



Work Smart with Lean and Agile Principles

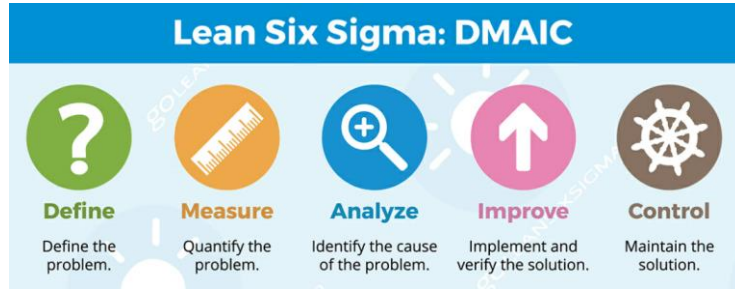
Lean and Agile adapt culture evolution

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What is Lean and Agile about?

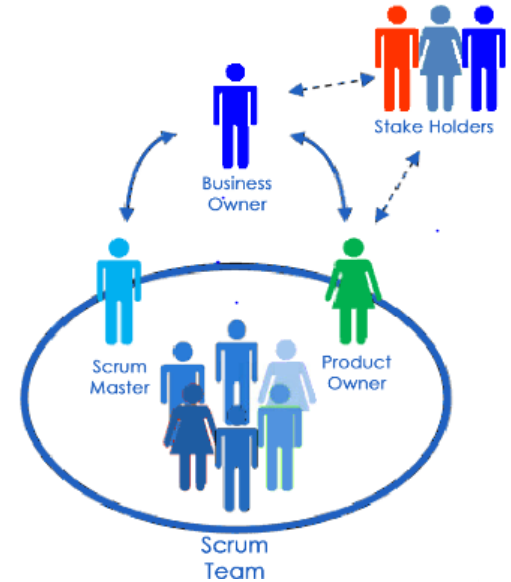
Six Sigma Projects



Lean Operational Management Teams



Agile (IT) Scrum Teams



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

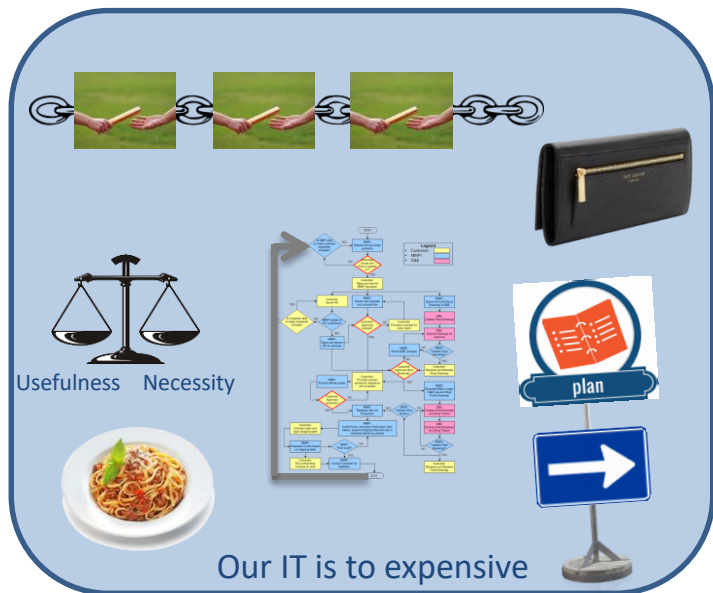
Lean journey of Statistics Netherlands ... the next step

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”



Agile journey of Statistics Netherlands since 2017



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?



What are the differences between Lean and Agile?

Lean



Agile



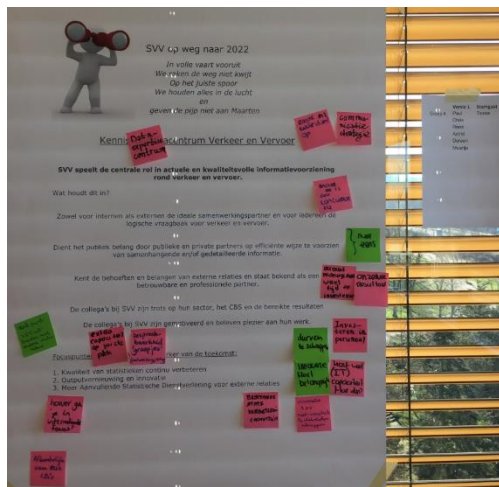
How does a department embed Lean and Agile within their organization?



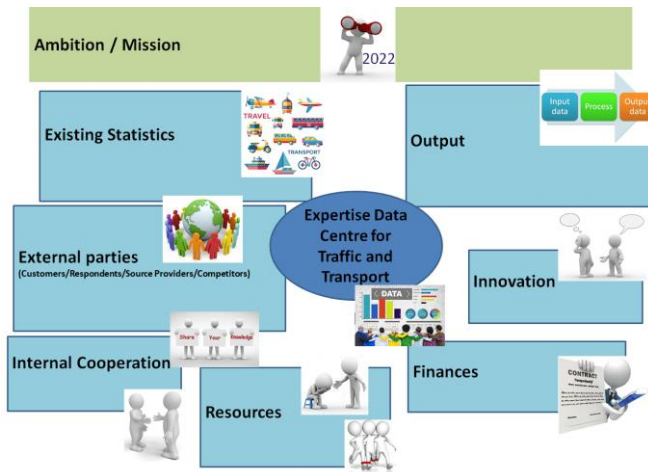
Workshop “Data Expertise Centre Traffic and Transport 2022”

What Hurts and Helps?

Create a Vision and Refine



Downsize to specific and achievable activities (2019)



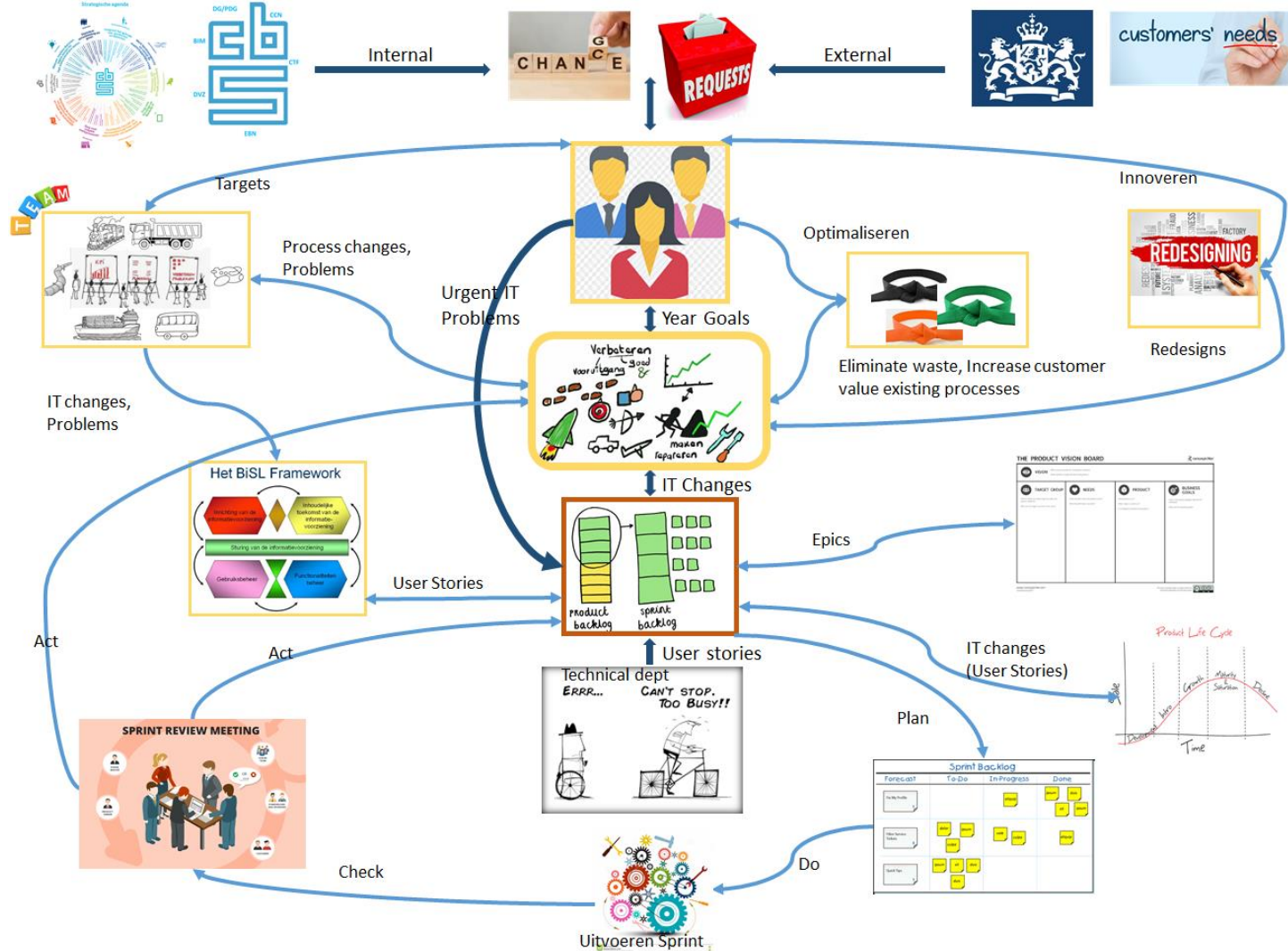
One Department, Teams, Lean, Agile.

How to cooperate?

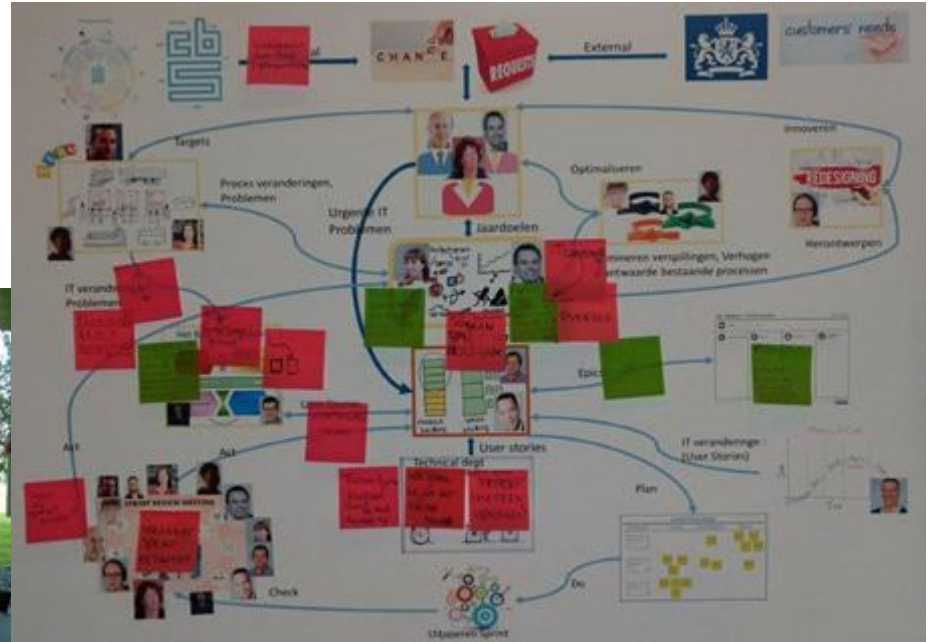
Workshop “Continuous Improvement”



How we work



A woman in a black shirt is standing and presenting to a group of people seated around a large conference table. She is gesturing towards a large whiteboard on the wall. The whiteboard displays a project plan with a central diagram and several smaller charts or maps. The room has large windows in the background.



What is needed to perform optimally?



Product Owner				
Van Wie	Wat heb je nodig?	Wat behoort tot je rol (taken)?	Wat lever je op?	Aan Wie
	Product Strategie	UMLIST IN DIT BUSINESS PLAN	INNOVATIEVE BELEID	
Business BA	Business Model	Kennis Verhalen	Unieke/andere Software	ATS/BO
	Functionele Eisen	Aan de hand van criteria	Gebruik Software	Stip. Verantw.
BO	Werkers	Analyse van de Data	Issues Dec. Appl.	FB
ATS/ST	Vertrouwen	Apprenticeship Team	Continuïteit	Management V
IT/AN	Business Plan	Business Plan	"Upstream"	BO V
				IT/AN V



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?

Common goal



Management

Teams



Together

Ownership



Into conversation



Hesitation



Willingness

What makes the cooperation successful?







Facts that matter