When to Use Which Approach:

Lean, Six Sigma, Service Design/Design Thinking, Agile/Scrum

Craig Szelestowski

2023 Washington State Lean Transformation Conference

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Agile/Scrum

Design Thinking

Six Sigma

Lean

Service Design

ITIL

Lean Startup

Re-Engineering

Client Experience Mapping

Agile/Scrum

Design Thinking

Six Sigma

Lean

Service Design

ITIL

Lean Startup

Re-Engineering

UX

CX

What is it?
Definition
Distinguishing Features
What “Job” Does it Do?
Key Points of Focus
History
Typical Implementation Steps
Most common points of failure
Where is it found?
Examples
Resources and Reading

Agile/Scrum

A philosophy (Agile), project methodology, and set of practices/routines (Scrum) to develop products.

Service Design

A set of skills that help organizations provide services that meet user needs in a cost-effective way.

Design Thinking

A method or approach for designing/improving new products or services.

Customer Experience (CX)

A framework for understanding/ managing the entire lifecycle of client relationship with the organization.

Lean Startup

A methodology for developing new businesses and products.

ITIL 4

(Info Technology Infrastructure Library)

Framework to deliver IT services through prescribed processes, procedures, tasks, and checklists.

Lean

Philosophy, methodology, routines and improvement tools to flow value to client; a management system to lead/manage an organization.

Business Process Re-engineering

A business strategy - large-scale redesign of processes, often involving IT systems.

Six Sigma

A project-based process improvement methodology to reduce defects, variation to deliver more consistently.

Compare approaches at https://leanagility.com/en/choose-the-right-approach

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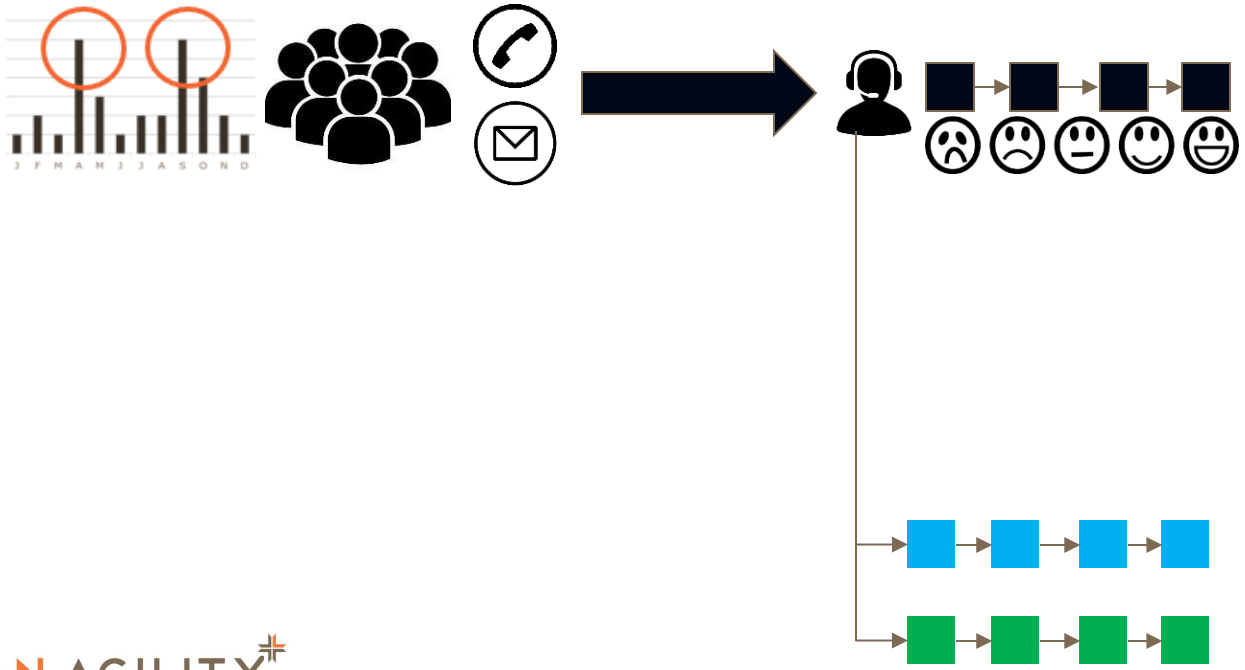
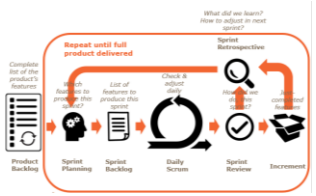
Some Proven Applications





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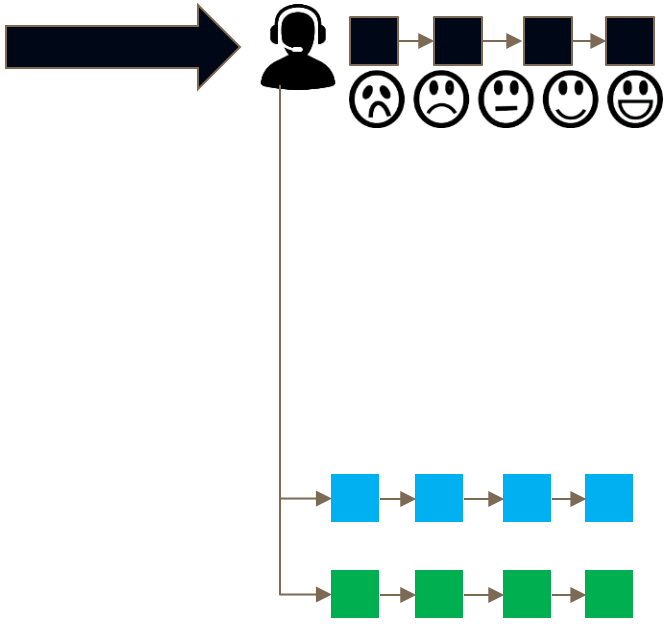

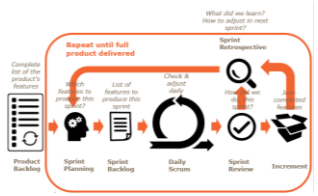

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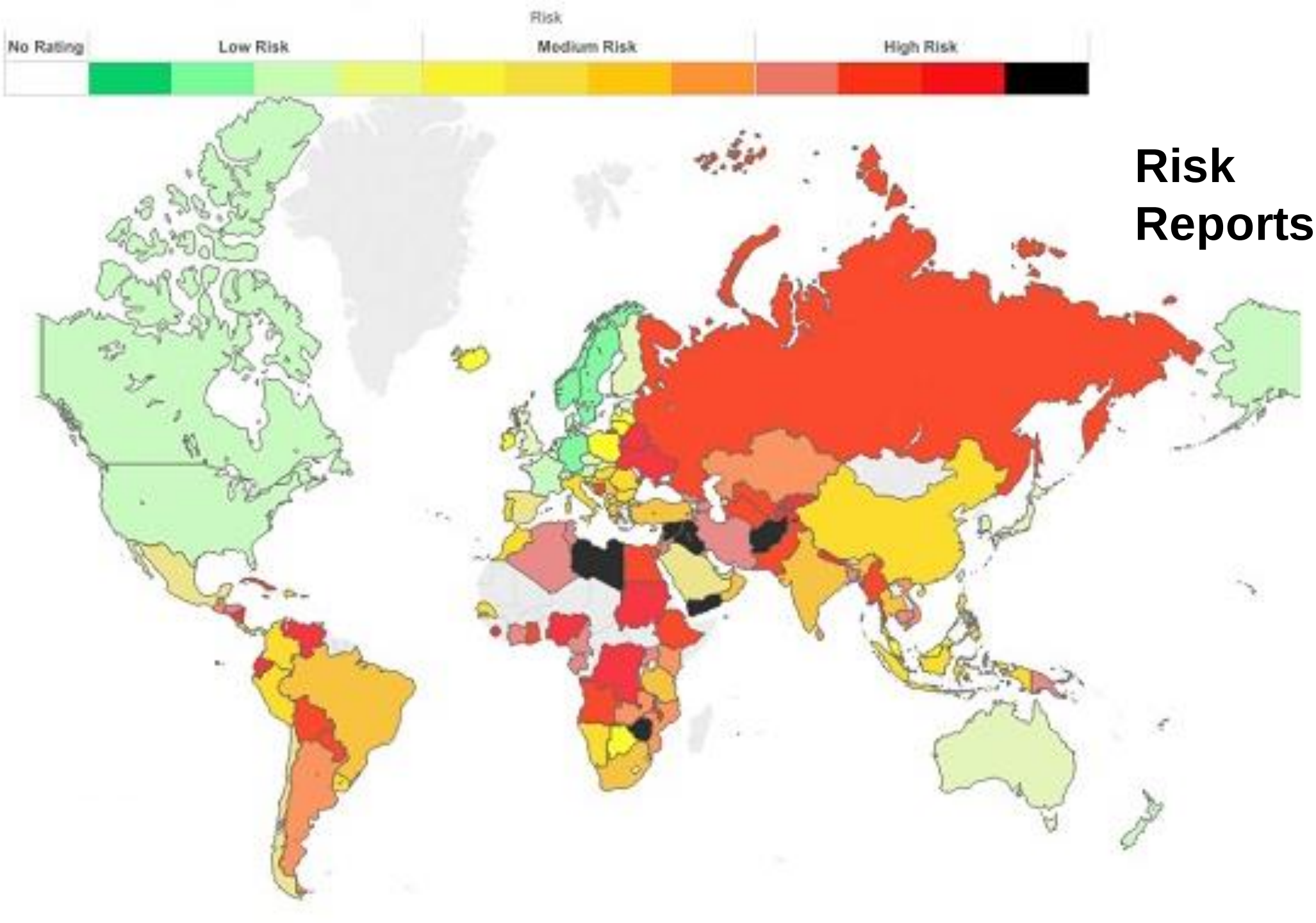

Risk Reports

Some Proven Applications

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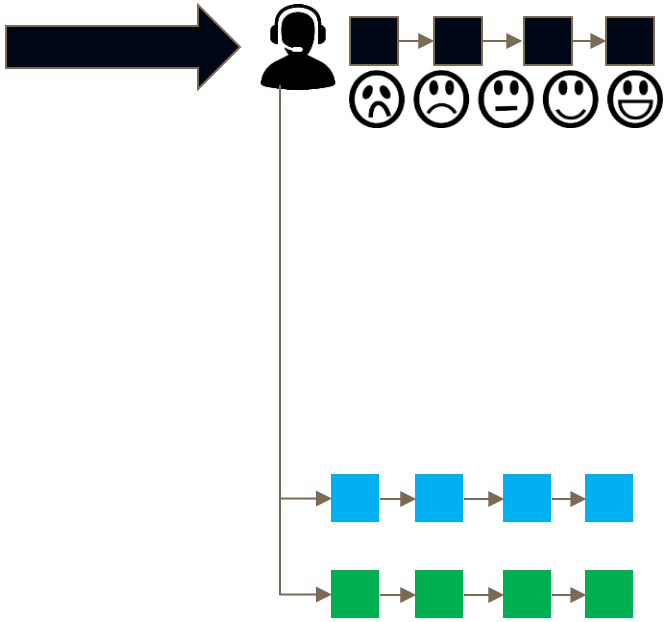

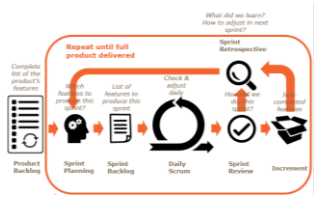

2. Address variation with Lean and Six Sigma, to avoid overwhelm

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How Backlogs Happen

VARIATION

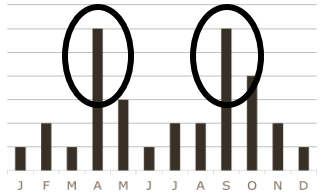
causes

UNREASONABLENESS

WASTE

Variation in:

- volume of work
- # of resources available
- skill profile
- complexity of work
- effectiveness of tools
- other?



Human Productivity

2. **Overwhelmed team, thus reduced productivity**

made worse by

3. **Team spends its reduced capacity on non-value added, preventable, work**

- Fixing errors
- Clarifications
- Re-drafting
- False starts
- Looking for information
- Unnecessary approvals
- Excessive processing

made worse by

4. **Team spends capacity on:**
   - **Client progress-chasing calls**
   - **backlog reporting**

allowing

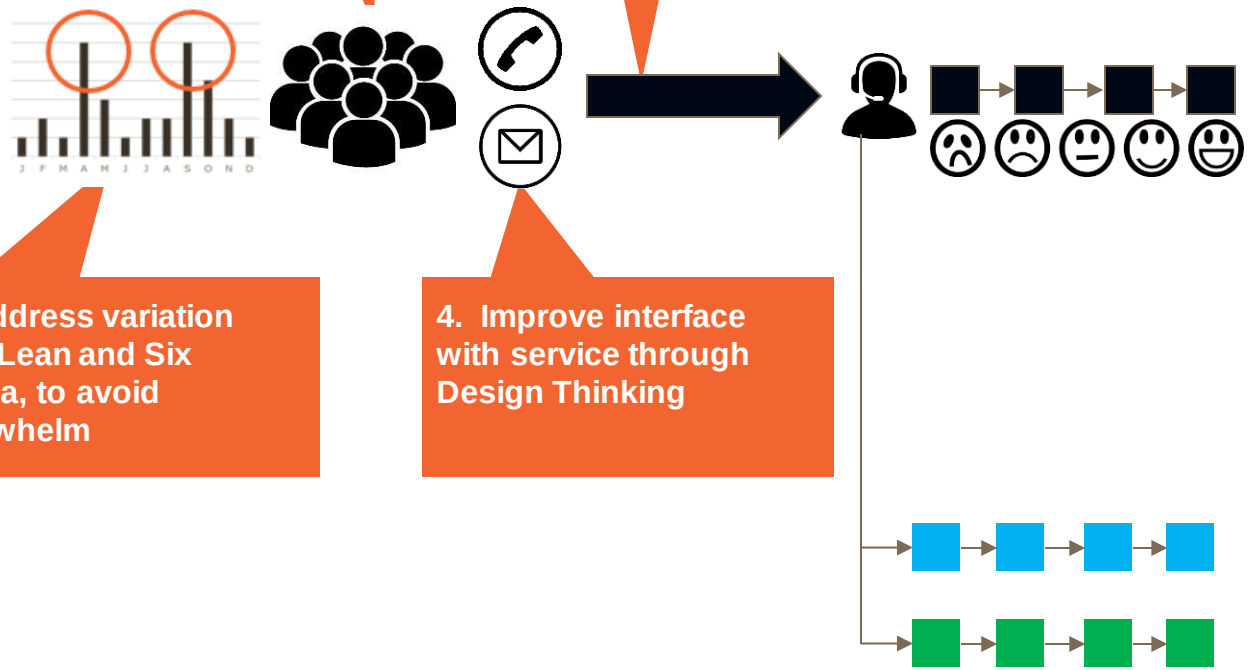
5. **Fewer files finished, a growing backlog**

repeat Steps 2-5, fall further behind

Some Proven Applications

1. Learn client needs/value through Lean, Design Thinking

3. Reduce Failure Demand through Design Thinking and Lean



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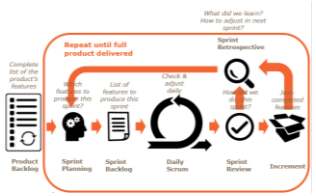

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Two Types of Demand

Value Demand

- Contacts that we WANT.

Eg:

- Initiate a transaction

Failure Demand

- Contacts we DON'T WANT
- Arising from a failure to do something or do something right for the client. Solve the root cause.

Eg:

- Progress chasing – when is my appointment?
- Who do I call?
- How do I do this?
- Calling wrong place
- This is incorrect.

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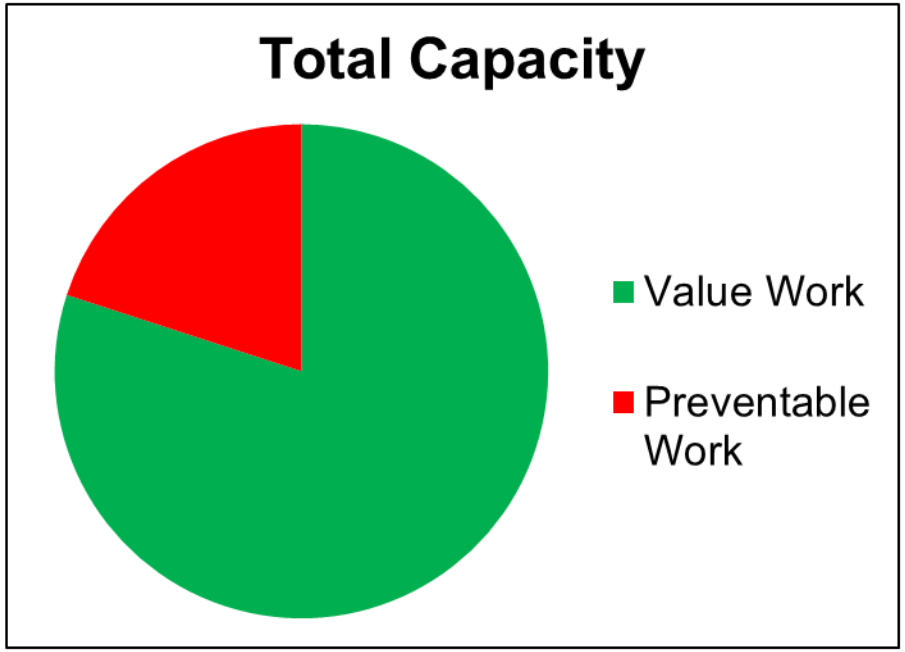
Failure Demand

Work that is required because something went wrong.

Typically, 10-50% of workload is fixing these problems.



A healthcare provider estimated that the design of five (5) of its forms wasted the capacity of 54 RN's per year.

Failure Demand:
Drains capacity but does not add value

Type	Example
Something not done	Document, information missing – go find it
Something not done right	Wrong information, misplaced info – redo it, return visit
Something is not clear	Unclear instructions, requirements – get clarification, make a return visit
Unnecessary task or step	Collecting and verifying unnecessary information
Something takes too long	Chasing progress, answering progress-chasing contacts

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Veterans Ombudsman Guy Parent

What was the most rewarding aspect of the work that you have done to date on behalf of Veterans?

Transcription | Video Gallery

Reports

Supporting Ill and Injured RCMP Members and their Families: A Review

Support to Military Families in Transition: A Review

Annual Report 2014 - 2015

View All Reports

Veterans Ombudsman's Blog

Shaping tomorrow's continuum of care for our Veterans

The needs of our Veterans' population are changing, with the number of modern-day Veterans receiving long-term care from VAC continually increasing. This changing population comes with their own unique needs that must be considered in the development of a long-term strategy to support all Veterans. Read my thoughts on the way forward in my latest blog.

Success Stories

Significant Increase in Disability Assessment

A Veteran contacted the Office of the Veterans Ombudsman because he was unsatisfied with the initial (interim) assessment of 28 percent that he had received for several major injuries sustained ...

Veterans Independence Program

In another instance, VAC denied a request from a Veteran for social transportation costs under the Veterans Independence Program. The

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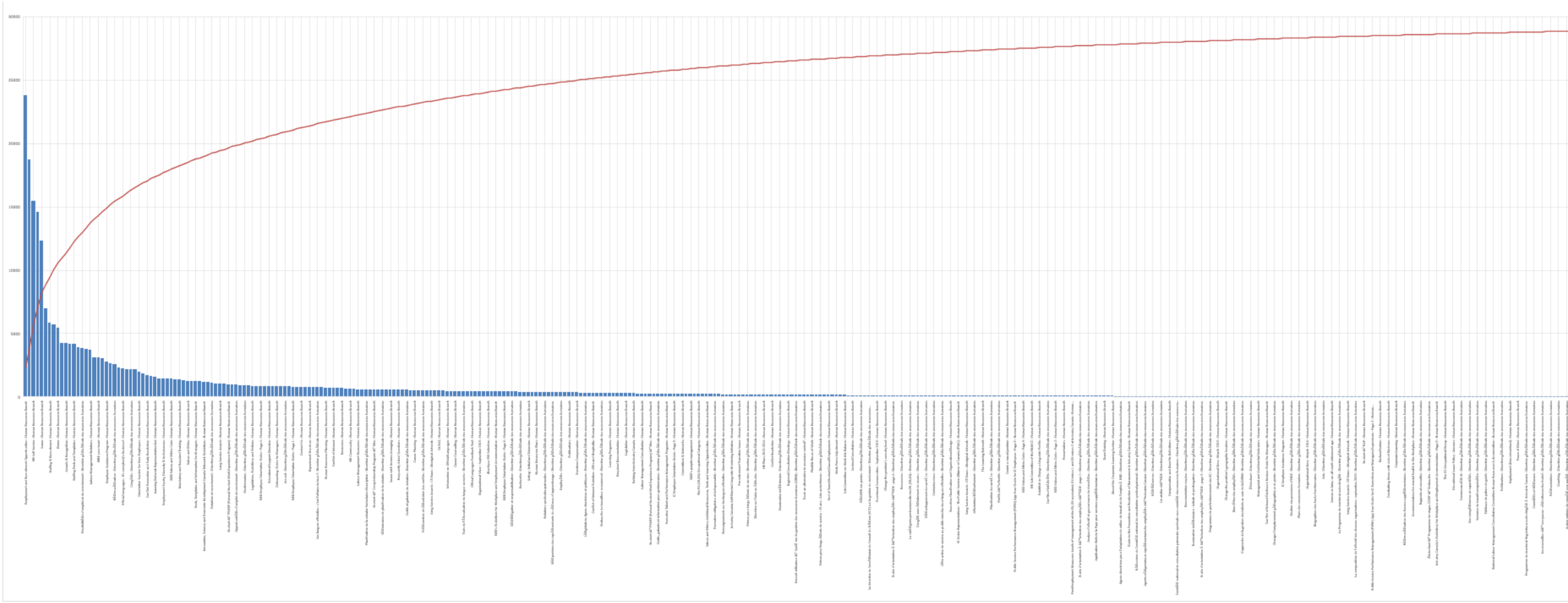
Page Views in Past 12 Months – HR Department Intranet Site



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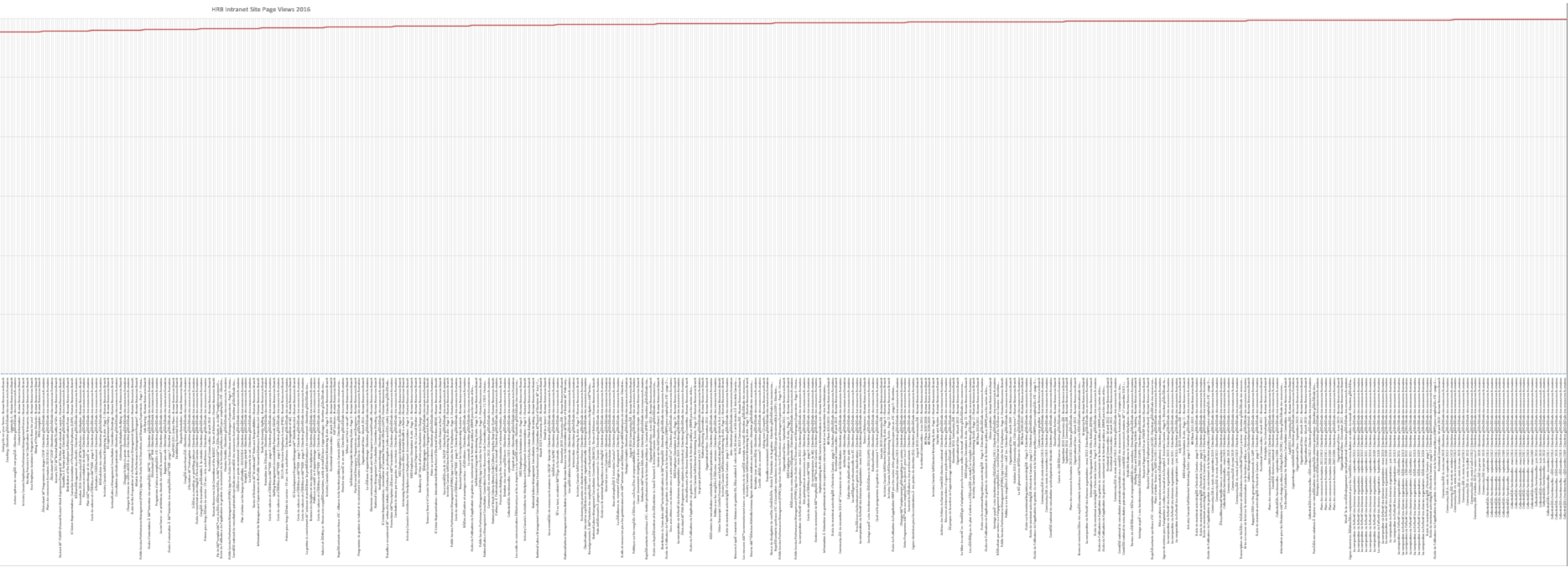

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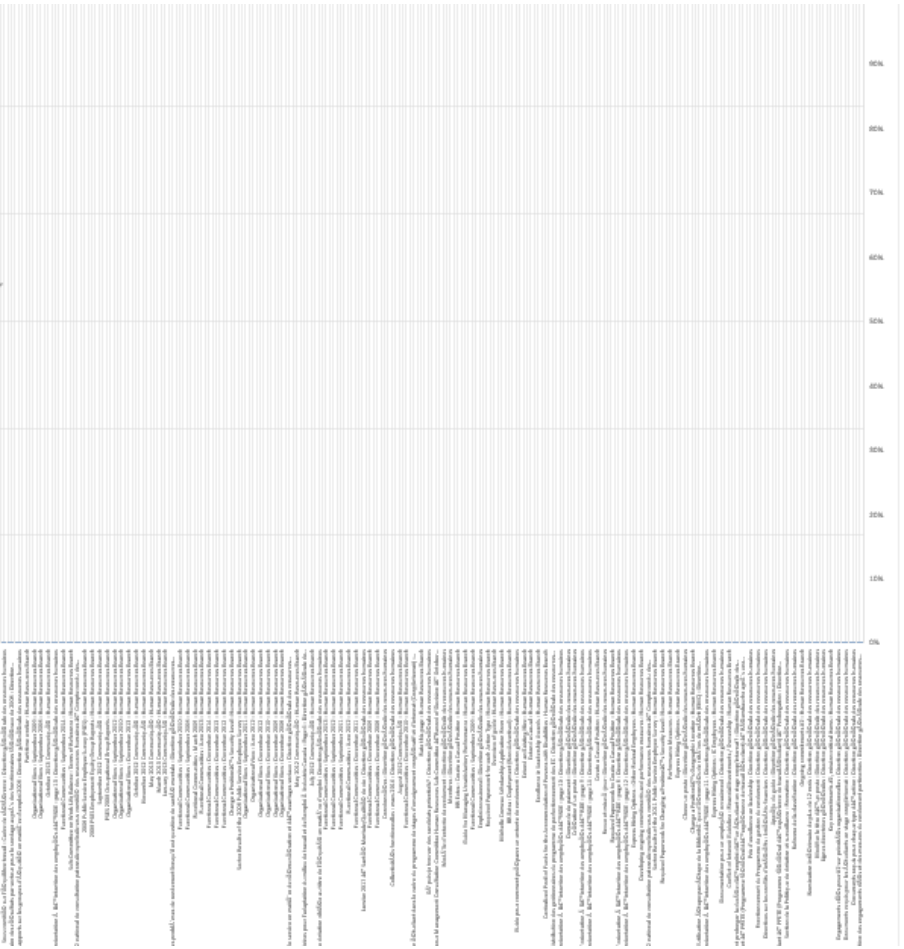

In 2016:

1110 pages on Intranet site
Top 5 pages account for 30% of views
Top 13 pages account for 40% of views
Top 56 pages account for 70% of views
How many pages have almost no views?

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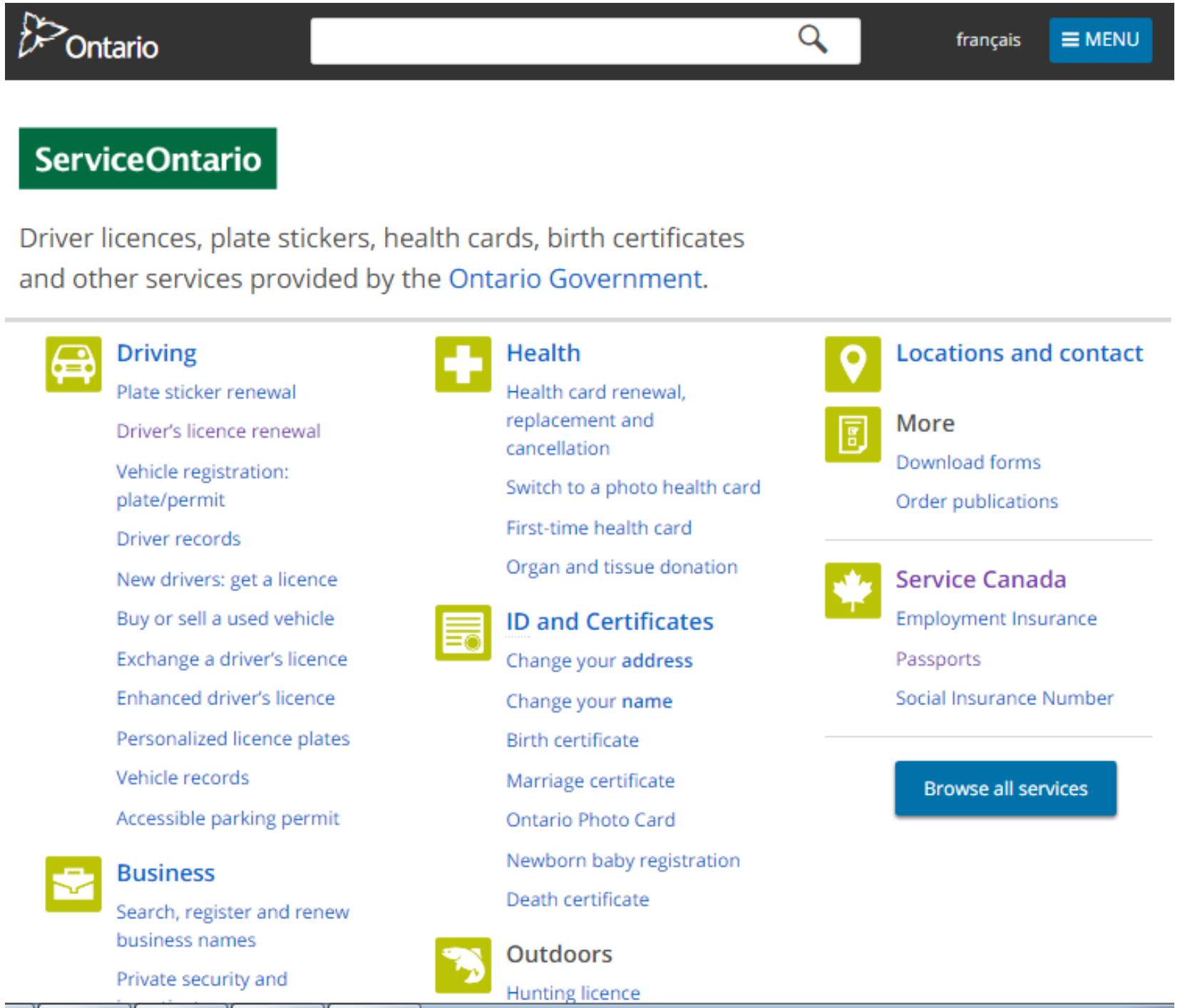
Ontario
français
MENU
ServiceOntario
Driver licences, plate stickers, health cards, birth certificates and other services provided by the Ontario Government.
Driving
Plate sticker renewal
Driver's licence renewal
Vehicle registration: plate/permit
Driver records
New drivers: get a licence
Buy or sell a used vehicle
Exchange a driver's licence
Enhanced driver's licence
Personalized licence plates
Vehicle records
Accessible parking permit
Business
Search, register and renew business names
Private security and
Health
Health card renewal, replacement and cancellation
Switch to a photo health card
First-time health card
Organ and tissue donation
ID and Certificates
Change your address
Change your name
Birth certificate
Marriage certificate
Ontario Photo Card
Newborn baby registration
Death certificate
Outdoors
Hunting licence
Locations and contact
More
Download forms
Order publications
Service Canada
Employment Insurance
Passports
Social Insurance Number
Browse all services

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1. Learn client needs/value through Lean, Design Thinking

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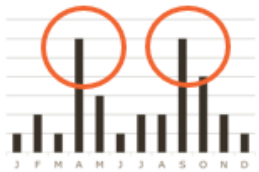
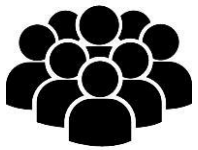
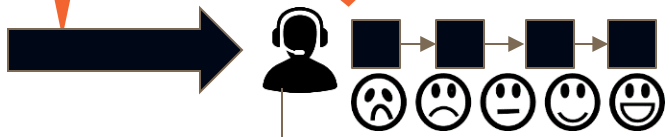
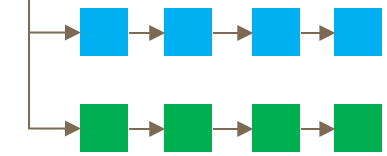
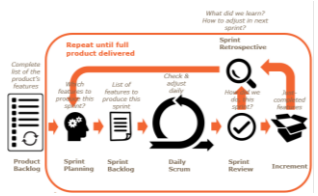
5. Streamline, accelerate, internal process & free up capacity using Lean,











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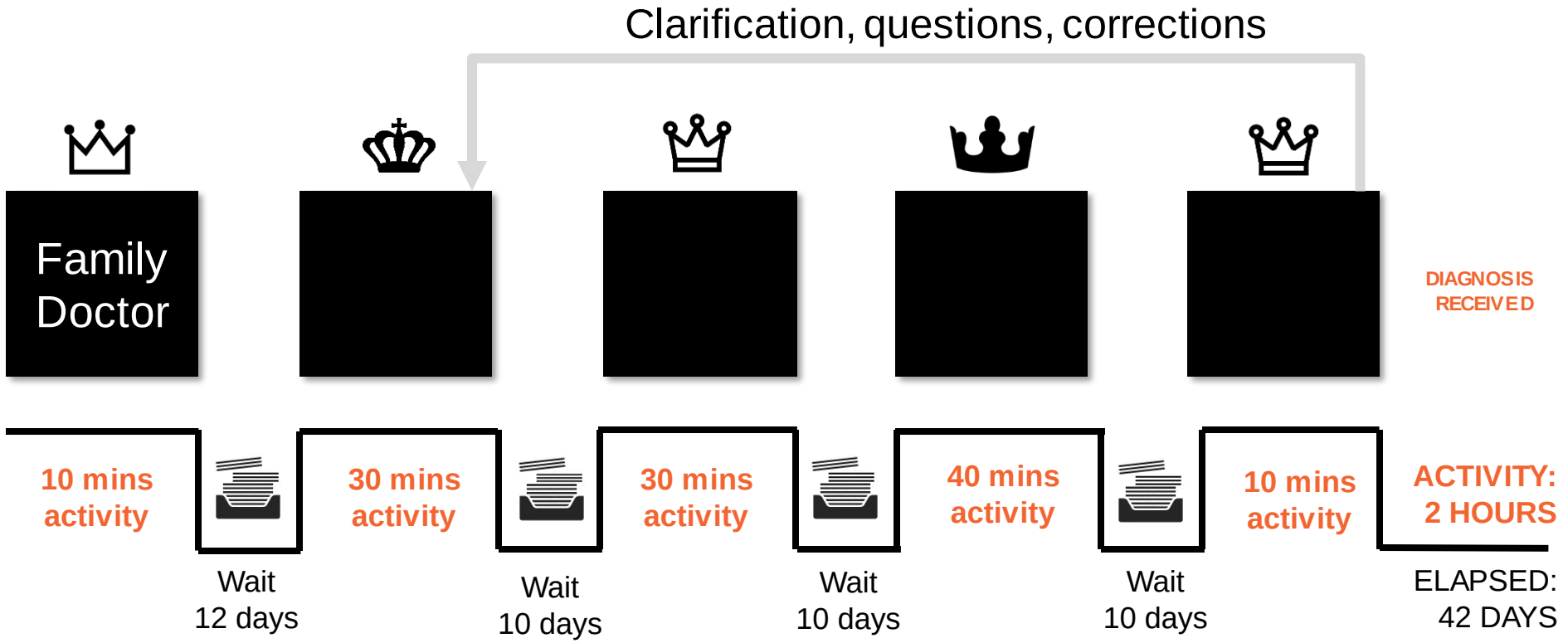
“Resource” Efficiency



“Flow” Efficiency

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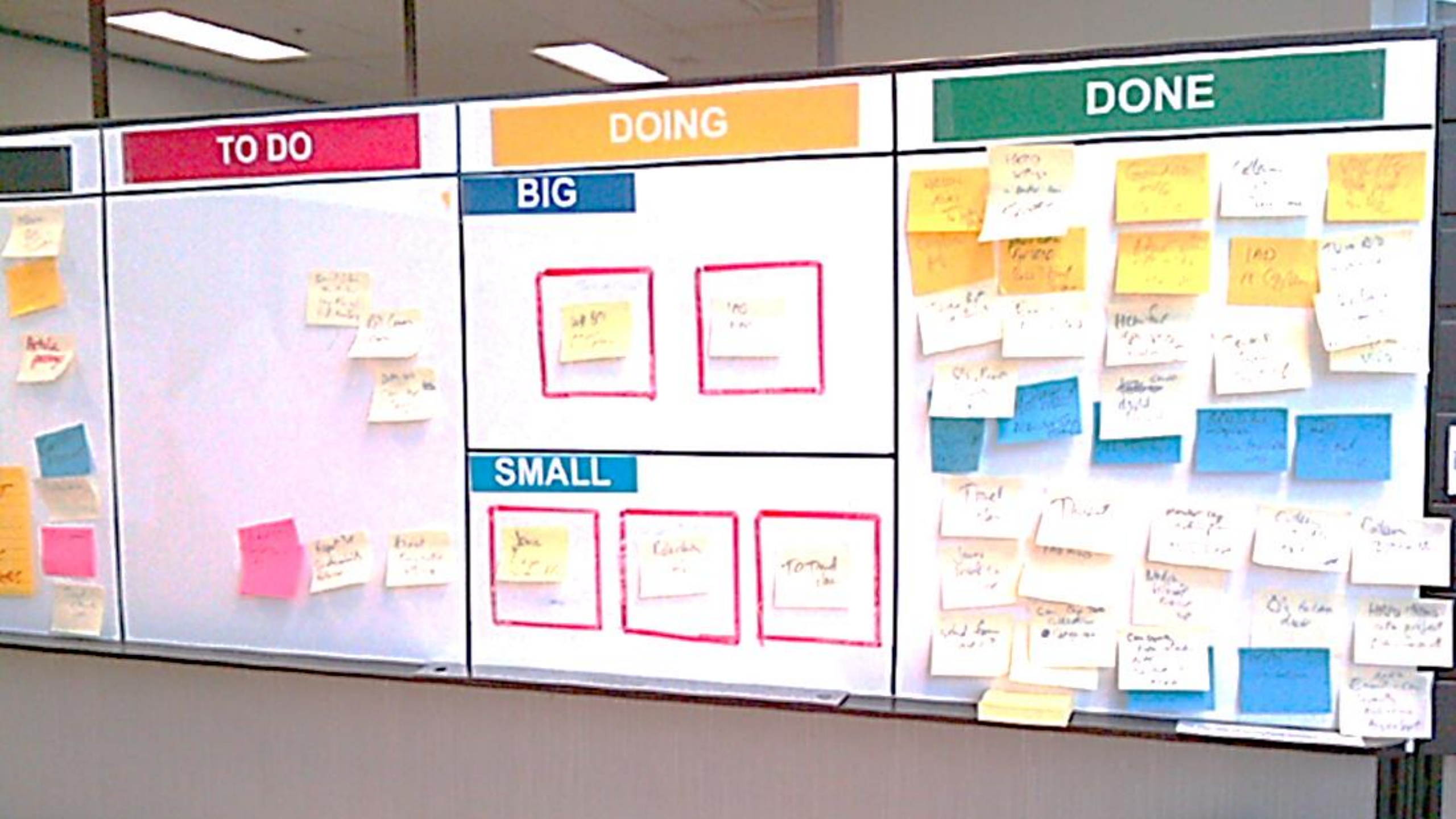
TO DO
DOING
BIG
SMALL
DONE

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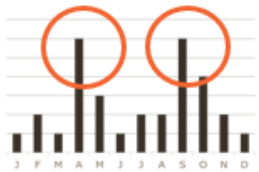

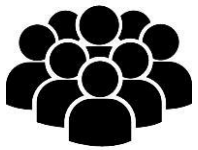

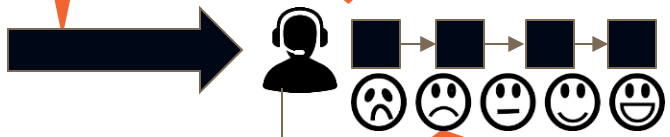

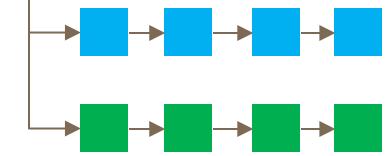

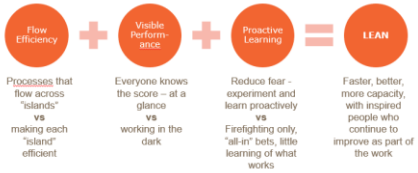

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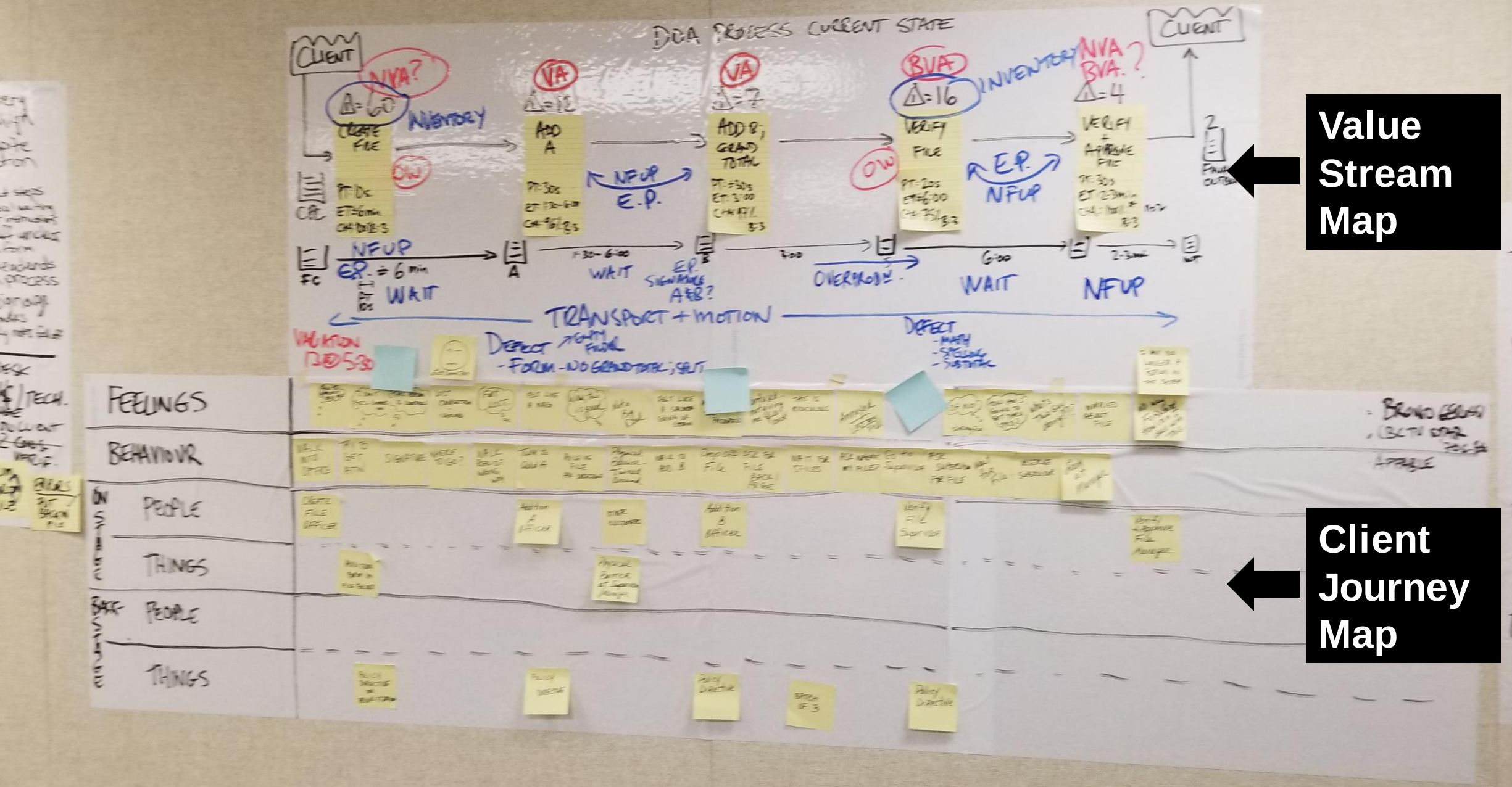

Value Stream Map

Client Journey Map

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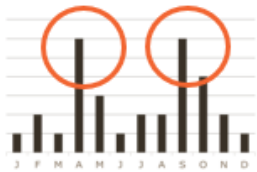

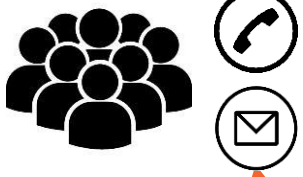

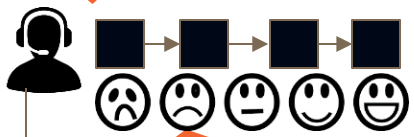

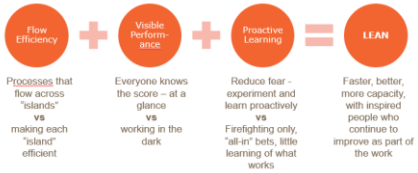

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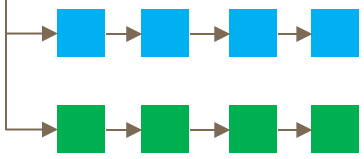

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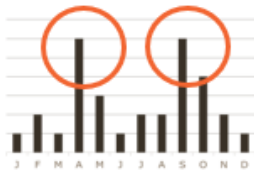

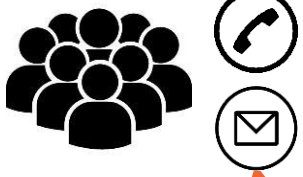

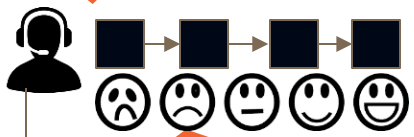

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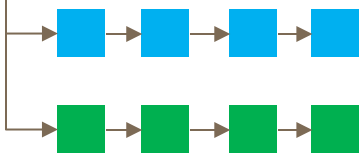

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Agile/Scrum: Create one sticky note per experiment

Impact = 21 Effort = 5

CREATE A STAFFING PROJECT PLAN TEMPLATE

As a HIRING MANAGER, I need to know all of the steps in staffing my vacancy, when they will occur, what my role is, how much time I have to do my part, and when to expect my hire to start the job.

Lead: JASON Assigned: Oct. 15, 2021

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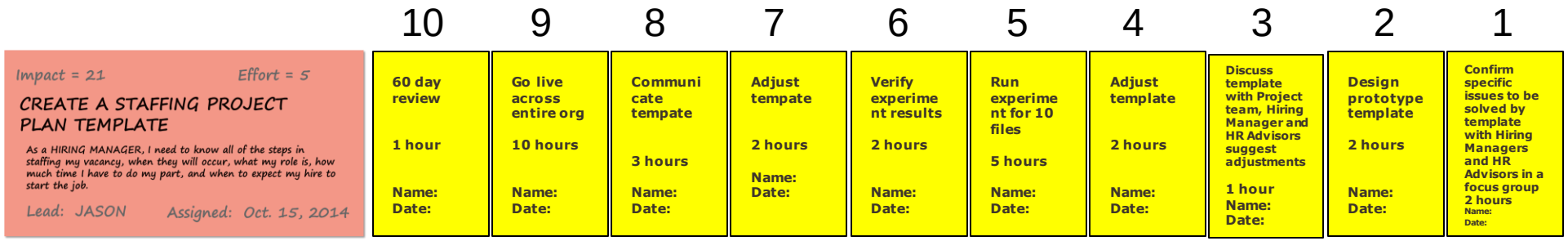
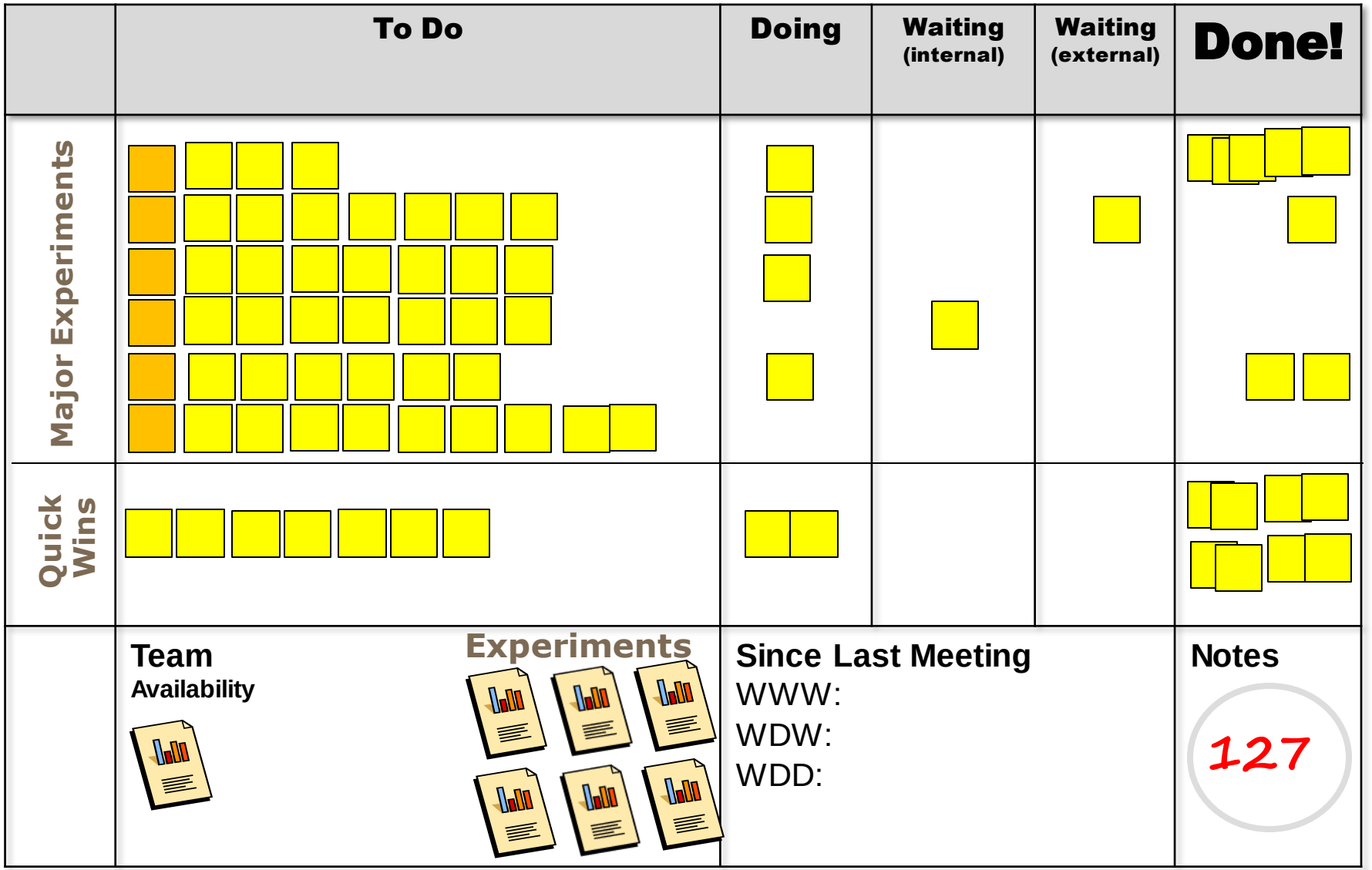
Work Breakdown – Bite Size Tasks



Total: 30 hours of effort
Classify by group

- Break down the initiative into the steps that you will need to implement.
- Estimate effort required for each step
- Calculate total effort required

Scrum Board to make progress visible



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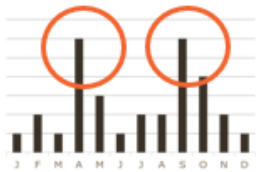
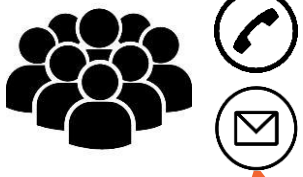
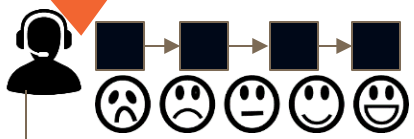
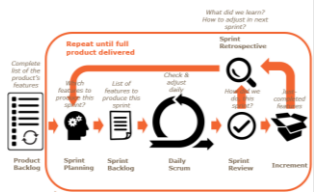
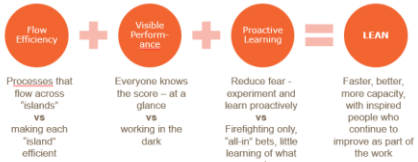






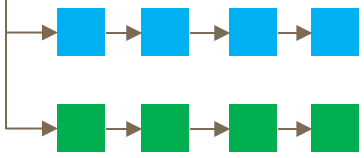




2. Address variation with Lean and Six Sigma, to avoid overwhelm

4. Improve interface with service through Design Thinking

6. Improve client journey through Client Experience



9. Use Lean process visibility and routines to continue to improve system over long term; Lean Hoshin planning to prioritize, create focus on org's North Star, and execution

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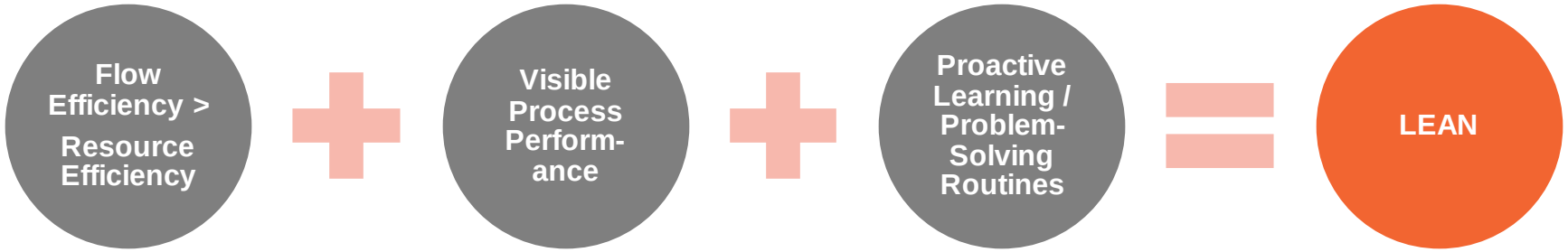
Lean: 3 Key Decisions



Processes that flow across functional "islands"
vs
making each "island" efficient, but not making the end-to-end process flow

Everyone knows the score – at a glance
vs
working in the dark, unable to see end-to-end process performance across the islands

Routines built into the work to solve problems and experiment proactively
vs
Firefighting only, "all-in" bets, little learning of what works, repeating old mistakes

Faster, better, more capacity, with inspired people who continue to improve as part of the work

From: This is Lean: Modig & Ahlstrom

Visible Process: Workflow Board

Visual Management board for hiring process

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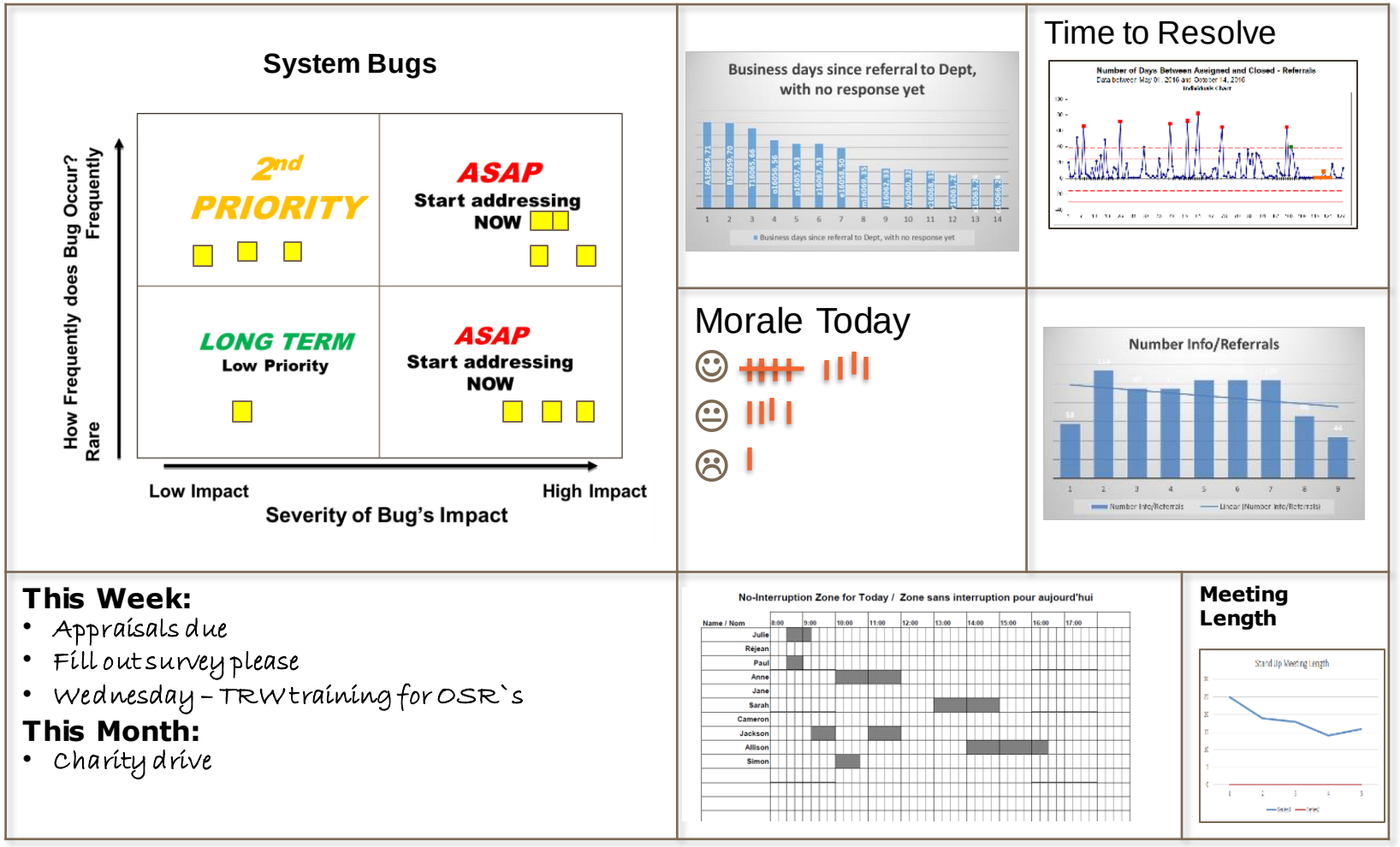
Visible Process



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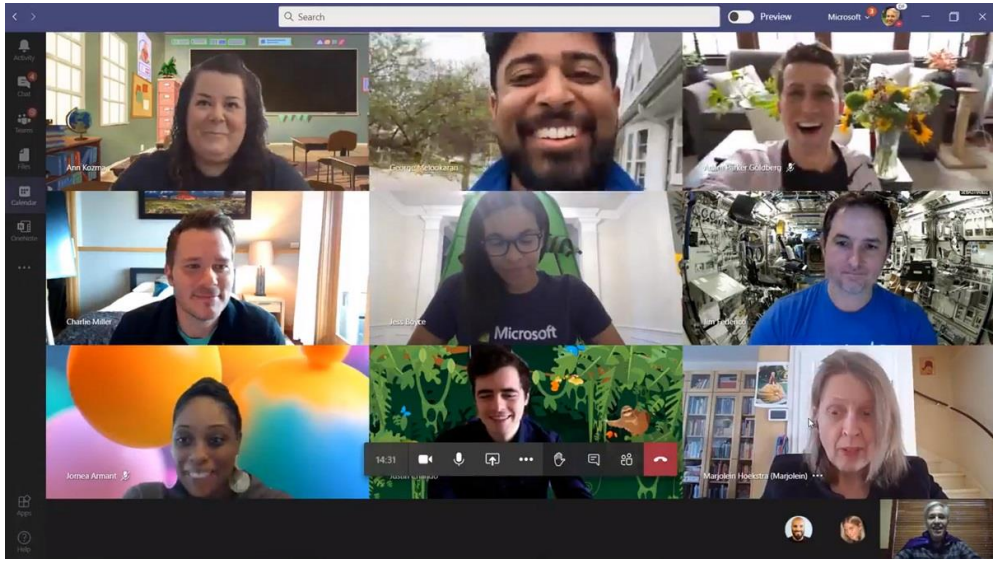
Project Huddle/Retrospective Meetings

1 hour weekly – stop the work and address:

- Since our last huddle:
  - What went well?
  - What didn't go well?
  - What should we do differently? Experiments to try.
- Follow up on action items
- Get everyone aligned on same page
- Start to introduce daily operational items – transition to continuous improvement board



Performance Measure:
The time spent in the huddle adds more value to each participant than what they would have otherwise been doing with that same time.

Some Proven Applications

1. Learn client needs/value through Lean, Design Thinking

2. Address variation with Lean and Six Sigma, to avoid overwhelm

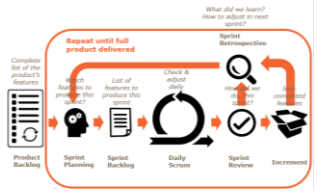
3. Reduce Failure Demand through Design Thinking and Lean

4. Improve interface with service through Design Thinking

5. Streamline, accelerate, internal process & free up capacity using Lean,

6. Improve client journey through Client Experience

8. Use Agile/Scrum to build/implement improvement experiments



9. Use Lean process visibility and routines to continue to improve system over long term; Lean Hoshin planning to prioritize, create focus on org's North Star, and execution

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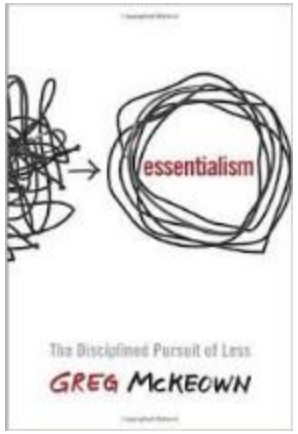
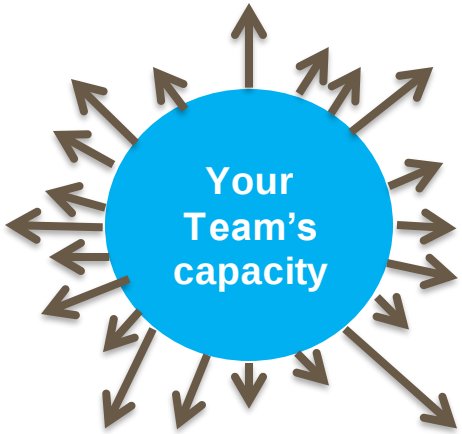
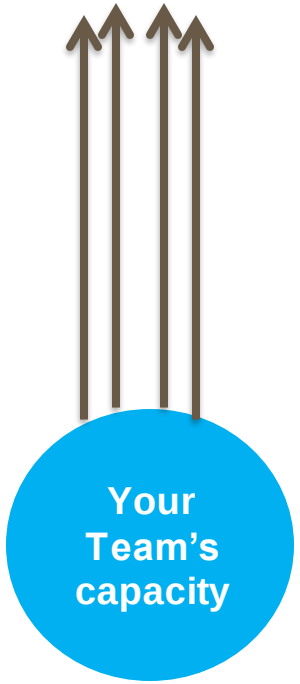
Fewer Priorities, better executed.





Do it all.
It's all important!



Execute the "Critical Few"
(same amount of effort, but focused)

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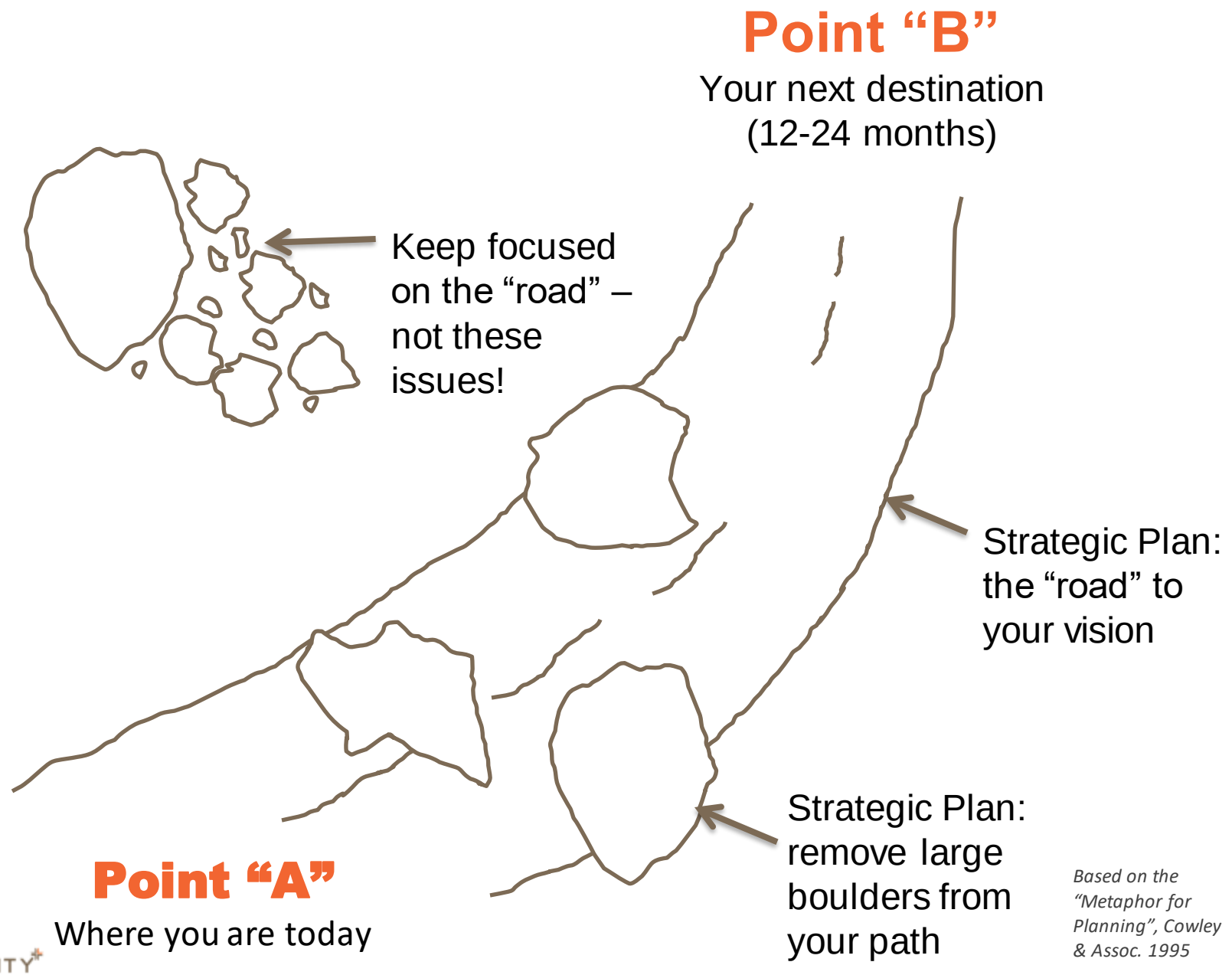

Based on the "Metaphor for Planning", Cowley & Assoc. 1995

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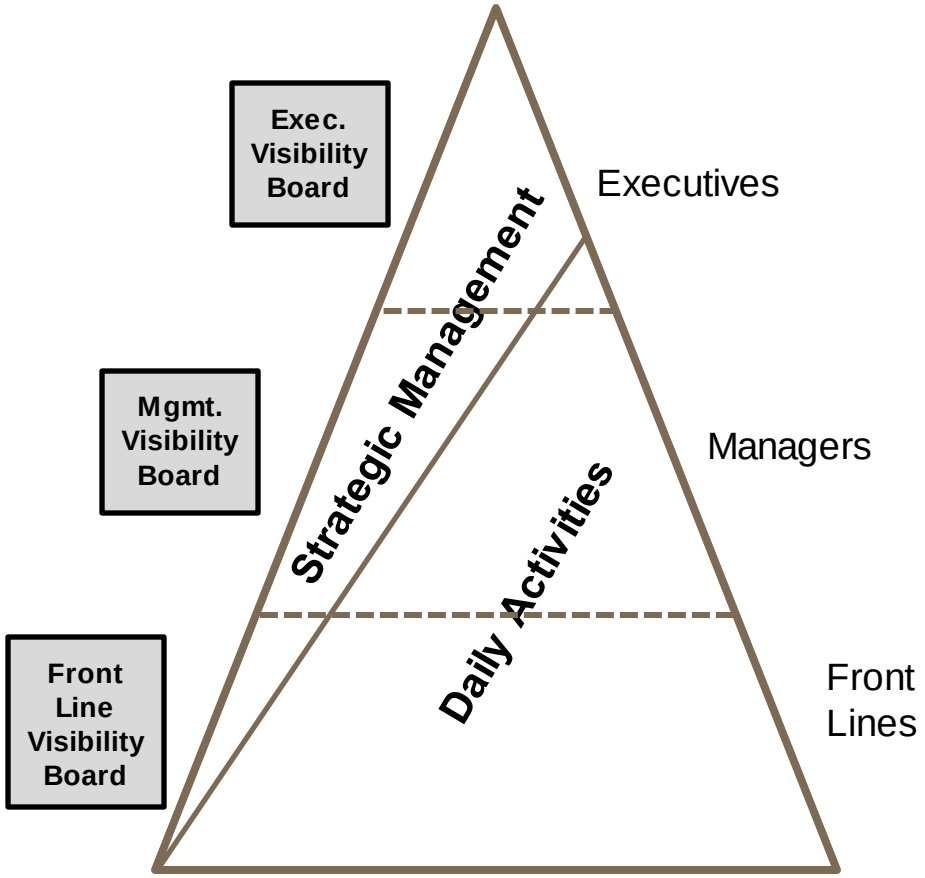
How Lean Differs from Traditional Strategic Planning



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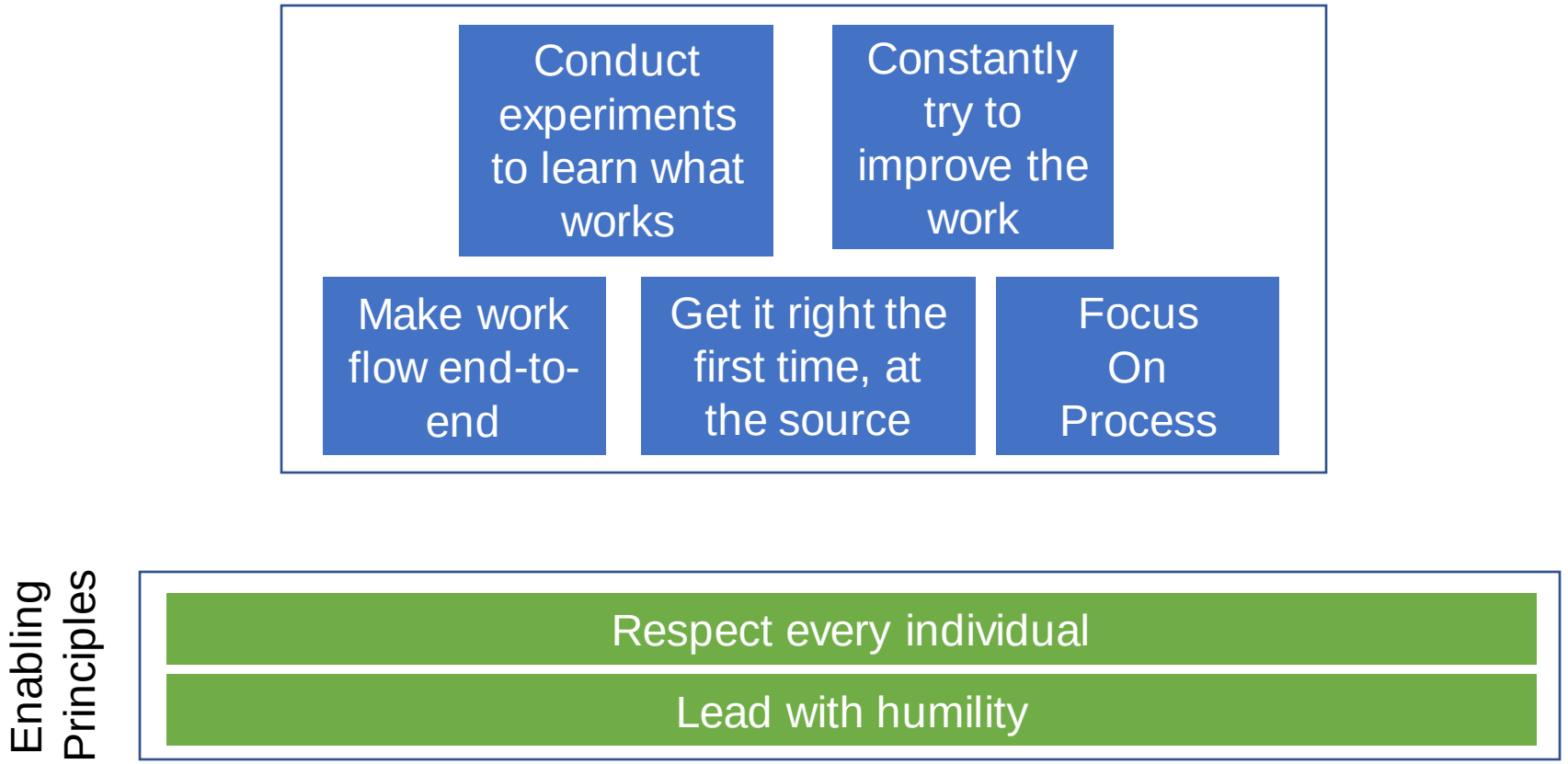
Source: Kesterson.

Common Lean Operating Principles



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Leader Standard Work (Example)

	Quarterly/Yearly	Monthly/Weekly
Leaders of leaders	• Lengthier alignment check-ins. Tracking results measures • Vertical and horizontal catchball conversations.	• Workplace walks • 1:1 meetings (direct reports) • Attend kick-offs and report outs from problem solving events • Brief alignment check-ins
Front-line leaders	**Monthly/Weekly**	**Weekly/Daily**
	• Brief alignment check-ins • Vertical and horizontal catchball conversations.	• Regular huddles • 1:1 meetings • Create accountability for identifying and solving problems. • Coach direct reports in problem-solving • Track operational process metrics (actuals vs. target) • Participate in problem solving

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Three Things You Can Do When You Return to the Office

1. Identify, prioritize the gaps in your current practice
2. Make friends, get training/mentoring, in your gap fields
3. Develop mastery in these areas, help others to learn them.

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Have fun

Questions? Want to chat?

Craig Szelestowski

Founder, Lean Agility

craig@leanagility.com

613 266 4653

leanagility.com

https://www.linkedin.com/in/craigszelestowski/

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