

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*?

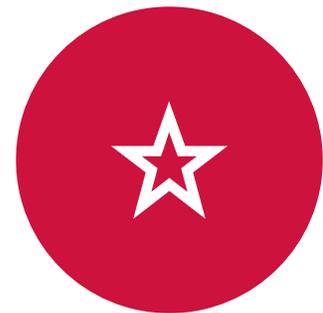
Value is whatever your client (your business) thinks it is. For your client to consider that your work adds value, it has to meet three basic tests:



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.