Teaching and Learning Lean in Service Organizations

As service organizations in a variety of sectors try to adopt lean, many struggle with applying lean principles, practices and tools. They feel that lean can only apply to short-cycle time manufacturing processes and not to what they see as fundamentally 'different', complex and complicated service processes.

Background

A common approach used to teach lean in service organizations is to send people to lengthy training classes in which they are taught theory ('thinking'), with the belief that they will then be able to return to the business area and easily apply the new, lean concepts, skills and tools ('doing'). The reasoning is that 'mindsets' need to be changed first - and that once 'mindset' changes occur, 'behavior' changes will follow. In my experience, however, this approach doesn't work. Although it seems logical that changing someone's mindset would need to come first, unfortunately, in reality, we can't change someone's thinking by 'telling them' anything. The only way to actually change a person's mindset/thinking is to have them to do things differently. Once they start 'doing' and having different experiences and different results, they will simply change their own thinking!

About the workshop

In this workshop, participants will learn the coaching approach and practices I've successfully used in a variety of service organizations to teach people how to use creativity and The Toyota Way to Service Excellence principles to solve the problems that prevent the organization from delivering peak service experiences for their customers (Chapters 9 and 10, Toyota Way to Service Excellence). Instead of starting out with a lot of theory or training, I have people 'do' first, in the new, lean way, under my watchful eye so that they can immediately begin solving a problem that their area or organization is having. I 'challenge' people and push them out of their comfort zone and then 'nurture' them while they use lean practices and tools to creatively solve the problem they are having.

A skill that workshop participants will learn is how not to 'batch' teaching in long trainings or coaching meetings, but to have daily, fifteen-minute coaching sessions in which learners review progress from yesterday and set targets and plans for the next day, with a focus on 'doing'. This approach allows learners to develop their creative problem solving skills, and apply lean principles, practices and tools as soon as they are needed so that they change their mindset and gain the confidence that only comes through 'doing'.

Learning objectives

After attending this workshop, participants will:

- Understand why traditional training classes and the idea of changing mindsets first does not work as a strategy to develop lean practitioners
- Learn how to use creativity combined with The Toyota Way to Service Excellence principles to solve problems and deliver service excellence
- Be able to use short, frequent coaching sessions focused on 'challenge' and 'nurture' to develop their learners' abilities and confidence
About Karyn Ross
An experienced lean consultant, coach and practitioner, Karyn is the coauthor, with Jeff Liker, of the Shingo Award-winning The Toyota Way to Service Excellence: Lean Transformation in Service Organizations. Focused specifically on services, Karyn has worked with small, medium and large organizations in sectors as diverse as insurance, financial services, HR, transportation and retail. Using her unique approach, Karyn teaches people how to combine creativity with Toyota Way/lean practices to ensure that every customer receives exactly what they want, when they want it, right the first time with a personal, human touch. This powerful combination enables businesses to continuously deliver the peak service experiences that retain current customers and attract new ones.

When
Friday 10th November 2017
09.00 – 09.30 reception and registration
09.30 – 12.30 workshop
12.30 – 13.30 lunch
13.30 – 16.30 workshop

Location
The workshop will be held at Van der Valk Hotel in Nijmegen, The Netherlands. See https://www.valknijmegen.nl/english.

Costs
Costs for participation in the workshop are €350 per person.

About HAN University of Applied Sciences
HAN University of Applied Sciences is one of the 5 largest universities of applied sciences in the Netherlands. HAN offers high-quality, practice-based education to more than 30,000 students. HAN’s centers of expertise provide tailored research to companies and institutions. www.han.nl/international/english/

About HAN Lean-QRM Centrum
HAN Lean-QRM Centrum is an expertise center within HAN University of Applied Sciences on Lean and World Class Performance (WCP). It focuses on developing and sharing knowledge on Lean and Quick Response Manufacturing with industrial companies and service organizations. The center helps students, lecturers and others to understand and apply this knowledge. www.han.nl/lean-qrmcentrum/

Registration
You can register through our website www.han.nl/elec2017.

More information
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