

# Aspire2BLean



## How to use the DILLO approach to reduce waste & Impact the Bottom Line

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# Impact of DILO's (Day in the Life Of)

- What is a DILO & Why ? 
- How to maximise the impact. 

Context – There is “business waste” associated with everything we do. It can be process waste, environmental waste, energy waste and transactional waste. *All these wastes directly or indirectly are created by humans. By understanding what we do as staff, managers and leaders, we can reduce or eliminate the waste*

# Value Adding Activities

In some organisations the overall proportion of value adding activities can be as low as 10%. A value adding activity is defined as an activity that the customer is prepared to pay for i.e. something that directly impacts the end product e.g., functionality, performance, quality. Your customers don't care about the internal workings of your organisation, just the output.

However even in the worst case, if we can shift the 90% of the NVA (Non Value Adding Activities) to 80%, we have just doubled our productivity from **10-20%**

The principles for improvement are that if you don't measure it, you are not going to change it.



# The Mechanics of DILO

A DILO is a structured approach that allows a greater understanding of the current work being done. The tool is simple to use and it identifies 3 categories, the value adding work, the non-value adding work, and the unavoidable work that needs to be done in order to add value.

These can be simply characterised as :- VA, NVA and UNVA.



# Specific Benefits for a DILO Study

It aids committed staff identify value added (VA) and nonvalue added (NVA) tasks that they are performing daily.

By raising their personal awareness of the amount of time spent on NVA tasks, choices can be made on what to do differently.

This generates a real understanding of what tasks are really executed, which in turn creates potential for significant improvement. This can also lead to the replication of very effective people who have a better approach to their tasks.

Before a DILo exercise VA activities are, on average, only 21%-40% of a given role.

In an upcoming (June 2018) HBR Article – Productivity; “Managing the Idle Time”, it highlighted that 78% of workers had idle time and this included the professions such as lawyers and doctors.

# What does a DILO Look Like ?



Time (Sta-Fin)	Activity Description	Activity Detail	Elapsed Time (Mins)	VA	UNVA	NVA
0900-0903	Fetching spanner	Fetching spanner to loosen wheel nuts	3		√	
0903--0908	Loosening nuts	Using spanner to loosen wheel nuts	5	√		
0908-0911	Fetching jack	Fetching car jack from the other side of workshop	3		√	
0911-0917	Jacking Car	Using jack to raise car	6	√		
0917-0925	Removing wheels	Removing 4 wheels from car	8	√		
0925-0933	Replacing wheels	Placing new four wheels on car	8	√		
0933-0953	Buffing Tyres	Using black polish to buff tyre walls	20			√
0953-0957	Tightening nuts	Using a torque wrench to tighten wheel nuts	3	√		
0957-1000	Lowering car	Lowering car to ground & remove jack	3	√		

All activities like these where there is human interaction can be analysed in this way. In this case there is a higher % of value adding work, but there are still opportunities to improve.

This analysis can be done to identify waste in a whole series of jobs or systems. It can also be done in an administrative environment where an example could be loading the photocopier.

# Specific DILO Benefits



- It helps us fully understand how individuals and teams operate. Teams as well as individuals can make positive improvements.
- Increases effectiveness of working time.
- Reduces proportion of Non-Value Adding Work. The % of NVA versus the overall time is a powerful way of demonstrating that improvements can be made.
- You can actually review the activities against the defined role, and even re-define the role if required.
- The revised work activities will have a direct impact on the bottom line, and in most cases, will not require investment.
- It can help you drive a performance culture.

# Critical Success Factors

- Remember this is not a “time and motion study”, staff engagement is critical.
- It is possible to do this analysis on non manufacturing or related work i.e. professional services or administration.
- It is possible to analyse yourself as well as others, but be minded of your own objectivity.
- Challenge your thinking about opportunities, and get others to validate.
- All the proposed changes after the analyses don't have to be done in one go; stepwise implementation can be better and lead to better employee engagement.



If you are interested in knowing more about the DILLO please contact us at:

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