LEAN activities in research administration
– seen through the lens of leadership

Tina Lewis, MSc, Executive MBA
Head of Research and Innovation Office, Faculty of Health and Medical Sciences
Chief Administrative Officer, Novo Nordisk Foundation Center for Basic Metabolic Research
tina.lewis@sund.ku.dk
About the Faculty

SUND is among the largest faculties of its kind in Europe

- **3,350** employees
- **1,891** scientists
- **7,754** students
- **1,626** PhD students

**No. 2** university among the Nordic countries within Life Science and Medicine in 2015

- **DKK 2,978** million turnover
- **302,000** m² building floor space
- **11** departments
- **3** teaching hospitals
- **40,000** patients treated each year

Source: SUND Research and Innovation (Employees 2016, scientists 2016, PhD students 2016), SUND Student Affairs (Students 2016), QS World University Ranking, Life Science and Medicine 2016, SUND Campus Service (m² 2016) and SUND Budget (Turnover 2015)
My portfolio

Aim

- Highly skilled
- Efficient
- Service-oriented

Examples of our work

- Graduate education (enrolments, course admin, peer reviews etc.)
- Project administration
- Financial accounting, budgetting, invoicing, stipends, honorarium and travel expenses
- External funding (grant writing support, newsletters, webportal, networks)
- Management services (infrastructure, data management guidelines, RCR, research assessment etc.)
- Management information (external funding, academic staff, bibliometrics, innovation, industry collaboration etc.)
What processes do we “LEAN”?

Aim: highly skilled, efficient, service-oriented
Our goal

Aim: highly skilled, efficient, service-oriented

Job-satisfaction

Leadership, clear expectations, no conflicts among colleagues, collaboration
What do you think is difficult about working with LEAN principles?
At the beginning
What happens to people and behaviour?
What did we come from?
What was needed?
What tools do we utilise?

- Standardization
- Websites
- Operations Management
- Descriptions of workflow
- Blitz
- Portfolio indicators
What results did we achieve?

- Highly professional operations management
- Satisfied deanery, department heads, graduate students etc.
- Satisfied staff — less absenteeism due to illness (stress), high spirits, everyone helps each other
- High productivity.
What do you think about the principles of LEAN now?
Perspectives

"...ohhh, but this isn't LEAN – it just makes sense!"

Training in LEAN techniques

Clustering tasks

WORD

EXCEL

Workplace assessment

Version 3

The leadership assignment

Doing more with less and doing it better
What it takes

- The right people
- Mindset
- Nudging
- Recognition
- Clear communication
- Persistence
The leadership challenge for the future