Haley & Aldrich: 
Our Lean Journey
Our Lean Journey
Our Vision
Be the company most sought after to integrate technology and human potential to tackle tough issues facing the world

Why Lean?
Aspects of Our Lean Journey

Transforming (Principles/Culture)
- Lean Built into Culture, Optimize Entire Value Chain

Process & Lean Integration
- Build Standard Processes and Partnerships, Waste Visible

Event, Awareness (Tools)
- Activists Demonstrate Highest Value, Least Waste Way in Some Areas
Lean Phases

Event – Getting Started

- Try something new to improve specific activities
- External Lean help
- Begin learning

Results

- Pockets of improvement
- Some costs avoided
- Some customers See Value
- Skeptics get a chance to watch
Phase 1 – Event Driven Improvement

Old “Process” for Allocating Work

# times used/year
4,800

# processes w/ std work
0

# roles assigning work
6

Approximate cost
$4,700,000/yr
Phase 1 – Event Driven Improvement

Improved Process for Allocating Work

# times used/year
Significant increase due to increased sales

# processes w/ std work
4

Net # steps eliminated
approximately 30

# roles assigning work
2

Approximate savings
$2,000,000/yr
Lean Phases

Process
- Core processes improve value
- Visual management
- Standard Work, capable systems
- Strategy deployed & aligned with performance check & adjusted
- Organize around strategy & process
- Staff Learning

Results
- Staff satisfaction rises – work effort reduced
- Processes highly predictable
- Cost, Quality, Speed ALL improve
- Working with suppliers
Process Example

Bridge Replacement Design & Construction
Bridge Replacement Design & Construction

Target Value Design

Constraints: Identified by Client (Private Organization Constructing and Operating Bridge):

- Time – emergency replacement, toll bridge revenue, traffic delays to public
- Costs – economic feasibility

Objective: Bridge needed to be designed and constructed in 18 months. Reduce time for engineering/consulting services from typical 15 to 30 months to 6 months. Same level of quality.
Challenging the Way We Work
Outcomes

Customer Value:
- Time reduced 60% to meet target
- Cost reduced ~ 20% allow changes
- Quality - maintained

Learning:
- Customer value
- Individual roles and responsibilities and contribution to achieving outcome
- Seeing waste, opportunity for improvement/added value

Process Impact:
- Adjusted process for all subsequent projects – became a way of doing business
- Improved competitiveness
**Lean Phases**

**Culture**
- Customer partnerships
- Leveraging networks
- Alignment is “natural”
- Self-sustaining improvements and learning - way of life
- Laggards are swept along

**Results**
- World-class performance
- Strongly differentiated, sought by clients and prospective staff
Focusing on Culture
Our Learn Journey Pathway
How We Are Applying Lean Today

1. We apply it to ourselves

2. We apply it to our projects (engineering and environmental services)

3. We apply it with our clients through Lean consulting
Lean Results: at Haley & Aldrich

- Reduced the cost of work load allocation by $2M/yr
- Reorganized our overall company structure – much flatter
- Streamlined the following functions:
  - IT
  - Marketing
  - Human Potential
  - Construction Services
  - Database Management
  - Engineering Design Services
Lean Results: For Our Clients

- 25-50% time reduction in environmental sampling processes
- 60% time reduction for bridge foundation design
- 44% of facility maintenance staff time identified to redirect from corrective maintenance to preventive
- Sustainability and ISO efforts connected & streamlined
- 40% reduction in purchased paper
- Sustainability curriculum changes created for 60 majors
- Dramatic increase in Climate Action Plan improvements
- 30-80% reduction in report costs, quality improved 15%
- Developed performance-based remediation systems for 2.4 billion portfolio
Why Some Lean Efforts Fail

Being seduced by the effectiveness of tools and focusing on quick hits.

Not applying principles & considering how people think and act, how they work together and what they believe and value – Culture
Many organizations attack process “waste”. This works but is tough to make stick.
Philosophy – long term, customer

People & Partners

Problem Solving

Process

Understand emotional intelligence; respect differences

Improve self awareness

Connect lean tools to what people need

Philosophy – long term, customer
10 Lessons From Our Journey

10. Starting fast with biggest problems can slow you down

9. Use dissatisfaction – give people access to tools and approaches to tackle

8. Strengthen culture (instead of trying to radically change it)

7. Measure results, make success & problems visible

6. Check & Adjust (of PDCA) makes a big difference – esp. for Lean plans
10 Lessons From Our Journey

5 bowls of rice

Use tools but focus on 4P principles to guide your efforts

Encourage learning and humility – they go well together

Respect people, develop staff skills and ask them to find better ways

Really talk to your customers – even if someone else needs to do it for you
Need help getting started? We can help.

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In addition, we recommend the following publications and organizations:

- **Lean for Dummies** by Natalie Sayer and Bruce Williams (For Dummies, 2007)
- **Lean Higher Education: Increasing the Value and Performance of University Processes** by William K. Balzer (Productivity Press, 2010)
- Lean Construction Institute (LCI) [http://www.leanconstruction.org/](http://www.leanconstruction.org/)
- Lean Enterprise Institute (LEI) [http://www.lean.org/](http://www.lean.org/)

If you’d like to learn more about applying Lean principles and tools, including kaizen, value stream mapping and standard work to generate better results for your organization contact lean@haleyaldrich.com