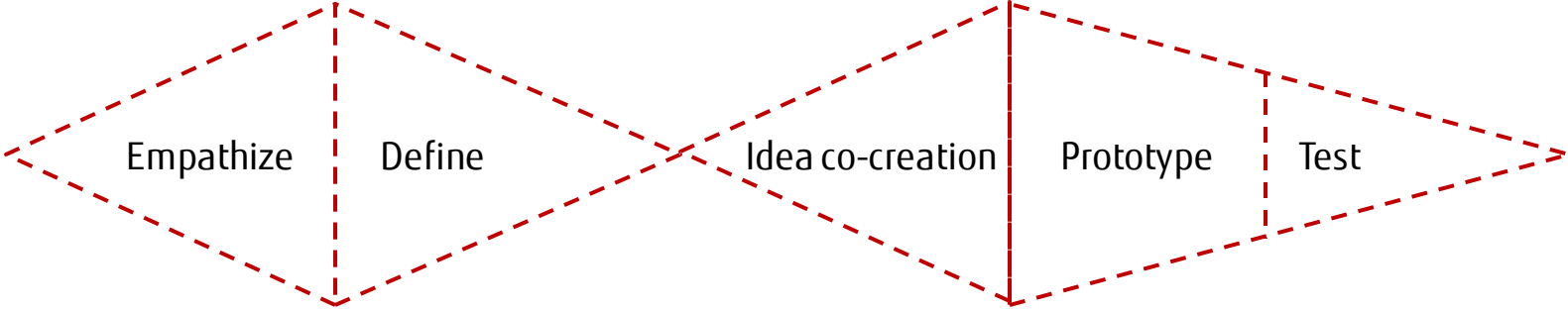


Processen – Design Thinking



Förstå och hitta problemet

Hitta och utveckla lösning



Tid



Empathize



Define



Idea co-creation



Prototype



Test

Hur når man hit?

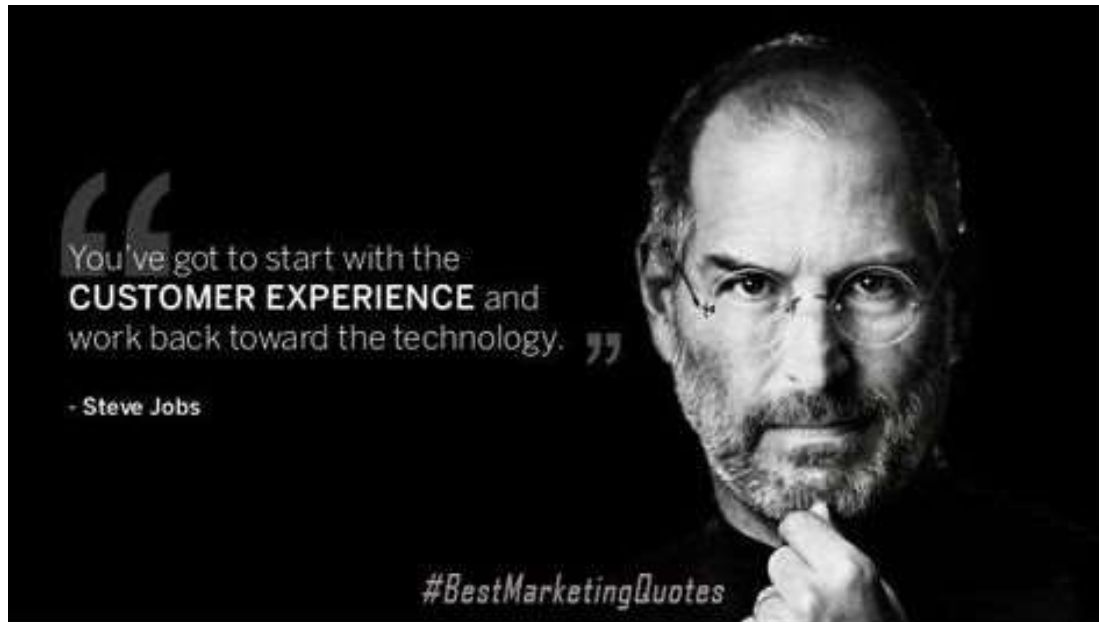


”Karaoke Confidence”

Under the right conditions people willingly step up to the mic.
Creative confidence depends on an absence of fear and
judgement.



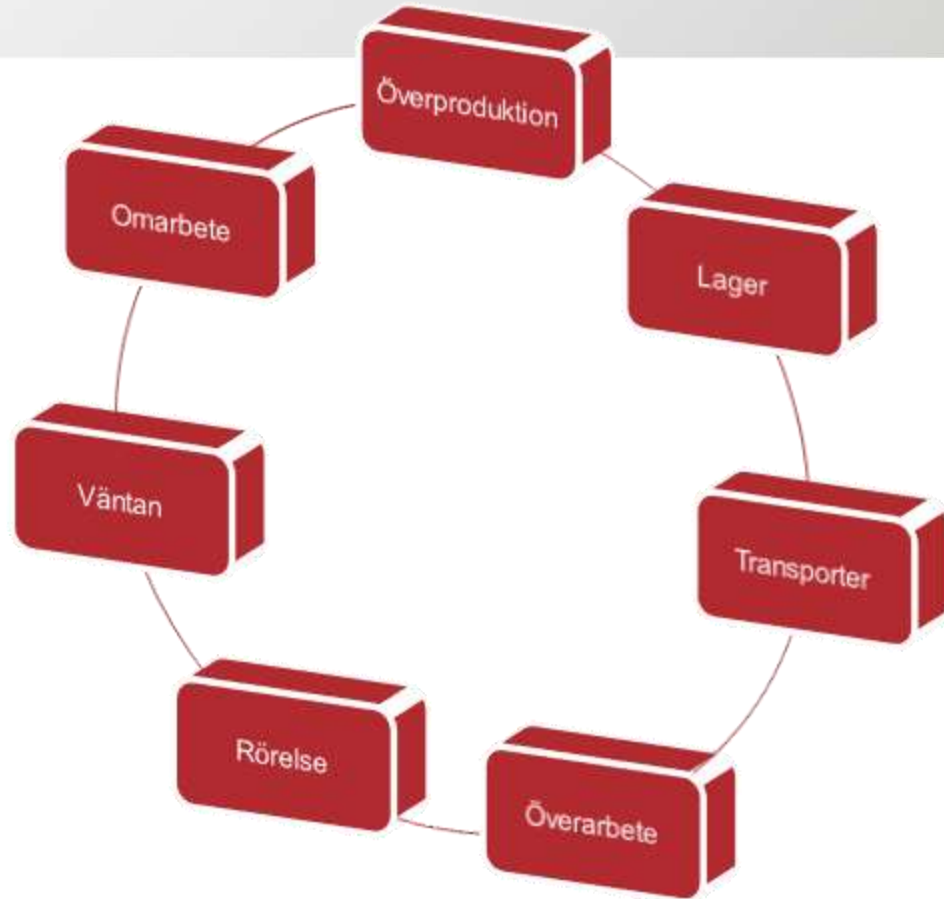
You have to start with the customer experience and work backwards to the technology

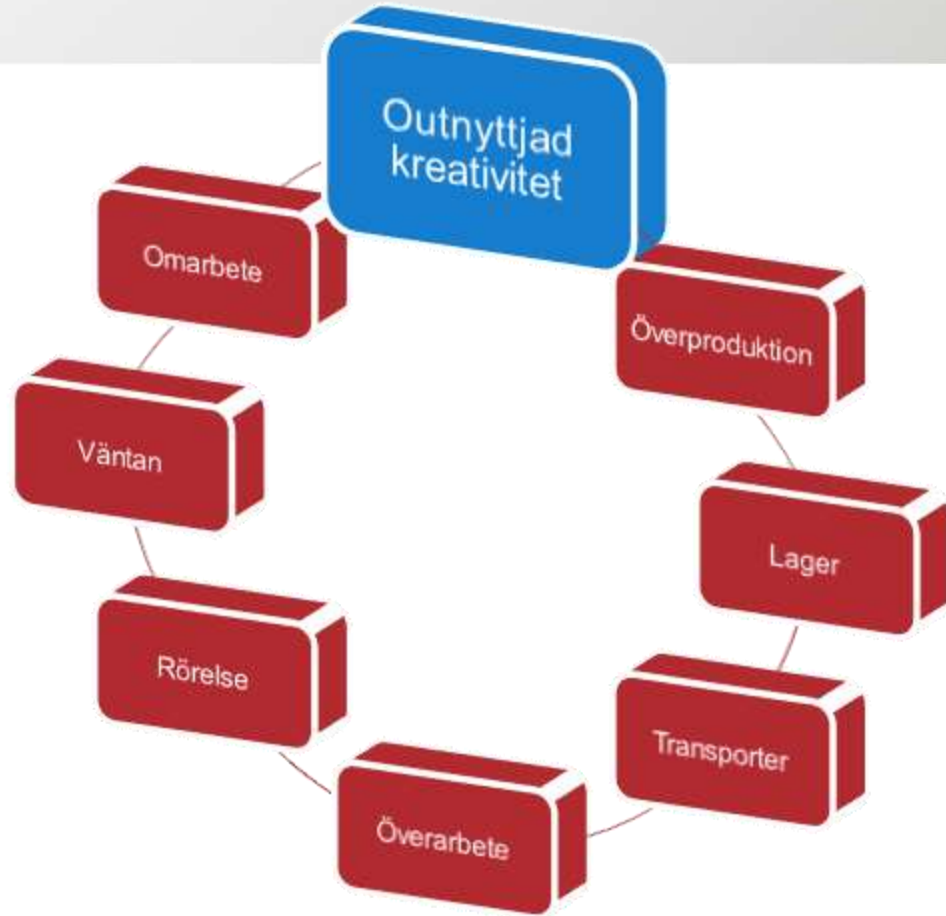




Spaning 2

Gemba People





Top down eller Bottom up?



Task group	Detail Tasks	Time by 5min. "レ"
事務作業	病棟・病室・通廊・廊下の清掃・ゴミの回収・患者の入室・退室・食事の配付・患者の移動・患者のケア・患者の観察・患者の記録・患者の報告	2, 3, 10, 15, 20, 25, 30, 35, 40
患者ケア	患者の観察・患者のケア・患者の記録・患者の報告・患者の移動・患者の入室・退室・食事の配付・患者の移動・患者の入室・退室・食事の配付	
記録・報告	患者の記録・患者の報告・患者の移動・患者の入室・退室・食事の配付・患者の移動・患者の入室・退室・食事の配付	
監視・管理	患者の監視・患者の管理・患者の記録・患者の報告・患者の移動・患者の入室・退室・食事の配付・患者の移動・患者の入室・退室・食事の配付	
その他	患者のケア・患者の記録・患者の報告・患者の移動・患者の入室・退室・食事の配付・患者の移動・患者の入室・退室・食事の配付	

Stomach and digestive
Organ ward (bed)

Cardiac (heart)
blood circulation

Mixed Diagnosis
Internal



消化器外科病棟

記録・報告業務の
負荷が高い

循環器内科病棟

モニタリング業務の
負荷が高い

混合内科病棟

残業時間の薬剤業務と付随する
直接ケアの負荷が高い



Sales assistant banking
(Isetan House)

- Larger than other retail customer contact

Top sales assistants



Walk to the top-right or bottom-left of the sales floor, where total area can be viewed, thus catching more customers.

Access to sales assistants



Typically entrance sales space, where customer movement and activity flow is observed with customers.

Spaning 3

Visualisering





Chōjū giga



Göra (stora mängder) data tillgänglig



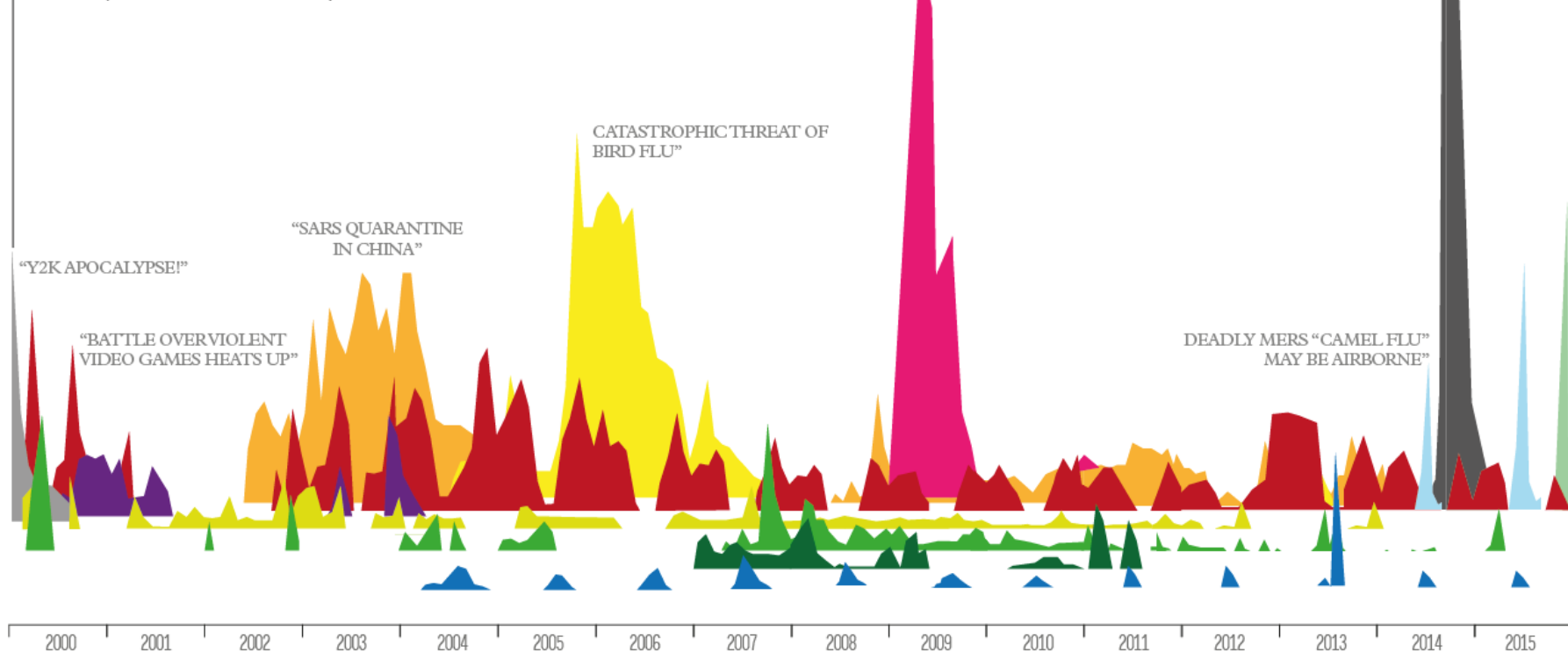
Mountains Out of Molehills

A timeline of media-inflamed fears

rollover to scale relative to ebola

“EBOLA OUTBREAK
OUT OF CONTROL”

INTENSITY (no. of news media mentions)



MILLENNIUM BUG VIOLENT VIDEO GAMES VACCINES & AUTISM MAD COW DISEASE ASTEROIDS SARS KILLER WASPS BIRD FLU SWINE FLU CELL PHONES & TUMOURS EBOLA MERS ZIKA

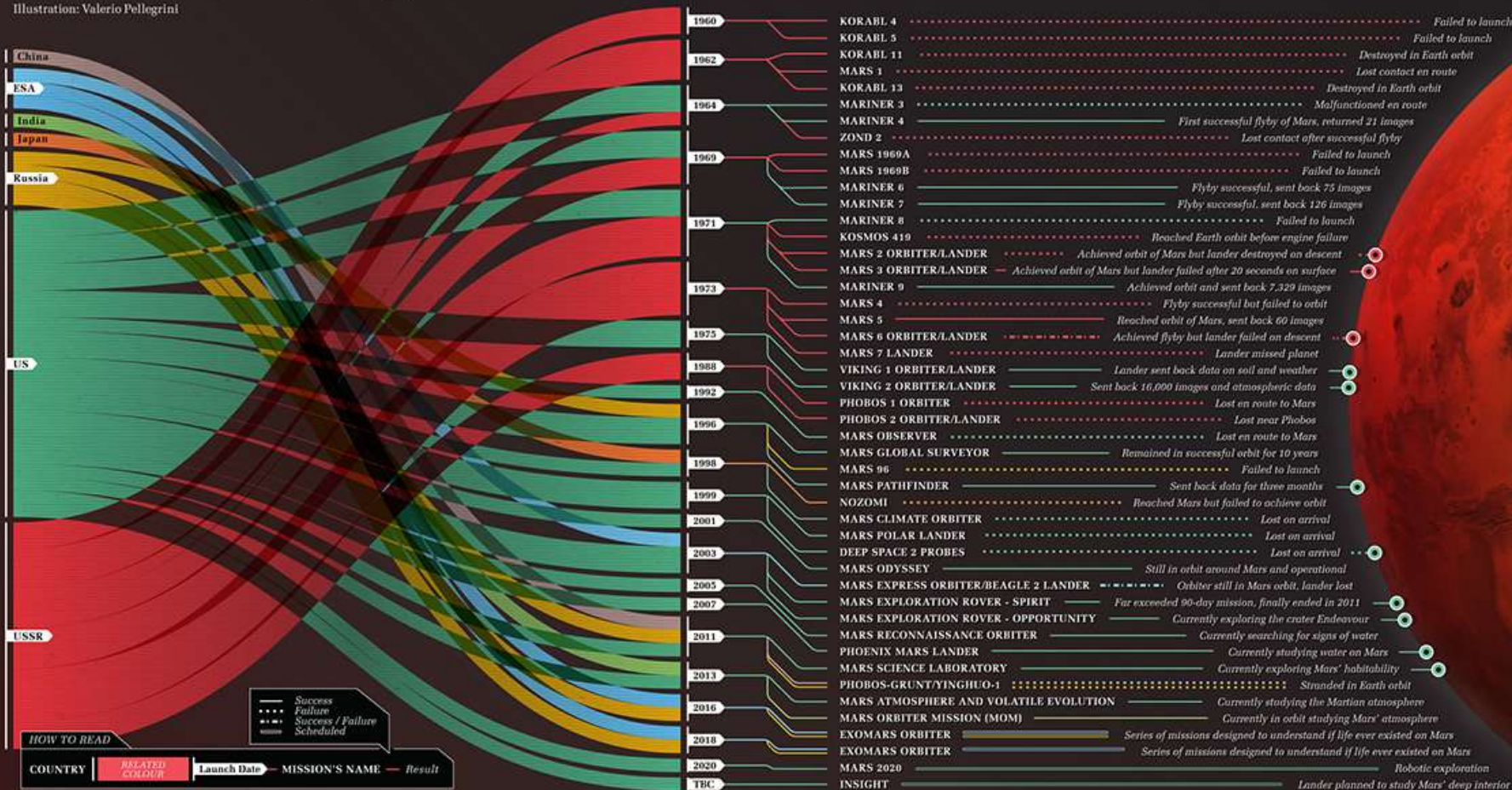


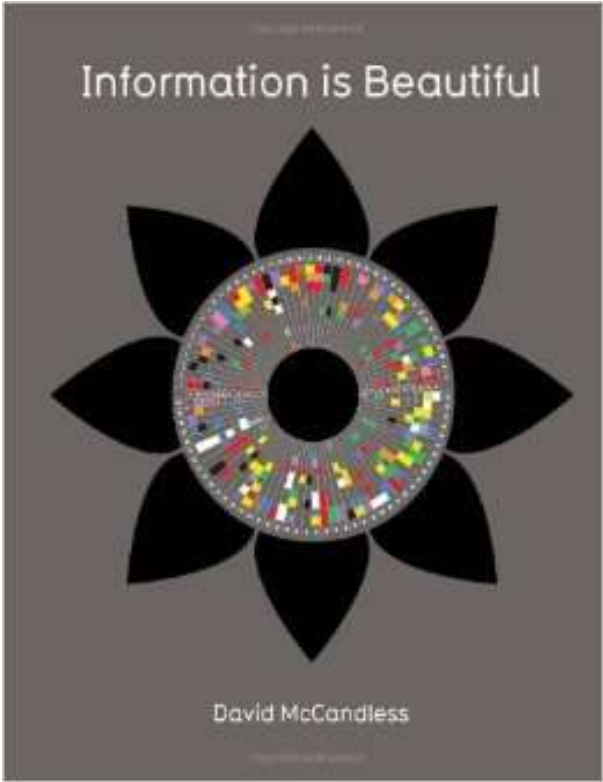


MAKING IT TO MARS

In mid-March, the ExoMars orbiter started its journey to the Red Planet. Today, there are five satellites in orbit around the planet, while four rovers are actively exploring its surface. But we haven't always been so good at reaching Mars, as this graphic shows...

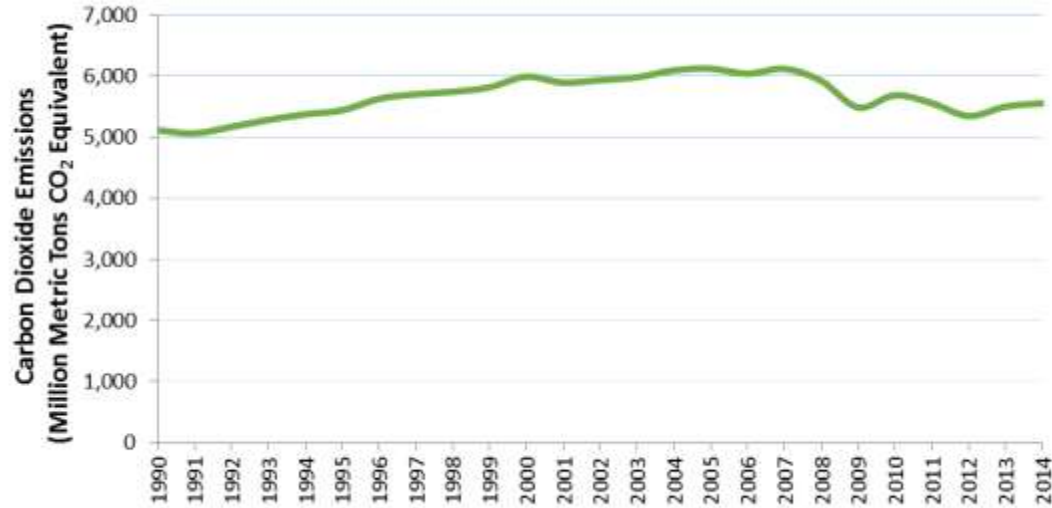
Illustration: Valerio Pellegrini





”Create a sense of urgency”

- USA släpper ut 5,5 miljoner ton CO₂ varje år.



Volymen av 1 ton av CO₂?

Svar: ca 600 m³

Eller lika med volymen på
Washington Monument.



Case - Beisia



The screenshot shows the Beisia website homepage. At the top, there is a navigation bar with links for Home, Campaigns, Store Search, Online Shop, Social Activities, and Corporate Information. A large banner in the center highlights the '2015年度受賞商品' (2015 Awarded Products) with a 'GOLD AWARD' seal and images of various products. Below the banner, there are several content blocks: a search bar for keywords, a 'Father's Day Gift' promotion with a 'ご予約承り中' (Accepting reservations) banner, and a 'New Graduate Recruitment 2017' announcement. The bottom right corner features a logo for 'HOSOGAI FUTSAL PLATZ'.

Beisias utmaningar

- Långa köer till kassorna i butikerna medförde sjunkande kundnöjdhet.
- Man nådde inte upp till målet på 1+2, 1 kund betjänas och 2 kunder i kö.
- Begränsat med utrymme. Yta är mycket dyrt i Tokyo.



Data-insamling



**Elderly customer putting
a basket on the check-out table**
Does she need any help?

**Elderly customer
with several boxes in his trolley**
What is likely to happen after this?

**8 people are
waiting for 6
self-checkout
machines**

Which seems
to be quicker
compared to
cashier #3?

**A customer
looking at the
closed cashiers
behind people**

How is
he feeling
now?

**A customer
carrying a
basket that
looks heavy**

What can
we do to
help?

**A customer
in a
wheelchair**

Is there
anything
we can
do to help?



**Queue for the check-out
are blocking this area**
What should customers do to go through?

**Last person in queue
holding a box**
Does she have to just wait like this?

”Create a sense of urgency” – ”built on facts, not perception”

“I thought I knew the situation, but I had never imagined check-out queues were this long. Actual videos and numerical data are very convincing. It made me feel strongly that we could not let this happen, we could have done something before this happened”



Ms. Rie Horikawa Leader of System Planning
Head Office Group 1 Beisia, Co.

Analys av filmerna visade bland annat

- Kassorna öppnade inte upp så som planerat.
- Kassorna öppnade inte upp tillräckligt snabbt när behov uppstod.
- Butiker med kortare köer hade supervisors som stod framför kassorna, medan de butikerna som hade längre köer hade supervisors hjälpte enskilda kassörskor.
- Få använde befintligt system för planering av bemanning av kassor.



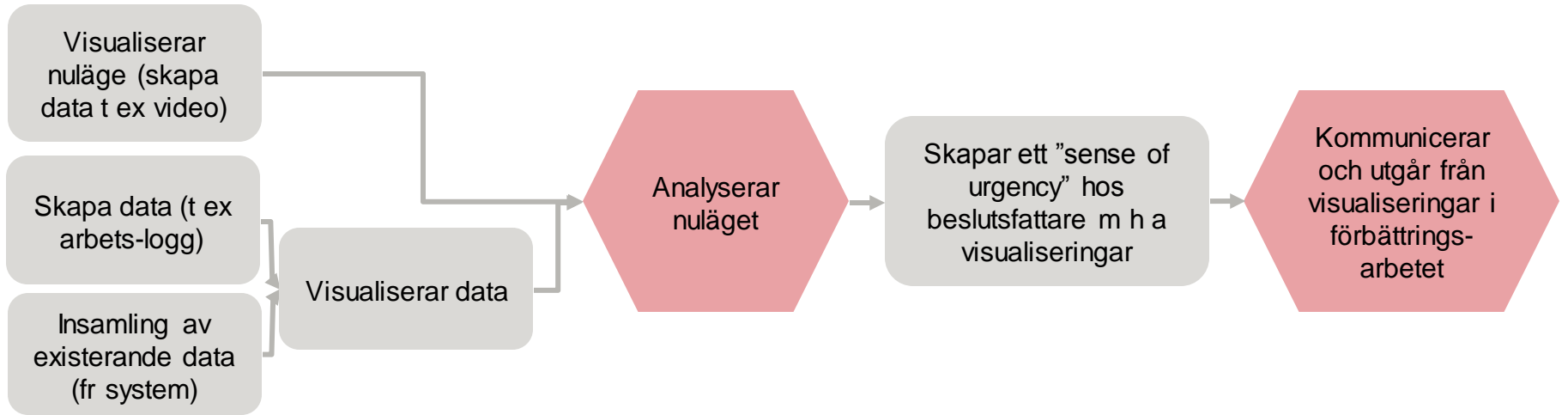
Problem

1. Kassorna öppnade inte upp så som planerat.
2. Kassorna öppnade inte upp tillräckligt snabbt
3. Butiker med kortare köer hade supervisors som stod framför kassorna

Åtgärd

1. Öka användandet av planeringssystemet för kassapersonal.
2. Supervisorn blev ansvarig för initiativet att öppna upp och stänga kassor.
3. Supervisors fick en ny och tydligare rollbeskrivning tillsammans som bl a innehöll ansvar för att hjälpa kunder med problem.
4. Supervisors fick gå ett nyutvecklat utbildningsprogram, som utvalda supervisors varit med att ta fram. Mycket filmmaterial användes i utbildningen och deltagarna fick dra egna slutsatser.

Visualisering i flera steg



Summering

- Styr upp innovationsarbetet, det sker inte av sig självt
- Använd "Gemba people" - top-down och bottom-up
- Visualisera – för ledningens engagemang och som ett verktyg i arbetet med förbättringar





Tack för att ni kom och lyssnade 🙏



[linkedin.com/in/peterbeen](https://www.linkedin.com/in/peterbeen)