Evaluation & Research questionnaire

This event has been supported by the SDF with a regional grant.
In return we are asked to present an event review for the benefit of the wider membership.

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Applying LEAN in an HE context (Cycle of Service)

Wednesday 07 March 2018   Christine Stewart of Macresco Ltd

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Note: 19 delegates attended this event 16 evaluation sheets received to date
Note: Some delegates omitted completing either page 1 or page 2 of the evaluation sheet.

Please tell us how well you think the event:

Please tick ✓ appropriate box	Very well	Quite well	Partly	Not well
Met your needs?	✓✓✓✓✓✓✓	✓✓✓✓✓	✓	
Was relevant to your University's needs?	✓✓✓✓✓	✓✓✓✓✓✓✓	✓✓	

Please rate your facilitator

Please tick ✓ appropriate box	Excellent	Good	Satisfactory	Poor
Ability to clearly explain lean concepts	✓✓✓✓✓✓✓✓✓✓	✓✓		
Ability to respond to participants questions	✓✓✓✓✓✓✓✓✓✓	✓	✓	
Ability to encourage participation	✓✓✓✓✓✓✓✓✓	✓	✓✓	
Ability to adapt to arising circumstances	✓✓✓✓✓✓✓	✓✓✓✓ ✓	✓	
Maintain the event pace (not fast or slow)	✓✓✓✓✓✓✓✓✓✓	✓✓	✓	

Additional comments

- Well done Christine. Feisty crowd at moments but well handled. Concepts and techniques engagingly presented and demonstrated. Great stuff.
- Lovely to see what another region is looking include us. I am from NWSDG.
- Excellent!
- The facilitators experience and her knowledge of applying lean philosophy in different contexts was excellent.
- The pace was more about my ability as a learner than the train I think! Some concepts were simply easier to visualize than others, hence my indecision in good/satisfactory. Great individual takeaways and practical elements. Thank you.
- More discursive activities / reflection and self application would be good.
- Amazing energy

Overall: How would you rate this learning event?

Please tick ✓ appropriate box	Excellent	Good	Satisfactory	Poor
How would you rate this learning event?	✓✓✓✓✓✓✓	✓✓✓	✓	

Additional comments
- It was useful and I can take things from this that I can implement immediately.
- I was so apprehensive about thinking it was **not** relevant for me personally.
  I was wrong. Have about three takeaway actions I want to do.
- A great session which triggered good ideas
- Thank you to Ian for arranging such a great session.

Research questions
Please note: For any SDF article we shall anonymise comments and not associate these with any particular HEI.

1/ Current situation: Your HEI approach to efficiency improvements
How would you describe (general terms) the current approach to supporting efficiency Improvements?

- Currently used in the improvement around student journey. Negative perceptions of process improvement.
- Small amount of lean in student-based services. Student journey mapping (some of our staff lean six Sigma trained). Business process review -but used externals. Only one element of many was successfully implemented. Now resistance to this approach.
- The University has just initiated a Strategic Change Office (circa Oct 2017) which will take some time before it becomes fully commissioned (akin to launching a ship). Prior to this the University has incrementally (over 10 years) become more sophisticated in its approach to efficiency improvements with more project and programme management, localised project management offices, hubs or specific posts, introducing a new student record system saw the set up of dedicated unit. Staff and units are encouraged to review their processes to enable them to work smarter not harder.
- There is some work in the University but its scattered and un-coordinated. We have an improvement unit which deals with improvement unit which deals with efficiency but only when invited.
- I am currently carrying out low-level process improvements and achieving good results. The issue I'm having is that senior management thinks that people get lean without the support.
- Scattered -happens in silos - maps - modernising academic student administration, but not consistent it's soooo needed in HR yet not applied.
- Our current approach is to simplify and streamline, but this is fought against by those dealing with our quality processes.
- Working on efficiencies, particularly with regard to processes - redesigning paper-based processes.
- At present there is no specific approach to efficiency, however it is recognised that there needs to be and that a consistent methodology should be applied.
- Drive for paperless simplification
- Not planned, only at local level, some pockets of good practice but not organisation wide.
- Not really embraced so far. Some minor half-hearted attempts.
- Sparse.
- Despite pretty good positioning as an organisation thoughts and practice around Lean are being applied in the University.
- Start the day - I don't know the answer!

2/ Instant reaction: Is there potential for applying a lean approach in your HEI? Please expand on Yes / No / Maybe / Too early to say.

- **Yes:** already doing it.
- **Yes:** I can certainly use it projects lean (or aspects of lean). I already do some of these things anyway.
- **Yes:** lots of places to apply lean principles, but will our senior management ever be interested?
- **Yes:** some good opportunities to reduce non-value added/bureaucratic steps but not sure there is the will/resource to make this happen.
- **Yes:** with current changes - potential to streamline processes along with structural changes.
- **Yes:** practical tools that can be applied around OD prog. More importantly relevant process for managing OD projects.
- **Yes:** The key is fusing Lean with the Universities many cultures of "the way we do things around here".
- **Yes:** I can think of one major topic area where we have people working in silos on it - need to bring them all together and stripped back and start again. Also some useful elements and models to use on our own area.
- **Yes:** There are endless legacy processes and new ones coming via say apprenticeship levy! The culture of the organisation may not buy into Lean but I think we can adopt the methodologies.
- **Yes!** From recruitment to promotion and many others
- **Yes:** There is huge potential to apply this methodology in all areas of work.
- **Yes**
- I picked up some ideas and processes reply within my area of academic development.
- Maybe, but only as a light touch approach, quick wins needed for specific business critical requirements.
- To early to say, although the elements learned today are directly applicable now.

3/ Next steps: What are the key factors to be considered which could either enable or hinder lean to be viewed as a viable option in your HEI?
Force Field Analysis: What are the driving and resisting forces to implementing Lean?

- **Drivers:** desire in pockets of the University, some good outcomes from lean exercises, desire within senior leadership **Resisters:** The will (to do it) , knowledge, previous poor experiences.
- **Enablers**, commitment at senior level. Forced by financial pressures to stop/reduce doing things.
- **Enablers:** get buy in from the top, get ambassadors (with good with good examples that can be wrong modelled). **Hinders:** "why do we need to change when we know change doesn't help?", Too many stakeholders, not enough time (!!!) Not a priority.....(Really)?
- **Driving Forces:** Working in a competitive environment and having to do more with less. **Resisting Forces:** Lack of understanding about lean and a belief that it is focused on process rather than people.
- Senior management see lean as a tweak, however quick wins such as the low-level current share mapping are gaining traction and staff are talking about positive outcomes additional benefits of teambuilding and appreciation of what actually happens.
- No big bang approach. I am going to start with a debate by organising workshop for senior managers (in June). Billed as an exploratory workshop for the "curious", I have 20 Heads (and Associate Deans) already signed up, the key outcome of this workshop is to see if there is an appetite to run Lean approach in pioneer units or departments.

- Not necessarily calling lean, but engage colleagues in the principles (no labels) on business critical activities.
- Have started before but didn't get traction (see above Q1) now might be a good time to go again with this approach. Also realised if we seriously need to bring in specialists (like Christine) to get things done well and timely.
- Culture would be a **big hinderer**. Senior management buy in would be a **big enabler**. Success stories /case studies from the University usually drive people to try for themselves.
- The level of implementation. I can build it in myself, demonstrate/engage with others. In terms of wider implementation, I can't say.
- Our current approach is to simplify and streamline, but this is fought against by those dealing with our quality processes. We need the ability to gather the relevant themes/individual representatives to apply lean.
- Changes in structure/ways of working.
- Support from colleagues and senior team. Winning this to make changes and lead forward.
- Don't know yet