

Lean Service Management: The Simulation

Experience step-by-step guidance on how to establish a lean based continuous improvement engine that both refocuses and transforms a service organization.

The term 'Lean Thinking', introduced by James Womack and Daniel Jones in their book of the same name, introduces a method to help managers describe how products and services create value for customers.

This simulation also allows participants to explore and experience a step-by-step method of how to apply Lean Thinking to a service management initiative. At its core are a number of key customer focused principles:

- ☼ "Don't waste my time"
- ☼ "Give me exactly what I want"
- ☼ "Provide value where I want it"
- ☼ "Solve my problems when I want"
- ☼ "Solve my problem completely"
- ☼ Learn to see both consumption and provision

The content and scope is based upon the Universal Service Management Body of Knowledge (USMBOK), USM730 Knowledge Area - Service Lean Thinking, and can include any third-party frameworks and concepts.

Lean Thinking for Service

The simulation event is used to explain:

- ☼ The lessons learned from using traditional process improvement and capability maturity progression approaches to improvement
- ☼ The principles of service management, the Universal Service Management Body of Knowledge (USMBOK) system, and key roles within a service organization
- ☼ The fundamentals of Lean Thinking and its relevance for service organizations.

Key Concepts Explored

The key concepts discussed include:

- ☼ The value, quality and expectation equations
- ☼ Stakeholder Interests, Maps and Governance
- ☼ Value Stream and Vital Customer Activities
- ☼ Lean Provision and Lean Consumption
- ☼ Gemba and the Service Encounter
- ☼ Andon, Andon Boards, Alerts and Dashboards
- ☼ Kaizen Point Kaizen, and Service Request Workshops
- ☼ The Gen Principle, Problem, Impact and Benefit, Solution and Opportunity Statements. A3 Report
- ☼ Waste, Value-Add, Non-Value Add

- ☼ Flow, process, workflow, request pathways
- ☼ Pull, service request management, service catalogs
- ☼ Opportunity Queue, Kaizen Newspaper
- ☼ The Lean Continuous Improvement Engine

Lean and Service Management in Action

The simulation is also used to illustrate and allow the participant to experience:

- ☼ How to foster lean thinking within the service organization, and formalize, socialize and mobilize a lean based service management initiative
- ☼ The process of establishing a lean service office responsible for managing continuous improvement
- ☼ A repeatable and proven six-step method for continuous lean based improvement.

Step 1 - Define the Service Request

How to select a service request scenario, relate to a customer situation and develop a problem hypothesis.

Step 2 - Define Customer Expectation

How to convene a service request workshop (SRW), a 'Point Kaizen', of interested parties and stakeholders, to review the current situation.

Step 3 - 'Learn to See' the Service Request

How to conduct a Lean event to 'map the value stream', the 'service request pathway', from

both a consumption and provision perspective, identify access points, the span of the service encounter, and document key observations.

Step 4 - The 'Gen' Principle (State the Facts)

Aggregate the observations made during the Lean event - the 'Lean Statement', by substantiating the scope and impact of problems, results of cause analysis, likely benefits, action plan, and proposed resource needs.

Step 5 - Define Solution Statement

Translate the Lean Statement into an 'Opportunity Statement', with ranked and selected solutions, targeted benefit, realistic action plan, required resource needs, applicable best practices, and schedule for improvement

Step 6 - Deploy and Diffuse Improvement

Implement the improvement as a change, stabilize the outcome, realize, state, and 'bank' the benefit, and reset as necessary expectations.

The result, is a self-funding, continuous improvement approach to providing service, avoiding the common pitfalls of high cost, and risk of failure, commonly associated with the traditional process improvement, and maturity led progress alternatives.

A relevant simulation to ready service management professionals for real challenges.

