

## Introducing Green Lean Principles @ **COLEMAN GREIG** LAWYERS

In the Service Industry a misconception still exists that Lean and its principles are not relevant. We often hear:

*“Lean is just for manufacturing!”*

*“Our processes are unique and based on our clients so Lean won’t work!”*

*“We work in person or online, not on big machines, so what could Lean do for us?”*

But it is the complexities of a service industry that make the use of Lean Principles the perfect fit to create an environment of Continuous Improvement:

- Processes have long cycle times;
- There can be multiple variables within each process including decision points, decision makers and the interactions with a variety of systems and support teams;

- Most of the value-added work often takes place out of sight, in peoples’ minds; and
- It is a constant evolving environment including but not limited to the introduction of new technologies, off shore teams and out sourced providers.

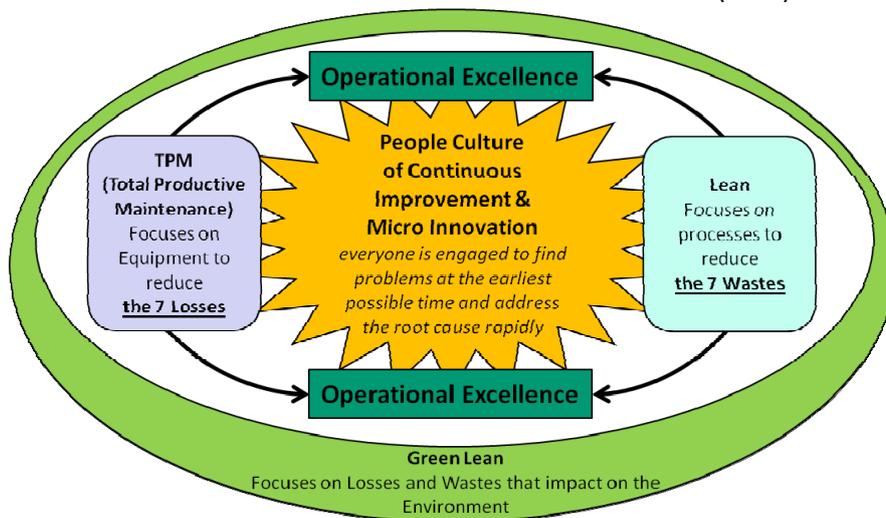
These complexities are an untapped source of opportunities to decrease employee frustrations and reduce wastes.

Now you may wonder what the ‘Wastes’ are for the Service Industry, surely it can’t be the same as the 7 Lean Wastes identified by Toyota. But it actually is. In the table below we have the 7 Lean Wastes listed with Service Industry examples.

Anyone who has worked in an office will recognise and will have experienced some if not most of the Lean Waste examples. So the question remains *“How do you use Lean Principles to reduce wastes in a Service Company?”*

7 Lean Wastes	Description	Waste Examples
Transport:	Transporting products through the process	<ul style="list-style-type: none"> <li>• Movement of files and documents from one location to another</li> <li>• Excessive e-mail attachments</li> <li>• Multiple hand-offs</li> </ul>
Inventory:	Excess Work In Progress at various stages of production	<ul style="list-style-type: none"> <li>• Files and documents awaiting to be processed</li> </ul>
Motion:	Unnecessary motion of people, and unnecessary movement of machines or materials	<ul style="list-style-type: none"> <li>• Looking for data and information</li> <li>• Movement of people to and from filing, printer and copier machines</li> </ul>
Waiting:	When a product is not moving or being processed	<ul style="list-style-type: none"> <li>• Waiting for responses</li> <li>• System downtime</li> </ul>
Over Production:	Producing before it is required or in excess quantities	<ul style="list-style-type: none"> <li>• Information sent automatically even when not required</li> <li>• Printing documents before they are required</li> </ul>
Over Processing:	Excessive or unnecessary processing	<ul style="list-style-type: none"> <li>• Same data required in number of places</li> <li>• Too many approvals</li> <li>• Multiple MIS reports</li> </ul>
Defects:	Products that are not right first time	<ul style="list-style-type: none"> <li>• Incorrect data entry</li> </ul>

In 2016 CTPM through our partnership with the Office of Environment and Heritage were invited to work with Coleman Greig Law Firm to assist them with introducing Lean to their firm with a focus on Green Lean.



Coleman Greig is a leading Greater Western Sydney law firm, offering award-winning legal expertise with offices in Parramatta and Baulkham Hills. They have a strong commitment to social responsibility extending into environmental responsibilities, including managing their environmental footprint and undertaking sustainable work practices.

Coleman Greig, together with a number of other large and very visible businesses in the region, participates in the Sustainability Advantage Program. The program is managed by the NSW Office of Environment and Heritage and encourages participants to become a “green” role model within their business community. They are also members of the Australian Legal Sector Alliance (AusLSA), an industry-led association working collaboratively to promote sustainable practices across the legal sector.



The firm has been promoting Continuous Improvement (CI) and incremental Innovation to their staff for some time.

At the end of 2015 they introduced Worldox as their new Document Management System. One of

the goals of the new system was to have a one stop place for all files and move away from a reliance on paper files. Initially they tried to introduce their Document Management System (DMS) under the banner of ‘the paperless office’ which had very slow take up by staff, so it was re-launched under the banner of One Source which has achieved much greater acceptance by the staff.

The introduction and embedding of the new Document Management System created the perfect window to start introducing Green Lean to the business. Working with Coleman Greig CEO – Warrick McLean, two business areas of their 7 were selected for a pilot – Commercial Advice and Commercial Litigation. Four team members were chosen from each area to create the two pilot teams.

The first step to introducing Lean into a service company is to complete a discovery phase. The objective of this phase is to identify where the current staff frustrations are, where non value add activities are taking place, and how much time is being spent on them. From these the opportunities for improvement can be identified.

To do this CTPM ran a short workshop to introduce the principles of Lean to the two Pilot Teams and then worked with the teams to tailor the CTPM System and Tools User Survey and the CTPM Time Lost Survey to suit their companies language and environment. These two surveys are the foundation of the discovery phase and play a key role in identifying staff frustrations and in turn the areas of opportunity. They are also the initial steps to creating buy-in from everyone in the pilot business areas which is critical for the eventual implementation of improvements.

The two surveys were circulated to the full Commercial Litigation and Commercial Advice teams to gather their input on what works well and what was currently causing frustrations and delays. Once the survey results were collected and collated, CTPM ran a second workshop to review the results with the two pilot teams.

The results gave a great insight into the areas of opportunity. Although there were no surprises

with the responses, the teams found it extremely helpful to finally see the points officially documented.

From the survey results the teams each identified a number of opportunity areas for improvement. They then chose one opportunity to focus on and then designed a project proposal to address it.

The Commercial Litigation Team chose to focus on a One Source Protocol to standardise how the Document Management System is used within their team.

The Commercial Advice team chose to focus on how files are added to the Document Management System within their team.

Both projects chose to focus on “One Source” the Document Management System. This was a great outcome from two perspectives:

1. “One Source” is the main driver for reducing paper hence linking into the Green Lean focus.
2. Once each project is implemented best practices can be shared between the teams and can ultimately lead to a best practice approach for the wider firm. Building a culture of both Continuous Improvement and continuous learning.

Each pilot team presented their findings and recommendations to Warrick McLean, CEO, Coleman Greig, for feedback and approval to run the selected project. Also present were Ana Reilly, Project Officer – Sustainability Advantage, Office of Environment and Heritage and Ross Kennedy, President, CTPM.

Both teams were successful in gaining approval and will now focus on delivering the projects Q1 2017.

CTPM looks forward to continuing their partnership with Coleman Greig to help them reach their Continuous Improvement Goals and with the Office of Environment and Heritage to help other service industry companies on their Continuous Improvement journeys.

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If you are interested in learning more about the benefits of being part of the Sustainability Advantage Program run by the NSW Government Office of Environment and Heritage please follow this link:



<http://www.environment.nsw.gov.au/sustainabilityadvantage/>