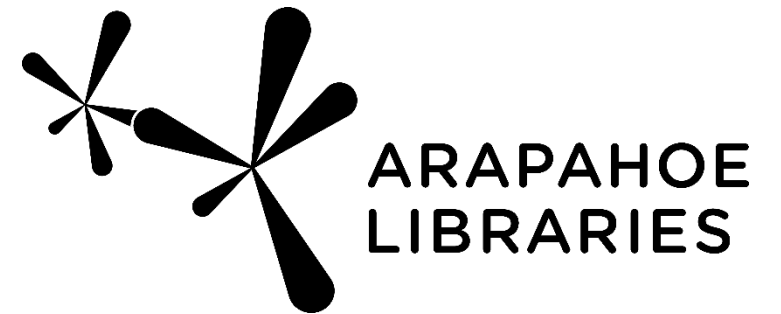


Pre-recorded Session #2 of 3
RIPL 2020
Jane Martel

Diagnosing Library Process Problems Using Maps and Metrics



The Story of Castlewood



Mean or Median?

- If your data contains outliers, then you would typically rather use the median because the mean value is unduly influenced by the outliers.
- The median is less affected by outliers and skewed data.
- See <https://www.irs.org/2020/05/13/whats-typical-and-why-does-it-matter/> to learn more.

Warning!

Lean will change how you see.

c a t



Principle One

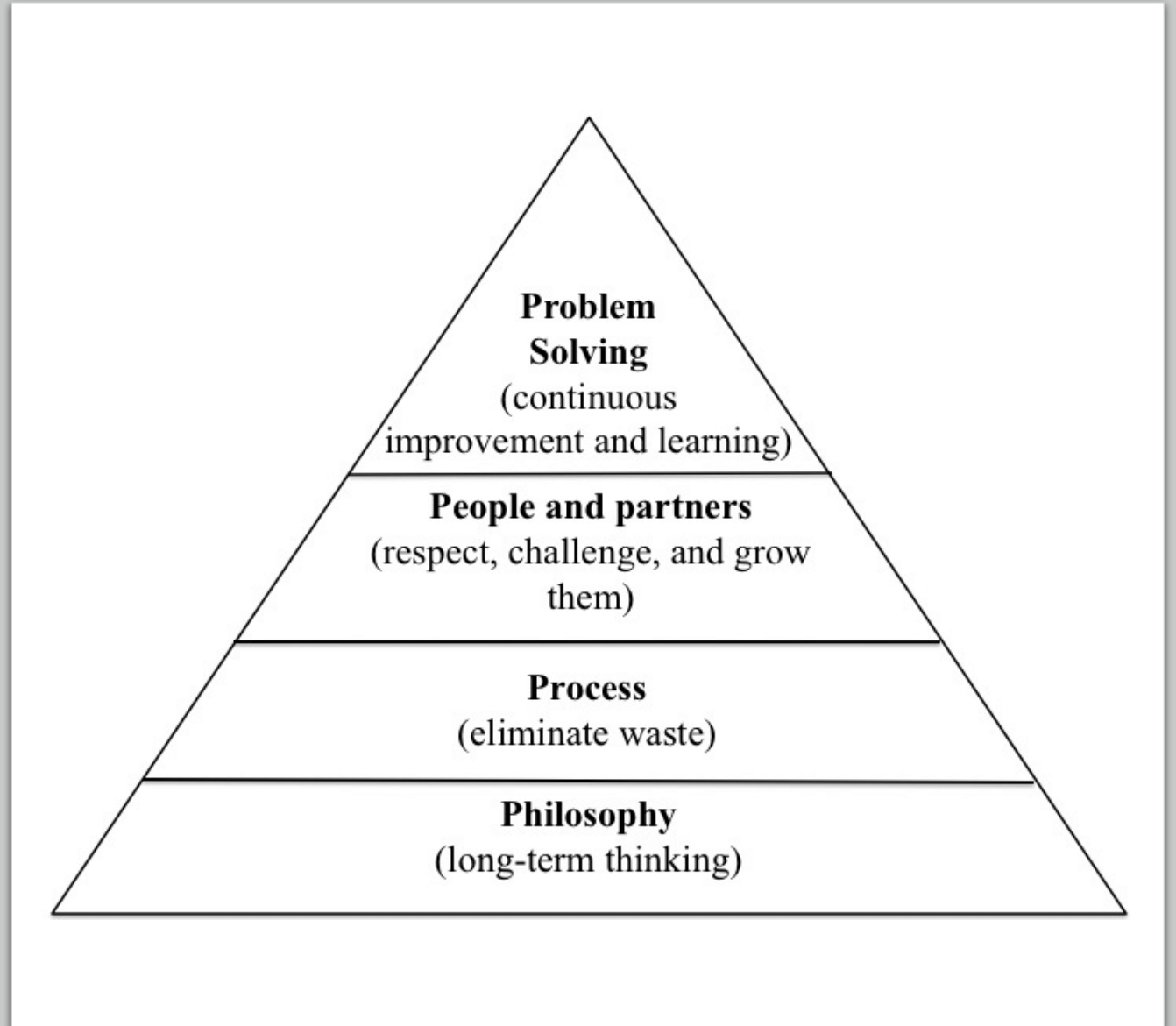
Respect for people

The problem is
the process, not
the people
working it.



The 4P Model

Based on Jeffrey Liker's
book, The Toyota Way



“The basic insight of lean thinking is that if you train every employee to identify wasted time and effort in their own jobs and to work together better to improve processes by eliminating waste, [Miami University] will deliver more value at less expense while developing every employee’s confidence, competence, and ability to work with others.”

The Journal for Quality and Participation, January 2020, Case Study: Establishing a Lean Initiative,
Alfred W. Ryan and Timothy C. Krehbiel, p 20.

Principle Two

Perfection

Principle Three

Flow

Principle Four

Value

Value is defined by the customer

Value

Customer
willing to
pay for it

Transforms
the
good/service

Done (right)
the first time

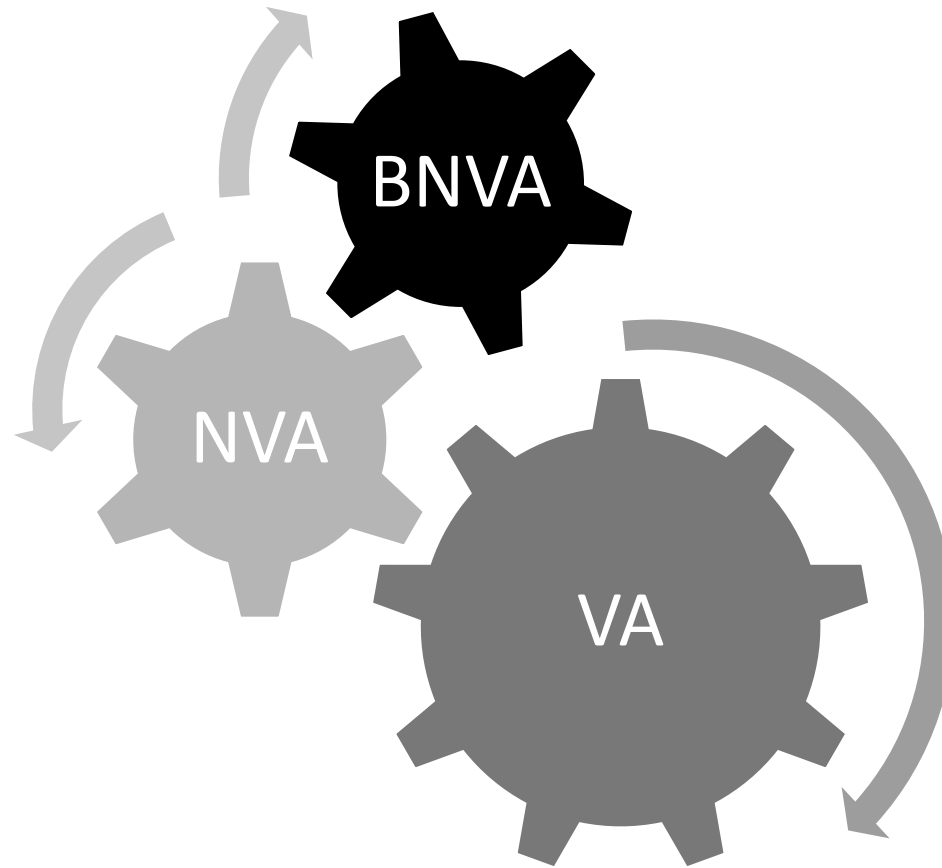
Value Stream



"Sequence of activities required to design, produce and provide a specific good or service, and along which information, materials, and worth flows"

(<http://www.businessdictionary.com/definition/value-stream.html>)

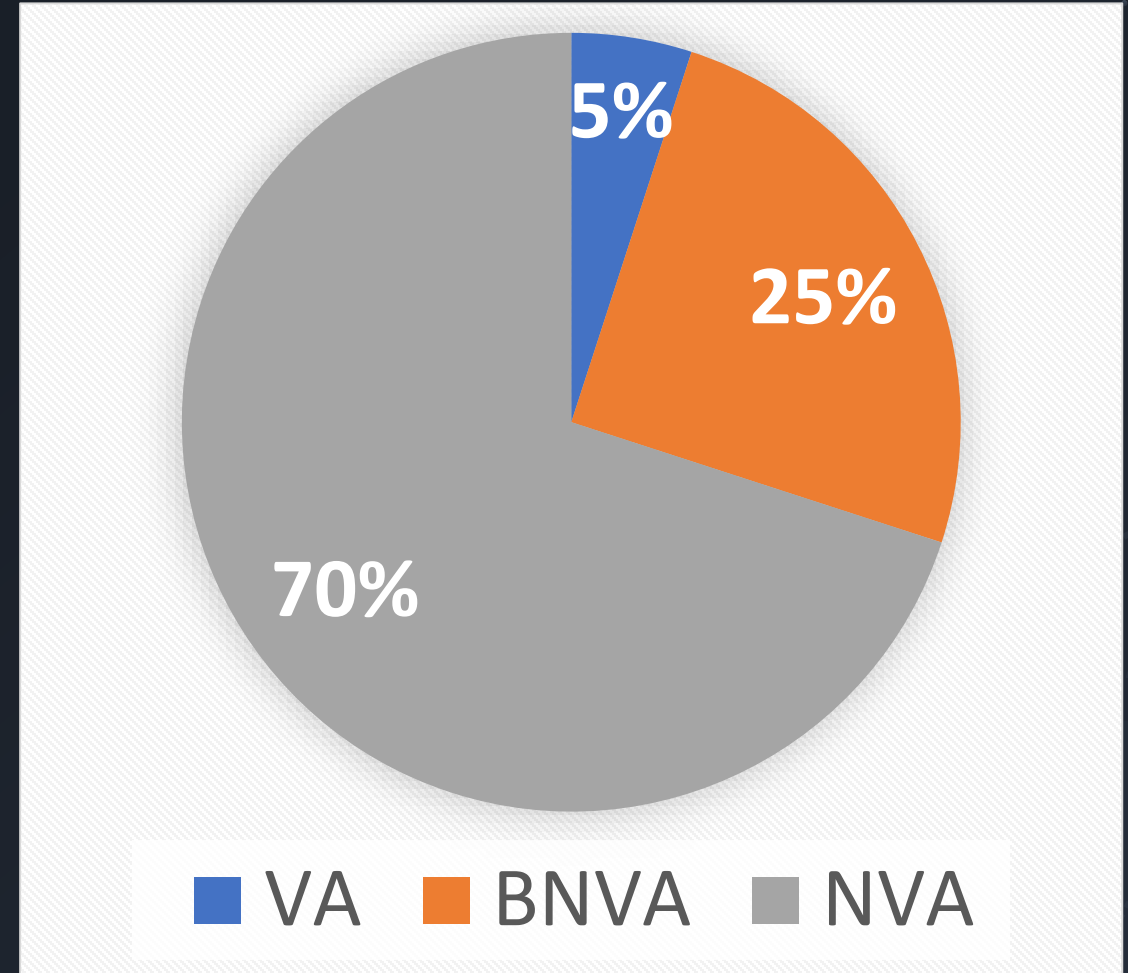
Companion Concepts



Most processes
are ~85% waste



Generally
accepted typical
percentages



VA: Value add; BNVA: business non-value add;
NVA: non-value add
Non-value add = waste

The Story of Castlewood



Back to Castlewood

People

Perfection

Flow

Value

Castlewood Staff



People

Perfection

Flow

Value

Not “good enough”

People

Perfection



Flow

Value

Keep it moving

People


Perfection



Flow

Value

Customers define value

People	Perfection
Flow	Value 

Let's chat!

Please use the dedicated discussion board for this breakout session for your questions and comments about this lesson.



Next Segment (3 of 3): Process Visualization Tools

I'll leave you hanging! Tune in to the next pre-recorded segment to learn how to map a process.

~Jane Martel

