



Vivarium Operational Excellence Network

White Belt Certification Training
Host: Oklahoma Medical Research Foundation
Faculty: Sai Tummala, DVM, MBA
Introduction: Gerry Cronin, MBA

Dr Sai Tummala, DVM, MBA

Director, Oklahoma Medical Research Foundation



Sai is currently working as Director of Comparative Medicine at Oklahoma Medical Research Foundation (OMRF), and a well-recognized lean practitioner. He advocates lean implementation using an approach that derives concepts cumulatively from organizational transformation, simplification, candor and cultural change. With his leadership Sai has helped National Jewish Health, achieve dramatic performance improvements while also coaching managers and senior leaders to strengthen their leadership capacity. Sai also collaborates with other lean practitioners and internal teams to improve the bottom-line impact of their professional contributions. His pragmatic approach and insight into professional challenges, as well as his ability to help teams navigate and overcome the political/operational obstacles is valued by his colleagues and collaborators.

Sai`s credentials includes Diplomate-American College of laboratory animal medicine, Master of Science and Master of Business Administration (from Jack Welch Management Institute).

Sai is a founding member and a driving force in the advancement of the Vivarium Operational Excellence Network.

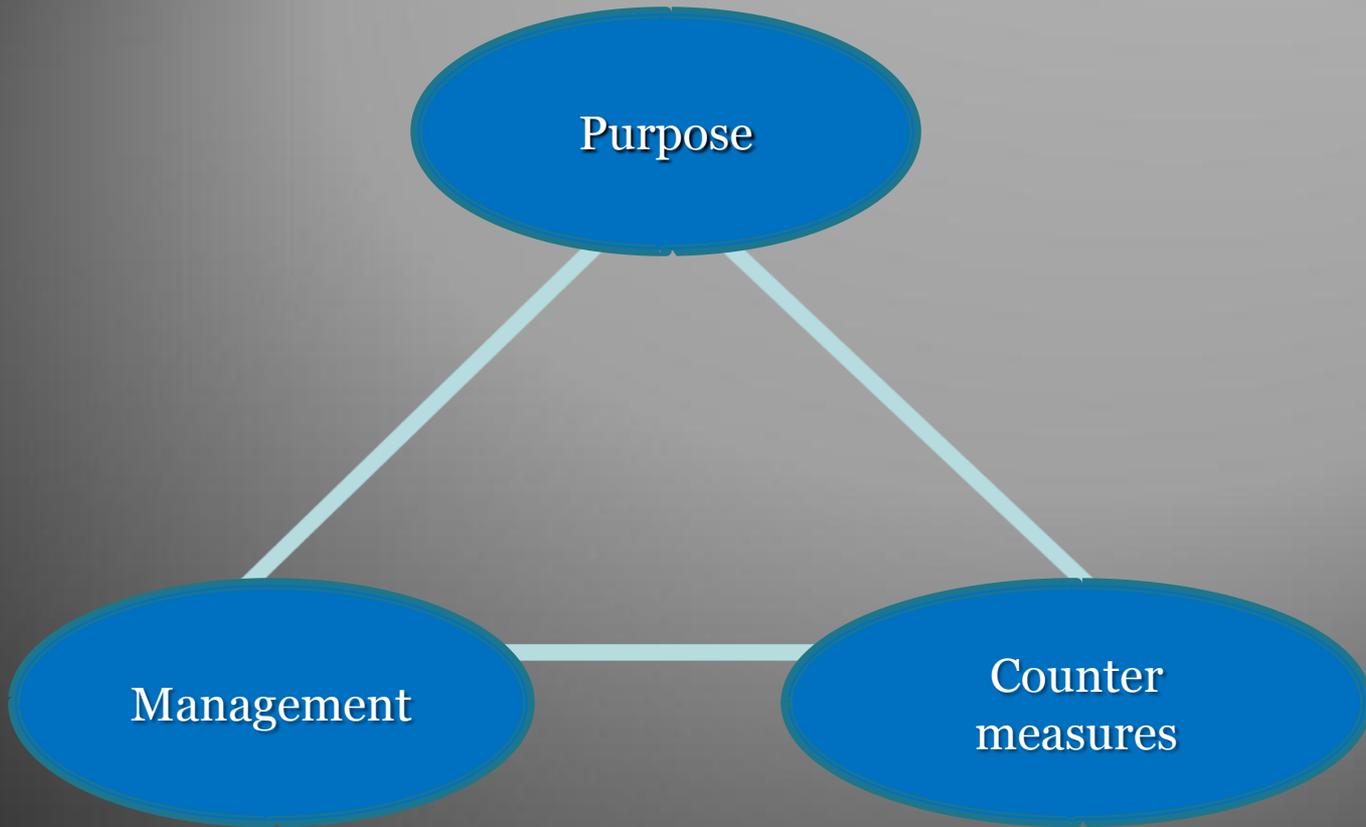


Lean White Belt Certification

Module 2: Lean Goals

Dr Sai Tummala,
Director, Biological Resource Center,
Oklahoma Medical Research Foundation

LEAN Fundamentals



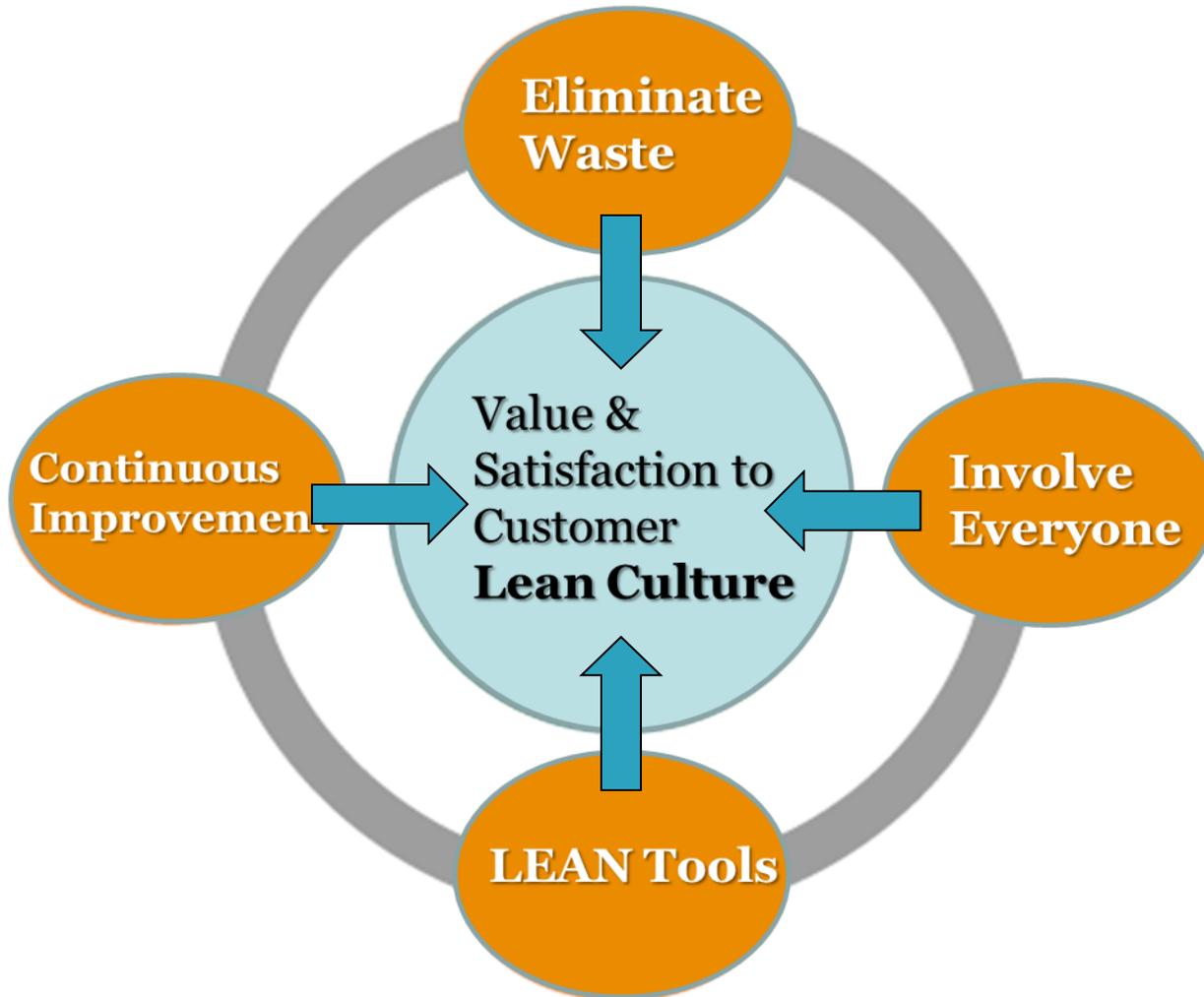
LEAN Purpose

- ▶ Purpose: Know why, Why do we do, what we do?
 - ***Autoliv: “I save lives”***
 - ***Raytheon: “I support the War fighter”***
 - ***Disney: “I make people happy”***
 - ***What’s your purpose?***

- ▶ Management: Policy organization and support for the change in way business is done

- ▶ Counter measures: Tools like 5s, Value stream mapping etc. (Are means to an end and not an end in themselves).

LEAN – Big Picture

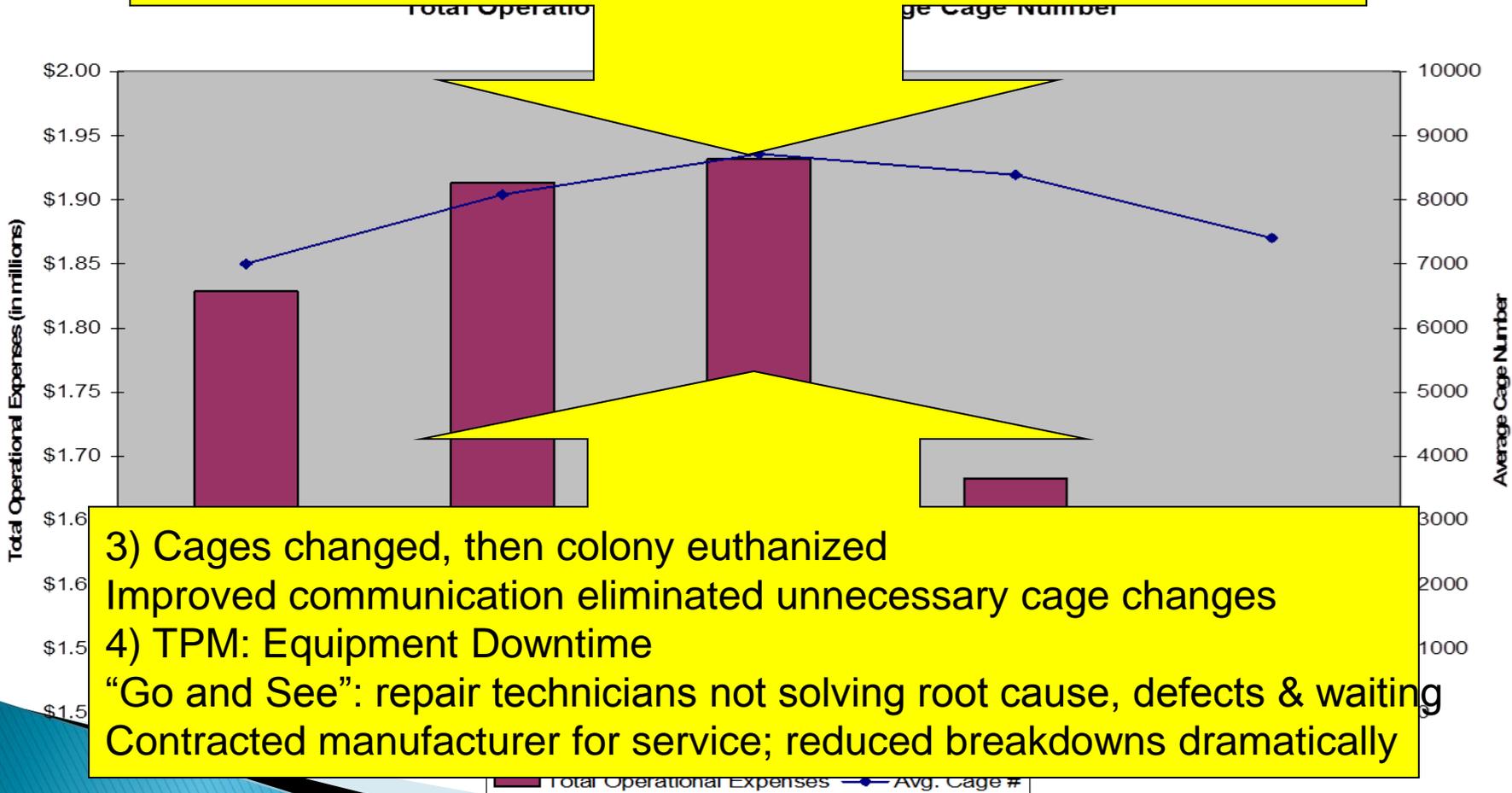


What kind of results are possible?



8000 cages
12-13 Staff
30,000sqft

1) Cage Flow:
 Standardized Cage Drop-off process
 Eliminated 3 Wastes: Waiting, Inventory, Overproduction
 2) Standardized Feed Replacement
 Dump every change vs Dump on standardized schedule

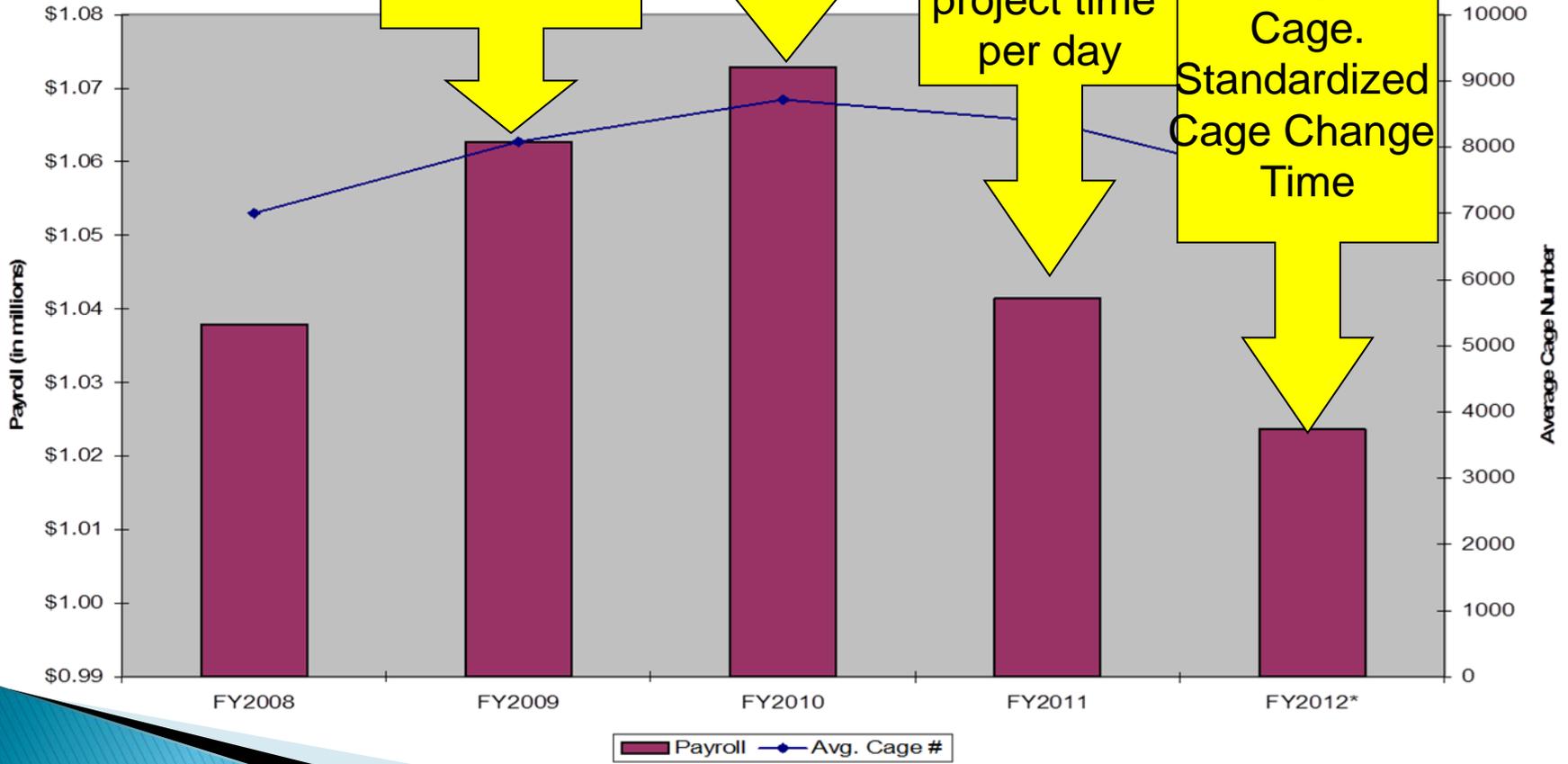


Staffed Up
& Overtime.
Education &
made people
accountable

Begin Lean
Tools

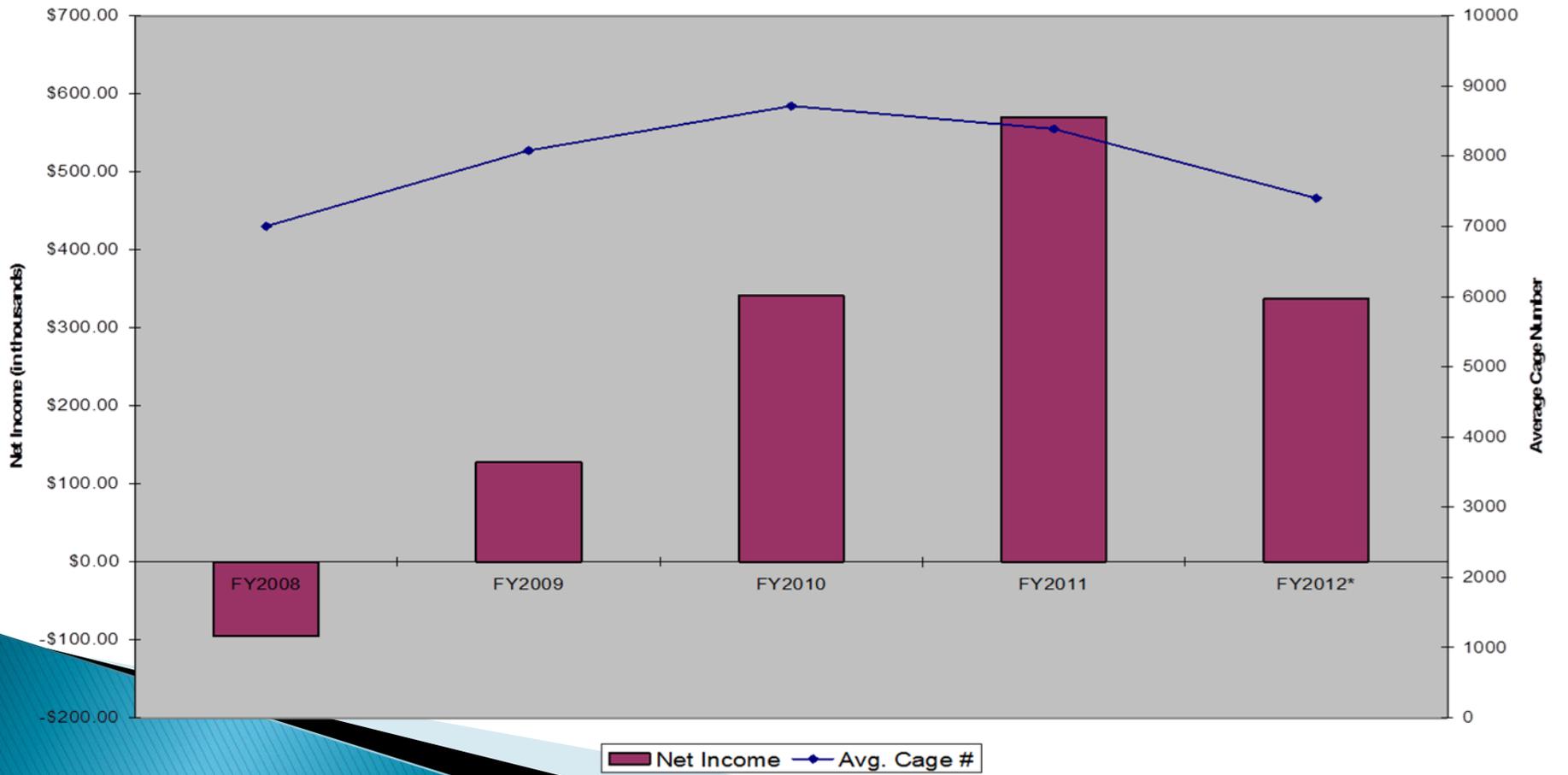
Lean-phobic
Natural
Attrition.
Delegate
3-hours of
project time
per day

Analyzed
time per
Cage.
Standardized
Cage Change
Time



Small Process Improvements + Increased Staff *“Capability”* = Decreases in Operational Expense

Net income vs. average cage number



How to implement ?

LEAN – Big Picture



LEAN Leadership Key-Traits

- **Go See**
- **Ask Why**
- **Show Respect**



Involve & Empower People

- ▶ Process is designed and run by people
- ▶ Teach people what value is and what isn't from customer stand point
- ▶ We have too few thinkers and too many doers – We need thinkers and doers
- ▶ Give opportunity to try and learn even from mistakes
- ▶ Key for success is in the people/employees

Benefits - Zero Defects

- ▶ Define defect
- ▶ Explore all aspects of value stream map
- ▶ Understand importance to core value
- ▶ Establish metrics and benchmarks
- ▶ Defects in soft skills and leadership traits
- ▶ Emotional intelligence
- ▶ Culture of continuous improvement

Benefits - Minimal Inventory

- ▶ Just in time inventory management
- ▶ Inventory hides waste
- ▶ Supply chain management using vendor relations and agreements
- ▶ Performance based metrics and benchmarks e.g feed usage
- ▶ Efficient planning, shipping costs and alternatives
- ▶ Do not work for the process – make the process work for you (e.g accounting processes)
- ▶ Challenge all assumptions

Customer Satisfaction

- ▶ Why are we doing it? What is the value? & what is in it for the customer?
- ▶ Define customer – internal vs external
- ▶ At all steps of the value stream map
- ▶ Use all mistakes/customer complaints as opportunities to deliver better
- ▶ Leverage on early customer satisfaction
- ▶ Consistent and persistent delivery of quality & value added service – cannot be a flavor of the month
- ▶ Set benchmarks and standardize quality
- ▶ Use customer satisfaction to built trust and collaboration

Customer Responsiveness

- ▶ The cynical culture (not all places) of distrust from researchers
- ▶ Dive into the biggest complaints and deliver on them
- ▶ Will build trust and gradually respect
- ▶ Eventually that will generate the customer responsiveness as they see our promise

Cost Reductions

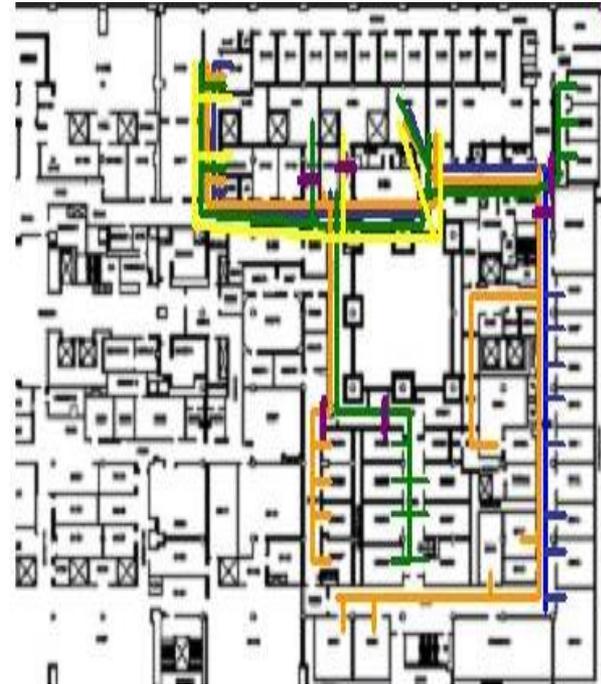
Cost Reductions:

...Is an applied and a derived result

...Do not start with cost reductions as a goal, focus on “*value-added*” processes

...”KISS...”

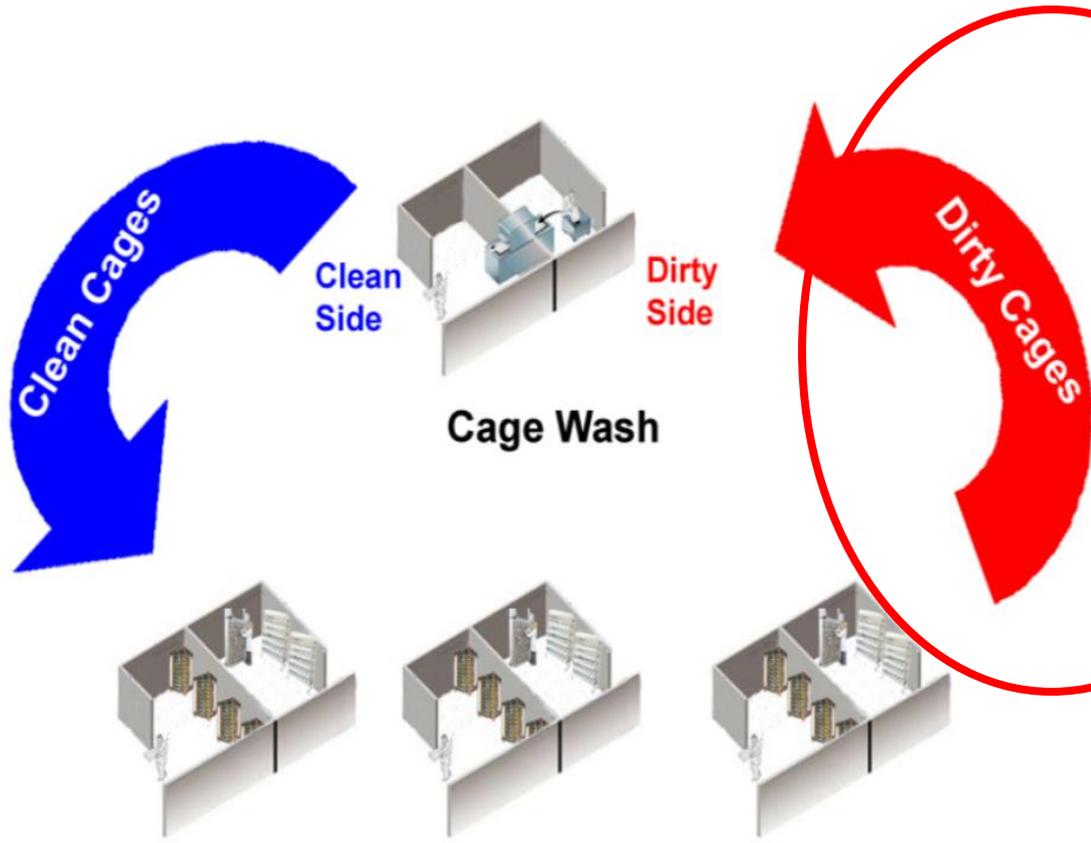
...Idea: look at cage flow issues... you may find extraordinary savings!



Daily Chaos & Recovery: Cage Wash



“Where’s the Root Cause?”

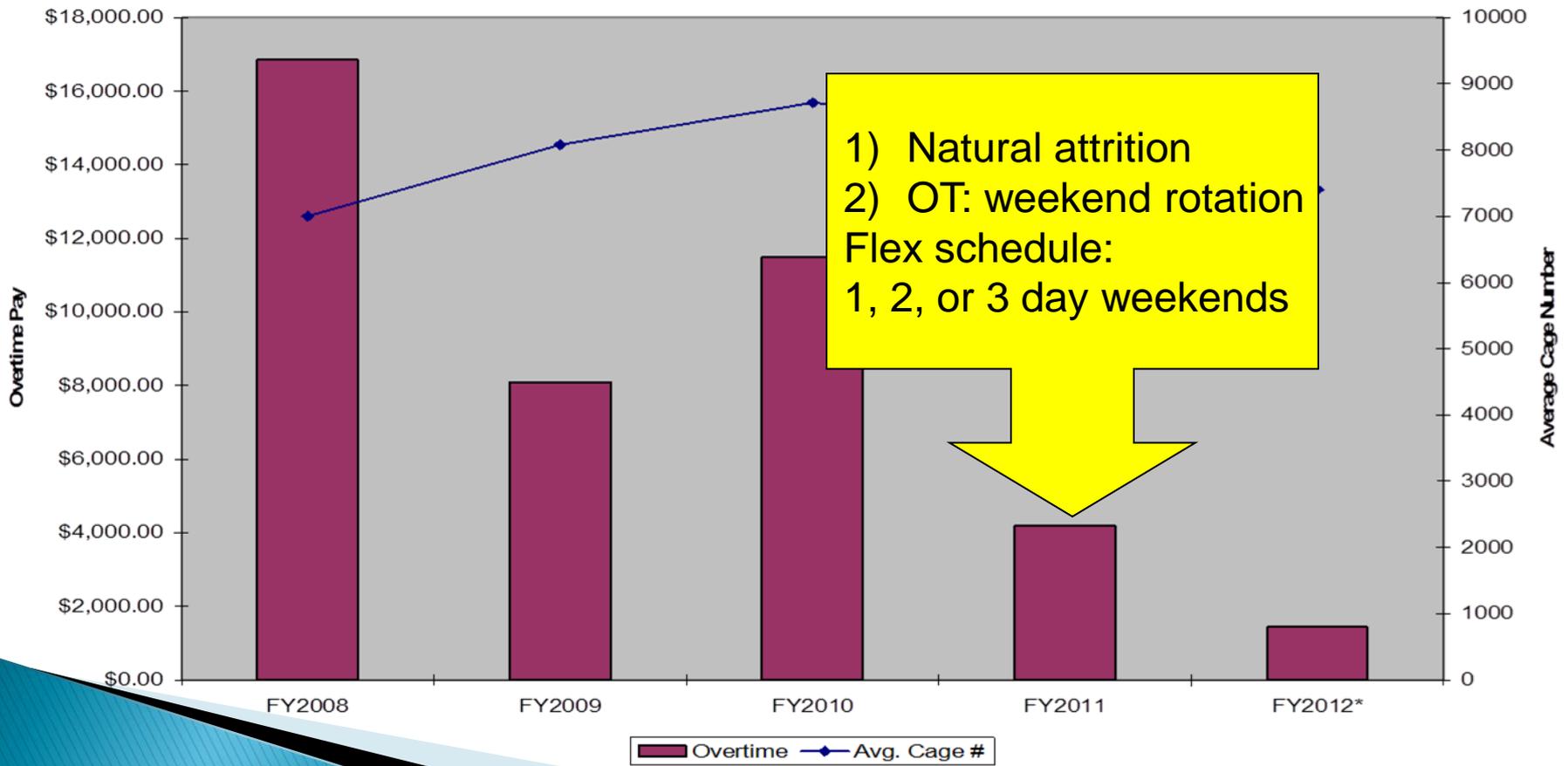


- Bottlenecks
- Optimize flow
- Benchmarks
- Over processing
- Pull system

“Overtime”



Overtime pay vs. average cage number



Continuous Improvement

- ▶ **Lean is a culture**
- ▶ **In his classic book *Organizational Culture and Leadership*, Edgar Schein (1985) defined organizational culture as the unconscious assumptions and beliefs that members of an organization take for granted.**
- ▶ **Just like genetic drift...processes tend to drift**
- ▶ **Constant corrections to the value stream and continuous improvement of value stream**
- ▶ **Go see...Ask Why....Show Respect**

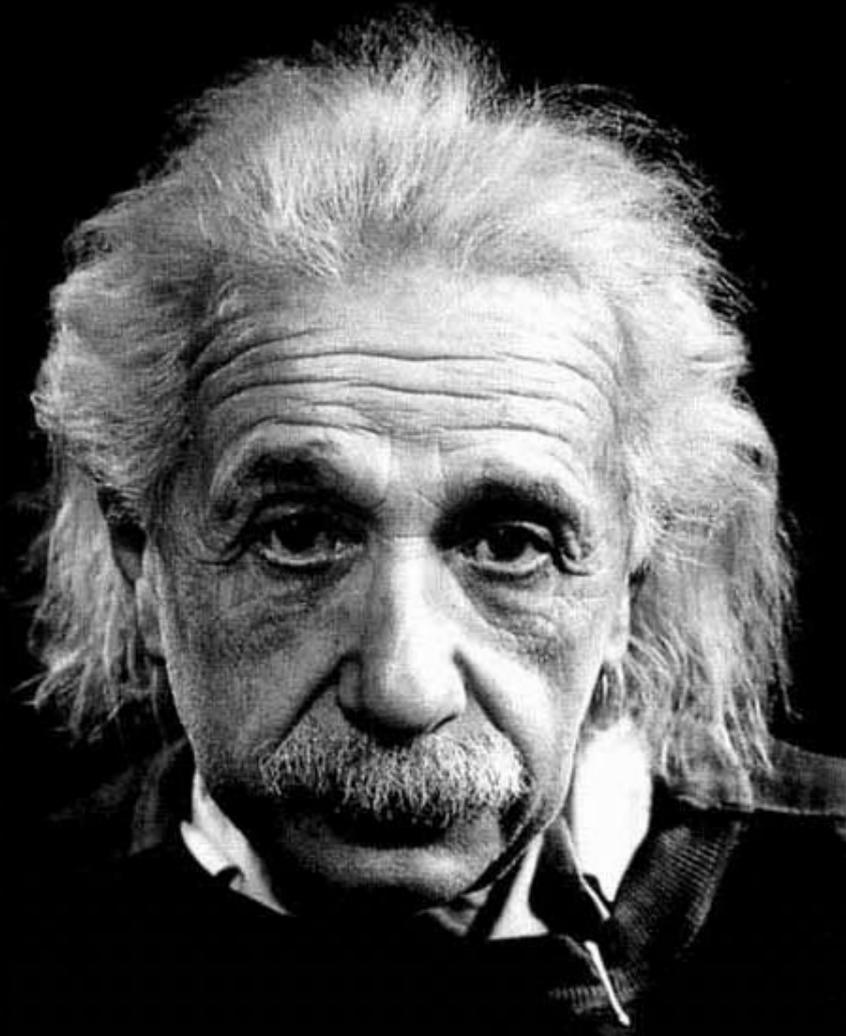
Simplicity & Nimbleness

“Everything should be made as simple as possible, but not simpler.”

Albert Einstein

▶ Make simplification a goal not a virtue

- Simplicity as theme of organizational strategy
- Specific targets for reducing complexity.
Incentives and rewards for simplicity



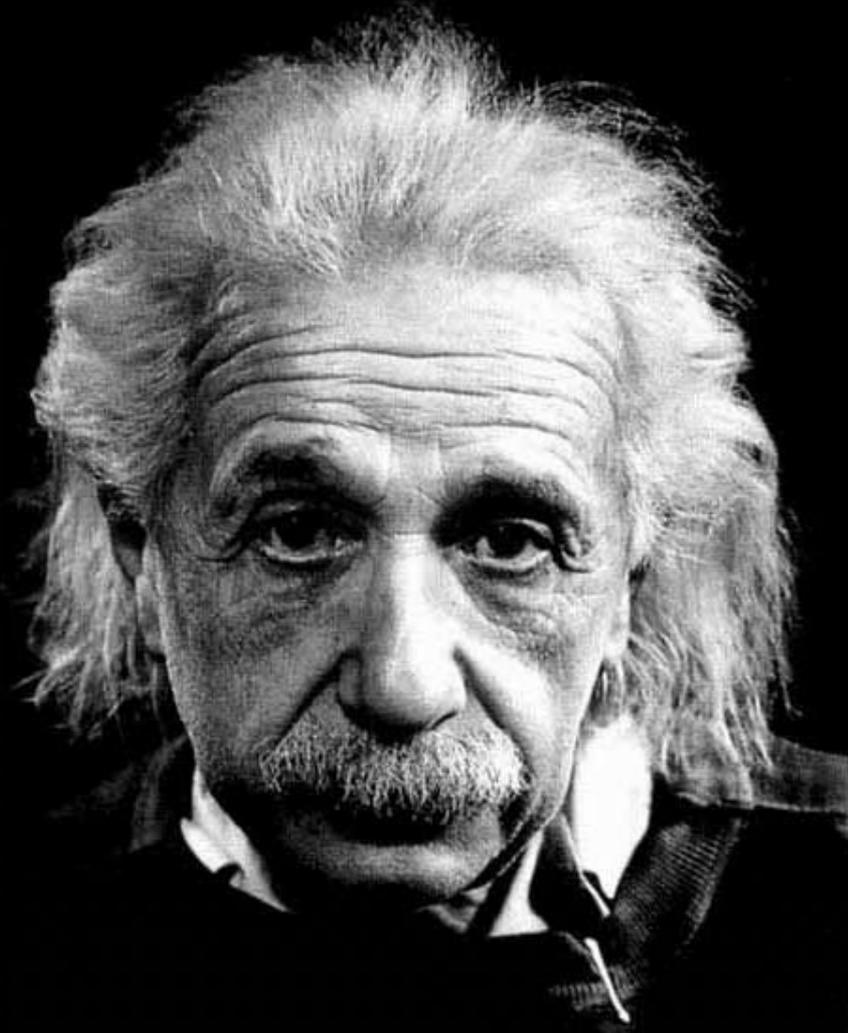
Simplicity & Nimbleness

“Everything should be made as simple as possible, but not simpler.”

Albert Einstein

▶ Simplify Organizational structure

- Reduce levels and layers
- Increase spans and controls
- Consolidate similar functions



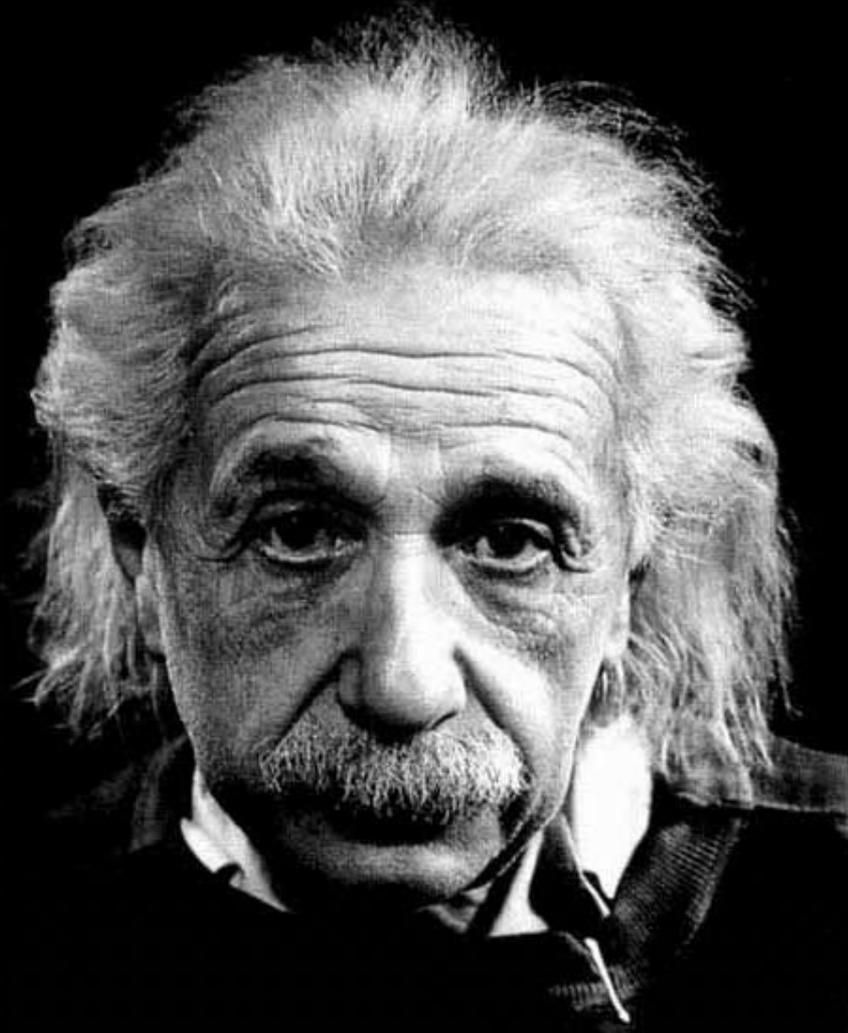
Simplicity & Nimbleness

“Everything should be made as simple as possible, but not simpler.”

Albert Einstein

▶ Prune and simplify services (products)

- Employ service portfolio strategy
- Counter feature creep

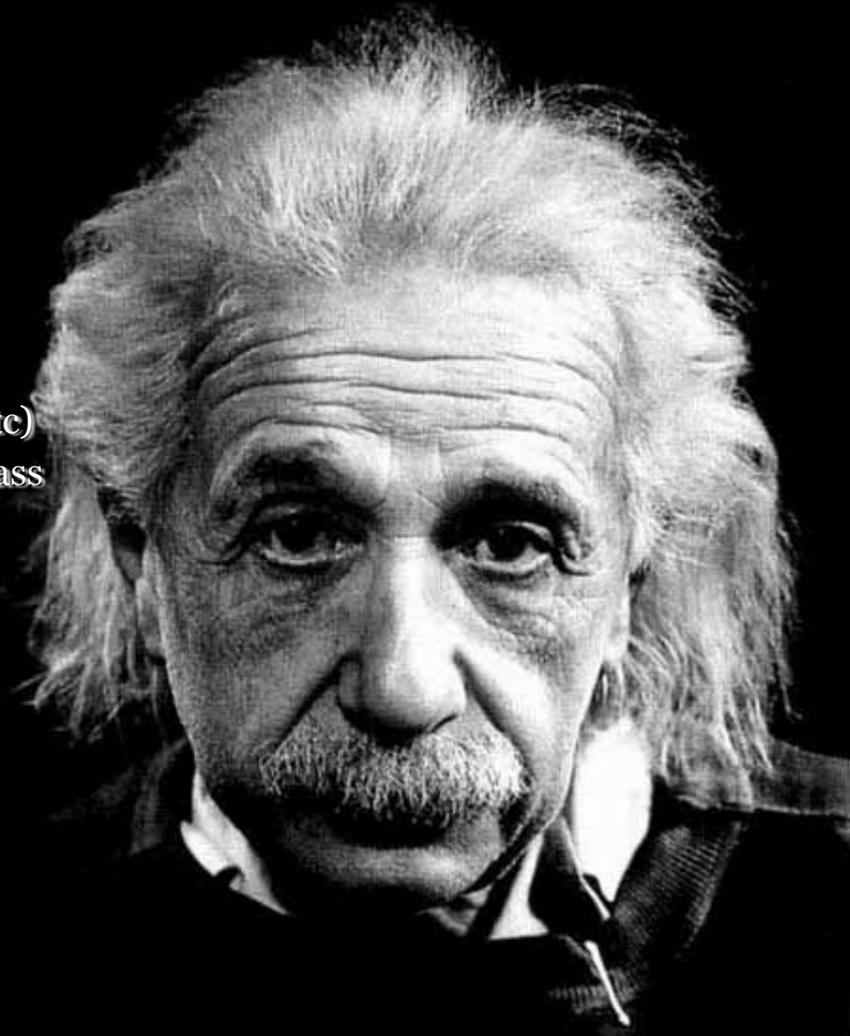


Simplicity & Nimbleness

“Everything should be made as simple as possible, but not simpler.”

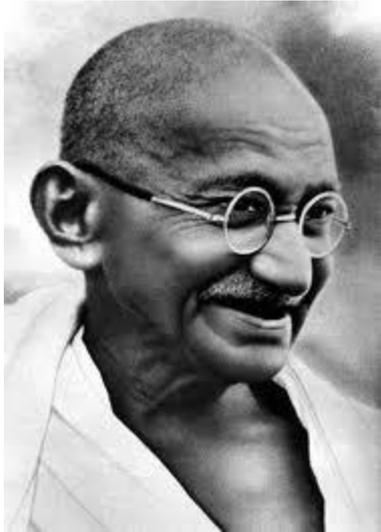
Albert Einstein

- ▶ **Discipline business and Governance process**
 - Well defined decision structures (Committees, teams etc)
 - Stream line operating process. Involve employees at grass root level.
- ▶ **Simplify personal patterns**
 - Counter communication overload - Meeting times - Collaborations.



Culture and Change

- ▶ Implementing lean is a cultural change
 - Lean is not “What I do”
 - It’s “*Who I am*”
- ▶ Facilitating change requires leadership skills
- ▶ Most time will be spent in preparing the team for the change
- ▶ Do not rush it or you will derail for the worse
- ▶ (Jack Welch Video)



“If we could change ourselves, the tendencies in the world would also change...

.....As a man changes his own nature, so does the attitude of the world change towards him. ... We need not wait to see what others do.”

Homework Assignment #1

- ▶ Ask 2 co-workers this question:
- ▶ “*What is our purpose?*”
- ▶ Record their answers and present them to your manager for the following one-on-one discussion:
 1. Do their answers align with your purpose?
 2. Do their answers align with your organizations purpose?
 3. What can you do to help your manager align everyone’s purpose?
- Submit your research data and your discussion with your manager to the online homework assignment.
- **DUE DATE: October 28**

Homework Assignment #2

- ▶ Go to: VOEnetwork.com.
- ▶ Go to the Forum.
- ▶ Read the article: “Toyota is not Lean”
- ▶ The author reveals the secret to Toyota’s success.
- ▶ What is that secret?
- ▶ Why is it effective?
- ▶ Answer the online homework assignment