

Agenda

- Introduction
- The Toyota Lean Journey
- Lean Culture
- Leadership
- Results in service industry
- Q & A

Lean The “TPS Way”

Continuous Improvements

Respect for People

Challenge

Kaizen

Genchi-Genbutsu

Respect

Team-Work

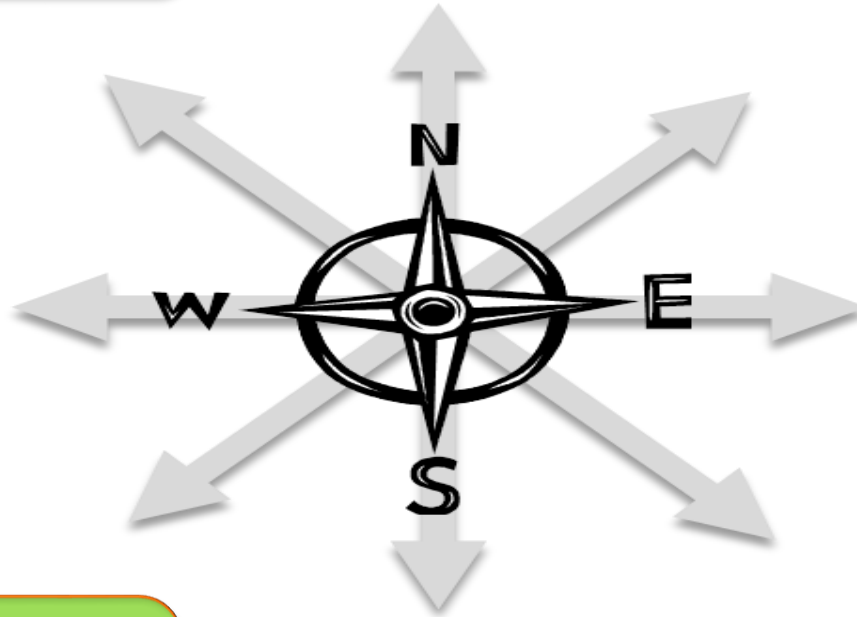
Challenge

Study all of the facts before formulating a plan

Build flexibility into plans to account for changing situations

Create Value for our customer

Accept change with an attitude of challenge



In Planning projects, focus on long term results rather than short term gains

Actively explore all options when developing solutions

Kaizen

Problems

- Create an environment to reveal problems,
- Skip Meetings
- Become familiar with processes & people
- Know team-members names , Org Charts etc.

Customer

- Understand who is the customer,
- External & Internal,
- How to build quality for customer satisfaction

Resources

- Respect for resources, don't overlook small improvements like creating a Kanban for pens, paper , gloves etc.
- Create the culture for improvement

Lean Systems

- Never allow precedent to limit thinking
- Allow organisation failures to become Organisation learning's

Genchi Genbutsu

Go to the Source
to investigate
facts – 5s, Waste
Walks

PDCA &
Communicat

**Genchi
Genbutsu**

Explore – until
you find root
cause

Once a decision
is made take
action decisively

Gather Consensus,
Seek Advice from all
colleagues involved
when making a
decision

Respect



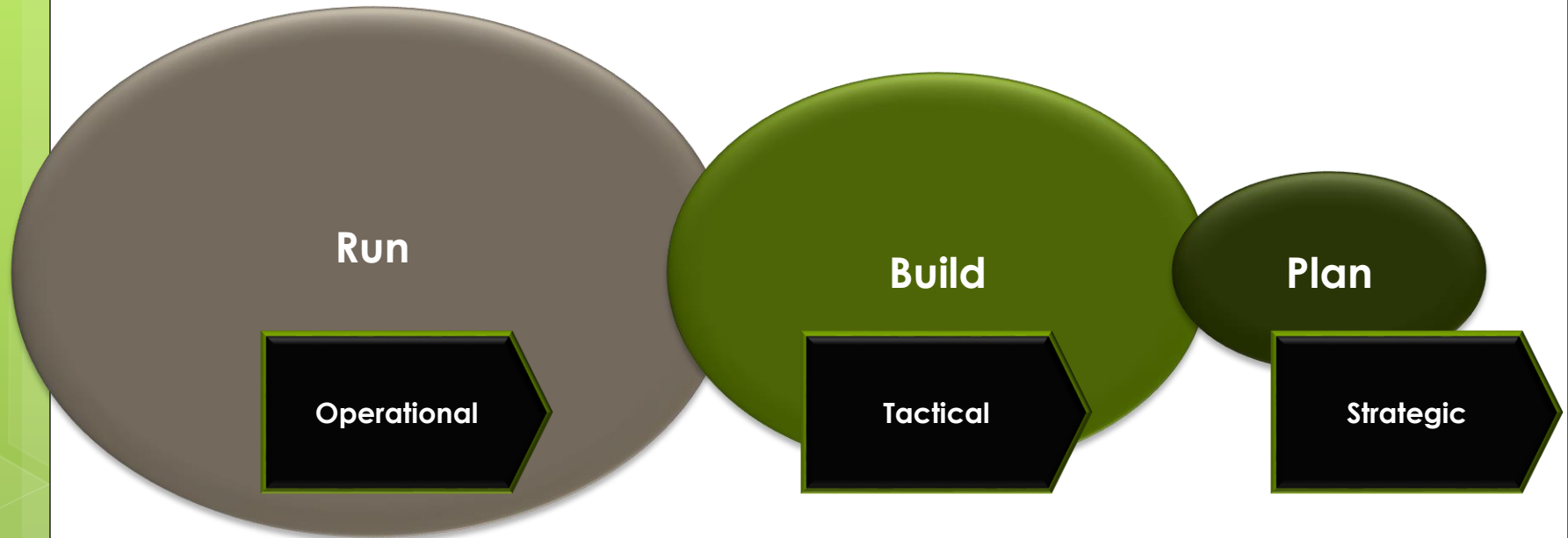
Respect one another “People do business with people they like”

Team-Work

- Servant leadership encourages collaboration, trust, foresight, listening, ethics, and influence.



Service Approach



- Understand Who is doing what piece of work in which period
- How do we position Lean in the Run space :Kaizens & continuous improvements in operations
- While we are running a Lean shop are we building in the 1-3 years space
- What are our Strategic views for the 3-5 Plans

Initiatives

Visual Management

- Focus on the Results
- Act on the drivers
- Keep a compelling Score-Board
- Create accountability

Standardisation

- Reduction of Waste in the introduction of the call
- Reduction of Rework
- Work Load balancing according to value

Waste

- Improved Quality of processing
- Staff to effectively use of system
- Stand arise the service irrespective of channel
- Reduce waste
- Kanban, Indexing

Kaizen

- Encourage use via our Online Platform
- Reduction cost

Initiatives Contin...

Value Stream Map

- Map out the processes
- Map out the customer Journey
- Identify Detractors
- Call back the Detractors
- Restore the brand
- Improve the experience

Huddles

- Discuss the previous day's performance
- Ensure the staff is aware of previous day's errors
- Script the errors into competency test

Team Coaching & Mentoring

- Screen Recording with continued coaching and mentoring
- The manager of the team meet with the coaches weekly and assess
the development of each individual and update the Team proficiency statistics

Kaizen

- Commercial STP
- Personal Lines Work Pools
- Call Centre utilisation time
- Documentation Time

Lean Culture : Gemba

<u>POSITIVE</u>	<u>NEGATIVE</u>
I'm quite happy with my insurance. I don't have any problems at all.	Changes to scheduled should be highlighted to ensure that they have been correctly identified!!
Fantastic response to my requested policy changes which were attended to without delay. Thank you very much	I have sent in the same instruction 3 times and still they sent the same policy schedule with the Alfa Romeo still active on the policy
I am happy with receiving a same day response as my client needs to have the insurance up and running ASAP.	Phone, wait along time, promises to phone Back 3 days later still no phone call. Write email but only get automatic reply. The question has not been answered
I am very impressed with the service, quick efficient and very well pleased, thank you so much Bye	

PROBLEM # 1

Amendments done to schedule are not easily identifiable

ACTION (What we did)

- Create a cover page to note all change on the renewal
- Create a Poka-yoke system

WHAT IS EXPECTED

Client does not have to go through every section to check if any change occurred
Eliminate renewal complaints completely by end of May 2015

PROBLEM # 2

Staff failure to follow up on diary daily for outstanding information or finalise the transaction

ACTION (What we did)

- To re-iterate the daily procedure with all processors and underwriters
- Create a knowledge tool
- To prepare suitable test and add to knowledge tool
- Audits to be carried out by on the staff diary and communicate to staff that are not adhering to the diary requirements
- Kaizen : Release the diary reminders for testing and enhancement
- Every Agent to check Diary before the start of the day
- Team-leaders to be measure to diary follow-ups

WHAT IS EXPECTED

Staff to correctly code their diary on the TIA system as per SOP and remove their dairy on their diarised date. Enhance the TIA system to send automatic reminders for dairy and close the task.

PROBLEM # 3

Improvement on Quality of Service to the Brokers , E-Mail

ACTION (What we did)

- Implemented Quality checks /QBI based clients frustration – verbatims/complaints

WHAT IS EXPECTED

Reduce the complaints & improve the NES score

Lean Leadership - values

Shared Leadership

- Shares Vision
- Shares Power
- Shares Status

Values People

- Believes in Others
- Serves Others First
- Listens Receptively

Provides Leadership

- Envisions the Future
- Takes Initiative
- Clarifies Goals

Develops People

- Provides for Learning
- Models Behavior
- Builds up Through Encouragement

Servant Leadership Model

- Current leadership models based on “I” or “me”
- Servant Leadership believes in the “you”
- Servant Leadership communicates trust in “you”
- A leader’s success is based on your success
- Phil Jackson said “Good Teams become great ones when the members trust each other enough to surrender the “me” for the “we”.”

The Servant-Leader is Servant First.

“It begins with the natural feeling that one wants to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant to make sure **people’s** highest priority needs are being served.”

Robert K. Greenleaf

Results

- First Call resolution improved by 13%
- Courteousness of Agent improved by 17%
- Complaints improved by 50%
- Net Effort Score improved by 50%

Thank You