

W
LEAN

How Having “Fun
With A Focus” Can
Impact Your Results

W

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.

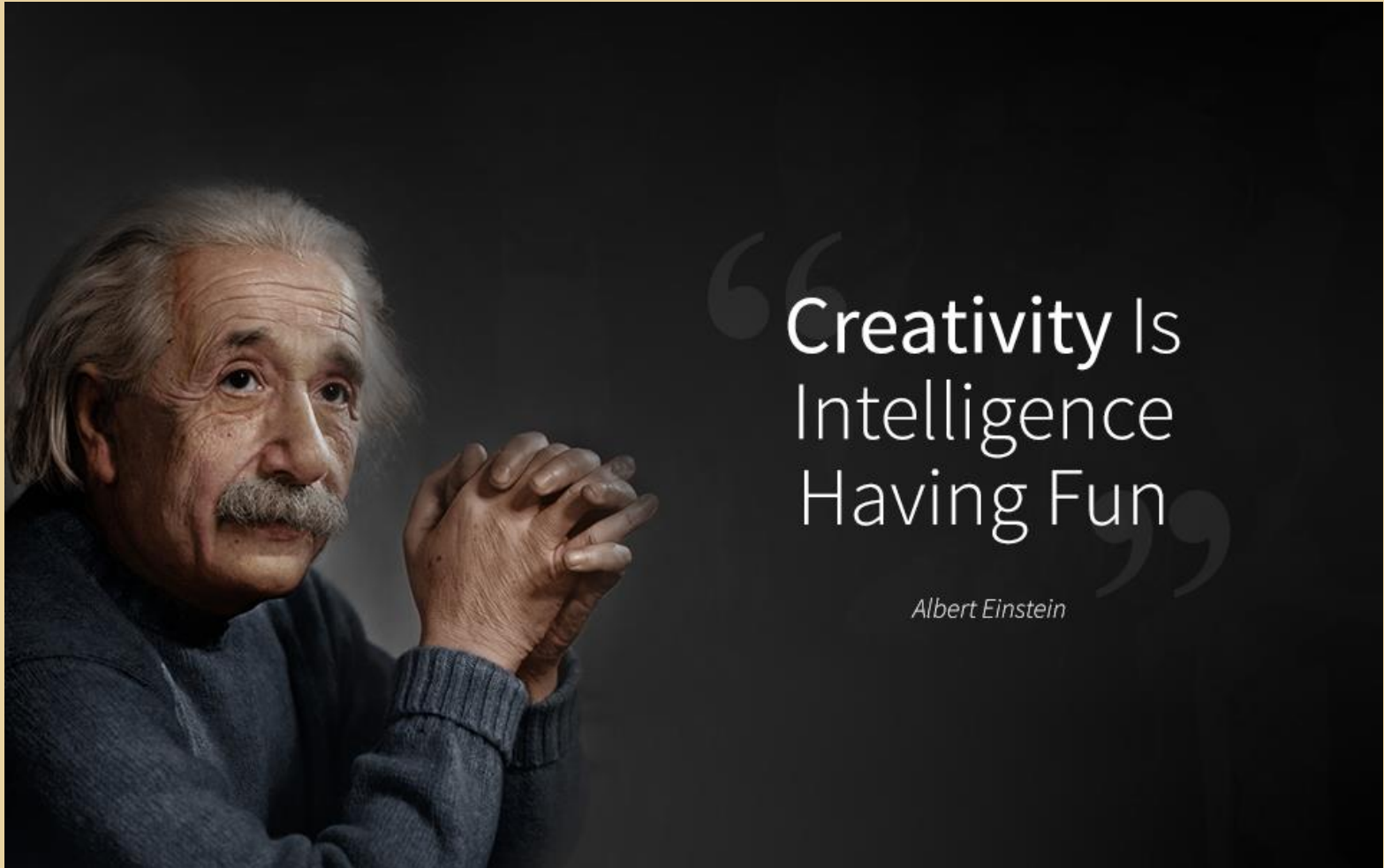


“Why” Fun with a Focus

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

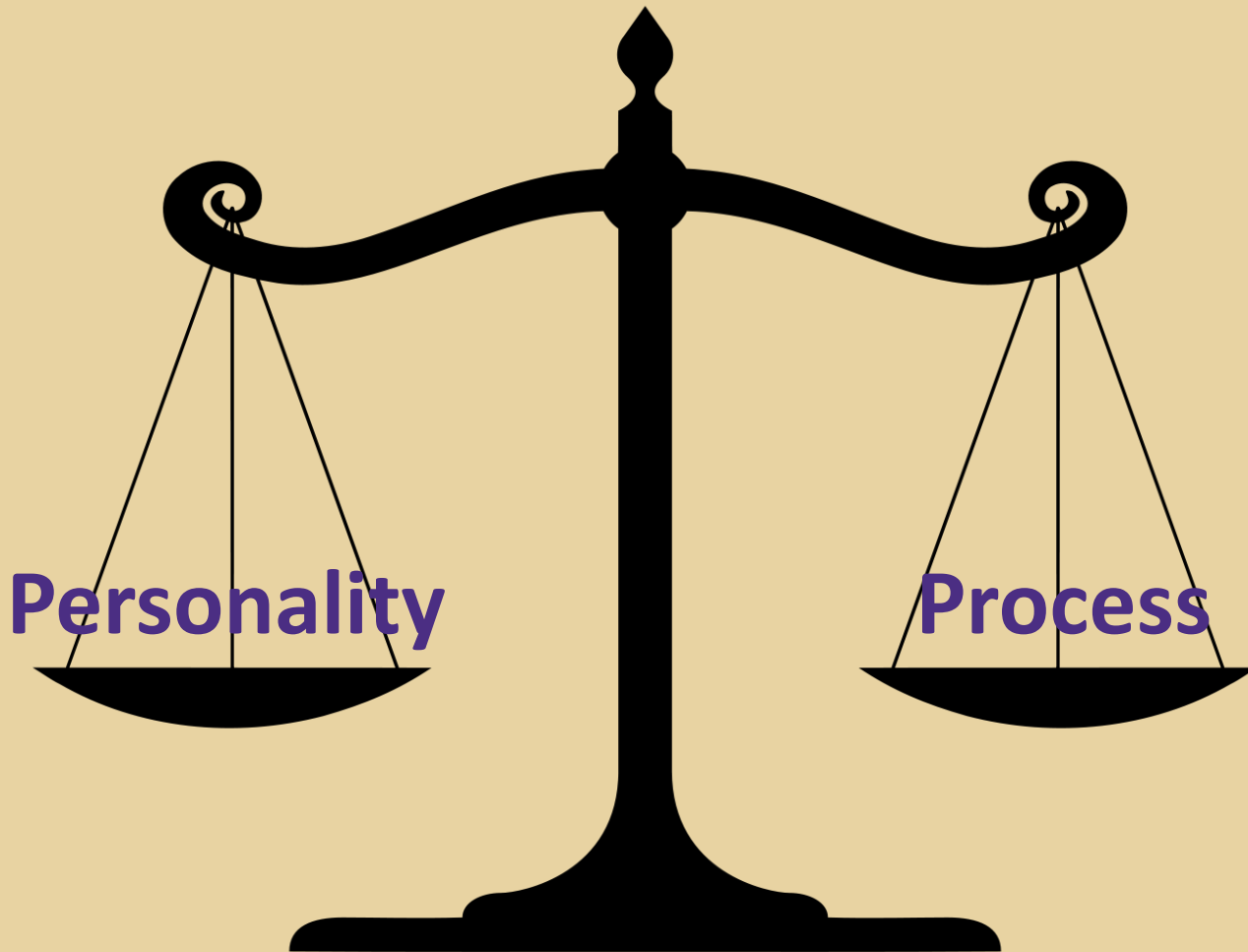


KEYS TO FOCUSED FUN

- > 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

ON THE TEE (NEW)
ON THE FAIRWAY (IN PROGRESS)
ON THE GREEN (COMPLETED)

UW Recycling Golf Score Card
(Completed Idea Cards)

MONTH	#
February	10
March	11
April	9

Obstruction Tracking
(Contamination)
Week of 5/22 - 5/26

	Monday	Tuesday	Wednesday	Thursday	Friday
Recycling Bin	●	●	●	●	●
Trash	●	●	●	●	●
Garbage	●	●	●	●	●
Mixed Contamination	●	●	●	●	●
Paper	●	●	●	●	●
Other 1	●	●	●	●	●
Other 2	●	●	●	●	●
Watermark	●	●	●	●	●
Other	●	●	●	●	●



WASTE DIVERSION





SAFETY





CUSTOMER SERVICE & SERVICE EFFICIENCY





OTHER



HALL OF FAME



In the hole!
(Completed Idea Cards)



The clubhouse
(Completed Idea Cards)



Hole in One!



WATER HAZARD (PARKING LOT)



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



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 become 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



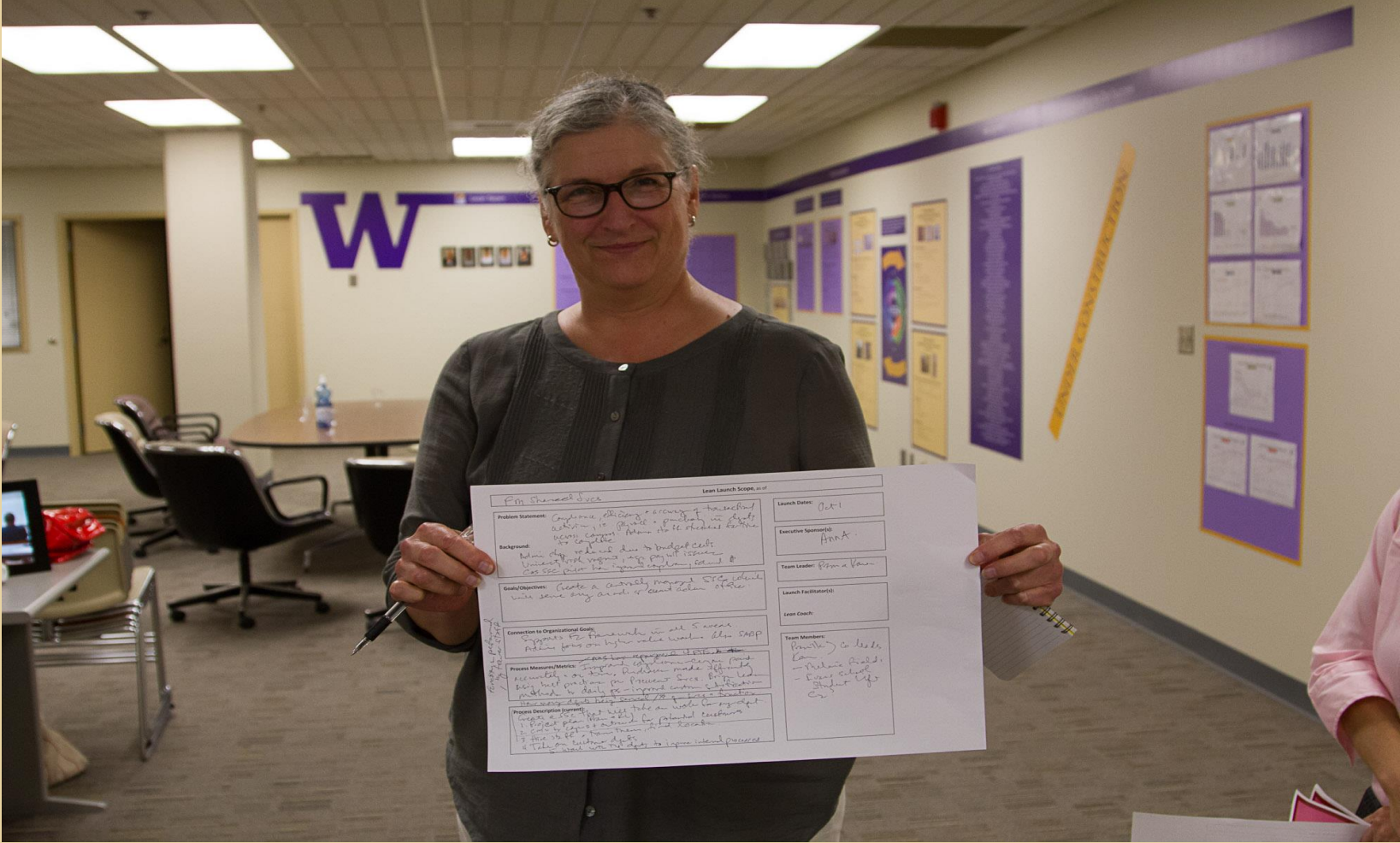
Speed Scoping – Working Session



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



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



LEAN

University of Washington – Case Study

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

