

WANGUARD

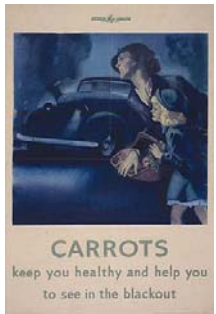

Systems Thinking: another fad, or for the long-term?

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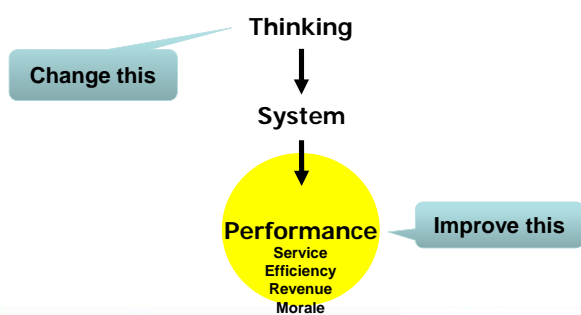
Other than rabbits, what are carrots good for?



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WANGUARD

Thinking governs performance



Thinking
↓
System
↓
Performance
Service
Efficiency
Revenue
Morale

Change this (points to Thinking)

Improve this (points to Performance)

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Modern Management...

Henry Ford

Alfred Sloan

Adam Smith

Frederick Winslow Taylor

B. F. Skinner

Joseph Whitworth

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Some counter-intuitive ideas

All demand is 'work'
Transaction = cost
Standardise & functionalise
Budgets, targets, standards

Thinking

↓

System

↓

Performance

Value & Failure demand
Cost is in flow
Design against demand
Purpose- Measures-Method

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The Vanguard Method in housing


Service

- 94% of appointments within 15 minutes of chosen time
- Reduced 'no access' to 0.1%
- >80% Repairs completed in one visit
- Customer end-to-end times reduced by 63%
- Customer satisfaction increased to 9.9/10

That must have cost a fortune....

- Inventory down by 68%
- Recalls reduced to 3% & falling
- Capacity: labour saving measured at 2hrs per operative, per day
- Spend with one contractor:
 - 2008/09: £3.4m, 2009/10: £2.6m (23% saving), 2010/11 estimated: £2.2m (35% saving)
- £18 million saving over life of financial plan

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Systems Thinking

- Will Systems Thinking work in front-line services?
- How quickly savings?
- What about headcount?

- Thanks for Listening!

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