

The Root Causes of Waste in HR

1. Command and control management philosophy.
2. Limited work roles in organisation design.
3. Limited responsibility assignment to people and roles.
4. Reward systems constraining innovation and experimentation.
5. Performance measures that reward, punish and report.
6. Process complexity, including an overreliance on technology.
7. Misunderstanding of feedback information/data (evidence-based HR).

...a LEAN approach means attacking the seven wastes as the secret to organisational efficiency and effectiveness.



About Converge...aligning people, process and performance

Converge is a consulting practise with a reputation for excellence and an ability to handle the most challenging of projects. We excel at applying system thinking and methods for bringing people, process, and performance together to achieve remarkable results. Located in Calgary Alberta Canada, Converge has been supporting clients across Canada, the United States, Europe and Australia and SE Asia for over twenty years.



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Lean
HR



Lean HR by Converge

stop wasting your talent

What is Lean?

It seems everybody is getting Lean these days.

Lean is a management system built on the Toyota Production System (TPS), itself built on Deming's System Thinking. It improves organisational and operational performance (efficiency, effectiveness and flexibility) by eliminating waste. The originator of TPS, Taiichi Ohno, identified 7 key wastes in production. Canon (the people that make Cameras) and Robert Gerst (of Converge) were the first to add the wasting of people's talents and labor as a fundamental waste of organisations. (The Performance Improvement Toolkit: The Guide to Knowledge Based Improvement, Robert Gerst Converge Consulting Group)



Lean HR is: the systematic elimination of everything that wastes the talent and capabilities of our people.

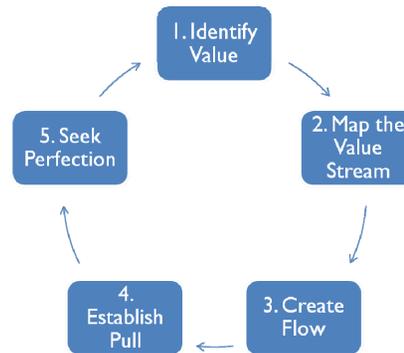
HR is often struggling to be valued

HR knows there is a strategic role for HR to play but in demonstrating limited value-add, it often hasn't been able to prove their real worth. Competency development, talent management, performance management, engagement and motivational programs have often come up short, frustrating HR professionals and the organisation alike.

What leaders like Toyota know is that this approach is backwards and doomed to fail. It starts from the false assumption that people are the problem. For example, it assumes that improving organisational performance requires building competencies in our people.

What Toyota knows is that for the most part, the competencies are already there, in your people, waiting to be released. People aren't the problem; the organization system is what needs to change.

Improving Performance the Lean Way



Womack's Five Steps

1. Specify value from the standpoint of the end customer by product family.
2. Identify all the steps in the value stream for each product family, eliminating whenever possible those steps that do not create value.
3. Make the value-creating steps occur in tight sequence so the product will flow smoothly toward the customer.
4. As flow is introduced, let customers pull value from the next upstream activity.
5. As value is specified, value streams are identified, wasted steps are removed, and flow and pull are introduced, begin the process again and continue it until a state of perfection is reached in which perfect value is created with no waste.



Build Better, More Productive Workplaces

The secret to building better more productive workplaces is to stop acting on the people and start acting on the system; specifically those components of the organization that hold people back, wasting their talents, constraining innovation and destroying engagement. This is also the secret to how HR can add value and earn its seat on the executive leadership team.

Converge Workshops, Tools & Lean Consulting

Lean HR: Understanding the organisation as a system.

Lean thinking, Lean improvement workshop designed for HR professionals.

Lean HR Thinking

Facilitating Lean outside of HR and driving it inside the organisation.

Improving Performance

Using Lean tools and approaches to drive performance improvement in HR and throughout the organisation.

Lean Cultural Assessment Tool

Converge Lean Cultural Assessment analyses your existing culture against Lean characteristics and provides improvement strategies.

Voice of the Employee

Lean improvement begins with the *Voice of the Customer*. Lean HR begins with *Voice of the Employee*.

Lean HR Implementation Consulting Support

Converge provides ongoing consulting advise and support to you and your team in making the Lean transformation in your organisation.