Today

• Lean in Statistics Norway
• What is a Lean manager
• Importance of a Lean culture
• Conclusions
Lean – some experiences

- Lean is based on some simple and easily understandable principles that can give quick results.
- Requires openness, creativity and willingness to change among participants.
- Requires good management and follow up.
- Requires heavy involvement by the HR division.
- Requires sustainability.

Challenges for HR in the Lean implementation

- Management involvement and understanding of framework and philosophy. "Walk the talk".
- Coordination: one organisation - one philosophy.
- Motivation of employees "Yet another efficiency program to make us work harder".
- Cultural changes requires time, focus, sustainability.
Lean thinking

Principles

1. Value: What creates value for your customer?
2. Value stream
3. Flow
4. Improve management principles
5. Continuous improvement

MUDA / Waste

Over production
Stock
Corrections
Transport
Unused creativity
Resources not fully used
Inefficient movements
Waiting
Lean in Statistics Norway

Process mapping

Identifying problem areas

Management by objectives

Goals
Visualisation

Action plans

Electronic operations management

Control of operations
From process to people

• Many improvements throughout the organisation
• Management
  – Top management in front
  – Middle management is the key, commitment
• Build culture
• Emphasize implementation of changes and follow up
The key role of managers

"Implementation of Lean depends on me! It can all fail if I do not get the routines in place."

(Manager in SN)
Operation and performance management
- Adapt overall frameworks, requirements and limits to unit level
- Plan and establish operational goals and objectives, and follow up on the performance
- Manage and control capacity and production. Allocate resources
- Ensure internal overview, visibility and prioritization
- Take ownership to and develops standards, in cooperation with employees
- Economic overview and control
- Ensure compliance of agreed level of productivity, service etc.

Expert role, ensuring professional results
- understanding of the issues and competencies related to professional issues
- Provide professional sparring and guidance. Ensure continuous improvement
- Ensure the professional quality of the work, as well as required competencies in the unit
- If necessary, be able to act as the expert worker on core issues

Giving direction
- Formulate and implement major goals and initiatives (vision, values, meaning)
- Provide overall direction to the unit
- Be able to forward thinking; being one-step-ahead
- Develop strategies. Develop the organization. Challenge cultural assumptions
- Understand and communicate "the big picture" internally
- Understand the business, the environment and the external stakeholders

Developing people
- Attracts, develops and retains the right people
- Develops individuals and teams through coaching and feedback
- Recognizes achievements
- Supports and provides conditions for individual and team-based learning
- Ensures a good and stimulating working environment.

Source: Implement Consulting Group
The involvement of employees and managers in the program

<table>
<thead>
<tr>
<th>Phases</th>
<th>1.JUNE</th>
<th>1. JULY</th>
<th>11. AUGUST</th>
<th>1. NOVEMBER</th>
<th>1. DECEMBER</th>
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<tbody>
<tr>
<td><strong>employees</strong></td>
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<tr>
<td>• Staff meeting(s) – Introduction to the program</td>
<td>• Task Mapping during group sessions and section meetings</td>
<td>• Workshops with selected employees (value mapping and operations management tools)</td>
<td>• Presentation of prioritized activities and implementation plan</td>
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<td>• Pilot on task mapping</td>
<td>• ”Observation ” and conversation with selected staff (4-6 persons)</td>
<td>• Information and input in staff meetings</td>
<td>• Implementation of measures / new solutions</td>
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<td>• May assist in obtaining the necessary data</td>
<td>• Presentation of preliminary findings</td>
<td>• Education and training in new working methods</td>
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<td>• May assist with 0-point measurement</td>
<td>• Provide input to the consequence analyses</td>
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<td><strong>management</strong></td>
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<td>• intro . to the program</td>
<td>• status and A3 goals</td>
<td>• Establishing framework and facilitate workshops</td>
<td>• Directors meeting: Implementation</td>
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<td>• Meetings and interviews with directors</td>
<td>• Interview with the relevant section heads</td>
<td>• Directors meeting: Actions and solutions</td>
<td>• Steering Committee Meeting (directors)</td>
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<td>• Possibly provide input to the &quot; customer survey “</td>
<td>• Obtain necessary data incl . 0-point measurement</td>
<td>• Lean Management Module 2 and Module 3</td>
<td>• 1: 1 dialogue with managers / &quot;Coaching &quot; of leaders</td>
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<tr>
<td>• Lean management module 1</td>
<td>• Steering Committee Meeting (directors)</td>
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**1. JUNE**
- Mobilisation

**1. JULY**
- Collection of data and analysis

**11. AUGUST**
- Mapping and suggested solutions

**1. NOVEMBER**
- Implementation and realization of gains

**1. DECEMBER**
- Kaizen

- 1: Value stream analyses and operations management solutions
- 2: Action Plans
- 3: Benefit plan
- 4: Plan for measuring performance

**Statistisk sentralbyrå**
Statistics Norway
Why is culture so important for the success of Lean?

- A strong organizational culture controls organizational behavior and can block an organization from making necessary changes for adapting to a changing environment.
- People are our most important resource, – can be both enabling and constraining

Necessary to
- Ensure implementation
- Establish a culture of continuous improvement
- Have the ability to adapt
Culture gap analysis

Six cultural drivers

- Leadership style
- Communication
- Behavior and work style
- Organisational Structure
- “Stories” told
- The words and terms we use

Purpose: Defining the gap between today's culture and the culture we need to achieve strategic goals

15 pictures for each cultural driver
Culture gap

There is much to be gained in:

• Establishing a more inclusive and coaching leadership style
• Creating a clear, shared direction and communicating it throughout the organisation
• Enhancing interaction and collaboration across divisions and departments, and creating better exchanges and joint responsibility for results
• More customer orientation, and increased focus on the users of our statistics or services; taking the "outside-in" perspective
Ways forward

• Still focus on and support management and middle management
• All departments covered by summer 2015
• Step 2: cross sectional/departmental processes
• External consultants redundant
• 11 new internal facilitators are being educated
• Project manager for Lean reporting to Director General
• Continue to build a culture for continuous improvement
"I really believe in this! I have learned a lot. Optimizing our operations has had a very good effect.

It is now part of our daily routine to discuss resources and priorities (sometimes too much), and focus more on our goals and processes”.

(Manager in SN)