

dcm

Starts at 10am

Member Webinar

LSS Yellow Belt Session 1 of 3





Pádraig McCabe

DCM Trainer

About Me

- Electronic Engineer
- Member of Institute Engineers Ireland
- Member of Project Management Institute
- LEAN 6 σ Consultant, Business Agility Mentor, Coach, Lecturer, Enterprise Trainer, Inventor, Patent(s) Holder, Imagineer.
- Former CEO, Company Owner
- L6 σ Master Black Belt

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What's Coming Up?



Delivered Live via Zoom



All Sessions Recorded



Free and unrestricted for DCM Members

10am

July
1st

**Making Lean Work
For Your
Organisation**

10am

Aug
2nd

**Problem Solving &
Eliminating of
Wasteful Procedures**

10am

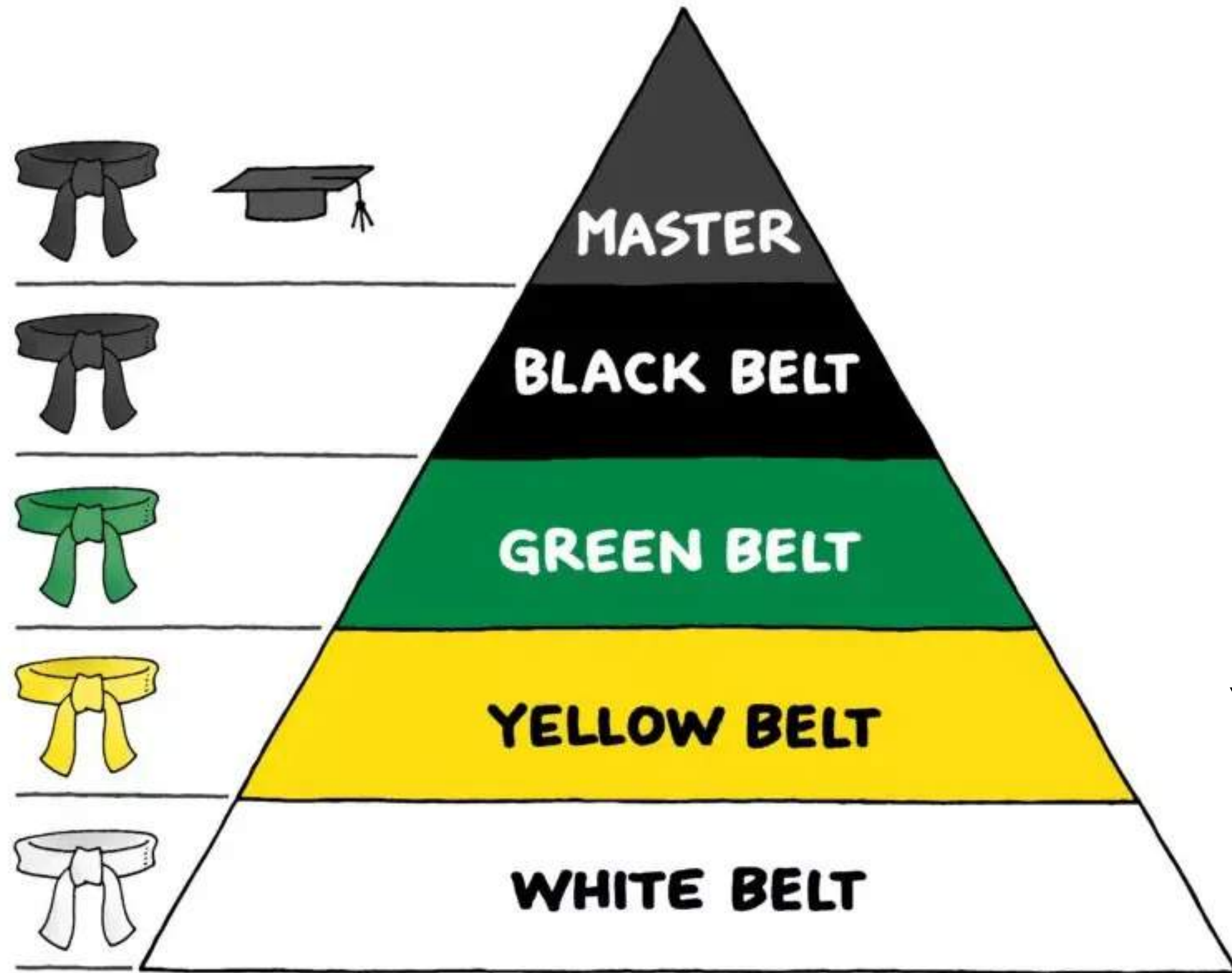
Sept
2nd

**Measuring &
Continual
Improvement**

- ▶ **10.00am – 10.50am**
- ▶ **11.00am – 12.00 Noon**
- ▶ **Resources**

Session Content

- ▶ **Historical Context**
- ▶ **21st Century Needs**
- ▶ **LEAN Principles & Concepts**
- ▶ **Kano Model**
- ▶ **Using LEAN everywhere**
- ▶ **Apply LEAN to drive Agility**



Yellow Belts

20th Century Thinking



Scientific Management

Henry Ford
Frederick Winslow Taylor

Administrative Management

Henri Fayol

Bureaucratic Management

Max Weber

Scientific Management



New Car every 24 seconds

1913 : 12hrs to 90mins

Reduced from \$850 to \$300

1927 : 15 Million Cars per year

Hierarchy Systems of Command & Control

Manager Think / Workers Do

Known best way to do tasks

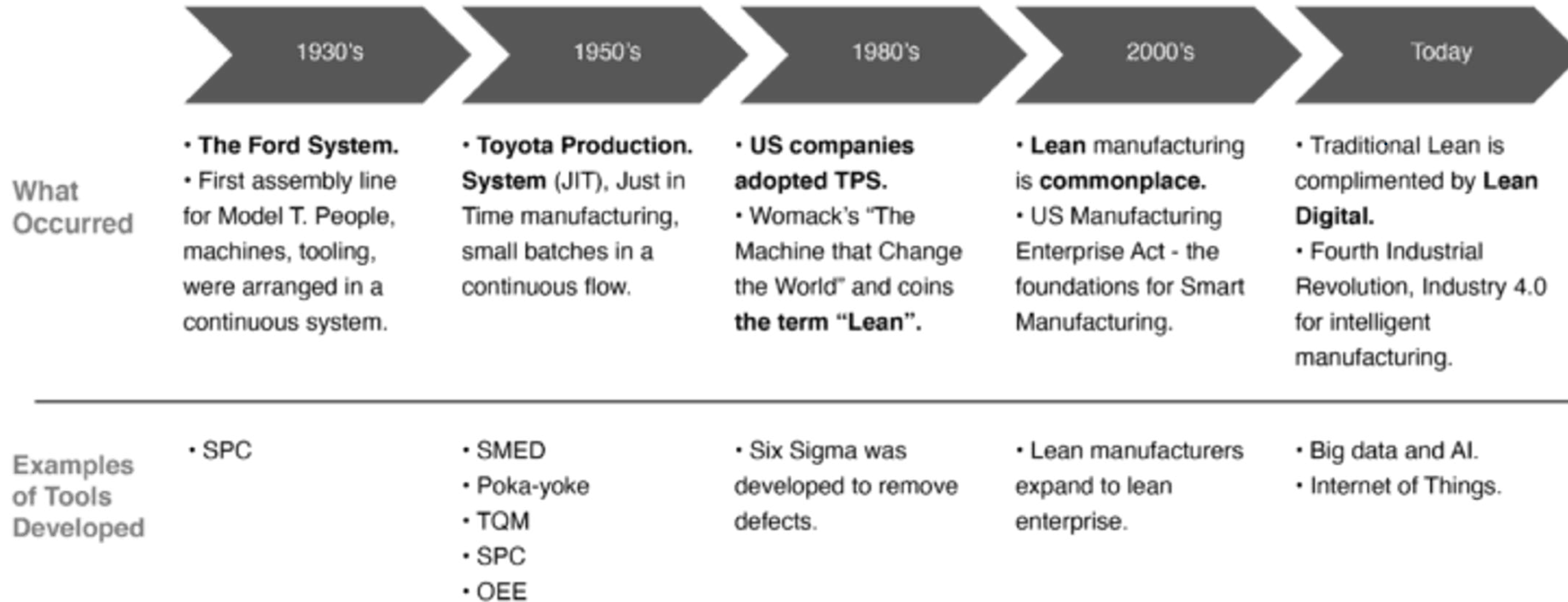
Predictable environments & outcomes

Shaped management theory / Harvard...

EXPLOIT Products & Services



LEAN History





Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem



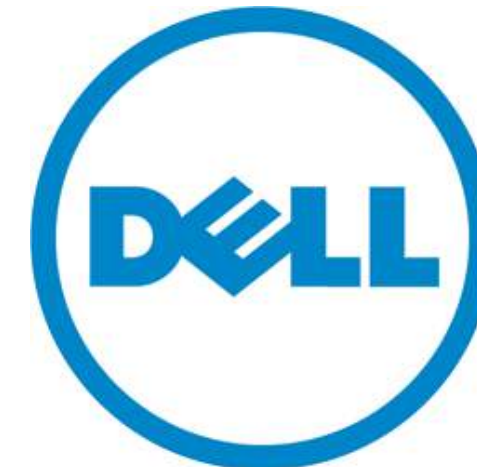
BROWN THOMAS | ARNOTTS



Department of Social and Family Affairs
An Roinn Gnóthai Sóisialacha agus Teaghlaigh



Irish Life



Coping in 21st Century

Knowledge Work



1977 – First Personal Computers

1979 – Ethernet

1981 – Laptop Computers – IBM

1983 – The Internet

1994 – Netscape

1996 – Cloud Computing

1997 – GOOGLE & WIFI

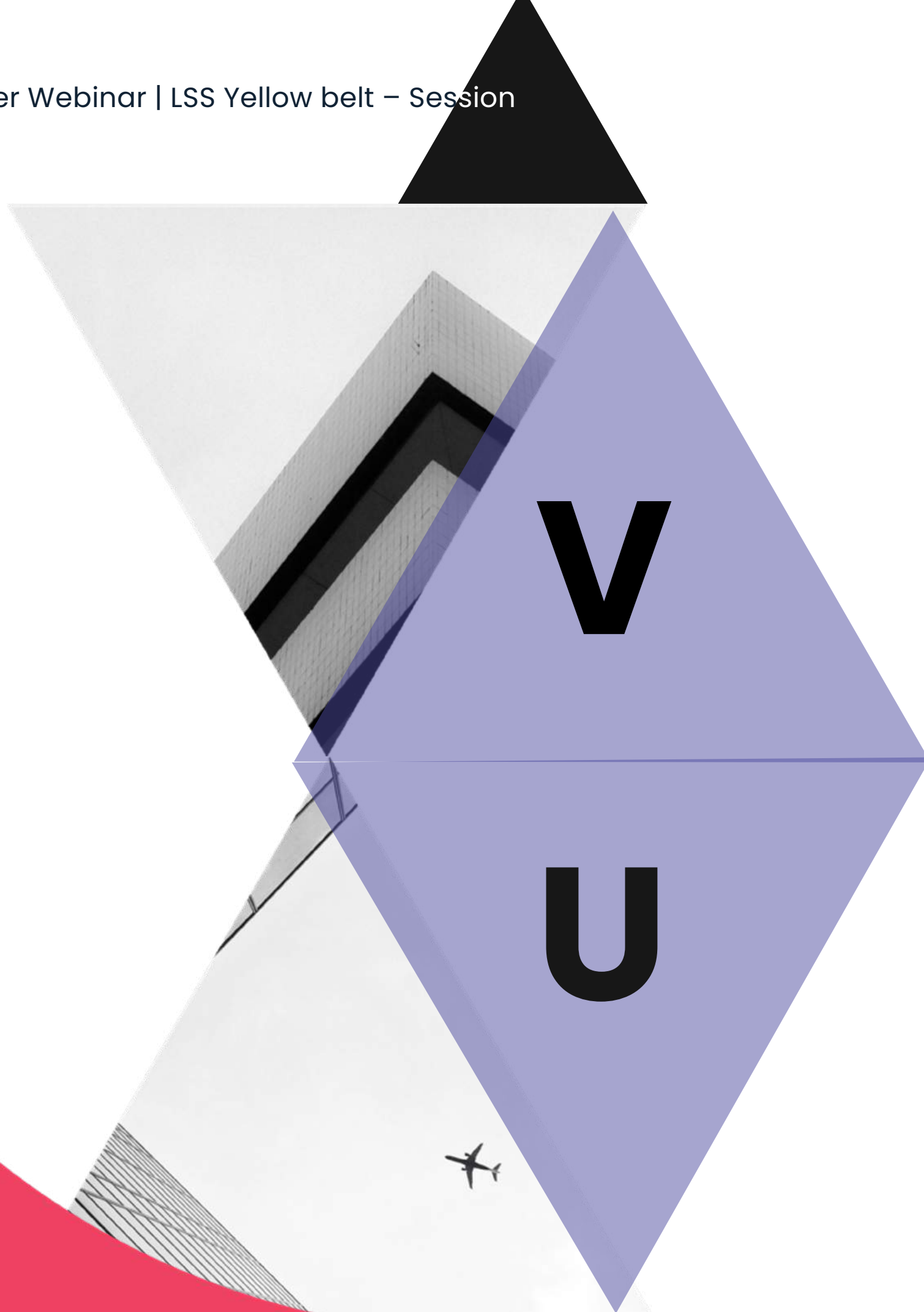
1998 – 3G Networks

2009 – 4G / IOT

2020 – 5G / AI / Space Travel

2024 – AI / Robotics / Big Data



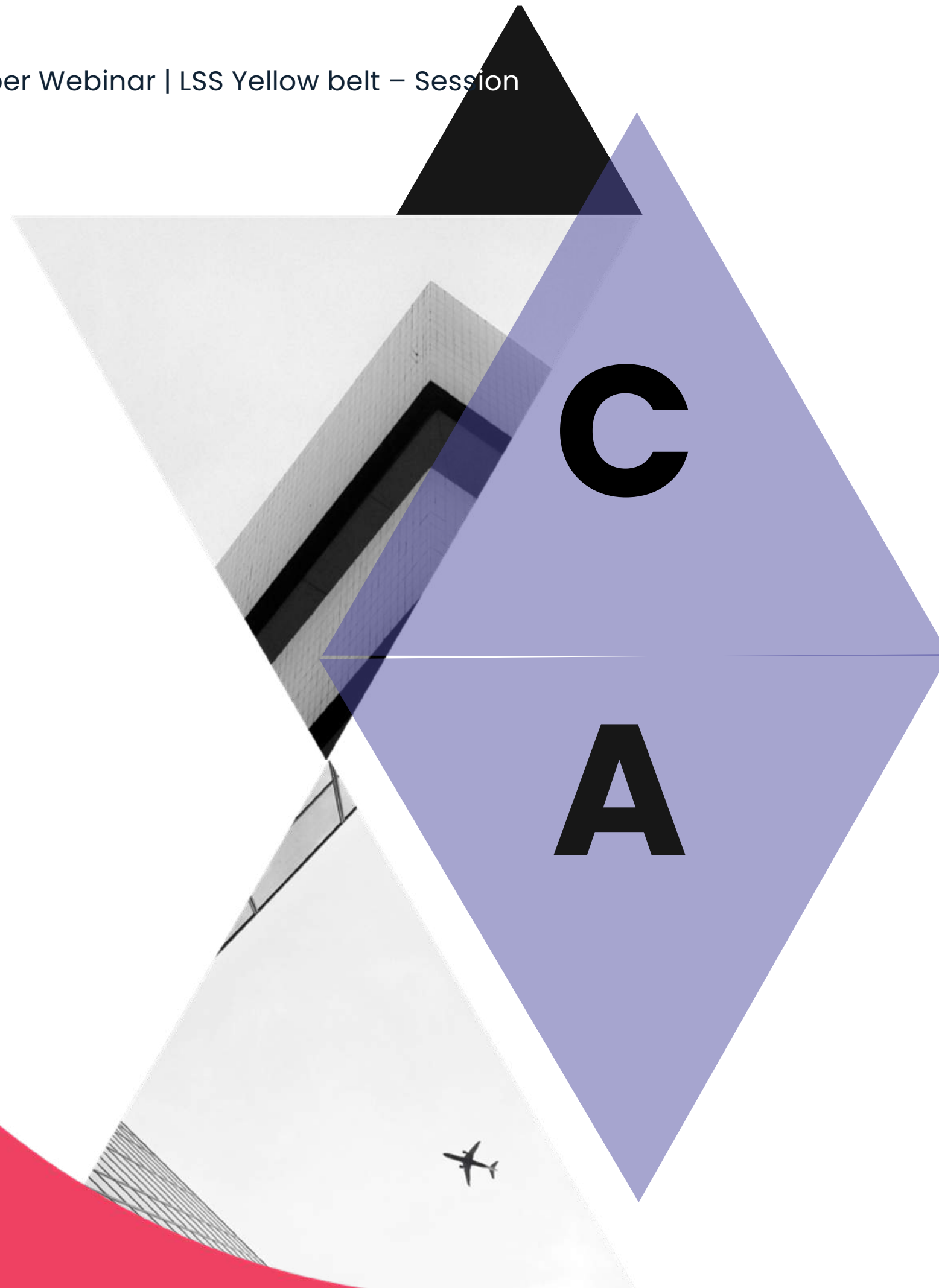


Volatility

Political
Social
Climate
Economic
COVID 19

Uncertainty

Energy
Wars & Conflict
Social Mood
Finance
Currency & Money



Complexity

Internet
Quantum Computing
IOT / Industry 4.0
Web 3.0
AI / Augmented Reality
Space Tourism

Ambiguity

- National Identities
 - Roles
 - Relationships
 - Nature of Work
- Organisation Structures



Business Agility

Sharpness

Swiftness

Liveliness

Alertness

Suppleness

Quickness

Dexterity

Promptness

Athletic

Briskness

Cleverness

Responsiveness

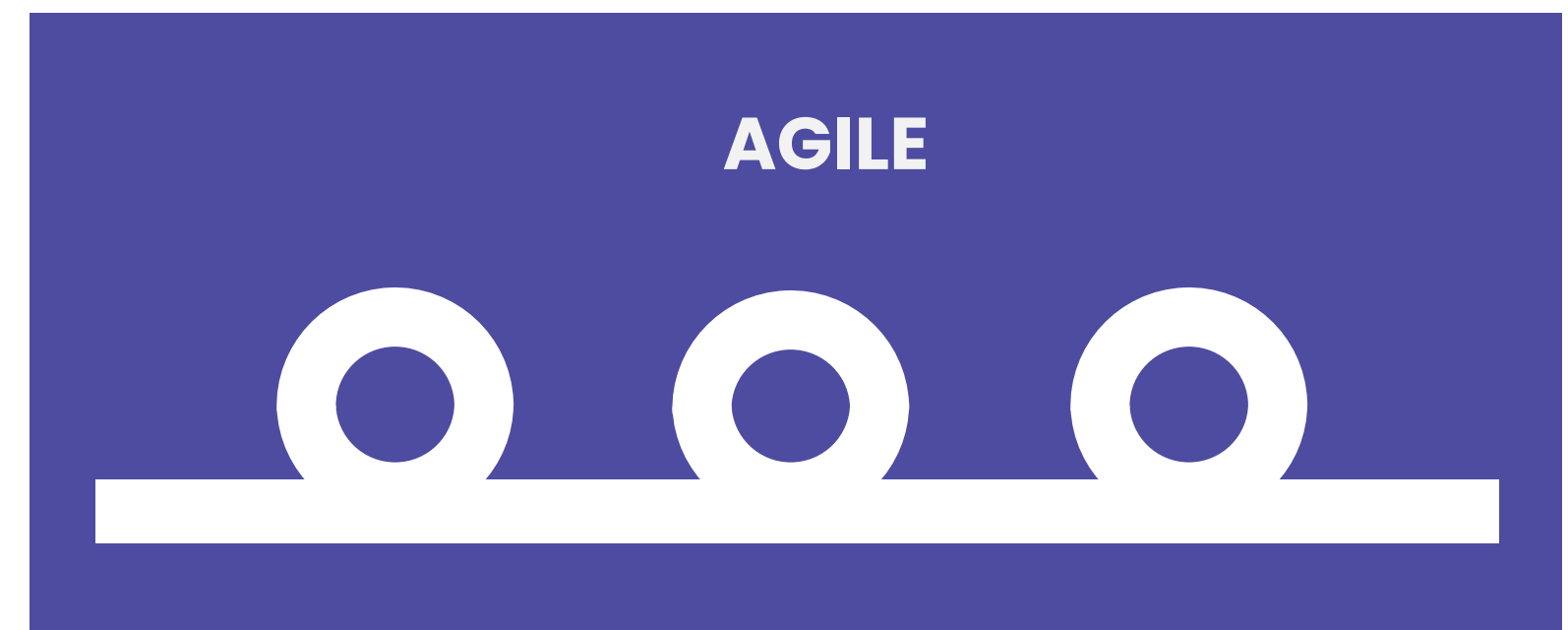
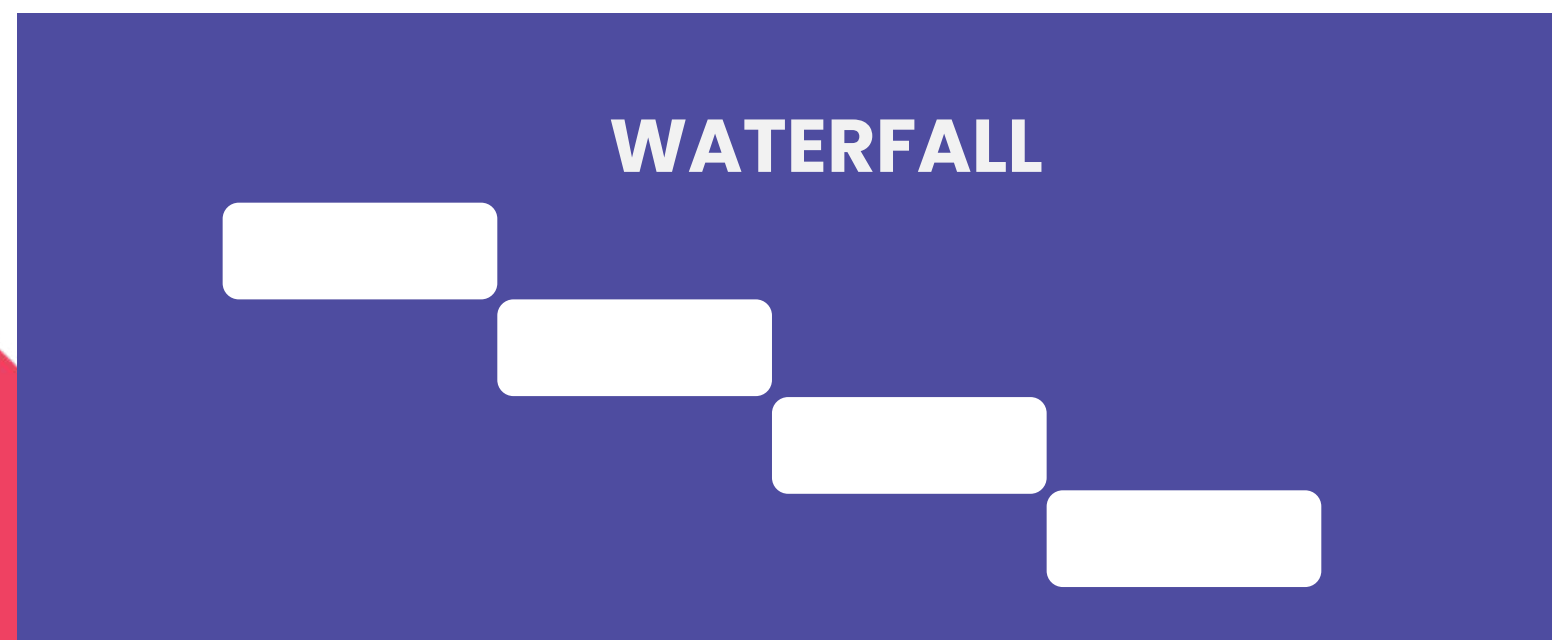
Fleetness

Expedite

Dynamic

Project Approaches can be confusing

<p>Project Management Institute</p> <p>PMBOK</p> <p>5 Phases 10 Knowledge Areas 49 Processes ITTO's Best Practise</p>	<p>PRINCE2</p> <p>7 Themes 7 Processes 7 principles</p> <p>Project Environment Project Board Project Administration Project Quality & Assurance</p>	<p>Design Thinking</p> <p>Personas Empathy MVP</p> <p>Iterative Creative Ideate</p>	<p>LEAN / 6 Sigma</p> <p>Waste Efficiency Quality</p> <p>Right First Time Zero defects Variation</p> <p>Kaizens DMAIC</p>	<p>SCRUM / AGILE</p> <p>Crystal eXtreme Program DSDM FDD KanBan ScrumBan</p> <p>Ceremonies Artefacts Scrum Master Product Owner Developers</p>
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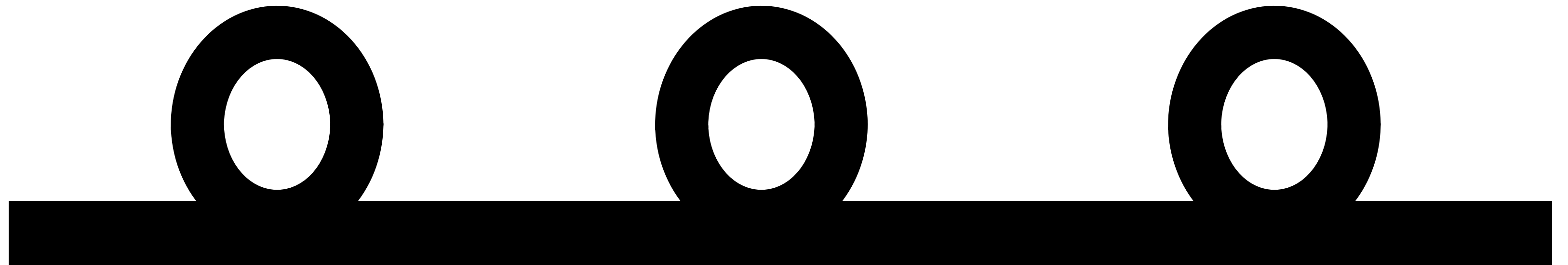
Project Approaches can be confusing

WATERFALL



Project Approaches can be confusing

AGILE





Project Approaches can be confusing



Business Agility

Research & Development Phase

Consideration of New products & Services

Ideate
Create
Innovate
Market Differentiation
Regulations

Implementation Phase

Project Based Implementation

Take from "Drawing Board" and deploy into mainstream operations.

Operational Phase

Day to day operations.

Fulfilment of products, services and experiences to clients & customers.

This is where most money is made

This is where most money is spent

21st Century Thinking



AGILE

Maximise Value
Minimum Work Performed

6 – Sigma

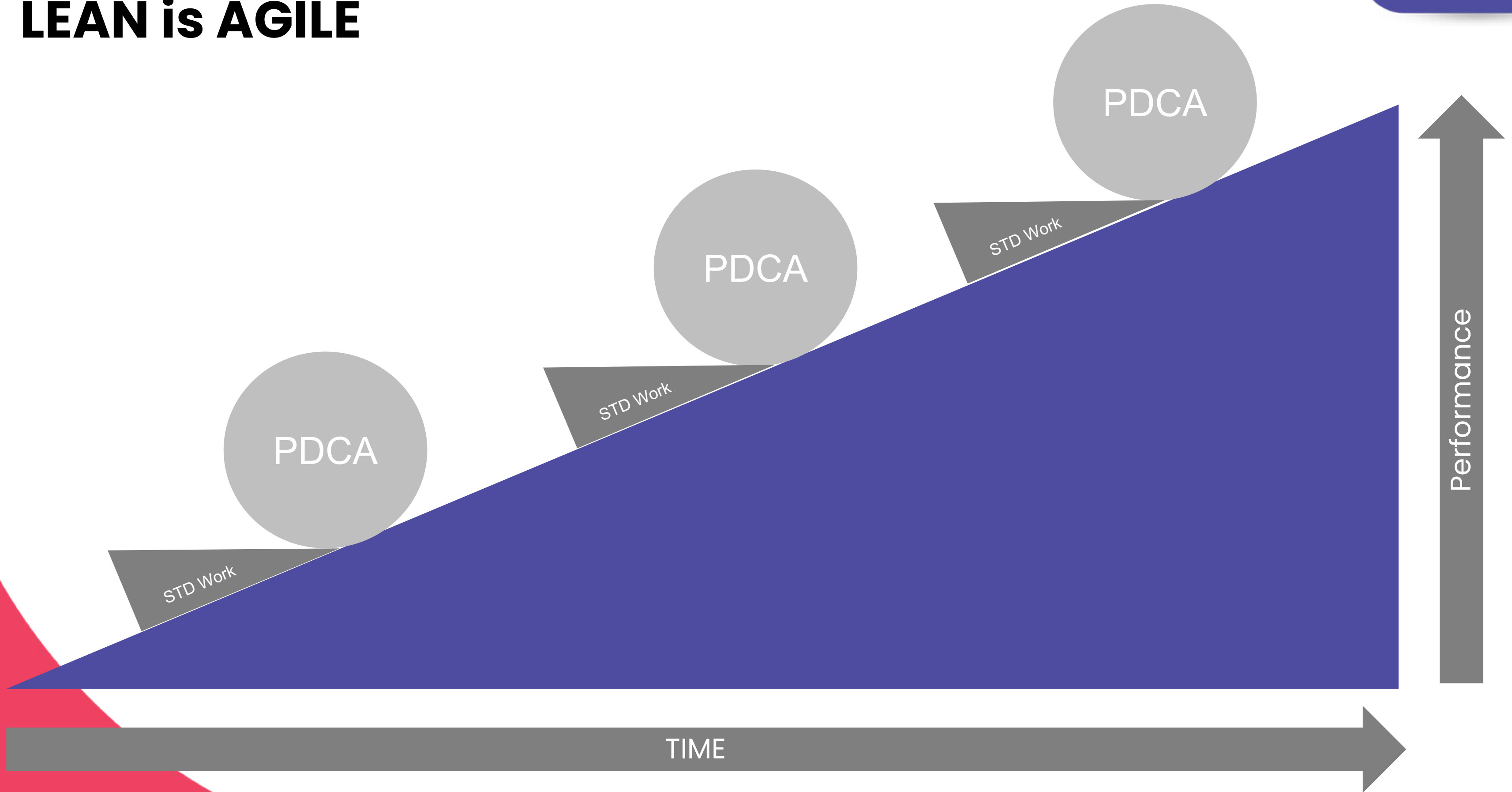
Maximise Value
Minimise Variations

LEAN

Maximise Value
Minimise Waste

Organisational Agility

LEAN is AGILE



The nature of “FLOW”

Step 1

Step 2

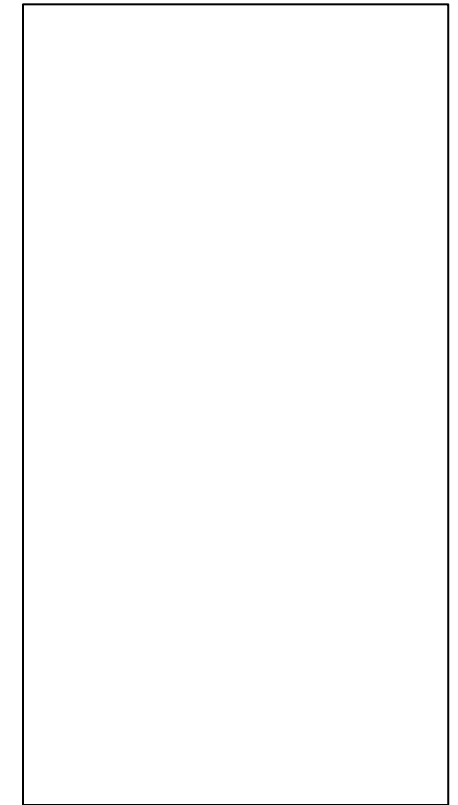
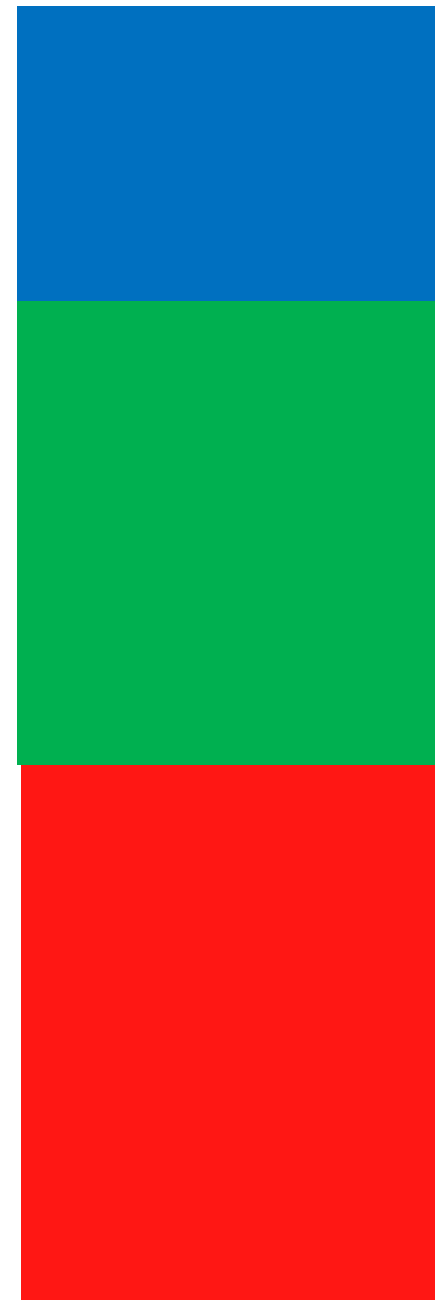
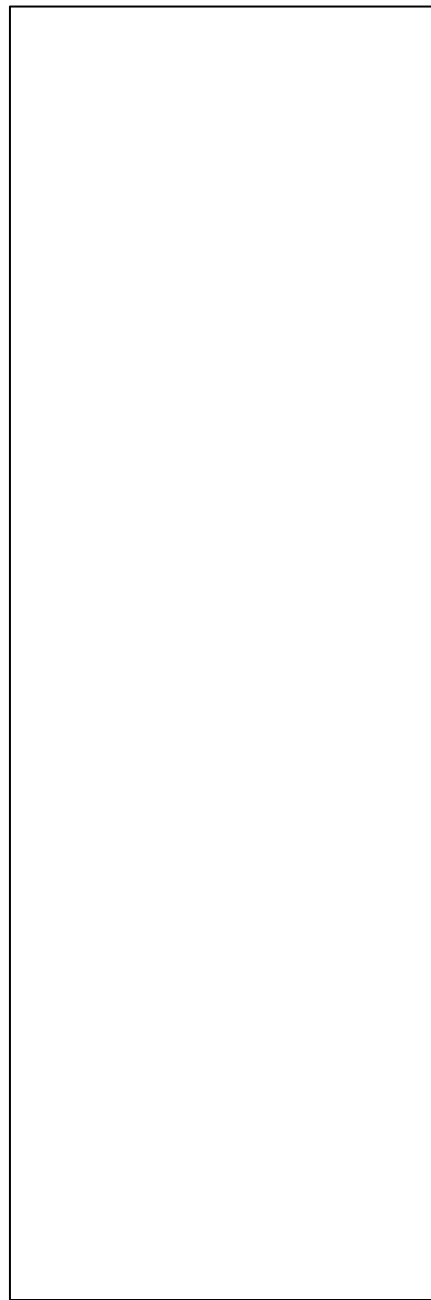
Step 3

LEAN Principles





What is waste



What is waste

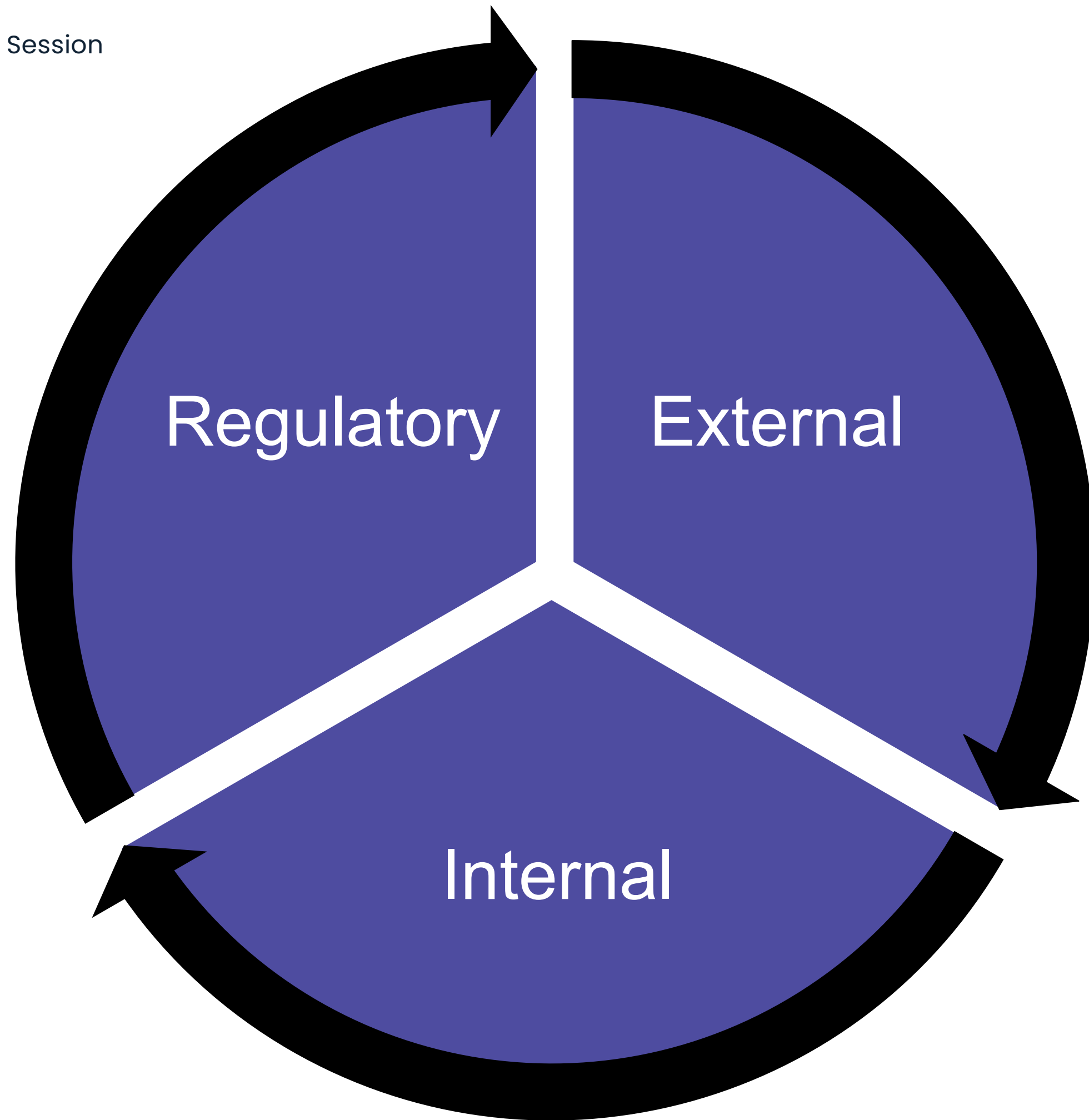


VA = Value Add

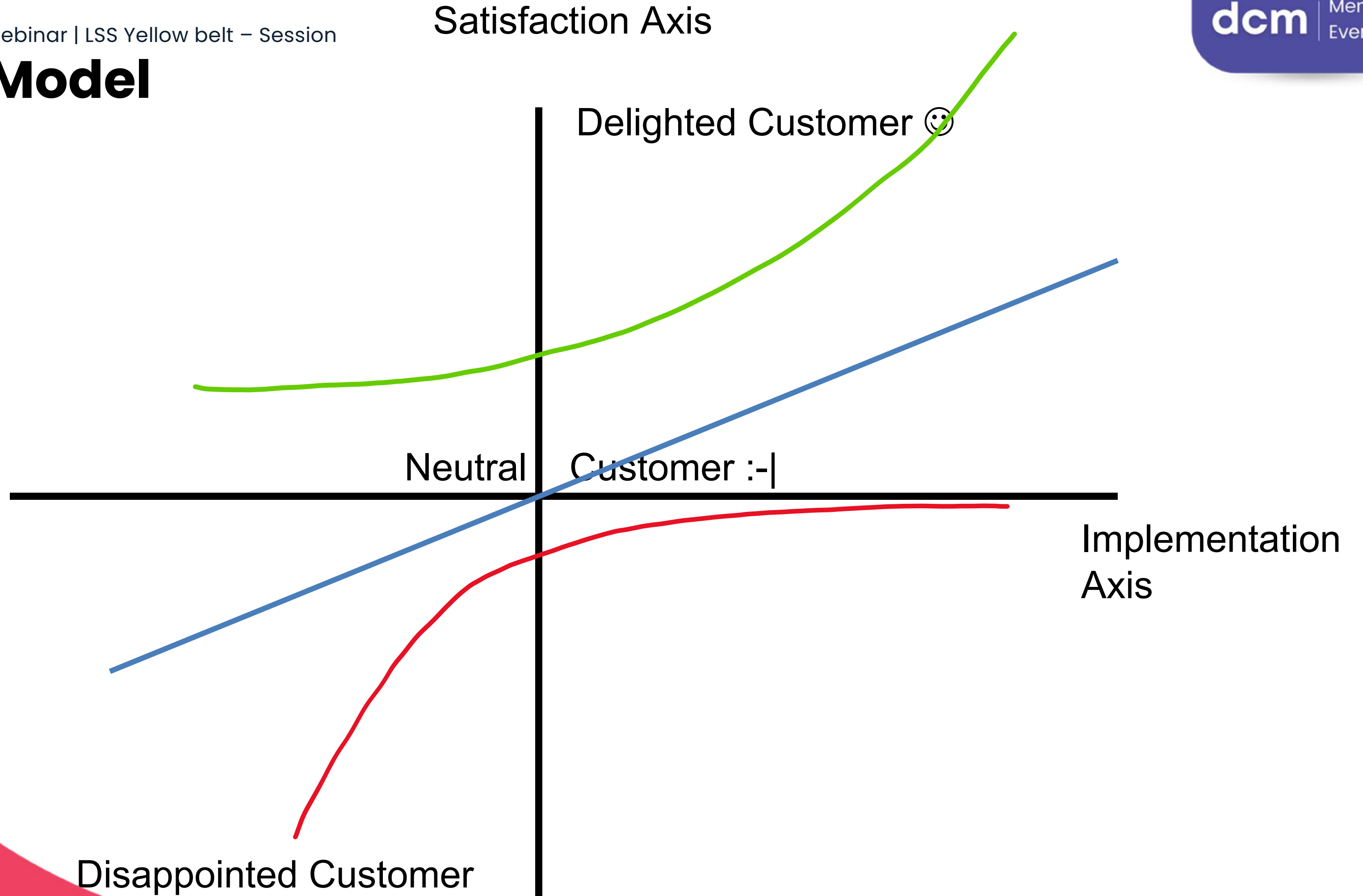
NVA = Non - Value Add

NNVA = Necessary Non Value Add

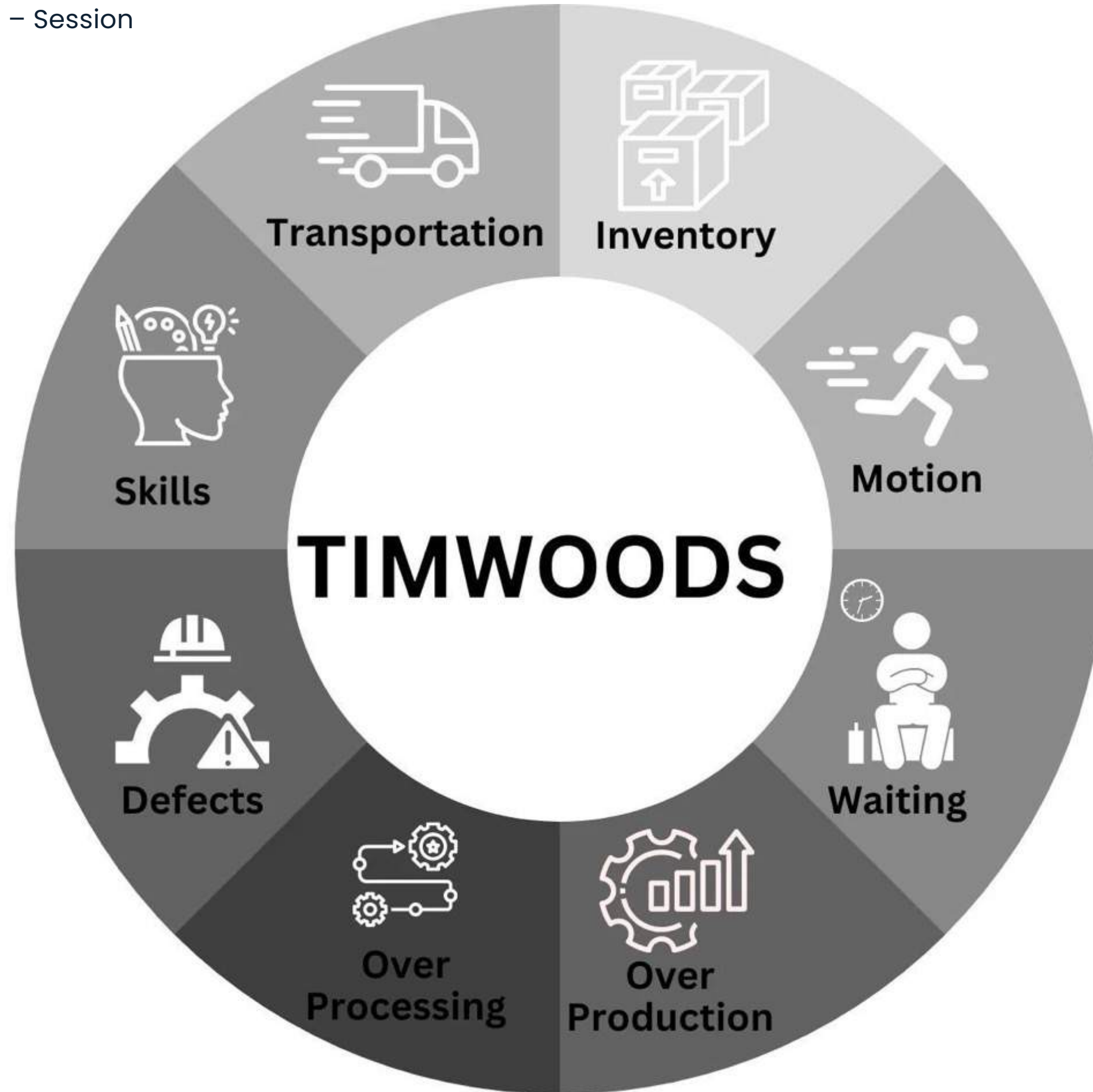
Customers



Kano Model



8 Muda



Cynefin Model

Simple Problems

Known
Knowns

OBVIOUS

Chaotic Problems

Unknowable's

NOVEL

Complicated Problems

Known
Unknowns

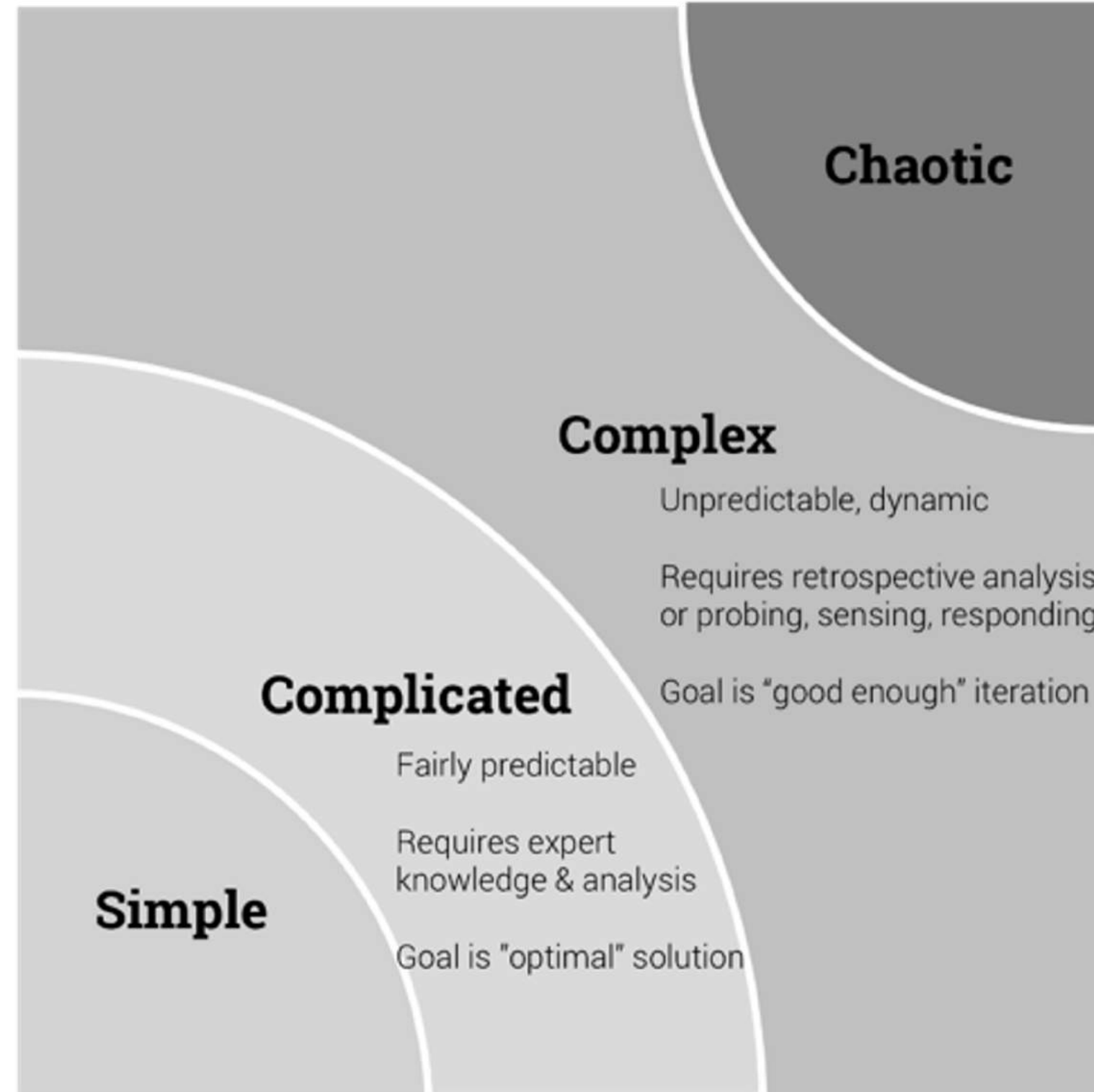
BEST Practise
Experts

Complex Problems

Unknown
Unknowns

PROBE / SENSE
AGILITY

No agreement



No certainty

Gemba Walks



Go to Gemba

WEAR THE
REAL
WORLD

LEAN Teams

Different problems require different solutions



KAIZEN

A3

DMAIC





dcm



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Event

QUESTIONS & ANSWERS?

Ask Away.

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