TAT LEAN

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



Session Overview

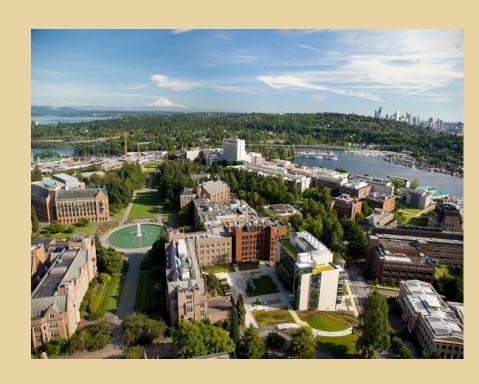
- UW Background
- What is Fun With A Focus
- "Why" Fun With A Focus
- Keys to Fun With A Focus
- Balance Between Personality and Process
- Examples of Fun With A Focus
- Results & Impacts from Having Fun With A Focus



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.



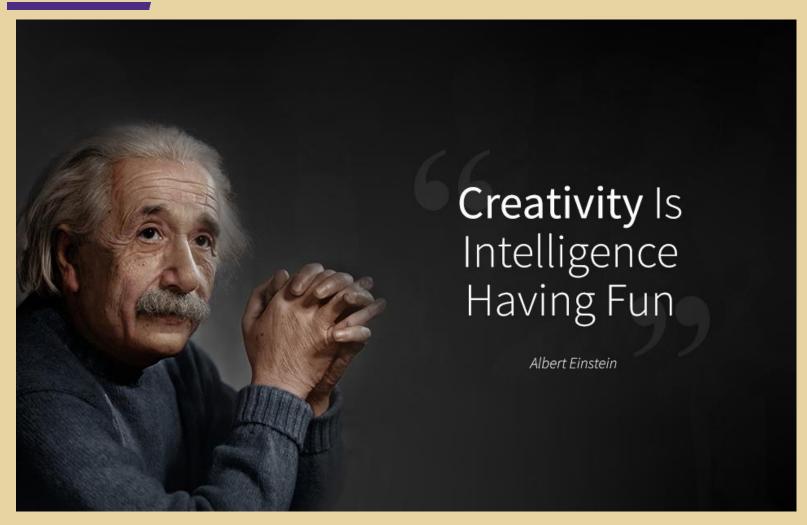
"Why" Fun with a Focus

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





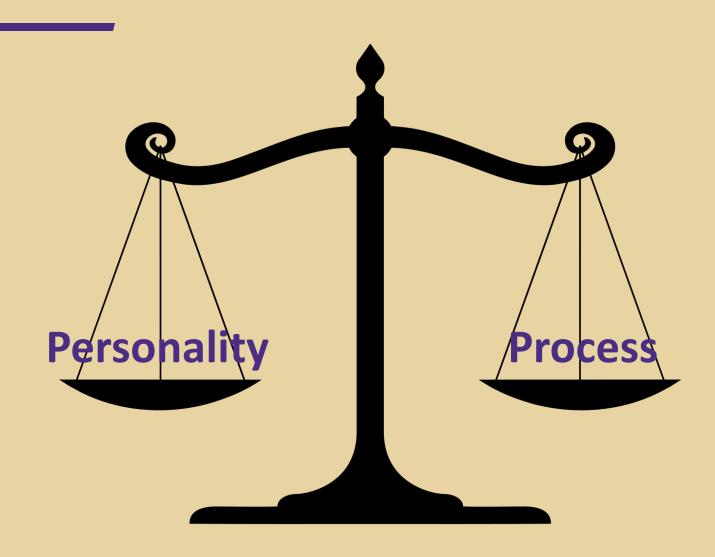
KEYS TO FOCUSED FUN

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





Balance Between Personality and Process





Developing Good Huddle Behaviors





Lean Launch – Mapping with Post Its



Visual Board – Team Personality



Learning & Sharing Best Practices

SCAVENGER HUNT

Visual Management Scavenger Hunt 3/13/2

- 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





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 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 $15^{th} - 17^{th}$, 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





Speed Scoping – Working Session



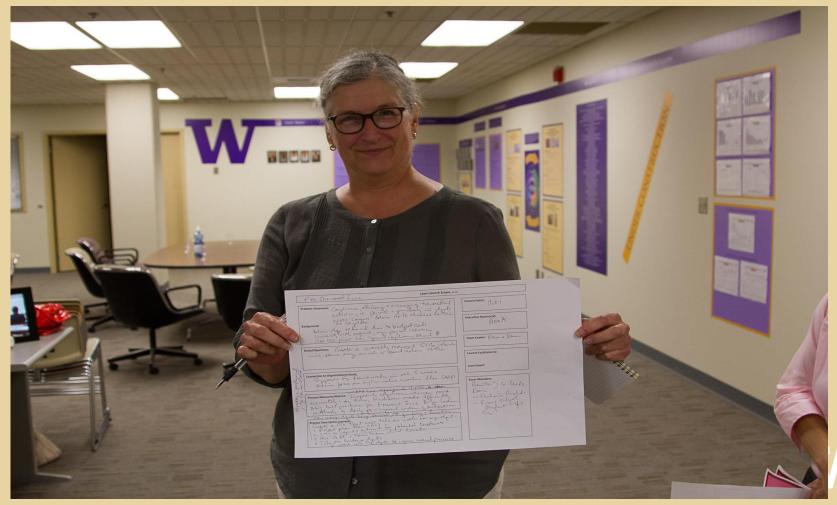


Speed Scoping – Having Fun





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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LEAN

Fruit for Ideas – Ideas Generated

Assigned to Team Marketing Create list of estimates that never turned into jobs, determine why the job was not done (cost, etc.) Continuously communicated C2 unique value proposition Pull list of customers using C2 mailing permits #62 to use for outreach Customer Outreach- Meet with MP group about leads for new customers Use TMP to advertise C2 Create/Email C2 Newsletter to clients and ask them to share with others in their departments Collect client reviews/testimonials and use them to spread the word about what a good job we do Get the word out on a continued basis. Turnover in staff on campus means we lose connections when folks leave the UW community Social media presence and e-com need to be leveraged Use Imad's statistics to drive advertising Advertise C2 in the Lean Center- lots of people come through there Put C2 logo on all Lean symposium posters, give Lean a discount for the advertising space Advertise C2 on sandwich boards outside of copy centers Track new hires at UW. Use variable data on iGen to send out personalized postcards that list services, locations about our existence and purpose Host a EXPO of C2s products and services, feature a customer who has a positive experience Have a Earth Day presence Advertise CPC and Course Packs to new faculty 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 (science folks)	Catagory	Idea	Assigned to Team
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		-	
(science folks)			
		(science folks)	

	Collect printed materials from around campus	
	and find out if we printed it. Find out why not	
	HOLD AN OPEN HOUSE FOR NEW DIGITAL PRESS	
	Advertise on Burke Gilman trail	
	Advertise posters and other large format offerings to potential customers	
	Lean team to advertise C2 services during tours, events, etc. Which products should they promote?	
	Expand Mail Store marketing and services	
	TMP signs to promote business cards	
	Advertise C2 in copy and mail rooms across	
	campus	
	Advertise C2 on TMP	
New Equipment and	Offer Qtrack as a service for a fee	Senior Management
Services	Office Quality as a service for a fee	Team to review and assign to teams
	Purchase Intelligent Inserter and go after UW	
	depts. mailing statements	
	Better, faster equipment for staff to provide better	
	service	
	Offer promo materials for depts. to purchase, i.e .door hangers/ postcards	
	We send out a lot of wide format work too large	
	for our equipment. Purchase a flatbed printer/split	
	cost between MS and C2 production as both will	
	benefit. Run # to find out how much we send out	
	now	
	Provide more laminating finishes in-house for wide format	
	Put the t-shirt machine in service	
	Make buttons and sell at copy centers; offer button	
	making to customer	
	Offer a sandwich board package- one price for	
	board plus two posters	
	Offer more wide format substrates	
	Offer in-house roll label printing	
	Provide Admin Services like hosting invoices and	
	billing for other departments	
	Revisit doing work for other state agencies	
	Produce in-house pocket folders on iGen	
	Charge 30K-50K for large departmental websites	
	(now at 20K). Still a low cost vs outside agencies	
	Make and sell Husky Cards for all holidays	
	Web team could develop mobile apps	
	Increase training for web team to develop more	
	custom applications	

	Offer DSF as a service for departments for a	
	fee	
	Make Request Tracker more robust and sell to	
	more customers. Raise monthly price	
	Create a more robust Request Tracker	
	program	
	Finance can offer RT as well. (Scot Mar is	
	interested, btw)	
	Offer more TMP options. Can we sell	
	metro/sound transit space?	
	Offer more custom templates on DSF	
Cater to Students	On website, have a student portal with	Marketing Team
	offerings pertinent to them such as posters,	
	dawg prints, course pack info, note cards copy	
	center locations, etc.	
	Market business cards and posters to students	
Discounted Jobs	In-house discounts to frequent clients (e.g.	Accounting
5.1.0.1	Skymiles or Rewards)	
Reduce Costs	Work with Lean team to reduce OT	
Dawg Prints	Move Dawg Prints to cloud so outage here	IS Team
	doesn't take down service to campus	
	Implement Mobile Print	
New MS Locations	Provide better equipment in Dawg Prints	Adulting Complete
New IVIS Locations	MS should take on Valley Medical, UW Physicians Clinics and any UW affiliated	Mailing Services
	hospital for deliveries/pickups	Management
	MS should say yes to more trucking pickups	
	and deliveries	
Running Our	Create lists of all jobs done, know which center	Various teams
Business	is was sent to, etc. Hand written okay	various teams
Dusiness	Account Managers should ask Finance for	
	changes to reports to better meet their needs	
	After hours deliveries come. Educate our	
	vendors on the hours we are open	
	New iPad minis for Qtrack	
	Order and test iPhones for Qtrack	
	Order a dry erase board for TMP lean	
e-Bikes and	Expand e-bike program. Return more trucks	Bike team
Couriers		
	Create bike courier program for a fee	
	Offer food delivery by bike	
	Contract with Voulas/NL Pizza for food delivery	



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

