

# Lean, *Learn*, Lead™

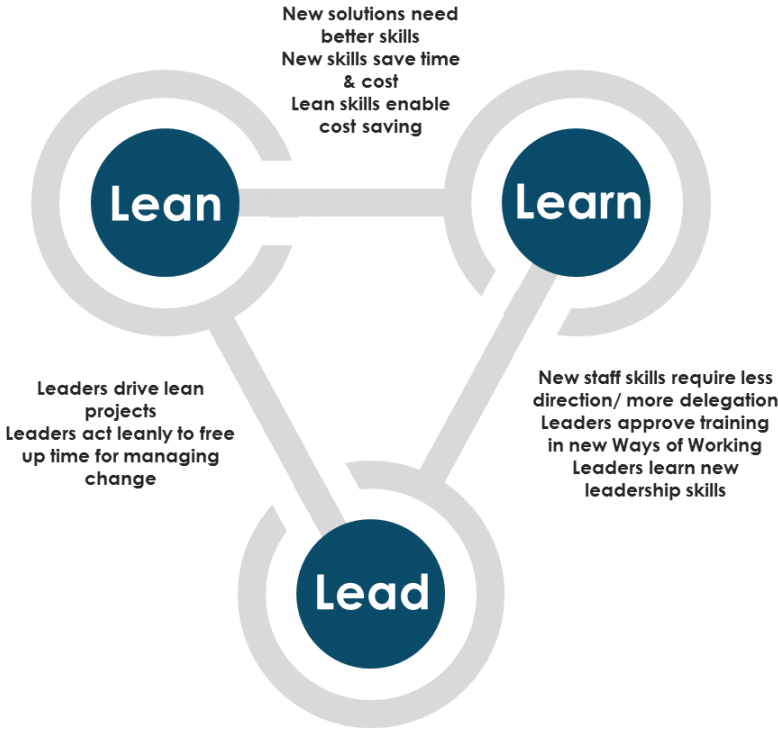
## Introduction

Every company wants to deliver a better, quicker and more cost-effective service to their customers but research suggests that the majority of efficiency initiatives fail to deliver. So, what is stopping these Lean projects achieving seemingly simple cost savings? In our experience the top 8 reasons for Lean failure are often due to a lack of “Lead” or “Learn”:

- Inadequate staff development (Lack of Learn)
- Lean approach not suitable
- Lack of top level support (Lack of Lead)
- Undersized project
- Over ambitious about project scope (Lack of Lead)
- Poor project selection
- Solution not driven to execution phase (Lack of Lead)
- Inaccurate or missing data

## Lean, *Learn*, Lead™

At Berkshire, we have developed *Lean, Learn, Lead™* to deliver the very best outcomes for our efficiency projects. This model defines how the changes will be led and sponsored, identifies the new skills needed by staff and creates the right environment for new 'Lean' ways to flourish. The model also emphasises how important it is that people are made aware and educated on the reasons for efficiency drives and the need to lead from the top in a way that inspires trust. Each element is co-dependent on the others; improving any one offers opportunities to secure benefits from the other two. At best, the model becomes self-generating, with a virtuous spiral of improvement benefits.



*“The most impressive part of this project was the achievement of results through engagement with staff at all levels. I was particularly impressed at the collaborative way Berkshire engaged with colleagues from HR, L&D and staff in the region, often placing themselves within teams rather than just running workshops.”*

### Embedding into the Culture

The great benefit of the **Lean, Learn, Lead**™ approach is that staff and leaders are empowered to sustain Lean thinking into the future. Investment in learning programmes helps staff identify ways to deliver greater value with less work and cost; they have the skills and confidence to challenge the status quo, and are ready for change in their roles and in the way they work.

Above all, they understand the need for change, actively promote new ideas, and “manage their own destiny”. The conversation rate of ideas to savings invariably improves, as does employee engagement and staff morale.

*“This process has been really useful. It has given us a different focus, structures and enabled us to work with a diverse group of staff. We have learnt new ways of working and it has been really valuable.”*

*“Berkshire has worked in a really integrated and collaborative way with their Lean, Learn, Lead approach, coaching our senior leaders and managers, developing staff at all levels, and supporting us to create the environment where organisational change has been rapidly accepted and leaner ways of working have been implemented, without any interruption to our service to stakeholders.”*

**Andrew Jackson, Director, Special Cases Directorate**

### Clients of Lean, **Learn, Lead**™

