

The Key Role of Managers in the Implementation of Lean in Statistics Norway

HRMT 2014

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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



HRMT 2012

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

MUDA / Waste

Principles

1

Value: What creates value for your customer?

2

Value stream

3

Flow

4

Improve management principles

5

Continuous improvement



Lean in Statistics Norway

Process mapping



Identifying problem areas



Management by objectives

Action plans

Prosjekt	Oppgave	Ansvar	Start	Slutt	Status	Noter
1	Opprette prosedyrer for datainnsamling	J. K.	2018-01-01	2018-03-31	Utført	
2	Implementere nye datakilder	A. B.	2018-02-01	2018-04-30	Pågang	
3	Optimere dataanalyseprosessen	C. D.	2018-03-01	2018-05-31	Planlagt	
4	Utbildning i Lean metoder	E. F.	2018-04-01	2018-06-30	Planlagt	
5	Opprette rapporteringsmekanismer	G. H.	2018-05-01	2018-07-31	Planlagt	
6	Implementere Lean i datainnsamlingen	I. J.	2018-06-01	2018-08-31	Planlagt	
7	Optimere dataanalyseprosessen	K. L.	2018-07-01	2018-09-30	Planlagt	
8	Utbildning i Lean metoder	M. N.	2018-08-01	2018-10-31	Planlagt	
9	Opprette rapporteringsmekanismer	O. P.	2018-09-01	2018-11-30	Planlagt	
10	Implementere Lean i datainnsamlingen	Q. R.	2018-10-01	2018-12-31	Planlagt	

Goals

Visualisation

Control of operations



Electronic operations management

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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)

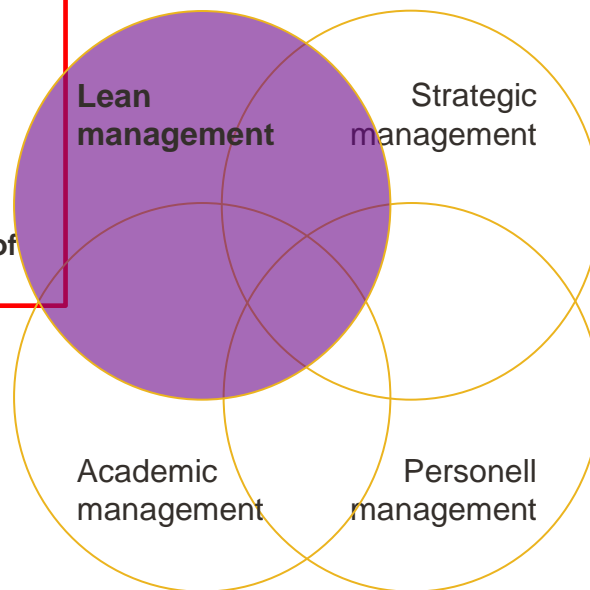


Operation and performance management

- 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

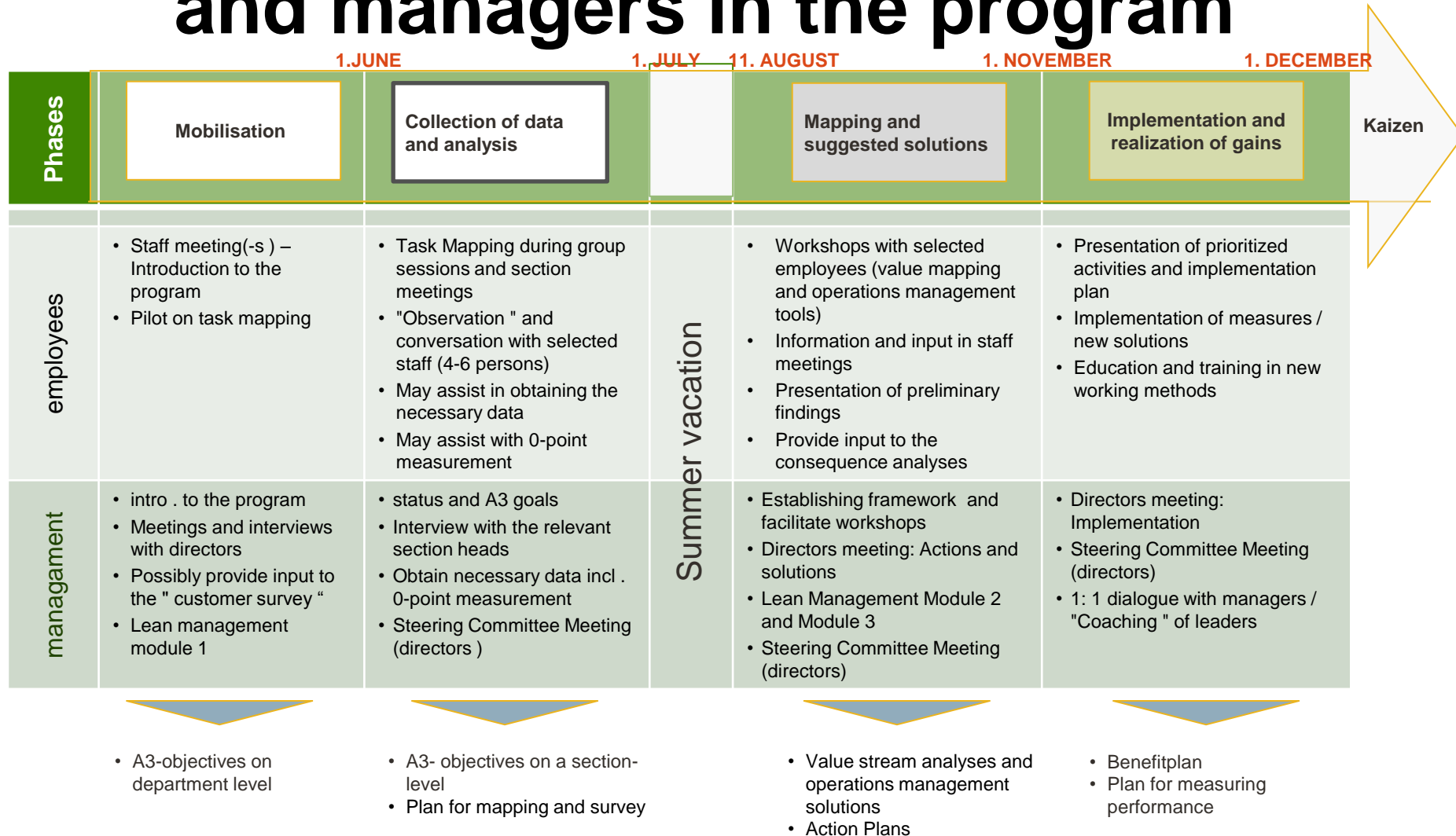
- Formulate and implement major goals and initiatives (vision, values, meaning)
- Provide overall direction to the unit
- Be able to forward thinking; being one-step-ahead
- Develop strategies. Develop the organization. Challenge cultural assumptions
- Understand and communicate "the big picture" internally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



The involvement of employees and managers in the program



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 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)

