Work Smart with Lean and Agile Principles

Lean and Agile adapt culture evolution

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What is Lean and Agile about?

Six Sigma Projects

Lean Six Sigma: DMAIC

- **Define**
  - Define the problem.
- **Measure**
  - Quantify the problem.
- **Analyze**
  - Identify the cause of the problem.
- **Improve**
  - Implement and verify the solution.
- **Control**
  - Maintain the solution.

Lean Operational Management Teams

Agile (IT) Scrum Teams

- Stakeholders
- Business Owner
- Product Owner
- Scrum Team
- Scrum Master
Why Lean and Agile at Statistics Netherlands?
Lean journey of Statistics Netherlands ... till 2018

Lean goal at the start:
- Alternative for redesign: faster/more frequent results
- More control on processes
- Use knowledge of employees i.o. experts
- Do more with less (efficiency)

2013
- Choice of process optimization with L6S

2014
- Start GB training
- First L6S projects
- Champion training for all managers

2015
- GB’s trained + L6S improvement projects
- Start Lean deployment
- Start BB team
- Own OB training
- Pilot Lean Operational Management

2016
- GB’s trained + L6S improvement projects
- Start CBS-comprehensive rollout Lean Operational Management
- X-matrix with several departments

2018
- 460+ OB’s
- 160+ L6S projects
- Lean Operational Management comprehensive rollout (1500+ employees)

Results:
- Improvements initiated: better performances, shorter lead times, higher quality
- Each invested euro has been paid back
- More cohesion within the teams
- Projects supply less quickly than expected
- Training sessions have insufficient impact
- Focus on “rollout” and deployment
Lean journey of Statistics Netherlands ... the next step

The next step:
- Improve liaison between management and teams, and between teams in a value stream
- Mindset in value streams and in “first time right”
- More attention how to improve “soft” skills
- From “deployment” to “further development”

Continuous improvement is “business as usual”
Agile journey of Statistics Netherlands since 2017

Our IT is to slow

Our IT is to expensive

No equal cooperation

It is not always fun

With the aim of:

- Simpler architecture and product portfolio
- Guaranteed and consistent quality level
- Better cooperation and less tension
- Development of the profession, personal growth and professional work
- Innovation and re-use
- Healthy workload
What have Lean and Agile in common?

Customer

Business

Reduce the DOWN TIME

Waste

Flexible

Think

Proactive

Measure

Improve

Openly

Transparant

Safe

Respect

Feedback

Be Happy

Happy 😊
What are the differences between Lean and Agile?

Lean

Agile
How does a department embed Lean and Agile within their organization?
Workshop “Data Expertise Centre Traffic and Transport 2022”

Create a Vision and Refine

What Hurts and Helps?

Downsize to specific and achievable activities (2019)
One Department, Teams, Lean, Agile. How to cooperate?

Workshop “Continuous Improvement”
Refining the “discussion picture”
What is needed to perform optimally?
What have they accomplished?

Increased understanding of:

- Their common objectives for 2019 and vision for 2022
- Process flow between the teams/roles
- Output, Customer, Input and Supplier for each role
- Which items require further investigation and ownership assigned
How has the department been transformed?

Management | Teams | Ownership

Into conversation

Hesitation | Willingness

Common goal | Together
What makes the cooperation successful?
I can't do it
Facts that matter