



## Service & Support Guide



# Our Commitment To Continuous Improvement

## Foreword from Mark Dearden

Continuous improvement (CI) matters. The most successful companies never sit still, they are never satisfied with the status quo and often exhibit a strong drive to be better tomorrow. They recognise the importance of continuous improvement in all areas of the business and seek to create an environment where everyone has the ability to make a difference.

Every day, I see tangible examples of engagement and commitment from colleagues delivering for our customers and supporting “science for a safer world”. But I also see significant numbers of opportunities to mature our processes and systems as we grow and scale. As we mature and develop the business, our reliance on the discretionary efforts and ingenuity of our people will become rate limiting. We must continue to develop our continuous improvement capabilities and focus on systems and process. We need to be **efficient**, **effective**, and **productive**, every single day of the week and on every single product or service that we're working on.

This is why we established the LGC Lean Academy, as a centre of excellence, to support us in our mission of continuous improvement. Our Lean Academy provides training and coaching, creates common ways of working and supports the organisation in successfully driving meaningful business change.

These, therefore, are my expectations as we continue to develop this capability:

- Functional Leaders should establish a continuous improvement plan aligned to helping them achieve their objectives to deliver business impact – Optimising our resources is critical here.
- As part of a maturing culture of continuous improvement, we will adopt consistent CI methodologies and practices to optimise our improvement efforts —making improvement part of the way we think and do our daily work.
- We support, empower and enable our organisations to challenge how we do things today and never simply accept “we have always done it this way”.

This Lean Academy service guide provides a distillation of critical information relating to systems, processes, and infrastructure we have in place to help you deliver the expectations. I look forward to hearing how you are leveraging this support and seeing the impact from your efforts.

Mark



# Lean Academy Mission

## Our Purpose

### Why We Exist

To facilitate a paradigm shift in thinking leading to a thriving culture of improvement that delivers sustainable high impact to the business



## Our Impact Goals

### How we measure success

Purpose - People - Process - Results



Sustainable, organisational improvement culture & capability



## Our Strategic Priorities

### Our key enablers

1

#### Be a centre of Excellence

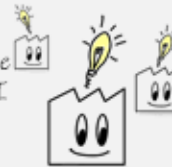
Thought leaders delivering world class service & support



2

#### Develop capability to change

Develop employee skills to apply CI methods in the workplace



3

#### A Common approach

Ensure a consistency of approach in applying CI



4

#### Global Employee engagement

Engagement from all areas of the business not just production operations



5

#### CI management system

Embed a system to integrate CI with daily work



6

#### Impact measurement

Ensure impact is measured & recognised in the business



# The Lean Academy Team



## Dr Simon Leonard - Global Director of Continuous Improvement

A lean six sigma black belt with over 28 years of experience of operations management and leading continuous improvement across a wide range of industries:

- Life Sciences—Contract research, laboratory operations, production manufacturing
- Automotive—OEM, first second and third tier supply base
- Sub-contract precision engineering
- Research & development



## David Kilroy - Trainer/Coach

A lean practitioner with over 30 years of experience in manufacturing, education and the service sector.

- Managing operations
- Implementing change
- Training & development
- A1 Assessor



## Roland Gilliam - Trainer/Coach

Over 10 years of experience helping teams to implement continuous improvement and release their potential:

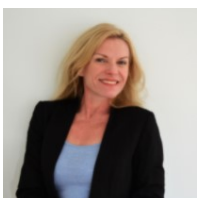
- Capacity expansion
- Root cause analysis in engineering & maintenance environments
- Standardised work in service and production operations
- Visual management deployment
- Training, & coaching



## Elvira Fearnley - Trainer/Coach

A lean practitioner with over 8 years of experience in manufacturing, and the service sector.

- Travel services
- Electronics manufacturing
- Food manufacturing
- Training & coaching
- Six sigma black belt
- Fluent in German



## Lyn Fitzgerald—Lean Office Manager

With a diverse range of experience, Lyn is passionate about continuous improvement. Trained to Green Belt level, Lyn's experience includes:

- Back office operations
- Customer experience
- Marketing

Lyn ensures the smooth coordination of your Academy journey and is the lead designer of the Lean Academy portal.

# "Point & Shoot" Services



## Point Diagnostics

Internal consultancy support to identify and validate specific improvement opportunities:

- Identify the optimum place to target improvement effort to achieve a desired outcome
- Captures a clear picture of the current condition
- Defines the desired outcome condition
- Independent validation of the bottom-line impact of achieving the desired outcome
- Identifies the key obstacles to achieving the desired outcome
- Avoids sub-optimisation
- Provides an independent view of the situation

## Practical Improvement Support

Working with a local team to develop and implement a plan to deliver a desired improvement outcome:

- Clear improvement strategy (methodology, tools, measurement)
- Estimation of resource requirements and timeline
- Project team coaching and guidance
- Team skills development as required to achieve the desired outcome.

# Case Studies

A few practical examples from the 60+ CI support activities carried out so far during 2021. To see the full range visit [www.lgcleanacademy.com](http://www.lgcleanacademy.com)

"A fantastic introduction to lean principles and tools needed to improve my workplace"

In the Lab

### Kaizen Sheet: Oligo Fulfillment

Site: Petaluma, California USA  
Department: Genomics  
Area: Custom Oligo Production

**Issue/Opportunity:**

- On average, it takes 118 minutes to pull existing oligo archive inventory.
- When pulling oligos from archive, poor inventory accuracy can mean we have to re-start synthesis which on average adds three days to our turnaround time.
- Need an experienced lab tech to know how to find the archived oligos.

**Key Actions Taken:**

- Oligo archive 5S activity.
- Introduced racks to hold the 5/10/15 mL tubes and 50mL falcons.
- Fast search archive locations created on filemaker Pro archive for live/active sequences as well as their dead/previous sequences.

**Results/Benefits:**

- Oligo pull time reduced by 116 minutes equating to 4021 hours saved per year (based on 8 pulls per day).
- Any team member can now pull from archive quickly and easily.

**BEFORE**

KPI	Previous State
Oligos pulled	94
Total time to pull oligos	11054 minutes
Average pull time	118 minutes
Average pulls per day	8

**Picture of problem**

**AFTER**

KPI	Improved State
Oligos pulled	162
Total time to pull oligos	544 minutes
Average pull time	2 minutes
Average pulls per day	14

**Picture of improvement**

### Kaizen Sheet: Assay Shipping

Site: Hoddesdon  
Department: Customer Service  
Area: KBD/KOD orders

**Issue/Opportunity:**

- 30% of orders are missing information causing rework equivalent to 20 working days per year

**Key Actions Taken:**

- Process mapping used to capture key issues in the flow.
- Poke Yoke techniques used to prevent recurrence
- Standardised work introduced for order review process to ensure "no fault passed on", preventing orders with missing information getting to production.
- Daily reviews with team to monitor the impact of the changes and adjust if necessary.

**Results/Benefits:**

- Purchase order Not Right First Time reduced from 30% to 8%
- Saved 98 hours a year in re-work
- Less shipping delays for our customer

**BEFORE**

**Error rate for processed orders**

**Error Code Pareto**

**AFTER**

**Error rate for processed orders**

**Error Code Pareto**

"I thought the course was beneficial to my role and I am glad I took part"

Service Function

Strategic Planning

"The Lean Academy Coaches provide the perfect amount of enthusiasm and engagement to make this a rewarding experience all around."

### Kaizen Sheet: Alexandria CI

Site: Alexandria  
Department: CI Team  
Area: Whole Site

**Issue/Opportunity:**

- To identify how the LGC Lean Academy could add value to the existing Alexandria CI operation to accelerate the impact of the Alexandria FY22/23 CI strategy.

**Key Actions Taken:**

- Diagnostic activity to understand the site's strategic challenges, priorities and actions and the current CI support framework and focus.
- Clear visualisation of key improvement priorities.

**Results/Benefits:**

**FY22 LEAN ACADEMY SUPPORT PLAN**

- Development of a consistent approach to KPI visibility and management.
- Better demand planning or ability to respond quickly to uncertainty.
- 11 project coaching on slingshot projects
- Bespoke training development.

**CI VISION** - A data & tools driven improvement culture to drive efficiency and world class operations

**KEY ENABLERS**

- Data management - Visible KPI's
- Validation of improvement efforts - project charter
- Increase CI process standardisation whilst maintaining flexibility
- Ideas generation - Site leadership meeting, gamba walks, best practice visits, employee ideas system, multi-site meeting

**SUCCESSSES**

- Growing number of localised self-sustainability
- Mixed bag of engagement

**Alexandria CI Team Priorities FY22**

- Data Management - Supporting project work that allows all departments to track important leading KPI's.
- Multi-Site/Site Engagement - Project participation and celebration KPI's.
- Implementation of the Gemba Project across as many departments as possible.
- CI Process Standardization

**BEFORE**

**AFTER**

**FY22 Lean Academy Support Plan**



# Continuous Improvement Support

## CI AWARENESS

The CI Awareness course introduces lean origins, concepts, philosophies and improvement tools. A key element of the awareness training is to understand how a lean approach will benefit your own situation. This course is offered as an LCS White belt certification. 1 x 2hr live, online class.



## LEAN LEADER

Aimed at departmental/functional managers, this short programme highlights the key strategies and tools for successful CI management:

- Understanding the role of the lean manager
- Effective performance measurement
- Effective performance management
- Effective accountability management

## MANAGING FOR DAILY IMPROVEMENT (MDI)

Converting the "Lean Leader" training into a practical work system, MDI provides an operating infrastructure to instill continuous improvement into the daily operating rhythm - producing actionable real time metrics and structured management processes to drive daily improvement decisions and performance.



## TACTICAL TOOLS GREEN BELT PROGRAMME

Upskills your team with lean skills to lead and deliver sustainable workplace improvements. Participants can attain a formal LCS level 1C Green Belt qualification via this programme.

**Part 1** - Live, online classroom training. There are two versions of part 1 available delivered live, online in 2hr classes:

- Option 1—20 hrs teaching - taught as a hands on practical workplace simulation to allow the learner to experience the full benefits of applying each improvement tool.
- Option 2 - 10 hrs classroom teaching with no workplace simulation.



**Part 2** – Practical application. Live, online coaching of up to 3 lean projects undertaken in the workplace. The projects are used to embed and confirm the practical competence of the employee in applying their ability to deliver tangible improvements using the tools and techniques learned in part 1.



## EFFECTIVE PROBLEM SOLVING

Live, online training in a standardised root cause analysis methodology. Providing a foundation for more complex RCA methods. Delivered as a 2 x 2hr online event.

## "LEAN TEAM" CERTIFICATION

CI journey measurement, development and recognition.

- Measure your current level of lean maturity with an online self-assessment.
- Achieve "Lean Team" certification based upon current maturity level (bronze, silver, gold, platinum)
- Work with the Lean Academy to agree development actions to move to the next level of achievement
- Digital badging awards and recognition process
- Develops a staged pathway to excellence



# LGC LEAN ACADEMY



# BEST PRACTICE



Accredited by the UK's largest independent awarding body, Pearson Assured status confirms that the Lean Academy's processes meet best practice standards and so you can be confident that your interaction will be managed to a high standard.

The Lean Competency System (LCS) is an **industry recognised lean qualification** framework run by the Lean Enterprise Research Centre at Cardiff University.

The LGC Lean Academy training is accredited LCS Centre, enabling it to issue **Certificates of Lean Competency** to those who successfully complete it's White Belt and Green Belt training programmes.



To get more detail go to our web site at  
[www.lgcleanacademy.com](http://www.lgcleanacademy.com)

LEARN MORE



- More detailed service information
- Register for training or support
- See what we have already achieved - LGC Lean Academy supported improvement case studies

## Contact

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