The Evolution of Lean Management in Southern Africa

IHI Africa Forum on Quality and Safety in Healthcare Leadership Summit

Dr Anton Grütter

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The Lean Institute Africa

Not for profit company with a mission to:

Build the community of lean practitioners through action research & knowledge sharing, to help organisations serve their customers better

Member of the Lean Global Network

Based at UCT Graduate School of Business

The LIA team have more than 100 years of experience of lean management in Southern African manufacturing, service and the public sector

Convener of the Lean Summit Africa 2018

Find us at www.lean.org.za
The Challenge of Improvement Work
Results of a Waiting Time Reduction Project at a District Court

Average Monthly Waiting & Service Time for Informal Enquiries followed by Consent Orders at District Court

- IEWait
- IEServ
- COWait
- COServ

Month End Date & No of Informal Enquiries and Consent Orders in Month

Service Standard
What happened when the Supervisor was Promoted
The Challenge of Improvement Work

“Maybe, just maybe, you don’t have an improvement problem, you have a deterioration problem”

Jim Lancaster, Author of “The Work of Management”
Typical Engagement at Facility Level

1. Meet with management to get ‘permission’ to proceed
2. Run 2-day Introduction to Lean workshop with 25 people
3. Do 1-2 day assessment to identify model lines
4. Run 5-day Rapid Process Improvement workshop with 3 model lines
5. Coaching support to model line leaders to entrench visual management & daily/weekly meetings team meetings in front of the boards
6. Coaching with senior leadership to help them understand & practice leadership that develops ‘organisations filled with problem-solvers’
Understanding Lean as a Management System
Primary Dimensions of a Lean Management System

• The **thinking** that informs Lean Management

• The **practices** that make up a Lean Management System

• The **lean transformation journey**
The Thinking that Informs Lean Management
The Basic Principles of Lean Thinking

1. Understand what is of value to the end customer
2. Identify the process steps that create value & remove those that are waste
3. Make the work flow through the necessary value-creating steps
4. Design and provide what the customer wants only when they want it
5. Institutionalize sustained process improvement to strive for perfection
Double-loop PDCA

Improvement Work:
- A (Action)
- P (Plan)
- D (Do)
- A (Check)

Normal Work:
- A (Action)
- P (Plan)
- D (Do)
- C (Conclusion)

- A3 Plan
- 5S & SOPs
- Measurement
- Teamwork
- Stability
- Change
- Katas
- Katas
- Change

The Practices that make up a Lean Management System
Lean Management works Best as an Integrated System of Practices

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The Practices of a Lean Management System

**Senior Leadership**
- True North Direction
- Allocate Resources
- Model Behaviour
- Remove Obstacles
- Governance Steercom

**Management**
- Coach to Develop People
- Maintain Frontline Team DMS
- Do System/Value Stream Projects
- Management Standard Work

**Value-creating Teams**
- Visual Performance Measurement
- Daily Teamwork
- Continuous Process Improvement
- Standard Operating Practices
- 5S Workplace Organisation
The Lean Transformation Journey
The S-Curve of the Lean Transformation Journey

Expect worse before better performance

The Lean Transformation Framework

WHAT is our PURPOSE?

What situational problem do we need to address?

How to do & improve the work?

What leadership behavior and management system do we need?

How to develop our capabilities?

What is our BASIC THINKING??

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The Soccer Ball View of Lean Management
# The 7Cs & PDCA Cycles

<table>
<thead>
<tr>
<th>Title:</th>
<th>Date Start:</th>
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<td>Owner:</td>
<td>Coach:</td>
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<td>Date Compl:</td>
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1. **What is the Concern?**
2. **Who is (are) the (end, internal & external) Customer(s)?**
3. **What are the facts & figures about the Current Situation?**
4. **What is (are) the Cause(s)?**
5. **What is (are) the Countermeasure(s)?**
6. **What Corrective Action(s) are you going to take? By when?**
7. **How (with measurable target) & when are you going to Check that it worked?**

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<th>PDCA Cycles Record</th>
<th>Owner:</th>
<th>Coach:</th>
<th>Target:</th>
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<tr>
<td>Corrective Action:</td>
<td>Next action &amp; when?</td>
<td>What do you expect?</td>
<td>What happened?</td>
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<td></td>
<td>Do a coaching session with your coach</td>
<td>Implement the next action</td>
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