On the road to continuous improvement

Harm Aten
Why on the road

- Rapid adaption to new developments/demands
- Quick results, higher frequency
- Improving existing processes
- Less depending on specialists, relying more on knowledge of employees
The objectives of the journey in 2018

Improve and secure quality
- Reduce measurement errors, updates and revisions and improve methodological competence
- Pay attention to privacy and information security (BIR and certification privacy)
- Enhance process quality (e.g. by ISO certification)
- Reduce the use of spreadsheets and manual work, e.g. by computerisation

Make processes more effective and efficient
- Implement lean six sigma across the entire organisation
- Redesign the various processes (RGS, Phoenix, etc.)
- Implement continuous improvement and lean operational management
- Be more decisive: work efficiently, ensure swift decision-making processes and escalate in time (e.g. kanban, scrum)
- Reduce vulnerability caused by spokes (single point of knowledge)
Looking back - successes

**Results**

*Lean Six Sigma*
- 600+ employees trained
- 150 projects done or doing
- 35,000 hours efficiency realised
- Several improvements in quality (timeliness, defects, lead time)

*Lean Operational Management*
- 950+ employees working with Lean Operational Management

**Effect**

- More critical assessment of processes
- Visual management
- Empowerment of the teams
- Increased process and performance awareness
Looking back - impediments

Reluctance

Lack of initiatives to improve
Lessons learned

Critical factors to success
– Support and active participation of Director General and Board of Directors
– Show results. In order to be trained: project mandatory
– Dedicated, centralised Black Belt team
– Organisation adopting new method quickly
Key Performance Indicators 2017

Jaarbel 1: LOM medewerkers >= 1250

Jaarbel 2: 80% sectoren heeft L6S projectportfolio

Jaarbel 3: 100% teams heeft voldoende L6S kennis/kunde

Jaarbel 4: Efficiencywinst >= 12.000 uur
Looking forward - Challenges

Changing culture
Increasing experience of employees using Lean Operational Management

Securing achievements into daily operations
Improving project-portfolio

Aligning efforts of entire organisation with strategic agenda
Request for assistance

– Tips to embed Lean Six Sigma and Lean Operational Management
– Tips to encourage employees to identify potential improvements
– Cascading tips