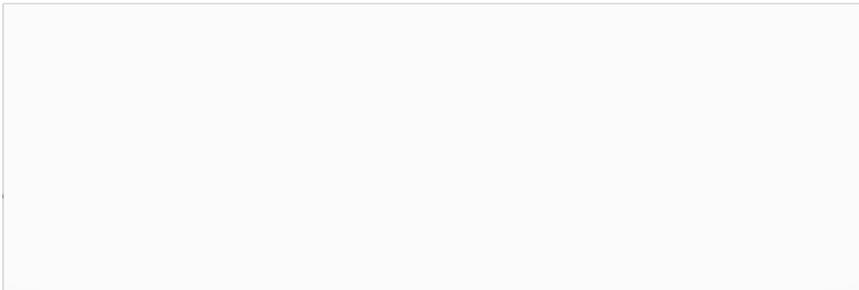




Restructuring public sector service— reimagining proactive selves.

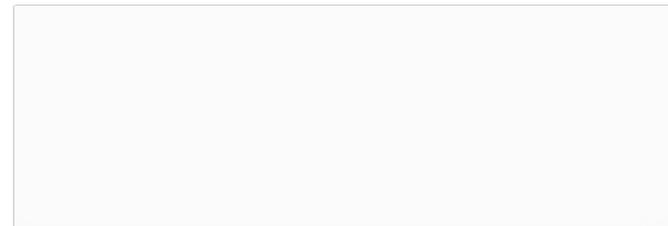
Kirsten Marie Bovbjerg
& Jakob Krause-Jensen





Program

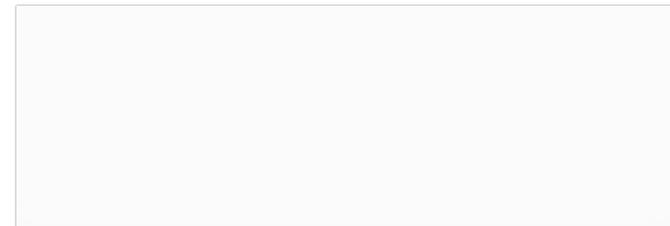
- Drucker and the idea of the Knowledge worker
- One slide about Stress
- Proactivity as ideal
- Lean-management and thin worker ideals





Program

- Drucker and the idea of the Knowledge worker
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The Luther of Management Theory

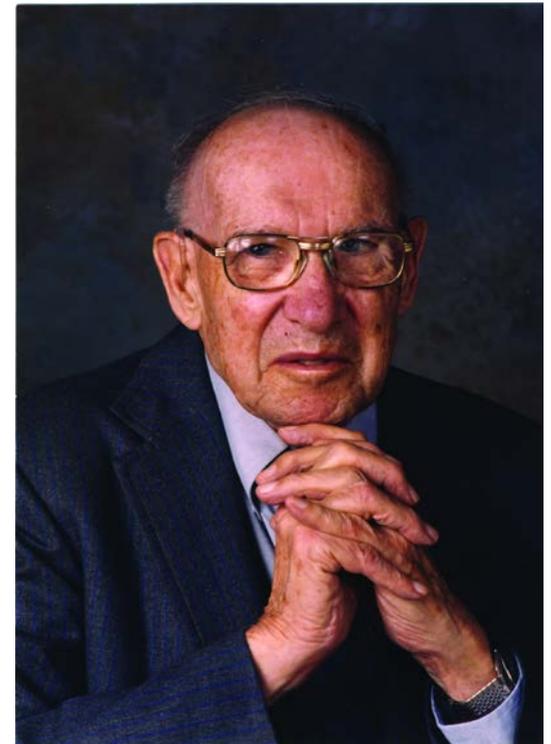
Peter Drucker (1909-2005):

- 'knowledge work' and 'Self management'

Concept of the Corporation (1954)

- Management by Objectives

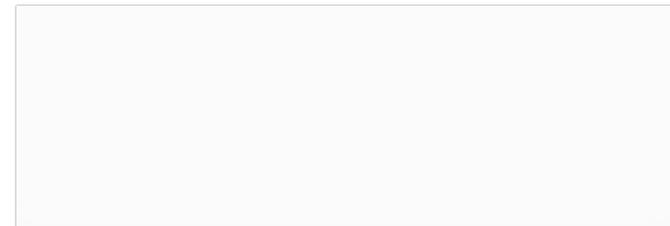
The Practice of Management (1959)





Program

- Drucker and the idea of the Knowledge worker
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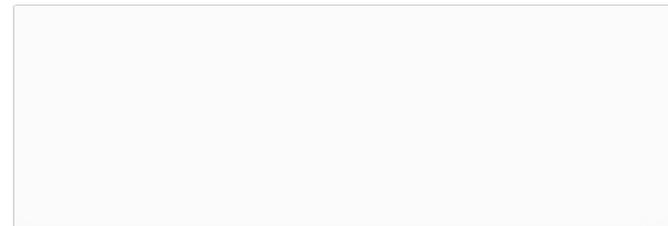
Stress among social workers

- Stress caused by double binds and cross pressure.



Program

- Drucker and the idea of the Knowledge worker
- One slide about Stress
- **Proactivity as ideal**
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Stress intervention

- Reactive

- Stress is a consequence of work demands exceeding the resources (workload is too big).
- Intervention is directed towards changing circumstances

- Proactive

- Stress is an individual condition which each person must learn how to overcome
- The intervention is about teaching the individual to change in order to overcome stress

The 'proactive' person

WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.

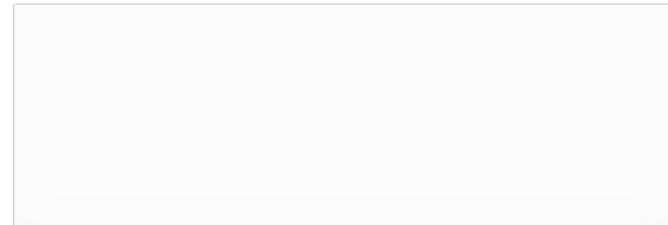


- Pushes processes of change
- Thrives in chaos
- Is Stress-resistant
- Takes individual responsibility for his or her life.
- Is in a process of eternal movement and growth—personally and professionally



Program

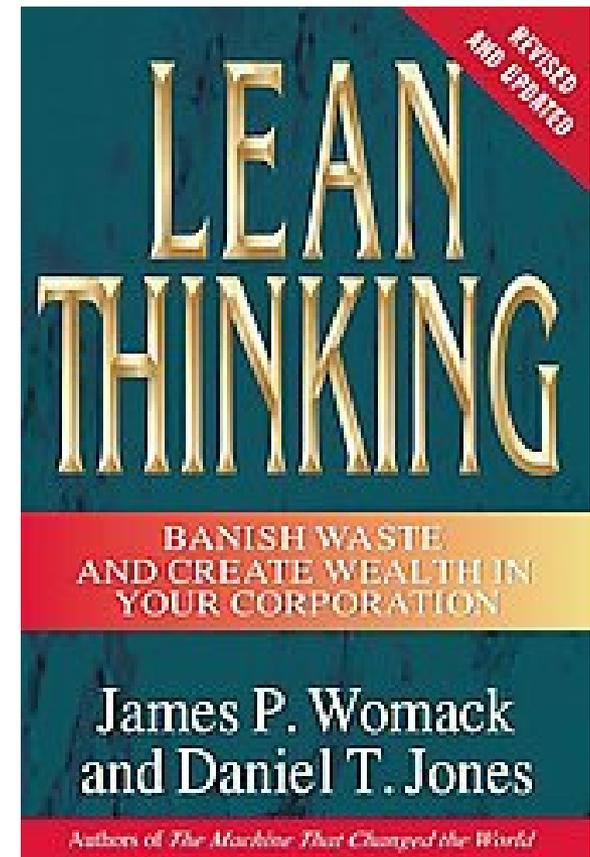
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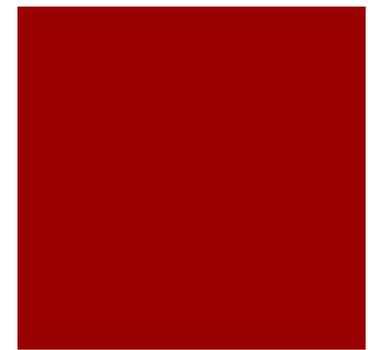




Lean: Cutting it to the bone

- 1) Visualize the **Value chain**
- 2) Identify '**waste**' (= *muda*)
- 3) Create '**flow**'
- 4) **Pull-base** production
- 5) Create a culture of 'continuous improvement (*kaizen*)'





Dominant discourse

■ **GOD LEAN LEDELSE**
I ADMINISTRATION OG SERVICE

MIKKEL ERIKSEN
THOMAS FISCHER
LASSE MØNSTED

DEN NYE LEAN VÆRKTØJSKASSE
Mod hurtigt og fleksibelt flow

DEN NYE LEAN VÆRKTØJ
Mod hurtigt og fleksibelt flow

GIYDENDAL BUSINESS

AF JOHN BICHENO
Oversat af
Jacob Austad & Bjarke Blønde

THOMAS B. CHRISTENSEN NIELS WIKRÉN MICHAEL LECK

LEAN

IMPLEMENTERING I DANSKE VIRKSOMHEDER



Forlaget

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Ledelse
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Søren Brandt & Steen Hildebrandt

Jak Børnøtt, Arvidson & Michael Nørby (red.) & Engene Nørby
Rasmus Wilberg & Søren Madsen

LEAN

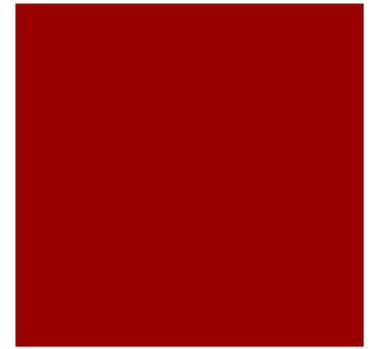
UDEN GRÆNSER?

Lean i offentlige og private virksomheder

Aschehoug

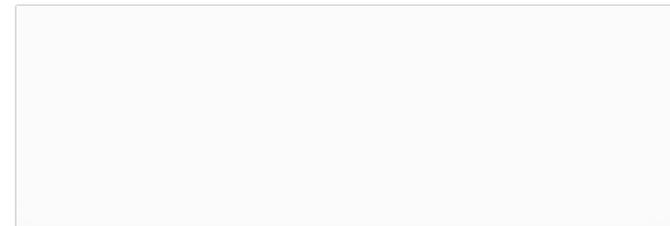


Lean is 'proactive'



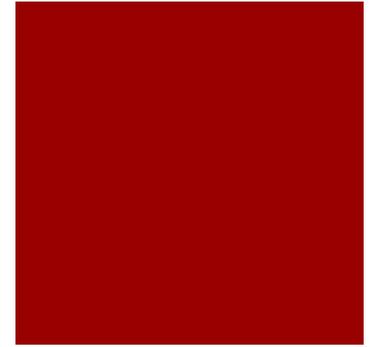
”Lean strenghtens positive thinking in the organization and creates energy”

- *Søren Søndergaard, KL.*



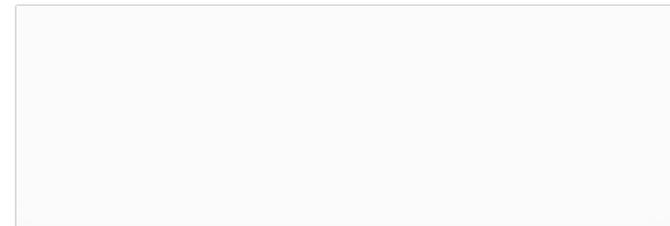


Lean culture



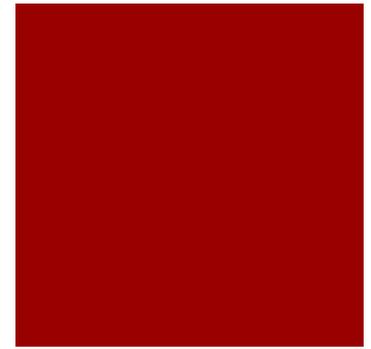
“To go through a Lean diet is not dreadful...[But you need] ‘a change of lifestyle’. In return, we promise that the aim is not a life as a robot on gruel. Lean is about being slim in a great and fun way- and then keep slim, agile and healthy in the future...”

From: Christiansen, T. B., N. Ahrengot, et al. (2006). *Lean*. Kbh., Børsen.



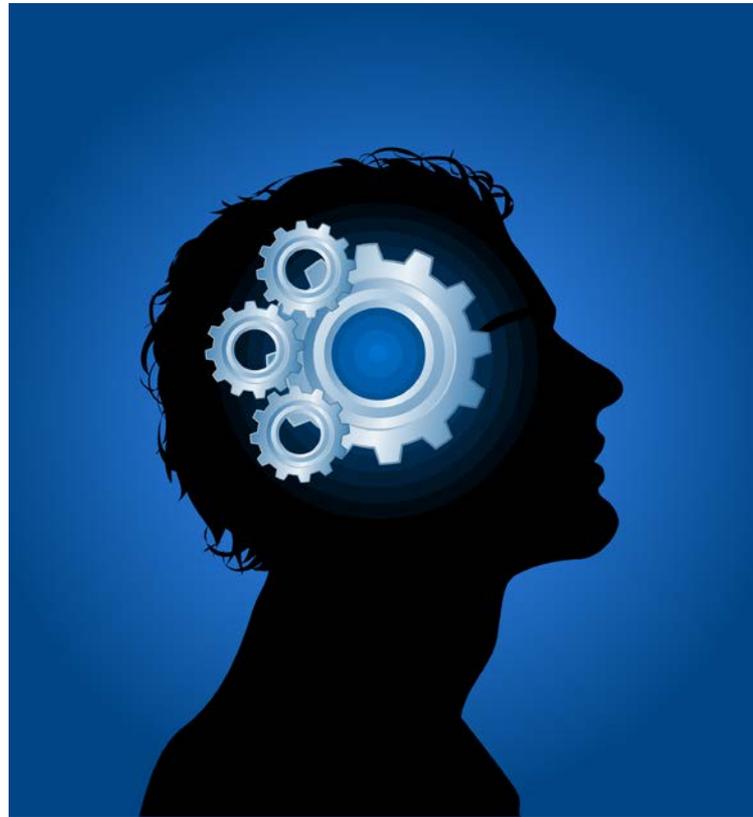
Lean in the Social Services

- *Kaizen*-meetings
- Performance Measurements



So, What's the Problem?

- Counter-productive consequences
- A 'thin' view of the worker
- Lean fundamentalism



Dissident voice

"There was some excitement, especially in the beginning. As I see it there is a hidden mistrust in all this. Lean also means that we have to report and document more. We are monitored and measured. We need to do a lot of extra paperwork registering and so on...[..] We are never good enough! (Stine, family councillor).