

# Legal Process Improvement Webinar

## What is Lean?

A strategy that focuses on increasing value by eliminating waste and streamlining the flow of services.

## What is Six Sigma?

A strategy, developed in the manufacturing industry, aimed at reducing defects and eliminating variation – making sure that any element of production is standardized and done the same way every time – so there are no mistakes and the quality is consistent. Every aspect of production is measured.

## What is Lean Six Sigma?

Six Sigma alone, with its focus on metrics and standard deviations, was more difficult to apply, so Lean Six Sigma has adopted a hybrid of both strategies (Lean and Six Sigma).

**LEAN**

**+**

**SIX SIGMA**

**=**

**LEAN SIX SIGMA**

Process improvement starts with understanding value and waste

## What is *value*?

Value is whatever your client (your business) thinks it is. For your client to consider that your work adds value, it has to meet three basic tests:



The work has to move the matter forward, bringing the job closer to the desired end-state



The client has to want the work and be willing to pay for it



The work has to be done right the first time

# What is *waste*?

Everything that doesn't meet the three criteria mentioned...

When you're looking for waste, it's helpful to have a framework. Learning to spot waste is your first step to improving what you do and delivering better value, whatever you do.

## Lean's Classic Eight Wastes [DOWNTIME]

- D Defects**  
Work of lower quality or in the wrong form, requiring rework or correction, including because of errors or omissions.
- O Overproduction**  
Doing more than what's required, or doing it sooner can result in a misallocation of resources and a mismatch between work product and need.
- W Waiting delays**  
Any lost time when people, machines, docs, or info are waiting, idle or warming up.
- N Non-utilized talent**  
The work being done by the wrong people – not delegating to the right level.
- T Transportation (of things)**  
The unnecessary or inefficient movement of documents or information.
- I Inventory**  
The waste that results from any buildup of inventory of any kind – unanswered emails & voicemails, files sitting on your desk, overflowing workstations. WIP is the most common form of inventory.
- M Motion (of people)**  
The unnecessary or inefficient movement of people rather than things – unnecessary (travel) meetings, computer skills – proper knowledge and use of technology, wasted time and effort.
- E Extra processing**  
Giving a client the gold standard when all they need from a business and risk perspective is something much less – too many turns of a document, too much research, triple-checking, over-staffing.

## What is *DMAIC*?

DMAIC outlines the steps to improving a process.



### Define

Define the problem and the ideal in terms of the target to achieve.



### Measure

Collect relevant data about the process and problem.



### Analyze

Analyze the process to identify the cause-effect relationship between inputs and outputs. Identify the vital few roots.



### Improve

Determine the optimum values for key contributing process inputs. Implement solutions to eliminate the root causes.



### Control

Establish standards and controls to sustain improvements in the long run.

Source: <https://traccsolution.com/blog/dmaic/>

## The "Five Whys" approach

When you identify an inefficiency, before you jump in with solutions to fix the problem, you must start with identifying the root cause of the problem: Why is it not working?

If you don't do this, you could end up with a solution that doesn't address the underlying cause.

A tool for finding the root cause of a problem is the "Five Whys approach" – basically, you just keep asking "why" until you think you have the root cause that can be addressed.