..... “it is time for research institutions to adopt long term, sustainable approaches to cost control. Continuous Process Improvement (CPI) can have a dramatic effect on productivity, cost and quality within the Research setting.” (Axelrod, 2011)
Overwhelming waves of work
In October of 2011, Our President, Jim Hendricks begins meeting with the OSR team.

He does 3 crucial things
Reassures a very uncomfortable manager
Provides top cover
He helps us to establish simple rules and really enforces them

- ResAdmin
- No status updates
- Trouble shooting line
We learned about Visibility

- Bottler's Box Total WIP at 9 am: 26
- Rapid Line Total RL WIP as of 10 am: 5
- Total BB WIP @ 4pm: 19
- Sum of all CT6 WIP: 61
- Party Line WIP: 68
- Oldest unworked WIP: 2/16/12
- Oldest worked WIP: 8/29/11

#s are updated by 10am daily
We learned about One Piece Flow and First-In, First-Out
Standard Work and Reliable Methods

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Batter's Box</th>
<th>Rapid Line</th>
<th>Party Line</th>
<th>Backup 1</th>
<th>Backup 2</th>
<th>Backup 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>1/16/12</td>
<td>Bethany</td>
<td>Adan</td>
<td>Galyn</td>
<td>Sonja</td>
<td>Amy</td>
<td>Greg</td>
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<td>Tuesday</td>
<td>1/17/12</td>
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<td>Galyn</td>
<td>Sonja</td>
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<td>Greg</td>
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<td>Sonja</td>
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<td>Greg</td>
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</tbody>
</table>
Workflow

ResAdmin → BATTERS BOX

- RAPID LINE (3 Days)
- CRADLE TO GRAVE (CTA + Negotiations)
- PARTY LINE (Everything else)
It is no longer about who is the most organized but how the WORK is best organized.
The Central Office Divas

If we become a true team, how will I outshine everyone?

What can I do to disrupt this process?

I function well in chaos!

...some of us liked it the way it was
The Primary Investigators accuse.....

Lacking Customer Service

Unsustainable!

IMPERSONAL

THE IRON CURTAIN
I thought we were friends?

Pleeeeeeze...

Who can I blame?

I can’t hide my mistakes!
In the End...our Divas will laugh..