ALL LIVES HAVE EQUAL VALUE

Lean in Philanthropy:
An Innovative Application of Lean in a Non-Traditional Setting

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Who we are

2000
- ~3 strategies
- 150 employees

2006

2012
- 27 strategies
- 1,000 employees
What the problem was

Rapid growth led to operational inefficiencies, team silos and unnecessary rework on investments
Why we did this work

- Decision-making unclear
- Late engagement
- Processes not right-sized
What we worked toward

- Eliminate non value-add activities
- Formalize decision-making process
- Give staff time back to focus on their work
Who we involved
Who we involved
How we approached the work

Lean Six Sigma DMAIC
Where we landed
What the system looks like

- Continuous Improvement
- Metrics
- Training
- Additional Lean Six Sigma projects
- Implementation Support

Sustainability
Training & Implementation Support
Training & Implementation Support
Training & Implementation Support
Training & Implementation Support
Continuous Improvement
Continuous Improvement
What we measure
Biggest Changes

Standardization

Right-Sized Rigor

Process Ownership

Continuous Improvement
Where to From Here?

• Challenges
• Intersections
• Evolutions
• Behaviors and Culture
Our Top Five List

*BONUS:  KEEP IT SIMPLE! (and then simplify it...)

1. Change management should start on Day 1 and happen every day.
2. Secure leadership *engagement* (more than simple buy-in).
3. Build with *metrics* in mind so you can track progress and adjust.
4. Build and test the process first, *before you build a system.*
5. A set of *core design principles* can help you stay on track.