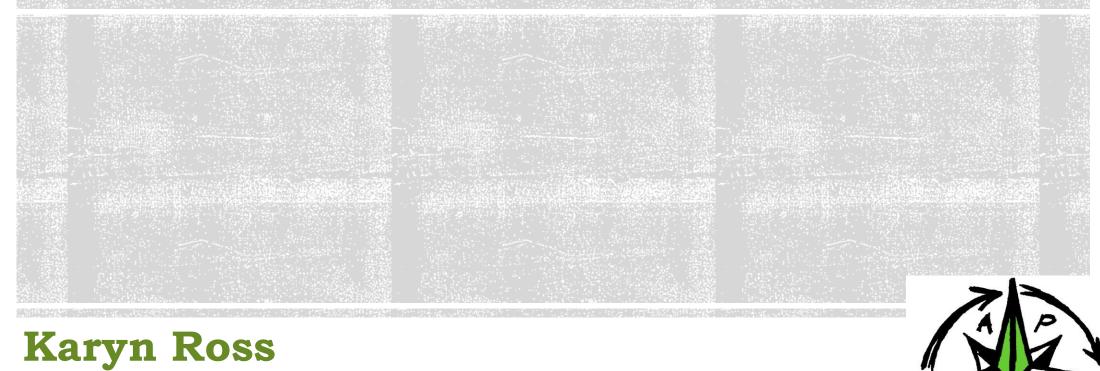
Approche Lean Axée sur L'Excellence du Service



Karyn Ross
Languages Canada Keynote
February 2019

Welcome! Bienvenue! 欢迎! Bienvenido! Witamy!



I'm Karyn Ross!

- Artist
- Author
- Coach
- Consultant
- Lean Practitioner

"Service is about putting the needs of others first!"





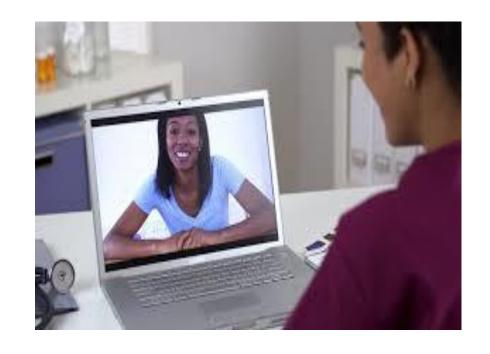
A Tale of Two Services...

Program #1

Program #2

RING! RING! RING!





Service Excellence? Not Service Excellence??



Some Current Problems for Organizations

Customer Retention

☐ Customers switch companies after one bad service experience

□ Low Employee Engagement

☐ Unhappy employees don't make for happy customers!

Rapidly Changing Customer Needs

■ What used to be 'nice to haves' are now basic requirements









What Do Today's Customers Really Want?

- **√**Lean processes
 - ✓ What they want, when they want it, right the first time with *no hassle!*

- ✓ Luxury experiences at coach prices!
 - ✓ Same or lower price than competitor
- ✓ Caring, human, personal, *real* connections
 - ✓ I'm not a machine, I'm a human being









They want it all – and they want it their way - NOW!

And...they never want to hear the words "I can't"



Why is This Important for...



Language Institutions:

- **✓ Efficient** use of time
 - √ Students
 - ✓ Faculty
 - ✓ Administration
 - ✓ Support
- ✓ **Fulfill** organizational purpose & flourish, thrive and grow for the long-term!

The Value for students is graduating with a meaningful education!



What Can We Do?

For Learners...



- · Learn English
- Get a Meaningful Education
- Graduate!

Our People...



- Work More Effectively
- Are Highly Engaged
- Learn and Grow as People

Our Organization...



- Have Better Outcomes!
- Wonderful Places to Work
- Flourish and Thrive

To Make Canada Learners' First Choice?

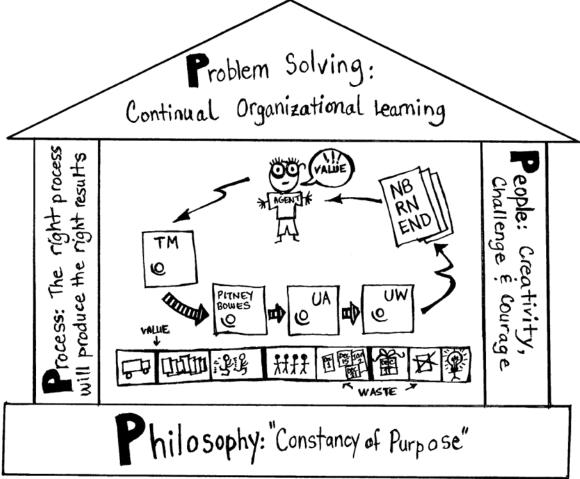


A Simple Fact...

"Hope is not a strategy..."



Lean is a Management System



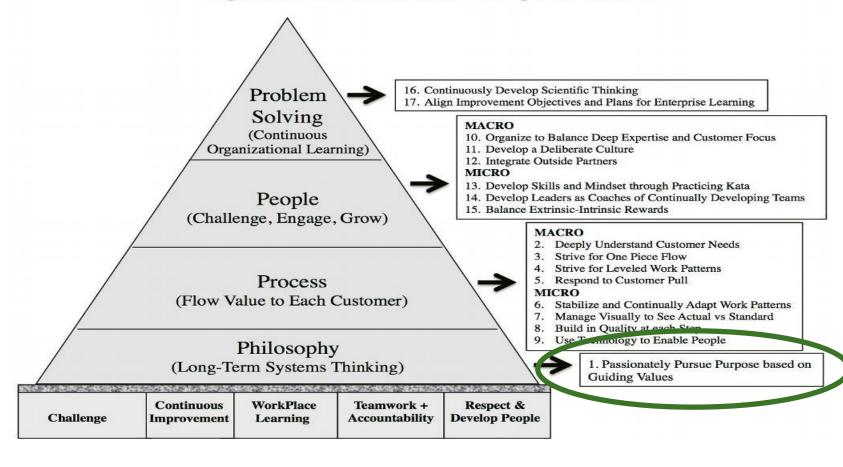
"Lean is about developing principles that are right for your organization, and diligently practicing them to achieve high performance that continues to add value to customers and society."

What is Lean?

- A systematic way of
 managing an organization
 to flourish, thrive and
 grow forever
- A *system* that connects everyone together in pursuit of shared, longterm purpose and organizational goals

Start with Purpose!

Figure 2.11 Service Excellence Principles in 4P Model



Principle 1:

Passionately pursue purpose based on guiding values

Toyota Way to Service Excellence, Figure 2.11 Used with permission.



Philosophy: Algonquin College

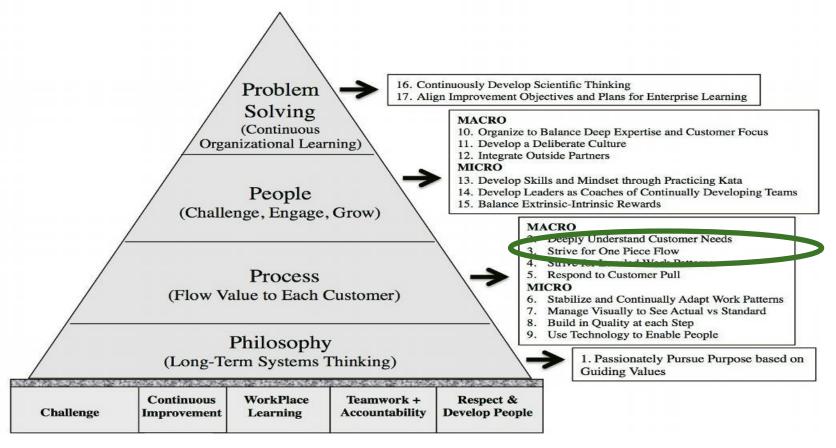


Mission: To Transform Hopes and Dreams Into Lifelong Success



Put Customer Needs First!

Figure 2.11 Service Excellence Principles in 4P Model



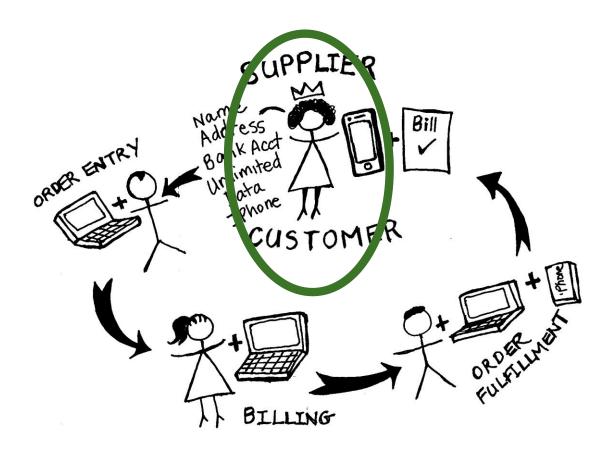
Principle 2:

Deeply
Understand
Customer Needs

Toyota Way to Service Excellence, Figure 2.11 Used with permission.



What Do OUR Customers Value?



Focus on your

CUSTOMERS!

"SERVICE MEANS PUTTING CUSTOMERS FIRST"

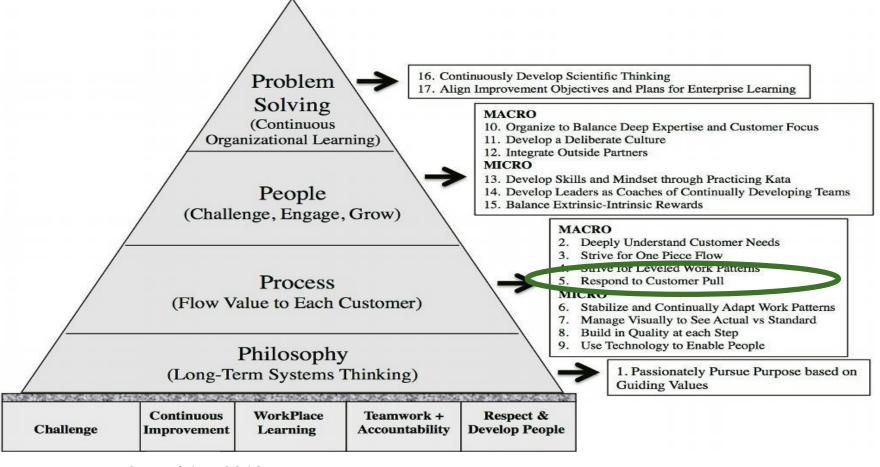
- Listen to the 'needs' under 'wants'
- Help our customers understand what they need...they may not know!

What do they really NEED?



Align Philosophy and Business Processes

Figure 2.11 Service Excellence Principles in 4P Model



Principle 3: Strive for One

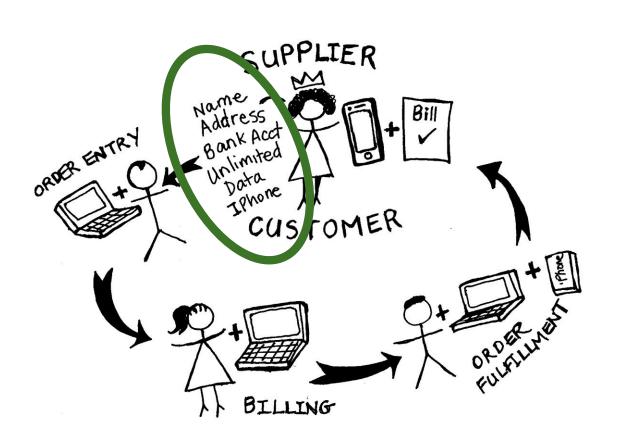
Piece Flow!

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Flow Value to Customers!



Creating Flow in Services...



Focus on working more **EFFECTIVELY:**

"DO IT RIGHT THE FIRST TIME"

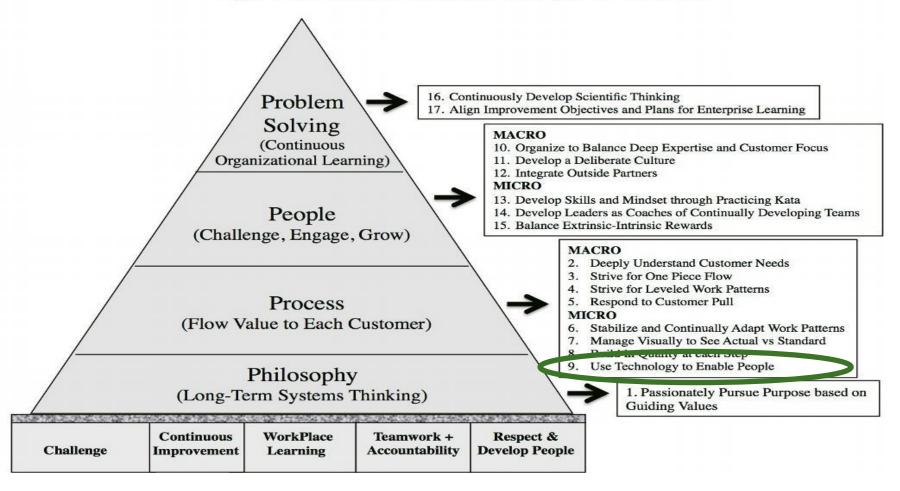
- Get all the information you need up-front
- All information 100% accurate
- Time is money!

Effective = Efficient



Making Our Customers' Work Visible!

Figure 2.11 Service Excellence Principles in 4P Model



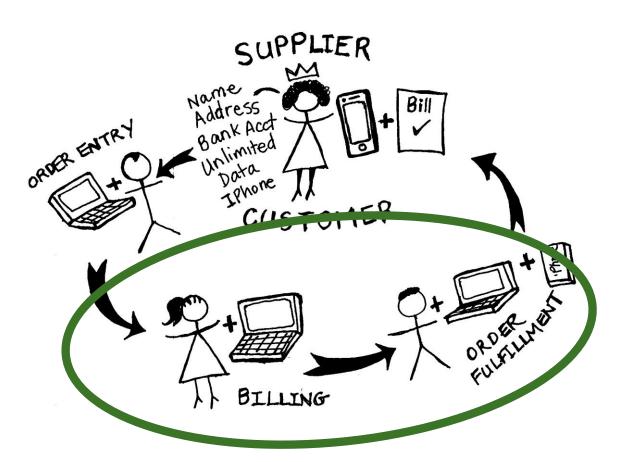
Principle 7:

Manage visually to see Actual vs Standard

If You Can't See It...You Can't Manage It!



Creating Flow in Services...



Make your customer's work

VISIBLE:

"NOW YOU SEE IT...
NOW YOU DO IT!"

Out of sight is out of mind...

Visual + Management



Managing "The Means" (Visually)!



Target - Actual = Gap (Problem)



THE PROBLEM EQUATION TARGET - ACTUAL = GAP (PROBLEM) = RING = RING = RING = 1 RING - 10 RINGS = 9 RINGS TOO MANY!!

Target - Actual = Gap (Problem)



Let's talk about creativity...



- Creativity is not...
- Flashes of 'inspiration' that come out of nowhere...
- Lightning bolts that come down from the sky...
- Something that 'happens to' other people but not me...



The Karyn Ross definition of creativity:

Creativity is combining previous knowledge and/or experiences in new ways to generate ideas about how to do things differently.

YOU are creative! (Oh yes, YOU are!)



This is THE Strategy!

Creativity

✓ **Generate new ideas** for better, more effective and efficient ways to work to work



Lean Practices

✓ *Use Lean* principles, practices and tools to turn those ideas into reality!

16. Continuously Develop Scientific Thinking Problem 17. Align Improvement Objectives and Plans for Enterprise Learning Solving (Continuous 10. Organize to Balance Deep Expertise and Customer Focus 11. Develop a Deliberate Culture Organizational Learning) 12. Integrate Outside Partners MICRO 13. Develop Skills and Mindset through Practicing Kata 14. Develop Leaders as Coaches of Continually Developing Teams People 15. Balance Extrinsic-Intrinsic Rewards (Challenge, Engage, Grow) 2. Deeply Understand Customer Needs 3. Strive for One Piece Flow 4. Strive for Leveled Work Patterns Process 5. Respond to Customer Pull MICRO (Flow Value to Each Customer) Stabilize and Continually Adapt Work Patterns Manage Visually to See Actual vs Standard 8. Build in Quality at each Step 9. Use Technology to Enable People Philosophy

Teamwork +

Accountability

Respect &

Develop People

(Long-Term Systems Thinking)

WorkPlace

Learning

Continuous

Improvement

Figure 2.11 Service Excellence Principles in 4P Model

In every part - and at every level - of the organization!



1. Passionately Pursue Purpose based on

Guiding Values

What Does That Mean For You?

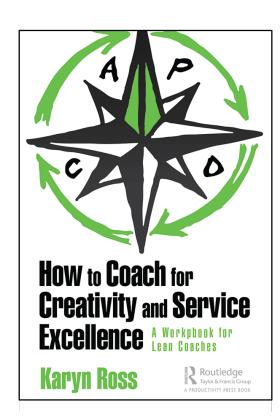
Some questions for you to think about...

- Does everyone in your organization have a strong understanding of your **Purpose**?
- What do your customers **need and value** as human beings?
- How **CAN** your organization use Creativity and Lean to align Purpose and Processes?
 - Does everyone know the Targets? The Actuals? See the Gaps?
 - How can you be more EFFECTIVE?
 - What can you do to MANAGE VISUALLY?

YOU CAN DO ANYTHING - AND EVERYTHING! YOU SET YOUR MIND TO DO!!



Learn More!



Read my books!
Reach out with questions at any time!
I'm always here to help!

www.karynrossconsulting.com karyn@karynrossconsulting.com 630-881-3068

