



Continuous Improvement

- 1 Continuous Improvement** *Definition & objectives*
- 2 Value Added & Waste** *Identify losses qualitatively*
- 3 Multiple Losses** *Waste of human potential and time*
- 4 Quantifying the Losses** *Measuring with DILO*
- 5 Action Plan** *Improving with Who / What / When*



Continuous Improvement

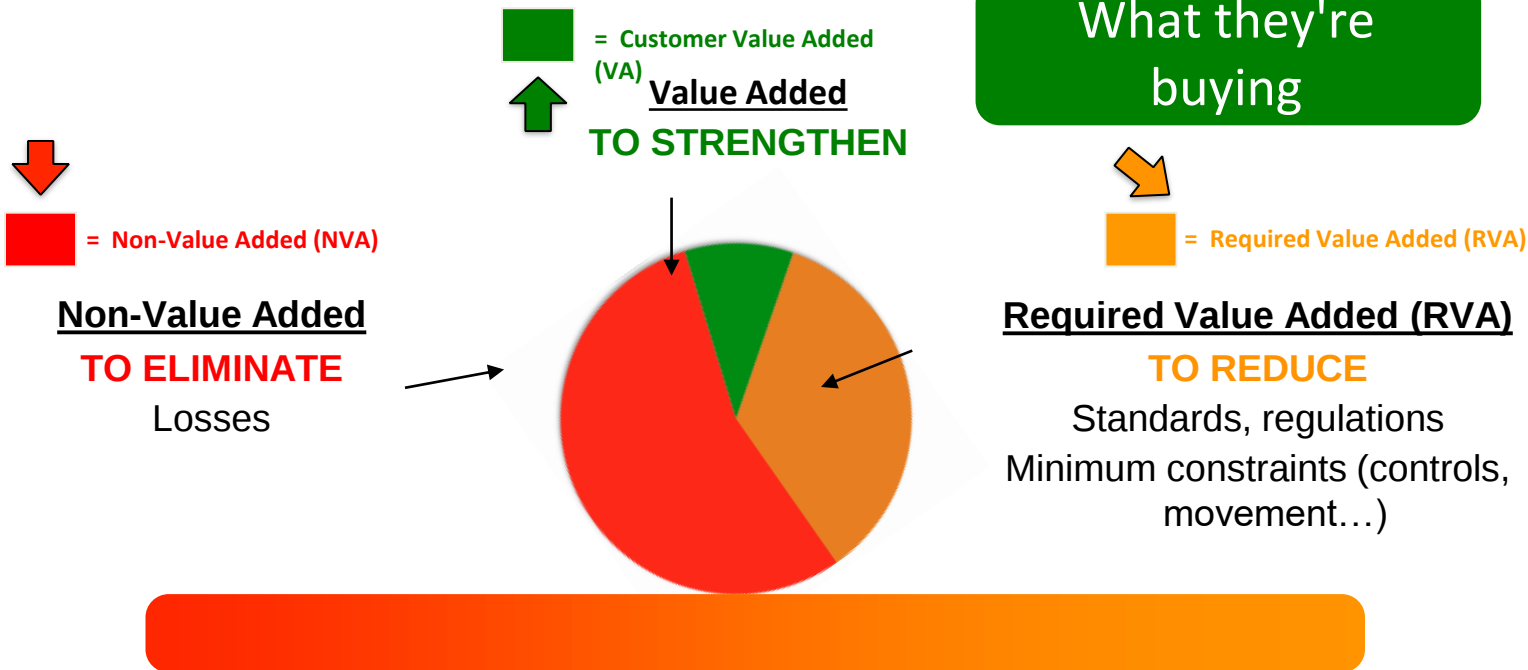
Continuous improvement means making progress
Solving the problems you run into
Shifting from cutting costs to cutting losses

A culture of continuous improvement is at the heart of corporate success:
Toyota, General Electric, Big Tech...



2: Value Added — Definition

Value Added (VA) = what creates value from the customer's point of view



Key takeaway: Strengthen VA, reduce RVA, eliminate NVA



2: Value Added — Concrete Example

% VA = Sum of "Value Added" hours / Sum of hours worked

- On-call duty and operator support — VA
- Site preparation and coordination — VA
- Connection work — VA
- Workshop fabrication — VA
- Coordination meetings — RVA
- Reports and documentation — RVA
- Approvals and sign-offs — RVA
- Travel and waiting — NVA
- Rework and corrections — NVA

On-call intervention
and operator
support

Site preparation
and coordination

Connection work

Workshop
fabrication

Equipment
maintenance

Management

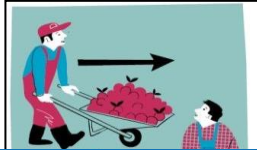
Training
Certification

**VAD = direct value added :
"booked to activities"**

**VAR = required or indirect
value added: "booked to
overhead"**



2: Value Added — TETRIS Wastes



moving parts or equipment unnecessarily

- pointless interventions
- moving tools, machines, vehicles
- moving materials and supplies

Transport:
Moving items



performing needlessly many actions to reach the desired result

- travel – unoptimized routes
- back-and-forth due to poor preparation

Ergonomics: People movement



waiting for the resources/info needed for production

- customers, specialists, installation
- signature – authorization
- output of the previous step
- decision not shared

Time spent waiting



redoing a task already done, either by oneself or by another department

- unnecessary validation / checking
- redundant information, re-entry
- resuming work, picking files back up after interruptions

Rework, defects, scrap & retouching

Inventory: Stock

accumulating raw materials, semi-finished or finished goods:

- expired parts
- too many documents kept
- inactive files
- batch processing



Surplus quality: Extra operations

applying a process or resource needlessly or with over-quality

- over-qualified resources
- over-allocation of equipment
- excessively detailed precision
- oversized solution
- producing defects



Surplus production

producing what was not ordered, or acting too far in advance

- work outside the scope (contract?)
- unnecessary validation, checking
- preparing too far in advance



Non-use of human potential



values, talents, profitability

TETRIS



2: Value Added — TETRIS Wastes

Equipment
stuck in
customs

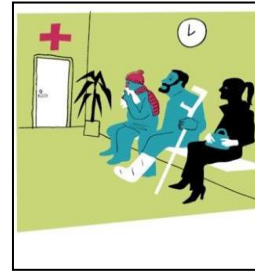


Transport:
Moving items



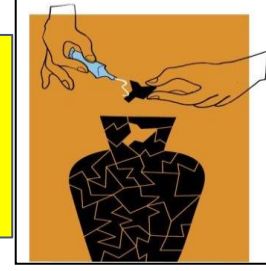
Ergonomics: People movement

between
meetings,
wasted
time
subsidiarie
s and
abroad



Time spent waiting

waiting for
info from
subsidiarie
s and the
field



Rework, defects, scrap &
retouching

redoing a model,
result with little
difference
Indicators to put
in place
number of
approvals

TETRIS

Low

Medium

High

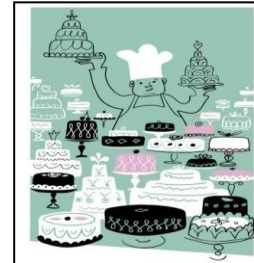
Inventory: Stock



Surplus quality: Extra operations

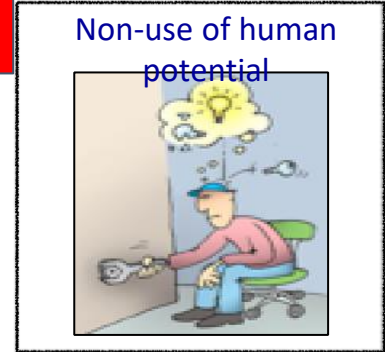


Surplus production



Reports
PowerPoint
slides
corrections...

Non-use of human
potential



values, talents, profitability



3: Multiple Losses

The 8th muda: Non-use of human potential

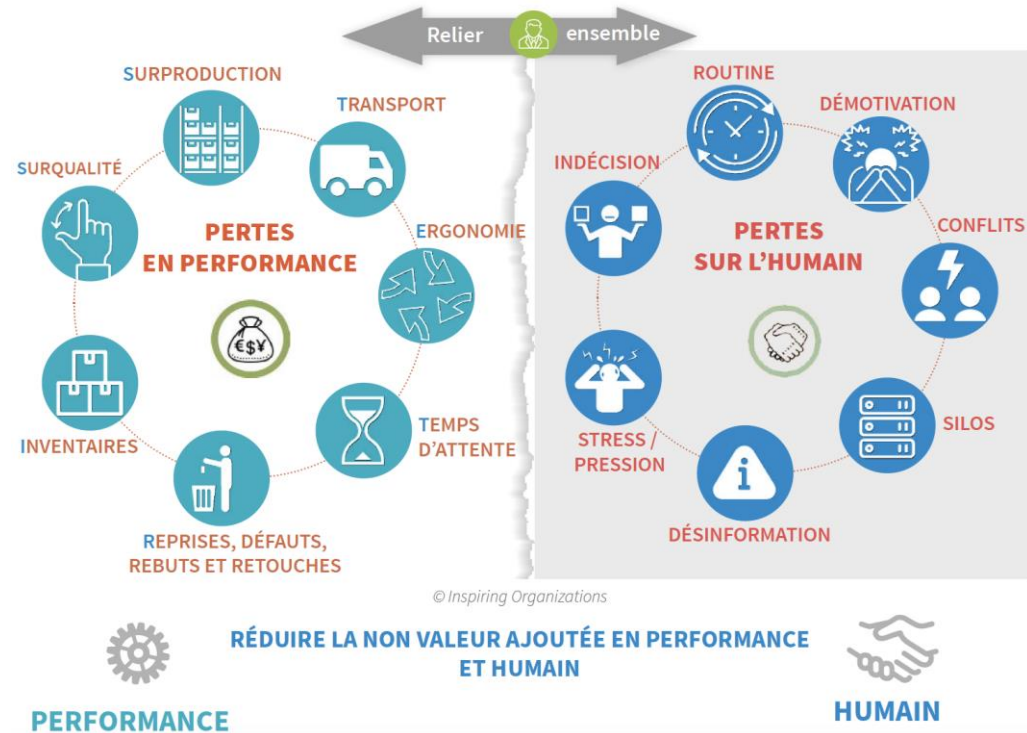
- Untapped talents and values
- Loss of intellectual productivity
- Reduced engagement and motivation
- Turnover and disengagement

Beyond tasks: Quality of the experience

Stress and fatigue: Interruptions, chronic multitasking, diluted time

Loss of meaning: Fragmented activities, little depth, little visible result

Burnout risk: Overload, lack of control, constant interruptions





3: 3 Types of Time Loss

🔪 **EXERCISE:** Which one costs you the most?

INTERRUPTIONS

Imposed

2.1 hours of productivity lost / day

23 min to refocus

56 interruptions / day, of which:

- 80% are minor
- 20% are major (Break a deep task (VA or green), switch context and require a long restart (10 to 20')

Colleague, email, notification, unplanned meeting

DISPERSION / MULTITASKING

Chosen

+ 40% of productive time lost

switching between tasks

+ 50% more errors when multitasking

2.5% of people can truly multitask and make it effective

2 projects in parallel, switching A→B→C without finishing

DILUTION

Chronic

Starting over from scratch each time on an activity/task

Drastically increases the workload to be done

Strongly demotivates on certain activities

Linked to procrastination, can lead to abandoning the task

Coming back to the same file 5 times, restarting each time

SHALLOW WORK:

- X Logistical, low-demand tasks
 - X Often done while distracted
 - X Little real value, easy to replace
 - X Emails, notifications, imposed meetings
- And sadly, **interruptions + dispersions + dilutions**

GOAL = DEEP WORK:

- ✓ Intense focus, no distraction
 - ✓ Creates real value, hard to imitate
 - ✓ Builds your skills
 - ✓ A genuine sense of accomplishment
- Where **you operate in Value Added and your values**



4: DILO: Day In The Life Of

My DILO — log of the day

Start / end time (duration is calculated automatically). For each interruption: note its TYPE and the RECOVERY time (min to get back into the task).

Name: _____

Project: _____

Date: ____/____/____

Start time	End time	Duration (min)	Activity	Activity color	Category	% Losses	Time lost (min)	Details	Task / Project
09:45	10:00	15	Colleague's question → topic switch	FVA - Focus VA	Interruptions	50%	7,5	Manager call	Project Gamma
10:00	10:30	30	Reopening a file after an error	NVA - Non-VA	Rework	100%	30	Priority set in the morning	Urgent
10:30	11:30	60	Deep technical problem-solving	VA - Value Added	Internal customer	0%	0	Deep work	Project Alpha
11:30	11:45	15	Time spent explaining progress	PVA - People VA	PVA - People VA	50%	7,5	Tensions	Project Alpha
11:45	12:00	15	Project working meeting	FVA - Focus VA	Interruptions	50%	7,5	Deep work	Project Alpha
12:00	12:30	30	Travelling to meet the customer	NVA - Non-VA	Ergonomics	50%	15	New priority set in the morning	Urgent
12:30	12:45	15	Project discussion	PVA - People VA	PVA - People VA	50%	7,5	Talking in half-truths	Project Alpha

Color	Family	What it covers	Goal	
GREEN	Customer value added	What the customer / project pays me for.	To strengthen	VA - Value Added
ORANGE	Required value (company)	Mandatory but no direct value: standards, controls, reporting.	To reduce	RVA - Required VA
RED	Pure waste	7 types of waste (Muda) from Lean: Transport, Ergonomics, Waiting time, Rework, Inventory, Over-quality, Overproduction	To eliminate	NVA - Non-VA
BLUE	Waste on the human side	7 types of people-related waste: routines, conflicts, silos, misinformation, demotivation, stress/pressure, indecision	To reduce	PVA - People VA
PURPLE	Focus / productivity losses	3 types of focus-related loss: interruptions, dispersion (multitasking), dilution (over time)	To reduce	FVA - Focus VA



4: DILO: Day In The Life Of

DILO = Day In the Life Observation: Measure your real time and your real losses

The 4 Steps of DILO:

1 Record Each time slot and activity: type of task or loss + restart time

2 Characterize Interruptions: Minor (< 2 min) or major (> 10 min)?

3 Calculate Your real loss = sum of NVA tasks + sum of restarts

4 Target Frequency $\times$ impact = the costliest to fix

The Key Formula: Frequency $\times$ Restart Time = Time Lost



5: Action Plan — Who/What/When

From insight to action: Turning awareness into actions, then into results

Problem: Interruptions in meetings → 2h/week lost

Who

Marie

What

Put the phone on silent, create a "not available" time slot

When

Starting this week, every morning 9–11am

Problem: Multitasking on 3 projects → 1h restart at each switch

Who

Pierre

What

Time-blocking: 1 project per half-day only

When

Every Tuesday and Thursday, 2-week trial

Problem: Dilution on a complex file → restarting 5 times

Who

Team

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What

A 2h Deep Work block with no interruptions + email batching

When

Friday morning, tied to the weekly team ritual

Key takeaway: Every action = An identified problem + An owner + A deadline + Collective follow-up

Continuous Improvement — a better way to work



From the standpoint of the individual and their workload, the goal is to:

- ▶ **Reduce non-value-added activities**, and therefore the **workload** overall.
- ▶ **Increase the ratio of value-added activities**, and therefore the **meaning**:

