W LEAN

How Having "Fun With A Focus" Can Impact Your Results



Session Overview

- UW Background
- What is Fun With A Focus
- "Why" Fun With A Focus
- Keys to Fun With A Focus
- Balance Between Personality and Process
- Examples of Fun With A Focus
- Results & Impacts from Having Fun With A Focus

UW Facts & Figures

OUR PROFILE

- We are a multi-campus university: Seattle, Tacoma and Bothell
- We have a world-class academic medical center
- UW Seattle has 16 colleges and schools offering 1,800 undergraduate courses



OUR PEOPLE

- 22,003 faculty and staff
- Annual enrollment of 53,072

Finance Organization

Finance has 4 major work units:

Controller's Office, Treasury Office, Enterprise Services and Finance Transformation

Diversity of roles and skills is a key strength: accountants, investment advisers, truck drivers, graphic artists, web developers, IT, project managers, production workers, analysts, senior contract managers, procurement specialists, data and tax experts...

What is "Fun with a Focus"

Having fun with a purpose or a desired outcome.



"Why" Fun with a Focus

We have serious work to do that impacts the UW's research, students and medical centers etc. however:

- People want to have a sense of joy in their activities
- Helps keep people interested in their work and to continually improve their work
- Enables them to relax and be more creative
- Helps develop a tighter bond between co-workers
- People are more likely to engage and participate

"Why" Fun with a Focus

Creativity Is Intelligence Having Fun

Albert Einstein

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KEYS TO FOCUSED FUN

- > Organic
- > Owned by the team
- > Purpose
- > Memorable



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Balance Between Personality and Process



Developing Good Huddle Behaviors



Lean Launch – Mapping with Post Its



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Visual Board – Team Personality



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Learning & Sharing Best Practices

SCAVENGER HUNT

Visual Management Scavenger Hunt 3/13/2018

1. Name 3 teams whose backlog has improved from January to February

2. What are 2 flow principles?

3. How many ideas has GCA implemented in total (since we started counting ideas)?

4. How many items does LOC have escalated?

5. Name 4 things that are a part of a standard workstation.

6. Which teams met their daily goal yesterday?

7. What is GCA's overall "Enhance Experience" goal?

8. How many cost reimbursable items does BSU have in their daily goal today?

9. How long has the oldest escalated account receivable been outstanding?

10. How many items are in Reporting's pending? Less than 5? More than 5?

Metricize – Reason for Session

Early in our lean journey, teams were having hard time identifying and managing metrics including:

- Had few or no metrics posted
- Posted metrics were hard for the team to manage (required a data expert to update)
- Posted metrics weren't a meaningful indicator of tracking their progress towards achieving their goals

Metricize – Richard Simmons Theme



Metricize – Relax, Enjoy and Learn



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Metricize – Working Session



Metricize – Celebration



Metricize – Results & Impacts

The 12 teams that attended:

- Left with newly completed metrics
- Within a few weeks they had metrics posted for each of their goals
- Their metrics were easy for the team to manage and update themselves
- Posted metrics became a meaningful indicator of tracking their progress towards achieving their goals

Fun Committee – Reason for Committee

Some teams were lacking the element of fun and were asking what other teams were doing for fun:

- As the number of teams grew, it became harder for the Lean Team to keep track of the types of fun teams were doing
- Other than the Lean Team, we did not have a good way to collect and share the types of fun that teams were doing
- We felt the need to inject fun back into our lean journey and across our teams

Fun Committee – Boy George Theme



Fun Committee – Having Fun

Come Lean with Us (song lyrics)

There's improvement in your eyes all the way If I listen to your stories, would you say, I'm a man with inspiration I'm a man who wants to know How to plan a new Lean vision You ought to know, you ought to know

Come a, come a, come a, come a, come a Lean with us You ought to know, you ought to know, Living would be easy if your colors were always green Red's okay, too; red dots are Lean

Fun Committee – Results & Impacts

- Reached out to over 30 teams and collected the types of fun they were doing
- Shared this list of team fun with all our lean teams and coaches asking for other examples of fun
- Demonstrated examples of fun at various lean events i.e. videos and live performances
- The amount of teams and the types of fun increased dramatically

Speed Scoping – Reason for Session

Early in our lean journey the completion of a scope document in preparation for the team's 3 day facilitated lean launch at times became an issue:

- Taking weeks to complete (i.e. 6 10 weeks)
- Numerous revisions (8 20+ in a few instances)
- Teams started to became leery to start their lean journey due the issues they heard about completing the scope document

Speed Scoping – Scope Document

[Insert Team Name or Name of Process here] Lean Launch Scope, as of [Month/Day/Year]

Problem Statement:

[Insert 1-2 sentences describing the problem]

Background:

[Insert 1-2 sentences providing context on why this is important. For example: How does this impact your customers, process partners and/or your work area? How often does it happen?]

Goals/Objectives:

[List the specific improvement(s) you want to make to above-listed problem in the next 90 days. If needed you may also include longer term goals on performance improvement.]

Connection to Organizational Goals:

[Describe how this effort ties to the goals, strategy and/or core mission of your organization.]

Process Measures/Metrics:

[Identify what you hope to track or measure in the process to show progress toward meeting the goal (not just completing the tasks).]

Process Description (current):

[Briefly describe the major steps (i.e. 4-7) of the process you want to improve including the first and last steps (the "bookends") where the team will focus.]

Launch Dates:

[Month/Days/Year i.e. November 15th – 17th, 2011]

Executive Sponsor(s): [List name(s) and title(s)]

Team Leader: [Name and title]

Launch Facilitator(s): [Leave blank; F2 Lean will complete]

Lean Coach: [Leave blank; F2 Lean will complete]

Team Members: [List names and departments for each team member. Designate which are customers/process partners.]

Speed Scoping – Speed Dating Theme



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Speed Scoping – Working Session



Speed Scoping – Having Fun



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Speed Scoping – Completed Scope



Speed Scoping – Results & Impacts

- In 90 Minutes: completed 15 scope documents and scheduled their launch dates
- Reduced the time to complete scopes from 6 10 weeks to only 1 – 2 weeks
- Reduced the number of revisions from 8 20 to only 2 - 3 revisions
- Teams were no longer concerned about starting their lean journey due to the completion of scope
- Trained 6 additional Lean coaches, who were team chaperones, how to complete a scope



Fruit for Ideas – Reason for Session

To quickly generate ideas around a specific initiative or topic. The idea is to bring people together to brainstorm and collect ideas in short period of time.

- 10 -15 minutes
- Specific topic
- Invite all interested parties around the topic
- Receive a piece of fruit for each idea submitted

Fruit for Ideas – Brainstorming Session



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Fruit for Ideas – Ideas Generated

Category	Idea	Assigned to Team		Collect printed materials from around campus		-	Offer DCC as a service for denortmente for	
Marketing	Create list of estimates that never turned	Marketing Team (to		and find out if we printed it. Find out why not			Offer DSF as a service for departments for a fee	
	into jobs, determine why the job was not	form and work July		HOLD AN OPEN HOUSE FOR NEW DIGITAL PRESS			Make Request Tracker more robust and sell to	
	done (cost, etc.)	– August, 2018		Advertise on Burke Gilman trail			more customers. Raise monthly price	
	Continuously communicated C2 unique			Advertise posters and other large format offerings				
	value proposition			to potential customers			Create a more robust Request Tracker	
	Pull list of customers using C2 mailing			Lean team to advertise C2 services during tours, events, etc. Which products should they promote?			program	
	permits #62 to use for outreach			Expand Mail Store marketing and services			Finance can offer RT as well. (Scot Mar is interested, btw)	
	Customer Outreach- Meet with MP group			TMP signs to promote business cards			Offer more TMP options. Can we sell	
	about leads for new customers			Advertise C2 in copy and mail rooms across			metro/sound transit space?	
	Use TMP to advertise C2			campus				
	Create/Email C2 Newsletter to clients and			Advertise C2 on TMP		Cater to Students	Offer more custom templates on DSF	Marketing Team
	ask them to share with others in their		New Equipment and	Offer Qtrack as a service for a fee	Senior Management	Cater to Students	On website, have a student portal with	warketing ream
	departments		Services		Team to review and		offerings pertinent to them such as posters,	
	Collect client reviews/testimonials and use				assign to teams		dawg prints, course pack info, note cards copy	
	them to spread the word about what a			Purchase Intelligent Inserter and go after UW depts. mailing statements			center locations, etc.	
	good job we do			Better, faster equipment for staff to provide better		Discounted Jobs	Market business cards and posters to students	Annesistan
	Get the word out on a continued basis.			service		Discounted Jobs	In-house discounts to frequent clients (e.g.	Accounting
	Turnover in staff on campus means we			Offer promo materials for depts. to purchase, i.e			Skymiles or Rewards)	
	lose connections when folks leave the UW			.door hangers/ postcards		Reduce Costs	Work with Lean team to reduce OT	10.7
	community			We send out a lot of wide format work too large		Dawg Prints	Move Dawg Prints to cloud so outage here	IS Team
	Social media presence and e-com need to			for our equipment. Purchase a flatbed printer/ split			doesn't take down service to campus	
	be leveraged			cost between MS and C2 production as both will			Implement Mobile Print	
	Use Imad's statistics to drive advertising			benefit. Run # to find out how much we send out now			Provide better equipment in Dawg Prints	
	Advertise C2 in the Lean Center- lots of			Provide more laminating finishes in-house for wide		New MS Locations	MS should take on Valley Medical, UW	Mailing Services
	people come through there			format			Physicians Clinics and any UW affiliated	Management
	Put C2 logo on all posters in the Lean			Put the t-shirt machine in service			hospital for deliveries/pickups	
	Center			Make buttons and sell at copy centers; offer button			MS should say yes to more trucking pickups	
	Use C2 logo on all Lean symposium			making to customer			and deliveries	
	posters, give Lean a discount for the			Offer a sandwich board package- one price for		Running Our	Create lists of all jobs done, know which center	Various teams
	advertising space			board plus two posters		Business	is was sent to, etc. Hand written okay	
	Advertise C2 on sandwich boards outside			Offer more wide format substrates			Account Managers should ask Finance for	
	of copy centers			Offer in-house roll label printing			changes to reports to better meet their needs	
	Track new hires at UW. Use variable data			Provide Admin Services like hosting invoices and billing for other departments			After hours deliveries come. Educate our	
	on iGen to send out personalized			Revisit doing work for other state agencies			vendors on the hours we are open	
	postcards that list services, locations			Produce in-house pocket folders on iGen			New iPad minis for Qtrack	
	about our existence and purpose			Charge 30K-50K for large departmental websites			Order and test iPhones for Qtrack	
	Host a EXPO of C2s products and services,			(now at 20K). Still a low cost vs outside agencies			Order a dry erase board for TMP lean	
	feature a customer who has a positive			Make and sell Husky Cards for all holidays		e-Bikes and	Expand e-bike program. Return more trucks	Bike team
	experience			Web team could develop mobile apps		Couriers		
	Have a Earth Day presence			Increase training for web team to develop more custom applications			Create bike courier program for a fee	
	Advertise CPC and Course Packs to new			custom applications			Offer food delivery by bike	
	faculty						Contract with Voulas/NL Pizza for food delivery	
	Invite customers to attend a huddle							
	Create a promo code on our online invoice							
	Pull last year's customer data to follow up							
	for this year's outreach							
	Build a list of UW departments find out							
	who is NOT using us. Find out why							
	Advertise posters in Foege building							
	Novenuse posters in roege building							

(science folks)

Fruit for Ideas – Results & Impacts

- 73 ideas generated in 15 minutes
- 3 main categories : marketing, outreach, new products and services
- Assigned ideas to the different teams that had direct impact with topic
- Example: Die Cutting



Organization - Results & Impacts

Since 2010:

- Launched 242 teams on their lean journey
- Teams have sustained their lean journey, early teams now in their 9th year
- 85,000+ ideas implemented by approximately 1,400 employees
- \$360 million in benefit (re-allocation of resources, cost avoidance and savings)



UW Lean Tour - Washington State Employees

December 6th from 9:00 – 10:30 am

To Sign up visit our website: finance.uw.edu/lean/tours



University of Washington – Case Study

Free Download at: https://higher-ed.sisulms.com

