Washington State Government
LeanTransformation
Conference

RESULTS WASHINGTON

The Power of Front-Line Ideas

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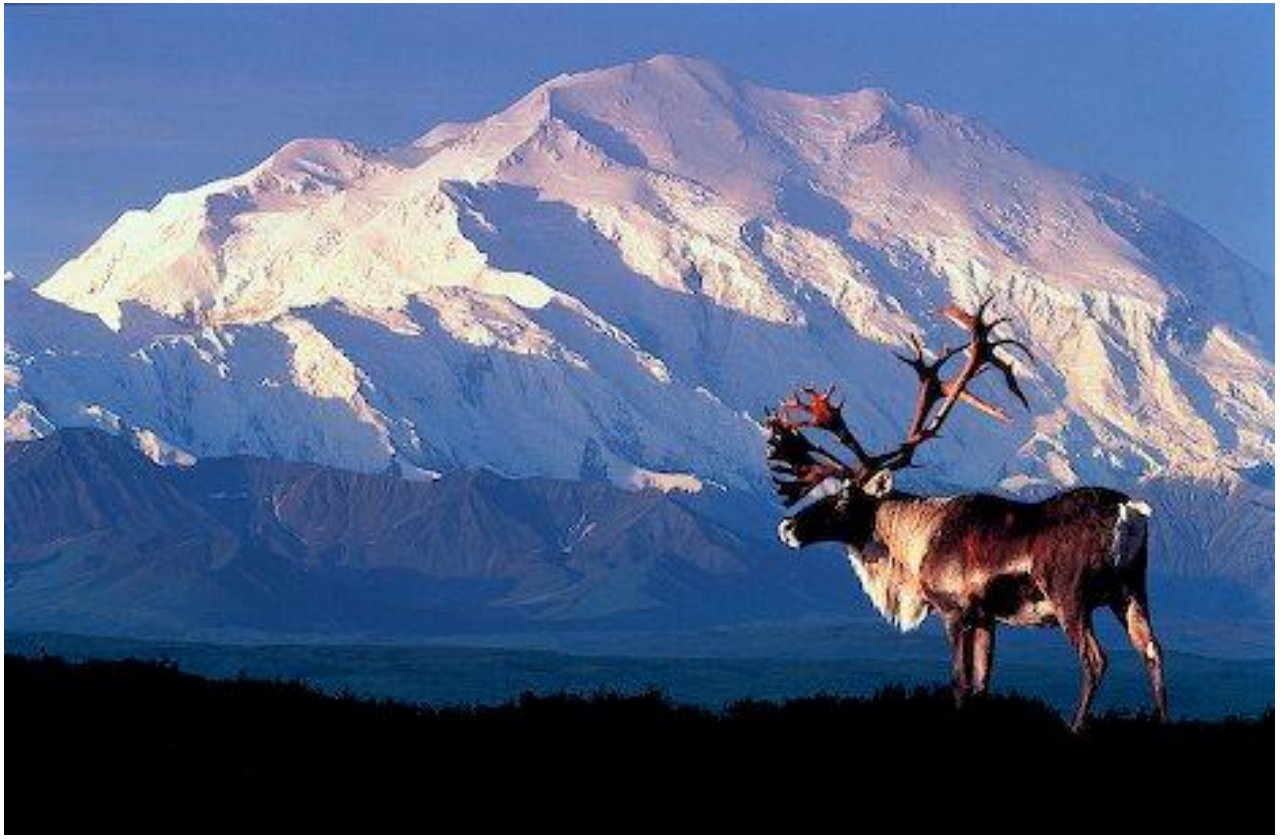
Where does improvement come from?

Denise Coogan,



Zero Landfill at Denali National Park

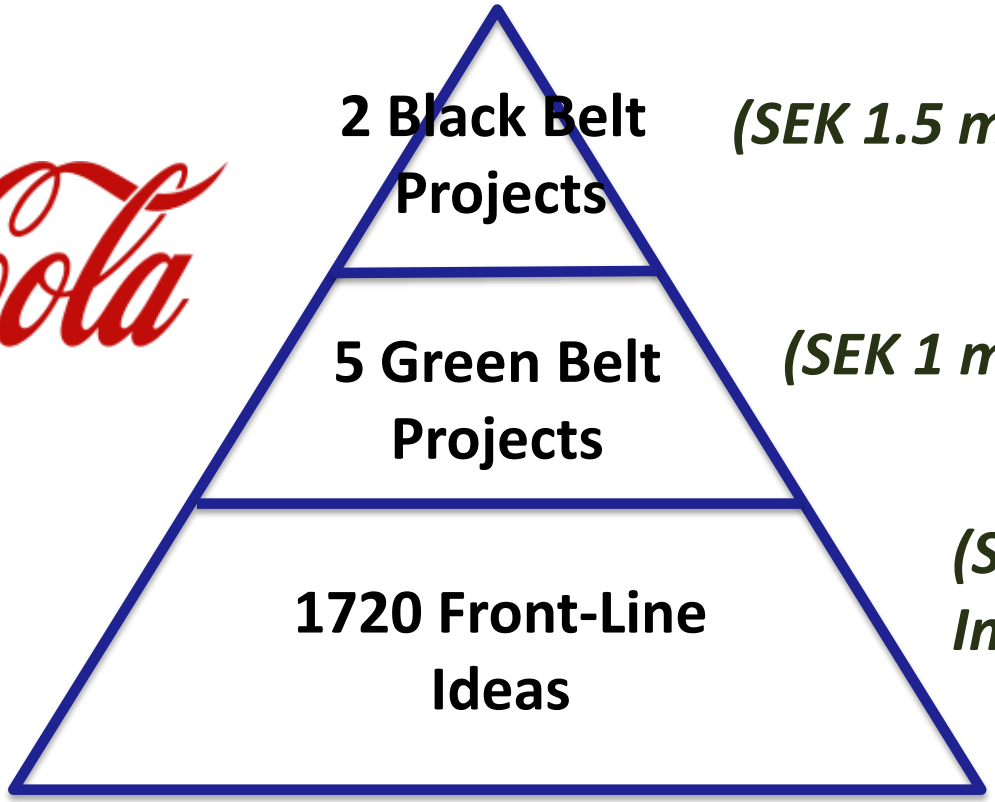
Front-line people see lots of problems and opportunities that managers don't.

The 80/20 Principle of Improvement and Innovation

Some Companies Getting Lots of Ideas

Scania	50 ideas per employee per year 15% improvement rate
Autoliv	65 ideas per employee per year 14% improvement rate
Clarion Stockholm	67 ideas per employee per year Near 100% occupancy rate
Milliken Corporation	110 ideas per employee per year
Boardroom	104 ideas per employee per year 7X industry average productivity

The Tip of the Iceberg at Coca-Cola Stockholm



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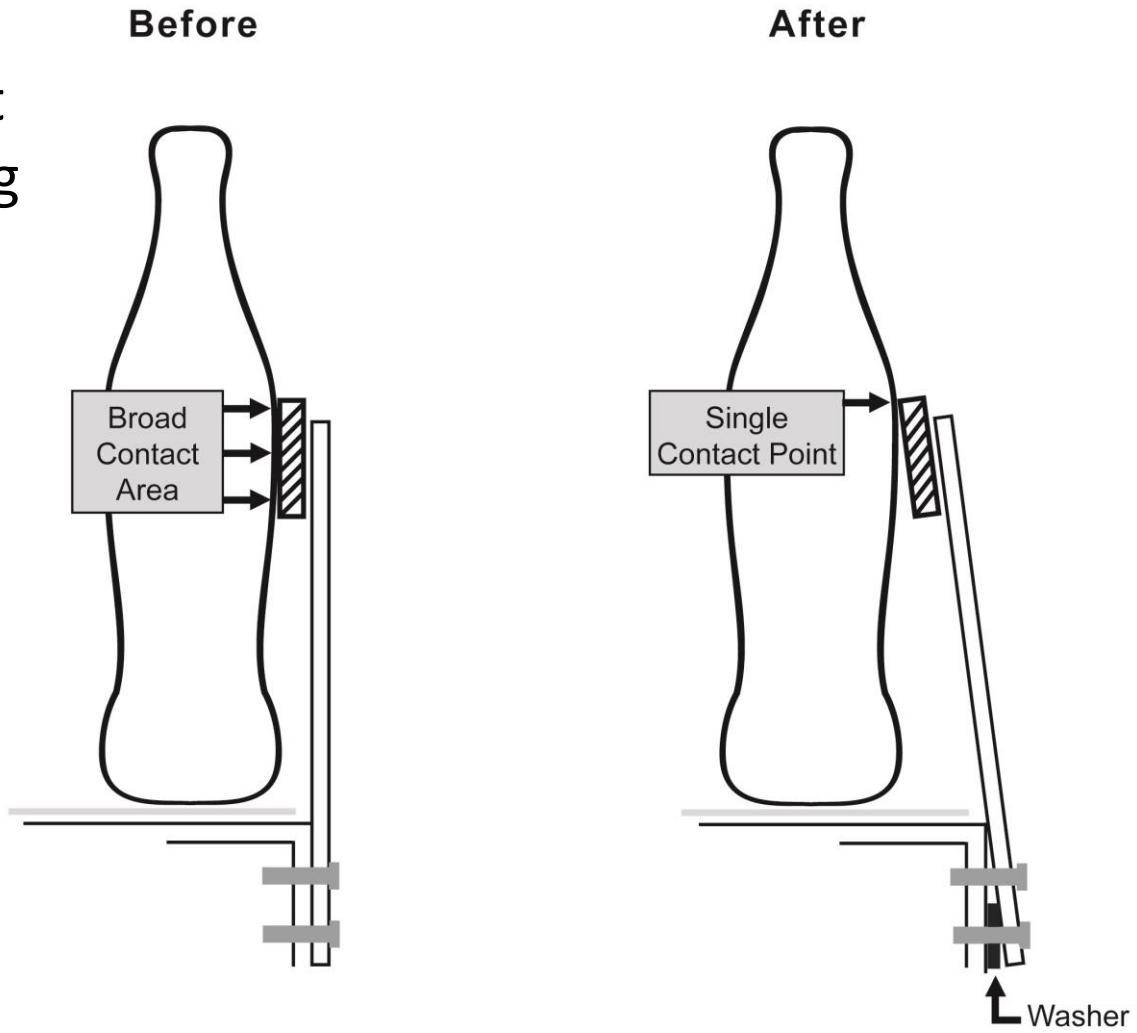
Coca Cola Stockholm

Front-Line Improvement Idea on half-liter bottling line

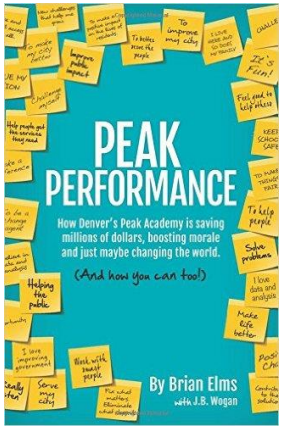


The Problem

Most organizations are designed and managed for control and conformance - not for ideas and innovation.

DENVER PEAK ACADEMY

Bryan Elms



Elms with Mayor Michael Hancock

Denver Department of Excise and Licenses

Stacie Loucks

Melissa Field

Reduced the wait time for business licenses from an average of 1hr 40min to 7min.

Actions Taken

- Put targeted performance measures in place.
- Free up some time by filling two enforcement position with service techs.
- Changed the way phone calls were handled.
- Trained all 39 employees through Peak Academy – one day for staff, five for managers.
- Required employees to come up with at least one improvement idea by the end of the year – about 4 months.

Easy Effective Front-line Ideas

- Reorganized the forms for application into license-specific packages.
- Put copier/printers at every work station.
- Created clear, step-by-step instructions with screen shots for the computer that applicants use to do background checks.
- Aligned the computer license input screens with the application forms.
- Standardized the way addresses were capture and recorded to make future access easier.

Results

- Radically reduced wait-time from100 min to 7 min – surges from 8 hrs to 15 min.
- No budget increase despite significant new licenses to issue and increased volume.

airbnb

UBER

- Significant reduction in staff turnover.

Washington State Police Garage

"How to we convert more new cars to patrol cars without radically increasing the size of the garage?"

Sample Ideas

- Pre-kit the conversion parts on special carts.
- Organize the key storage.
- Que the new vehicles next to the garage.
- Use a template to align decals.
- Use pre-made wire harnesses rather than cutting and stringing some 50 wires.
- Have brackets pre-drilled.
- Use laser-measured plastic seat covers over the back seats rather than swapping them out.

Sample Results?

- Eliminated many unneeded activities.
- Increase output from 12 to 36 vehicles per months.
- Cut conversion time from 300 hours to less than 25.
- Reduced maintenance cost by $153K per year.
- Generated $628K in surplus value on used vehicle sales.

The Secret - Go After Small Ideas

- Going after smaller ideas creates an improvement culture – everyone has them all the time.
- Small ideas are less costly and less risky – learn as you go.
- Accumulation of small ideas has a major impact.
- Big improvements need lots of small ones to be successful.

To get large numbers of front-line ideas, a different type of organization is needed – an Idea-Driven Organization

Idea-Driven Organizations have …

1. Leadership committed to seeking and listening to ideas (and knowledgeable).
2. Systems to capture and manage front-line ideas as a regular part of work.
3. An organization aligned for ideas.
4. Regular training for more and better ideas.
5. Integration of all improvement processes.

1) It takes a different kind of leadership

"A manager has to have the humility to listen to and respect other people's ideas if he expects to rise up at **INDITEX** *"*

Jesus Echevarria, Chief Commutations Officer

2) Systems to capture and manage front-line ideas

NOT with a suggestion box-type system!

Idea Board

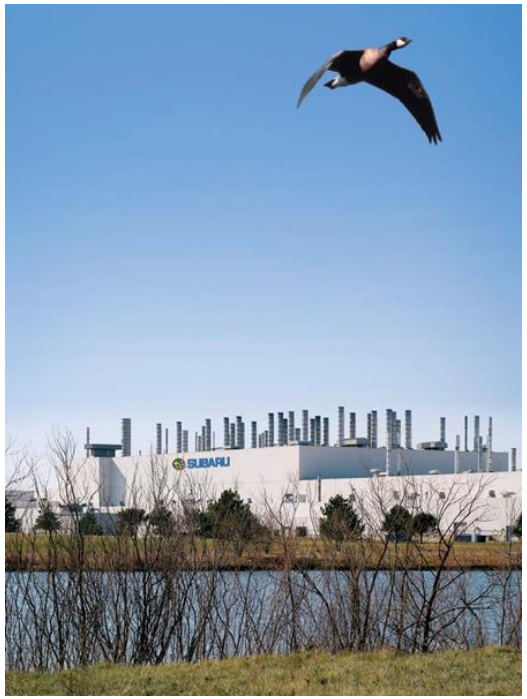
Pyromation

3) Aligning the Organization for Ideas

Focus on what matters by linking front-line ideas to strategic objectives.

4) Help People Come Up With More and Better Ideas Through Training

"3-R" Activator Training

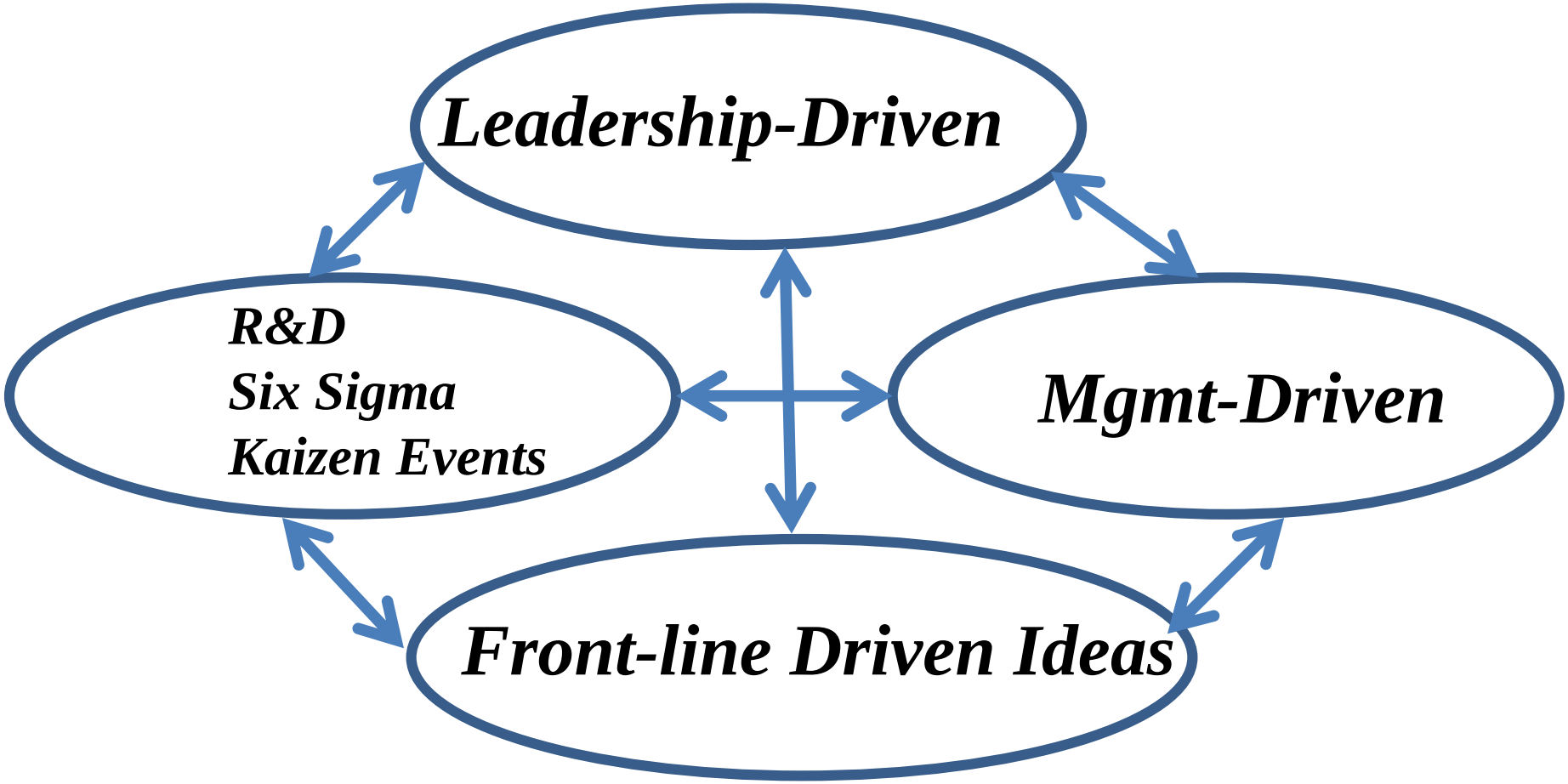


Reduce
Reuse
Recycle

Results?

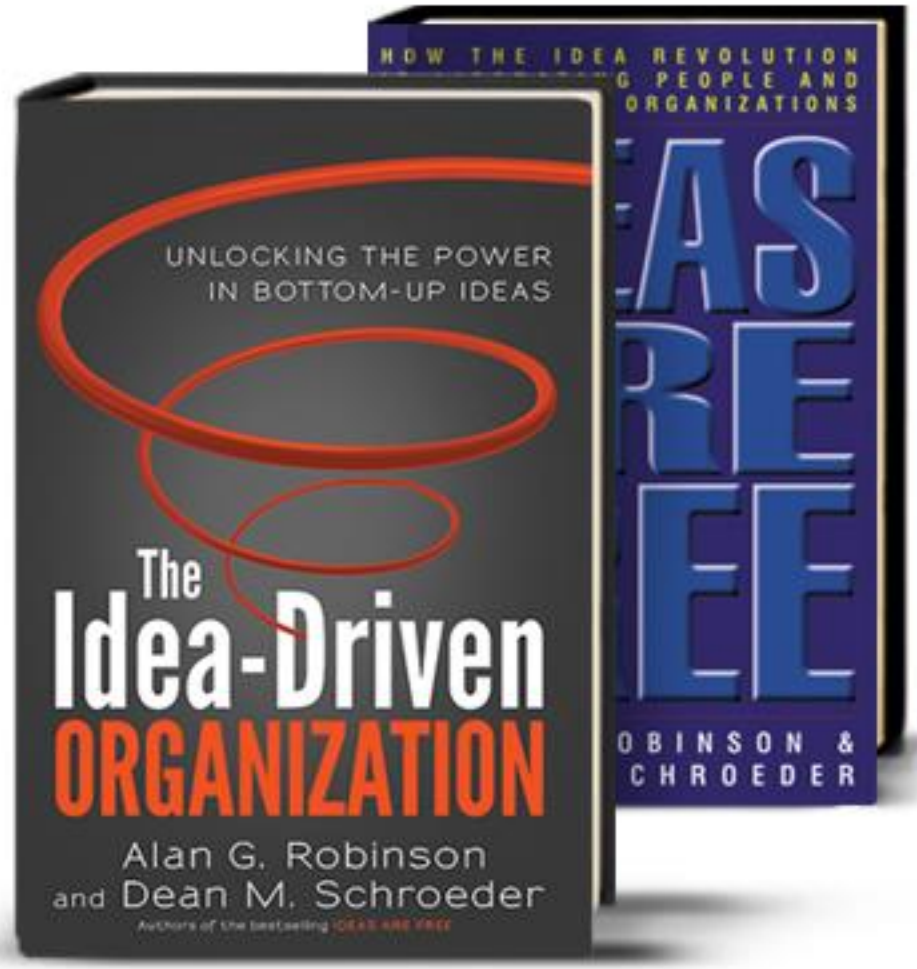
- ✓ **No Waste to landfill since May 2004!**
- ✓ **Millions in annual savings!**
- ✓ **Cleaner Environment!**

5) An Integrated Concept of Ideas



UNLOCK THE POWER IN YOUR EMPLOYEES' IDEAS

LEARN MORE AND VISIT THE BLOG AT
IDEA-DRIVEN.COM



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