



13 & 14 october, 2011

Paris, France

Lean IT in a nutshell

Régis Medina



Lean IT in a nutshell

October 13-14, 2011 - Paris

Régis Medina

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<http://www.operae.fr>

What is lean?

Standardized work Andon Just in time

SMED 5S Work standards

Heijunka Jidoka Small batches Kanban

Continuous improvement Autonomation TWI

Cycle time Poka yoke TPM Bottleneck

PDCA Push One-piece flow Muri Gemba

Hoshin kanri Five whys Muda A3 Kaizen Teamwork

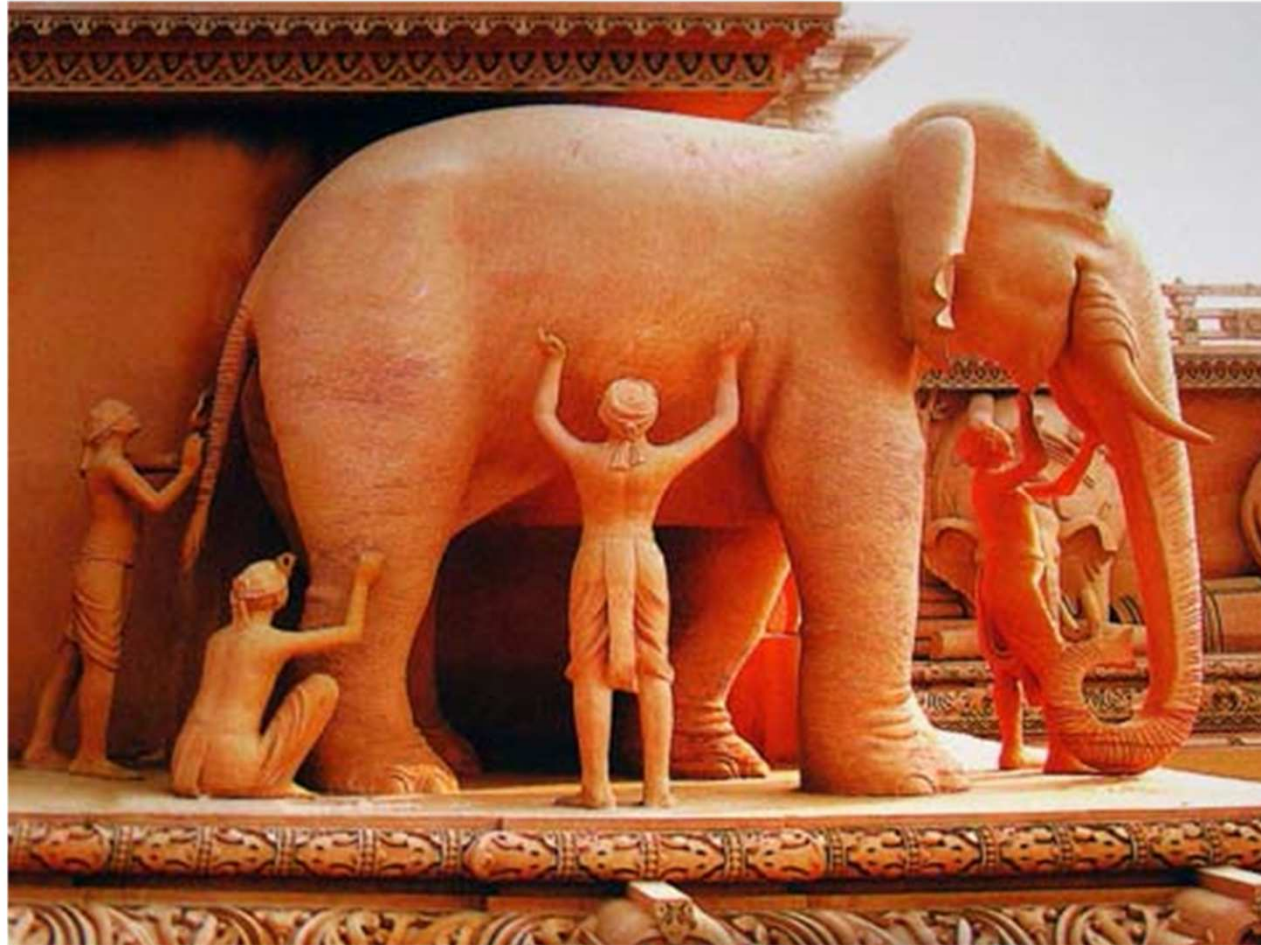
Takt Toyota Way Pareto charts Pull Red bins 4m

Lead time Work cells Genchi Genbutsu Mura

Overall process effectiveness Value stream mapping Kaikaku

Bottleneck Catch-ball Muri Visual management

What is lean ?



A business model

Completely satisfy the customer

by providing a perfect product or service

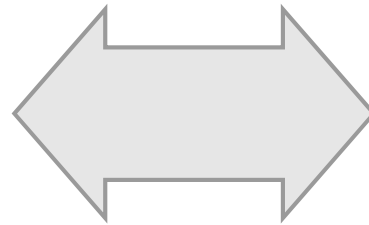
Reduce lead time and costs

by eliminating waste

by Developing people

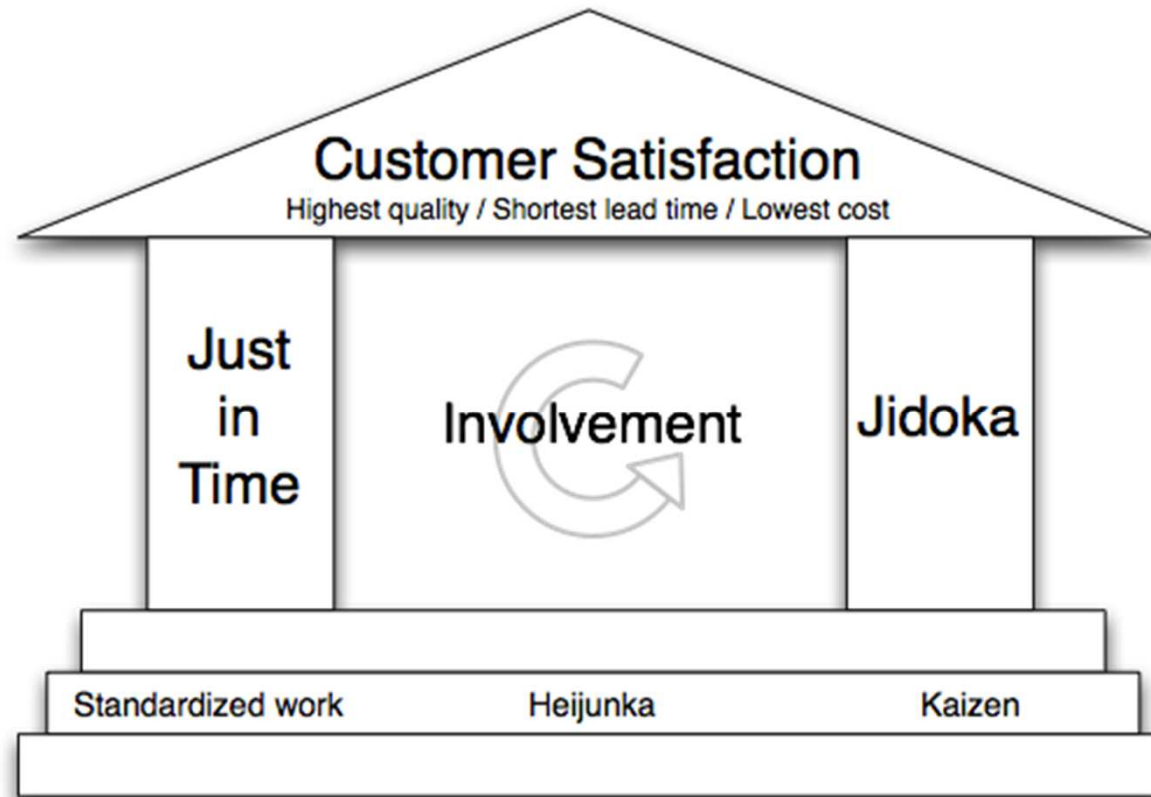
through problem solving

Satisfying the customer



Value

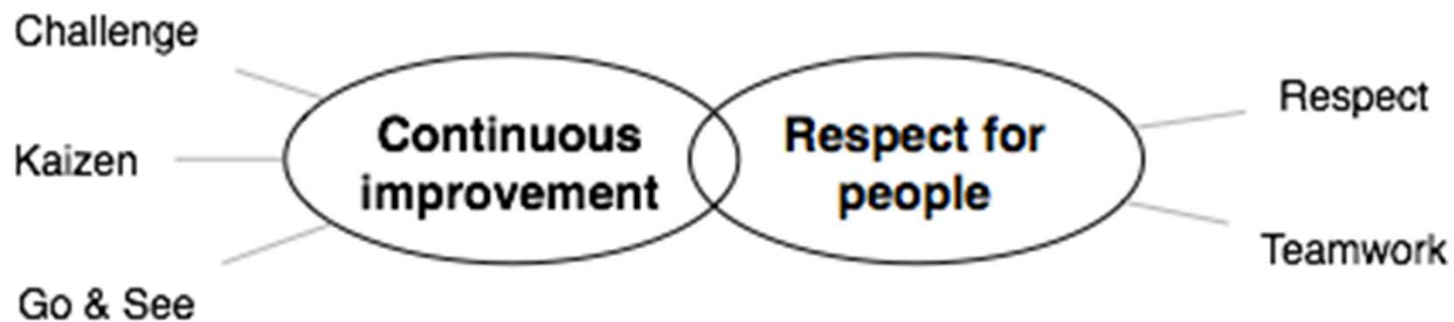
Reduce lead time and cost



Toyota Production System

An ideal of operational efficiency

Developing people



Toyota Way 2001

An ideal of management

A daily practice

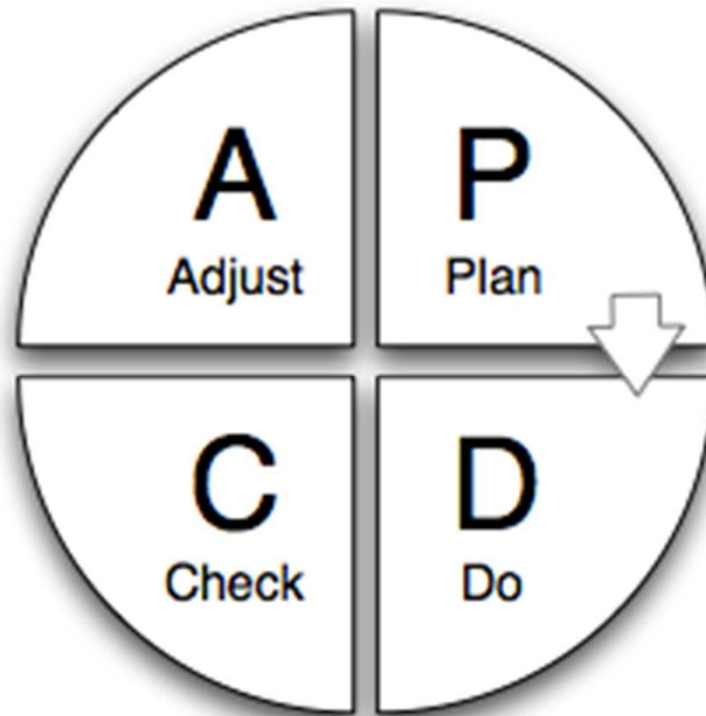
Visualize the production to reveal problems

React immediately

Solve problems one by one

To improve management practices

Continuous improvement



Towards a lean IT organization

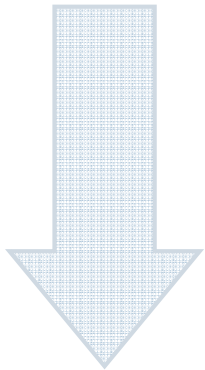
Develop a kaizen spirit
in every employee

Roadmap



“The IT organization answers quickly and completely to my support requests”

► Support



“The system works perfectly”

“The system is suited to my needs”

► Maintenance



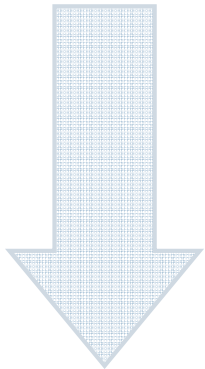
“The system supports my own improvement efforts”

► Projects



“The IT organization answers quickly and completely to my support requests”

► Support



“The system works perfectly”

“The system is suited to my needs”

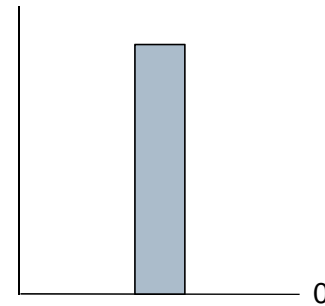
► Maintenance



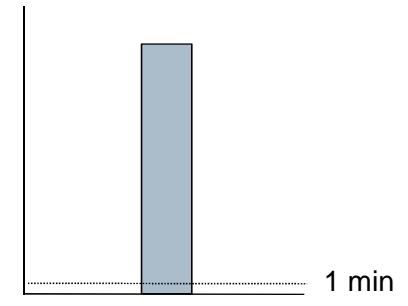
“The system supports my own improvement efforts”

► Projects

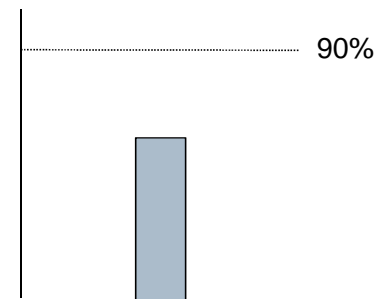
Initial context



Lost calls
per day

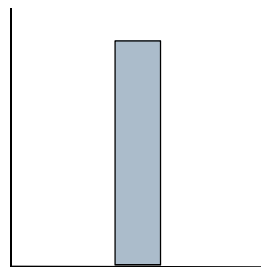


Average max wait time
per day

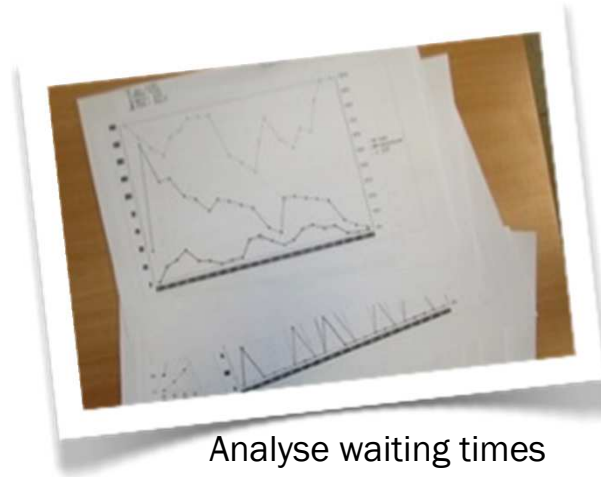


% response
on first call

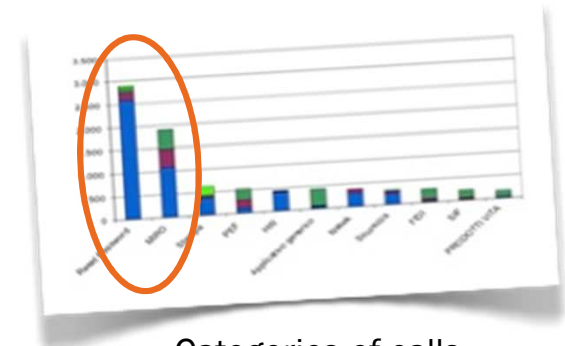
Separation of flows



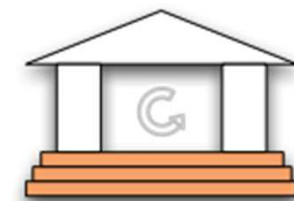
Lost calls
per day



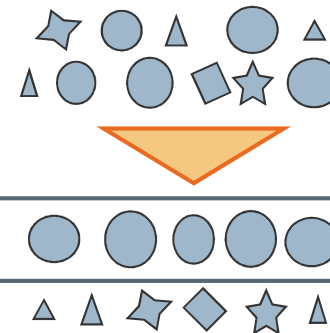
Analyse waiting times
Listen to calls



Categories of calls



Stability



Flow separation
→ Speed up the simple ones

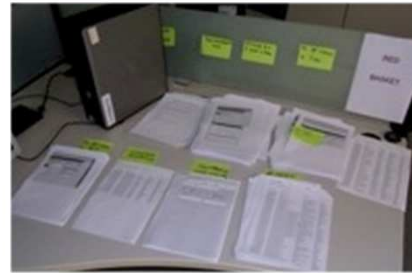
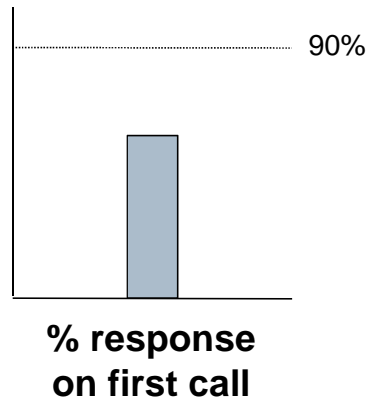


Standard



Check

Standardize and train



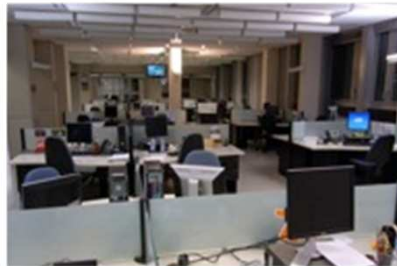
Tickets



Standards



Check

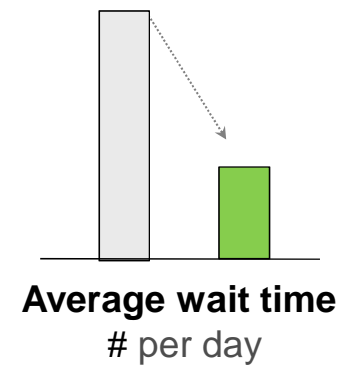
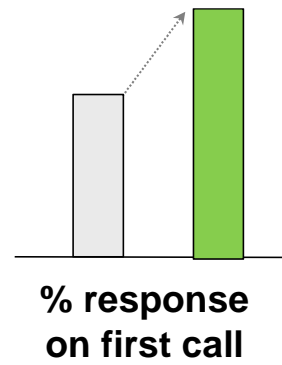
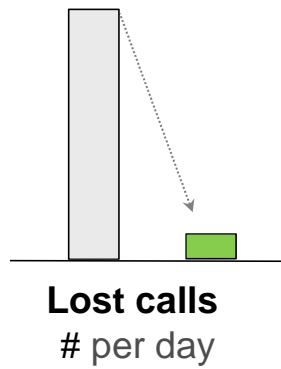


On-the-job
training



Skills management
(TWI)

Results



Lessons learned

Flow / load management

Call analysis & structure

Knowledge about IT systems

Next steps

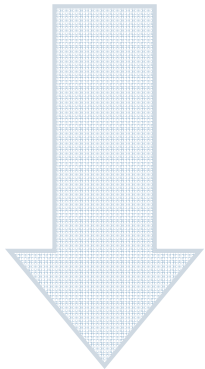
Improve customer experience

Eliminate need for calls



“The IT organization answers quickly and completely to my support requests”

► Support



“The system works perfectly”

“The system is suited to my needs”

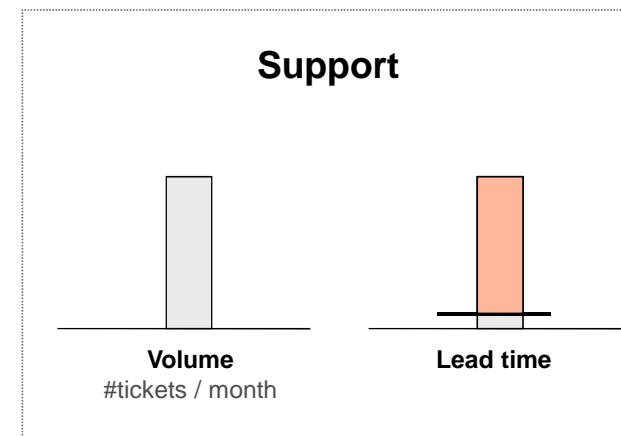
► Maintenance



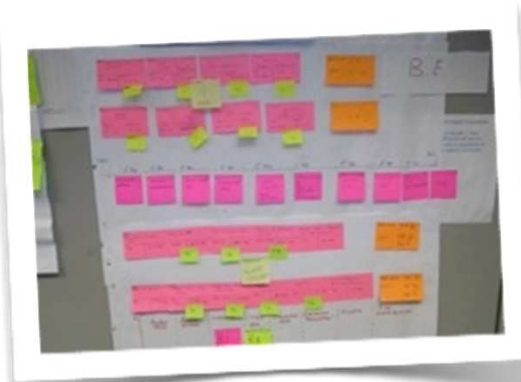
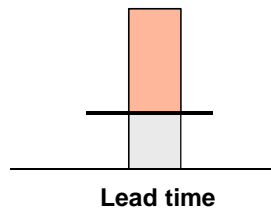
“The system supports my own improvement efforts”

► Projects

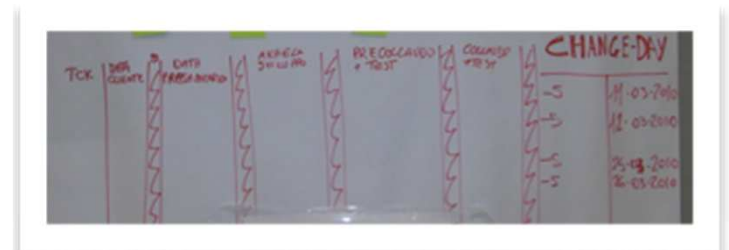
Initial context



Speeding up the resolution of incidents



See the history of a few incidents



Agree on the resolution steps



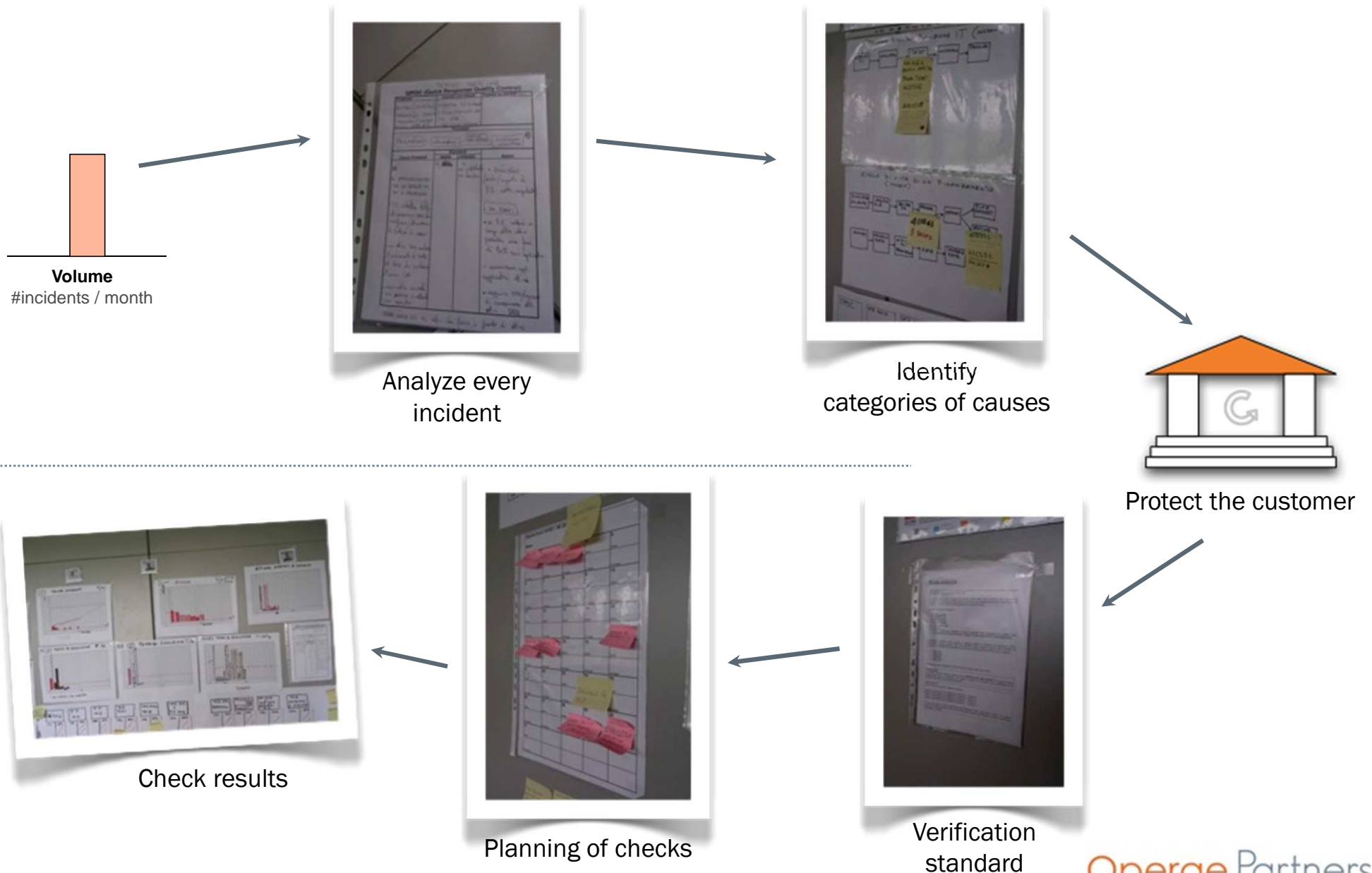
Check results



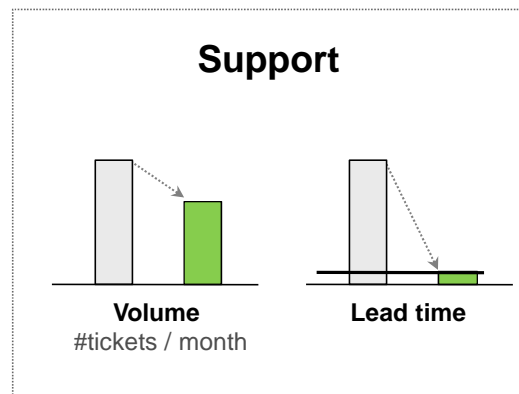
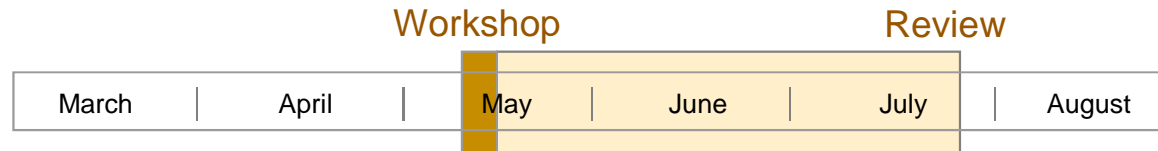
"See the production"



Reducing the number of incidents



Results



Lessons learned

Identification of system vulnerability points

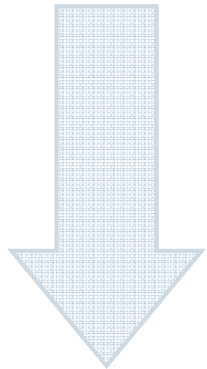
How to improve usability (error messages, etc.)

How to write usable guides



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► Support



“The system works perfectly”

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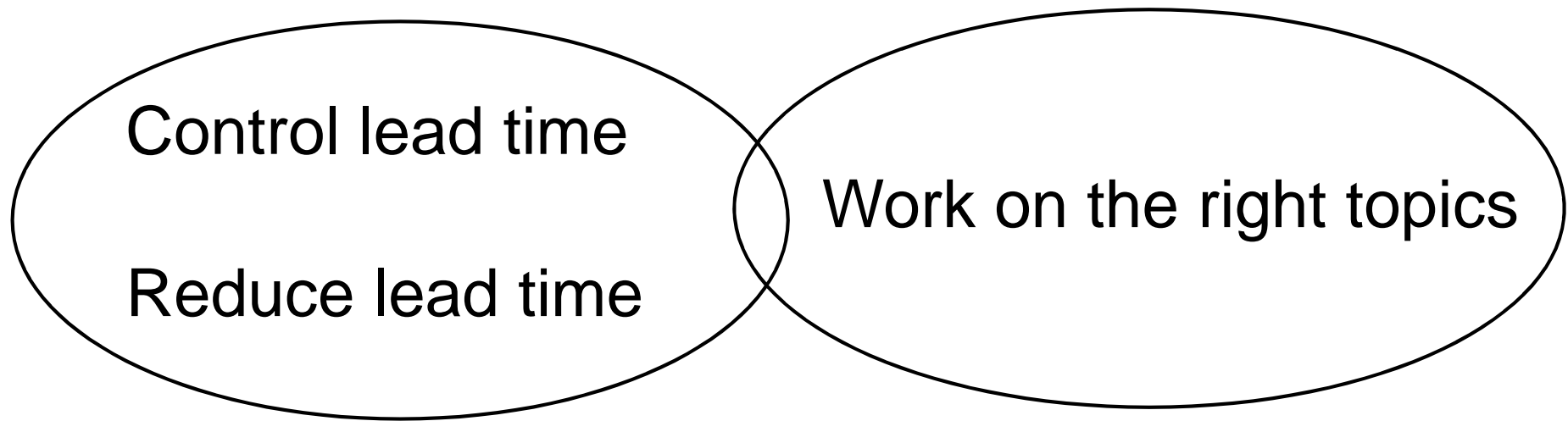
► Maintenance



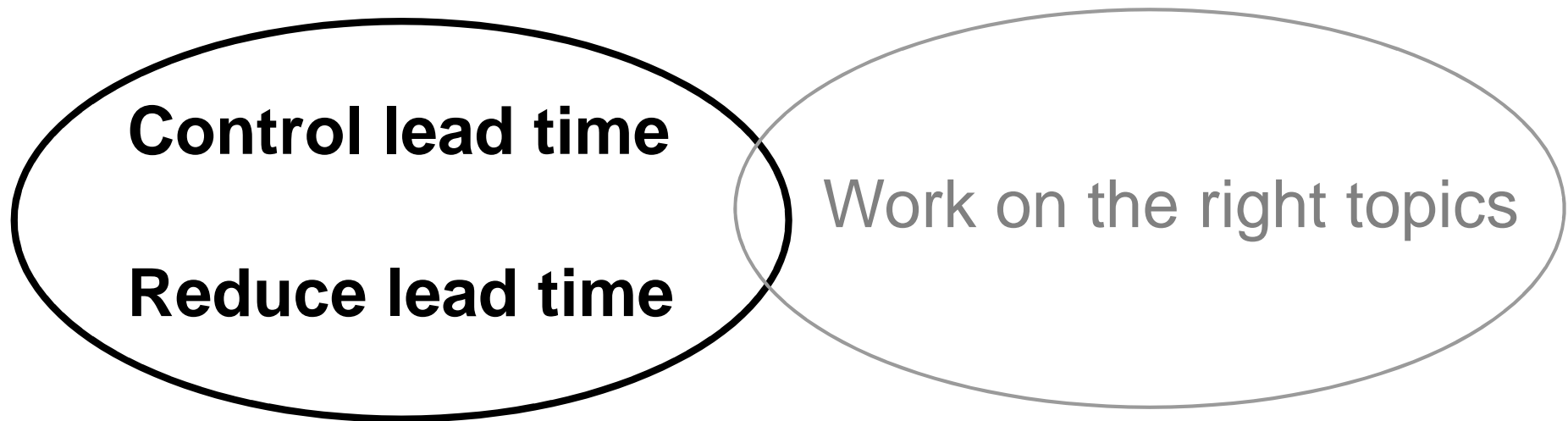
“The system supports my own improvement efforts”

► Projects

Project improvements



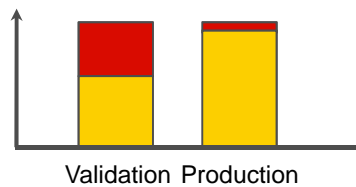
Project improvements



Initial context

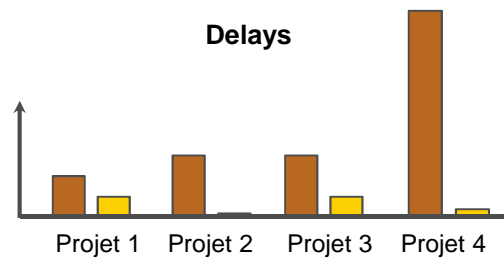


“Right First Time” operations

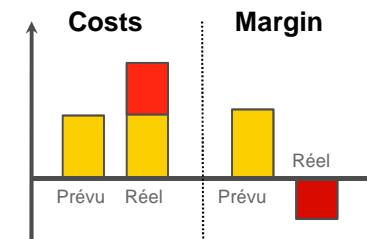


Quality

Delays



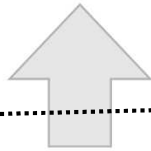
Lead time



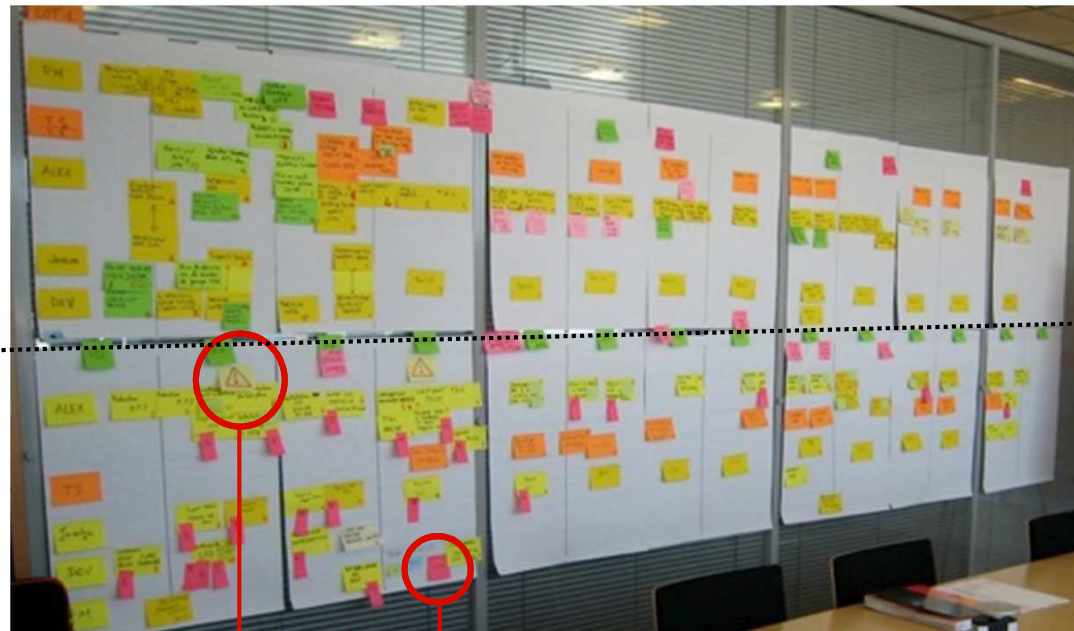
Costs

Analysis of causes

After

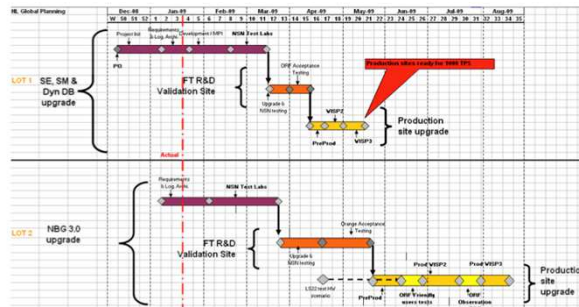


Before



Overload Waste

“Pull”



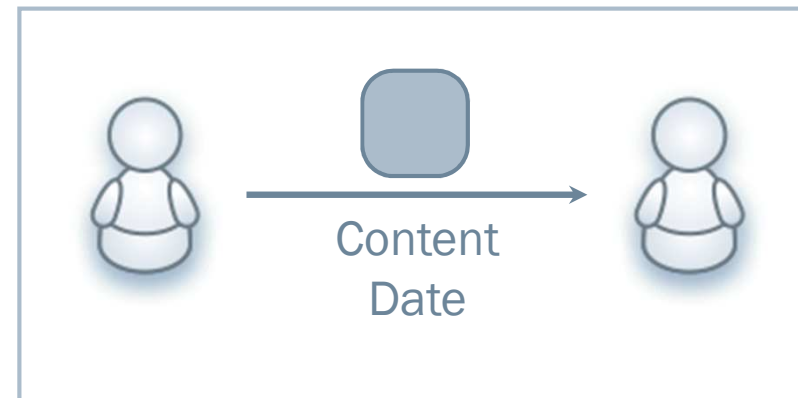
Global planning



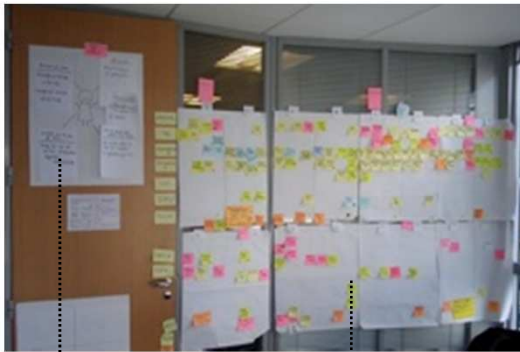
Project milestones



Daily monitoring



Obeya



Voice of the
customer

Macro
planning



Weekly
planning



Performance
indicators

Problems

Standards

Obeya



Team-based problem resolution



“Production release” checklist

“System install” checklist

“Production release” template
with customer prerequisites

Test website

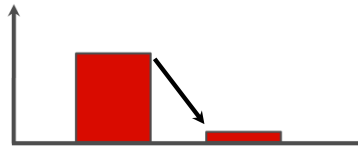
Automated tests

etc.

N°	DESCRIPTION	STATUT	DATE DE VÉRIFICATION
1	Vérification de l'installation des équipements	OK	
2	Vérification de la configuration des équipements	OK	
3	Vérification de la configuration des logiciels	OK	
4	Vérification de la configuration des réseaux	OK	
5	Vérification de la configuration des bases de données	OK	
6	Vérification de la configuration des serveurs	OK	
7	Vérification de la configuration des clients	OK	
8	Vérification de la configuration des périphériques	OK	
9	Vérification de la configuration des imprimantes	OK	
10	Vérification de la configuration des scanners	OK	
11	Vérification de la configuration des caméras	OK	
12	Vérification de la configuration des microphones	OK	
13	Vérification de la configuration des haut-parleurs	OK	
14	Vérification de la configuration des écrans	OK	
15	Vérification de la configuration des claviers	OK	
16	Vérification de la configuration des souris	OK	
17	Vérification de la configuration des joysticks	OK	
18	Vérification de la configuration des manettes	OK	
19	Vérification de la configuration des casques	OK	
20	Vérification de la configuration des lunettes	OK	
21	Vérification de la configuration des gants	OK	
22	Vérification de la configuration des chaussures	OK	
23	Vérification de la configuration des vêtements	OK	
24	Vérification de la configuration des accessoires	OK	
25	Vérification de la configuration des produits	OK	
26	Vérification de la configuration des services	OK	
27	Vérification de la configuration des supports	OK	
28	Vérification de la configuration des documents	OK	
29	Vérification de la configuration des outils	OK	
30	Vérification de la configuration des matériaux	OK	
31	Vérification de la configuration des composants	OK	
32	Vérification de la configuration des modules	OK	
33	Vérification de la configuration des cartes	OK	
34	Vérification de la configuration des câbles	OK	
35	Vérification de la configuration des connecteurs	OK	
36	Vérification de la configuration des interfaces	OK	
37	Vérification de la configuration des protocoles	OK	
38	Vérification de la configuration des standards	OK	
39	Vérification de la configuration des normes	OK	
40	Vérification de la configuration des réglementations	OK	

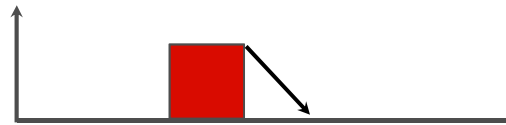
Results

“Non Right First Time” operations



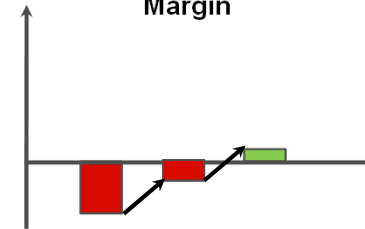
Quality

Delays

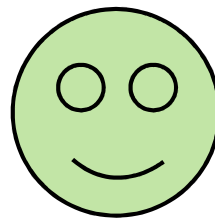


Lead time

Margin

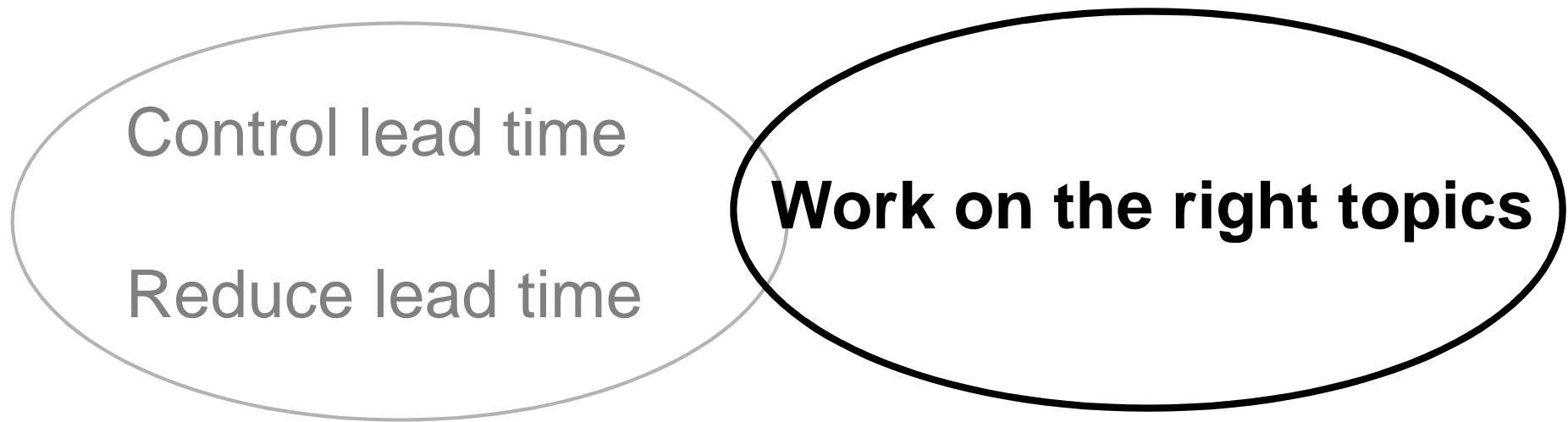


Costs

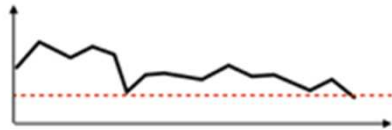


Customer

Project improvements



Software kaizen



Measure the benefits of the system from a user perspective



Observe users on the gembu



See waste in the use of the system

Check results & Learn

Lead improvement experiments



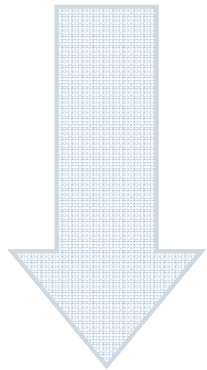
Identify improvement areas

Roadmap



“The IT organization answers quickly and completely to my support requests”

▶ Support



“The system works perfectly”

“The system is suited to my needs”

▶ Maintenance



“The system supports my own improvement efforts”

▶ Projects

Conclusion

Summary

Customer first / create (or restore) value

Tools are used for a purpose

A rigorous problem solving process

Developing people before making parts

Not so easy

Risky tools

Reveals problems, some of them deep

Find time to solve them

Very first step?

What muda am I inflicting on
my own users?

Merci !

► <http://www.operae.fr>

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