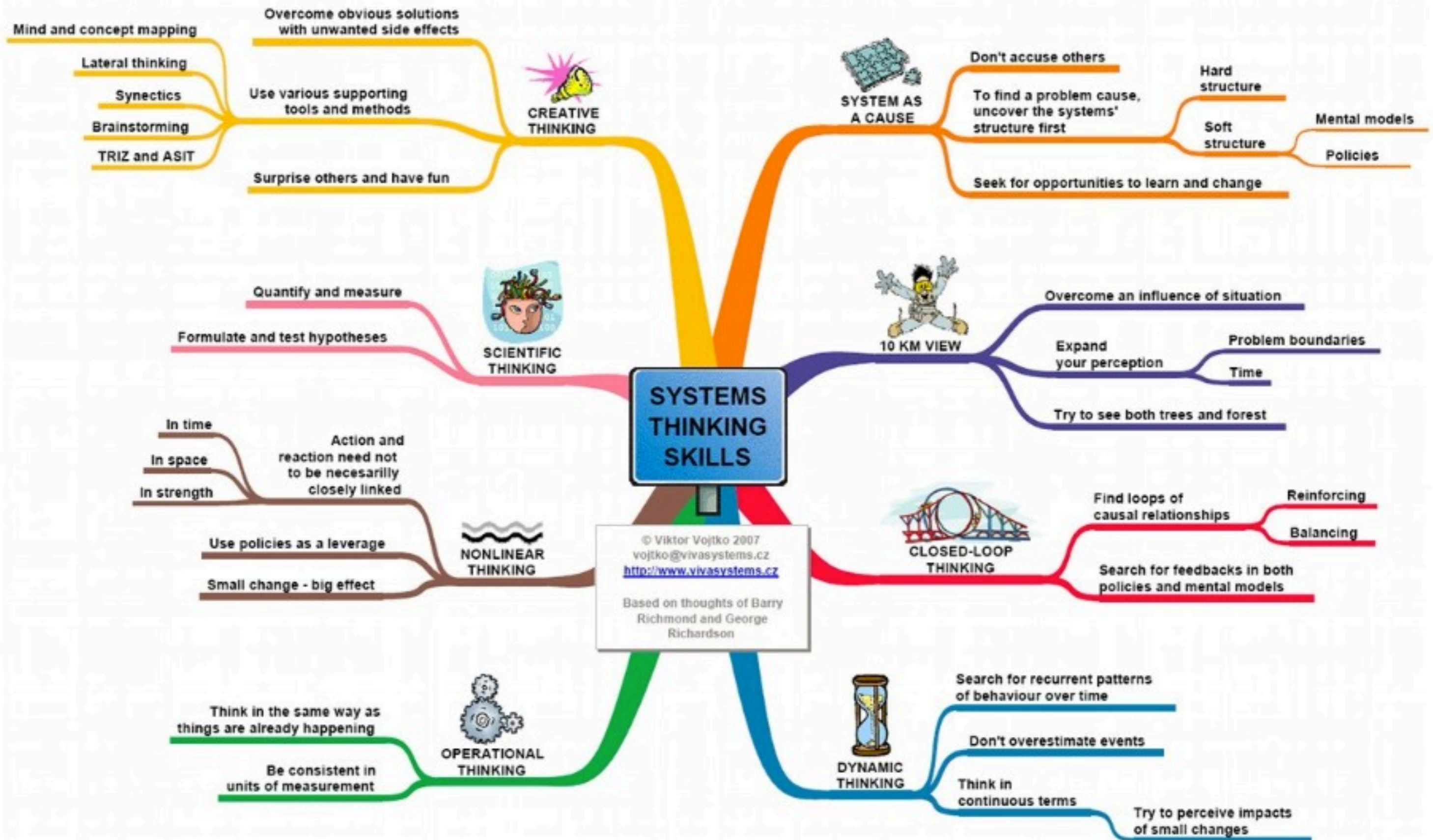


System forståelse



System forståelse notater

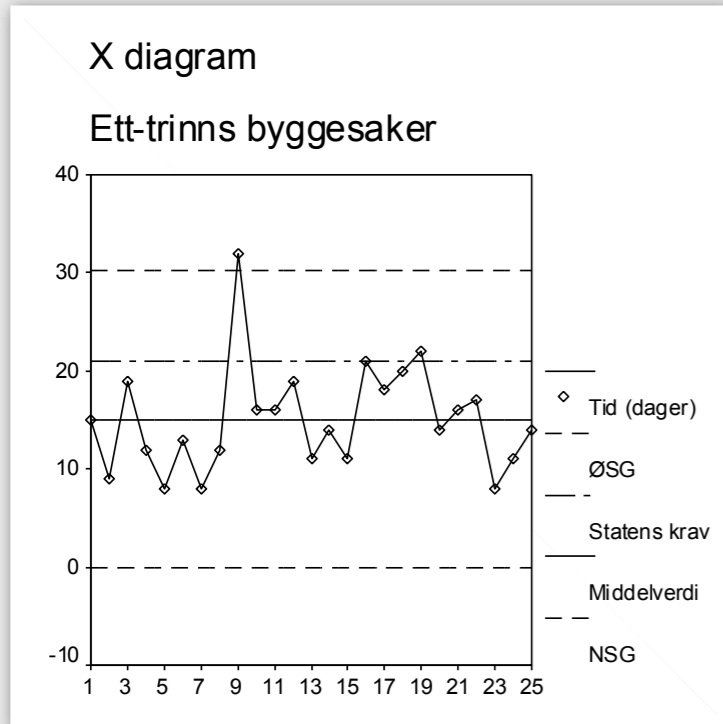
1. **Today's problems come from yesterday's solutions.** Leaders are happy to solve problems, but don't always think about intended and unintended consequences. Too often our solutions strike back to create new problems.
2. **The harder you push, the harder the system pushes back.** Humans have a stubborn tendency to bully our way through tough situations when things are not working out as we would hope. We charge ahead without taking time to think through solutions to find better alternatives. Sometimes we solve problems; more often, especially in the current environment, we find ourselves up to our ears in more problems.
3. **Behavior grows better before it grows worse.** Short-term solutions give temporary improvement at best but never eliminate fundamental issues and problems. These underlying problems will make the situation worse in the long run.
4. **The easy way out leads back in.** Leaders often have a few quick fixes in their "quiver" of solutions that have brought quick and easy success in the past. Too often, the easy way out is retrofitting these fixes to any situation without regard to the unique contexts, people and timing.
5. **The cure can be worse than the disease.** Often, the easy and familiar solution is not only ineffective but addictive and dangerous. It might even induce dependency.
6. **Faster is slower.** At the first taste of success, it is tempting to advance at full speed without caution. Remember that the optimal rate of growth or change is far slower than the fastest growth or change that is possible.
7. **Cause and effect are not always closely related in time and space.** We are good at finding causes, even if they are just symptoms unrelated to root causes.
8. **Small changes can produce big results -- but the areas of highest leverage are often the least obvious.** The most grand and splashy solutions -- like changing

company policy, vision, branding or tagline -- seldom work for transforming change. Small, ordinary but consistent and repetitive changes can make a huge difference.

9. **You can have your cake and eat it too -- but not all at once.** Rigid "either-or" choices are not uncommon. Remember that this is not a dilemma if we change our perspective or the "rules" of the system.
10. **Dividing an elephant in half does not produce two small elephants.** As a leader, you can fail to see the system as a whole at your peril.. This flaw in perception and vision often leads to suboptimal decisions, repeated tasks, lost time and energy, and maybe even losing followers.
11. **There is no blame.** People and organizations like to blame, point fingers and raise suspicions about events, situations, problems, errors and mistakes. Sometimes we even believe the blame we throw around. In reality, we and the cause of events, situations, problems, errors and mistakes are part of the system.
- 12.

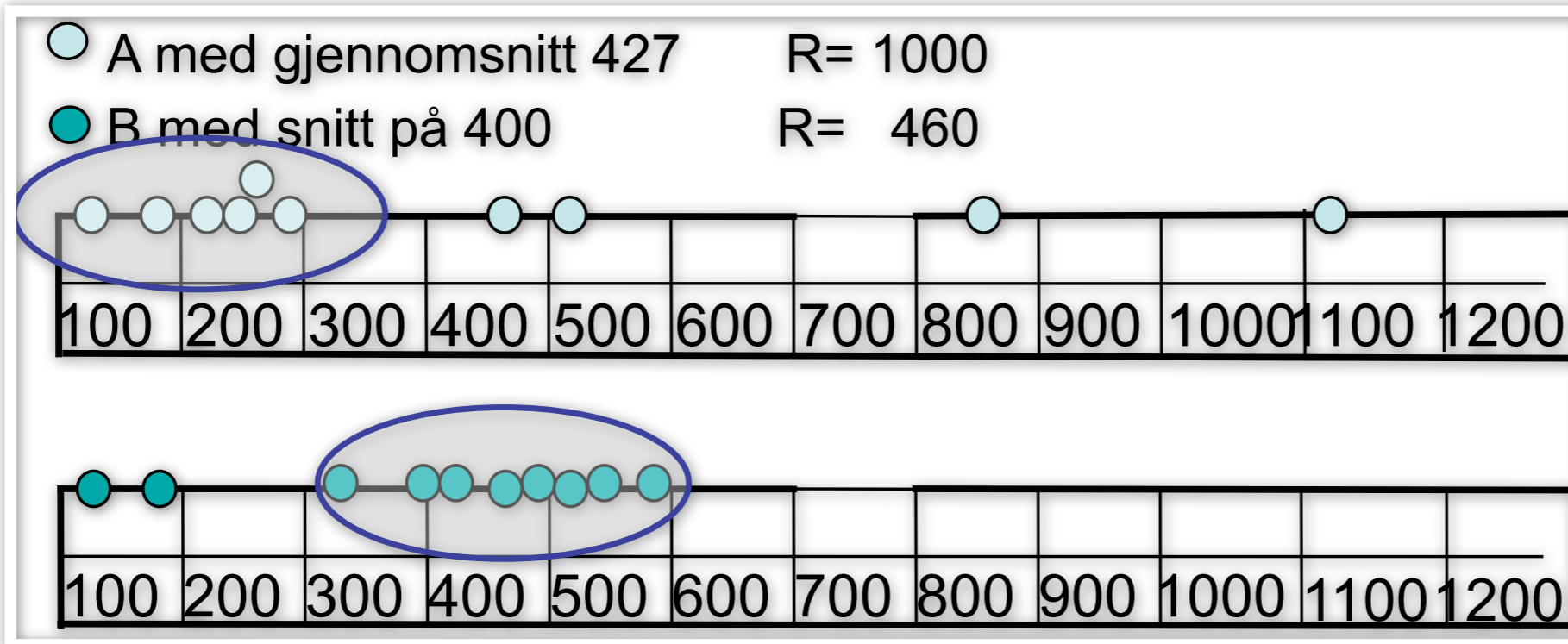
Forståelse for variasjon

Bærum kommune bruker kontrolldiagram for kontroll og forbedring av byggesaksprosessen. Tabellen under indikerer hvor lang tid det tok å behandle 25 ett-trinns byggesaker over en måneds periode.



Klasse Num.	Klasse	Middel verdi	Frekvens (forekomst)	Frekv.	u	uf	u ² f
1	149.5-152.5	151		1	-5	-5	25
2	152.5-155.5	154	///	6	-4	-24	96
3	155.5-158.5	157	/// /// III	13	-3	-39	117
4	158.5-161.5	160	/// /// /// /// ///	25	-2	-50	100
5	161.5-164.5	163	/// /// /// /// /// /// /// /// /// II	42	-1	-42	42
6	164.5-167.5	166	/// /// /// /// /// /// /// /// IIII	44	0	0	0
7	167.5-170.5	169	/// /// /// /// /// /// IIII	39	1	39	39
8	170.5-173.5	172	/// /// III	13	2	26	52
9	173.5-176.5	175	/// III	8	3	24	72
10	176.5-179.5	178	/// IIII	9	4	36	144
TOTAL				200		-35	687

Hjul A	Hjul B
210	120
270	410
280	400
160	580
470	490
250	340
510	170
860	440
1130	520
130	530





«Uten teori - ingen læring»

«They think that standing around, talking, generating ideas is not doing anything. Actually that's the most important part of the cycle»

You should not ask questions without knowledge

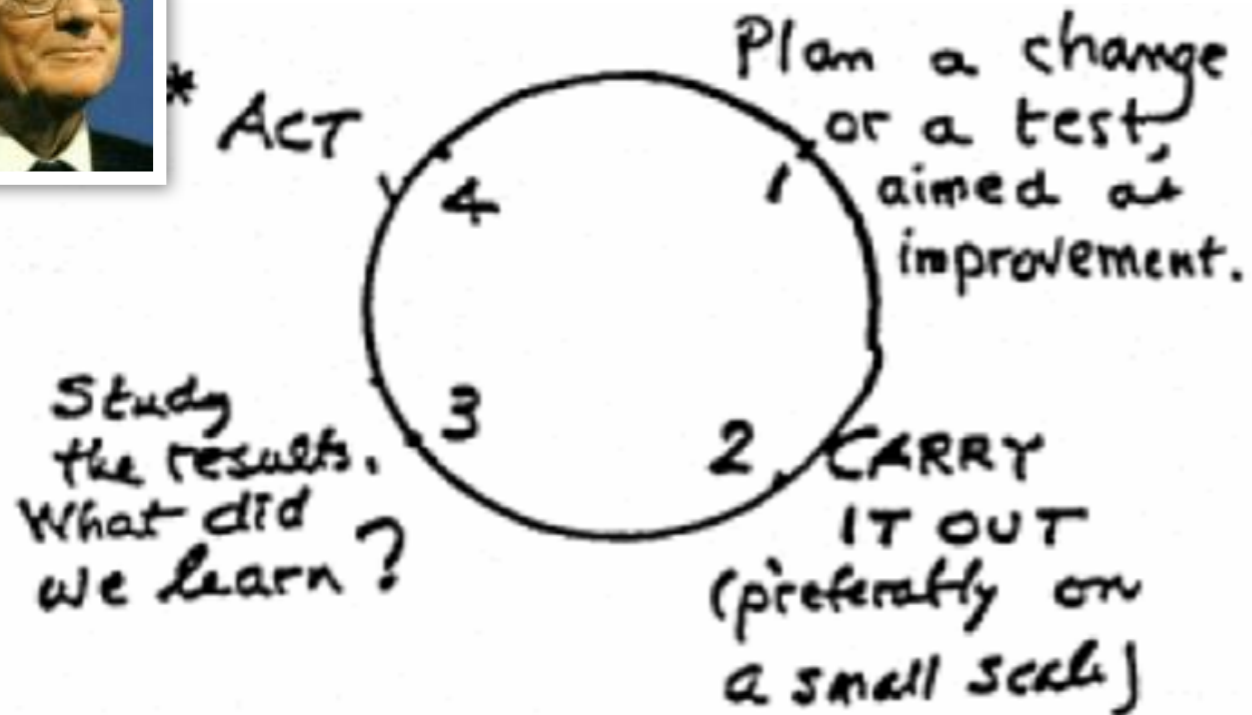
Information is not knowledge. Let's not confuse the two.

There is no knowledge without a teori

"Hansei", er det japanske ordet for selvrefleksjon. "Hansei" refererer til hvordan vi i forbedringsarbeidet ser tilbake og tenker igjennom hvordan organisasjonens prestasjoner kan forbedres videre.

Formell "hansei" eller refleksjonsmøter, utvikler og formidler korrigerende tiltak (mottiltak) til resten av organisasjonen slik at vi unngår å gjøre feilene om igjen. På denne måten lærer hele organisasjonen. Uformell hansei kan skje daglig.

Dette er en kritisk del av organisatorisk læring sammen med kaizen (KF) og standardisert arbeid.



* ACT. Adopt the change.
or Abandon it.
or Run through the cycle again, possibly under different environmental conditions.

Psykologi - forstå folk



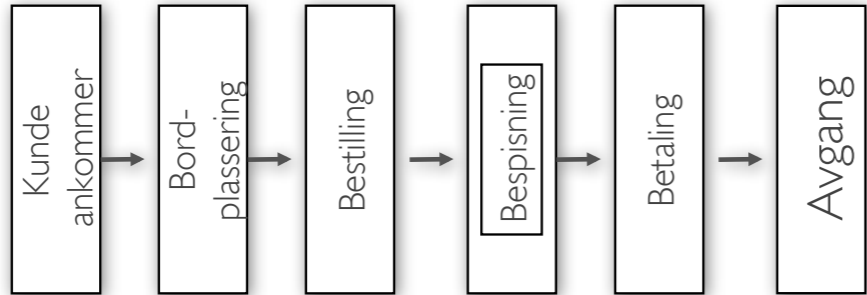
- Interestingly, Deming pointed out that a key element of the DMM/SoPK is Psychology. He also purposely linked together the four elements of DMM/SoPK: Psychology, Understanding Variation, Theory of Knowledge, and How to Lead a System. Each of the elements is of great individual importance and also has a special synergy with the other elements when one understands them as a part of the whole DMM/SoPK approach.

(Kelly Allan)

«Innovation comes from people who take pride in their work»
Deming

En person blir beskrevet som svært sjenert og tilbaketrukket, alltid hjelpsom men lite interessert i mennesker eller i den virkelige verden. Han er en stillferdig ordensperson som trenger en ryddig struktur rundt seg. Han er svært detaljorientert. Er det mest sannsynlig at han blir bibliotekar eller bonde eller fisker?



Lokaliseringsskjema for feil			Dato:	Ansvarlig
Produkt	Prosess	Aktivitet:	Sted	
Hvem observerer	Metode	Hvor ofte 2		Feiltypekoding: X = Y = Z =
Veiledning: Hver dag plottes in antall feil X på stedet der det forekommer og tilsvarende for feiltype Y 				

Date: 12.10.99 Skift: Formiddag Periode: Hver time.
 Type feil: Ventetid Ansvarlig: Serveringsteam

Aktivitet	Antall	Minutter	Total
Inngang	—	—	—
Bordsetting			
Bestilling			
Servering	 		
Betaling			
Avgang			

Dato: 5 -5- 2005 Skift: Formiddag Målefrekvens: Annet hvert minutt.
 Småkake: CocoCookie Ansvarlig: Bjarne Berg

Vekt (gr.)	Antall	Frekvens	Kumulert
2.500 - 2.525	—	—	—
2.526 - 2.551		1	1
2.552 - 2.577		2	3
2.578 - 2.603		4	7
2.604 - 2.629	 	7	14
2.630 - 2.655	 	10	24