Dr Nicola Bateman, Senior Lecturer in Operations Management, Loughborough University and Professor Zoe Radnor, Dean, School of Business and Professor of Service Operations Management, University of Leicester delivered a seminar building on their short presentation at the LIIPS Forum in November 2016.

'Lean' and Continuous Improvement have become popular approaches to public service reform. In the current era of reduced public spending it promises to maintain service productivity, improve utilisation and maintain quality. This presentation drew on research across government, education and health which argue that the implementation of lean to date has been focused on the technical tools without business logic to validate it.

The latest research in Visual Management was presented and provided useful learning for healthcare application. The role of middle managers, the need to be a demand led system not a capacity led system, the power of using lean methodology combined with simulation and the importance of being a SERVICE public service were explored.
Speaker Biographies

Professor Zoe Radnor

Professor Zoe Radnor is Professor of Service Operations Management and Dean of the School of Business, University of Leicester. Her area of interest is in performance and process improvement and, service management in public sector organisations. Zoe is particularly known for her research in the application of ‘lean’ in public services. She has published over 80 articles, book chapters and reports as well as presented widely on the topic to both academic and practitioner audiences. Zoe has advised a number of boards and committees for organisations such as the Welsh Assembly, National Audit Office and Cabinet Office. More interestingly, she is a mother to 3 children, enjoys the theatre, shopping and cycling when she has time!

Dr Nicola Bateman

Nicola is the deputy director Centre for Service Management and leader of Visual Decision Practices Research Interest Group (VDP-RIG). Nicola’s current research includes operational effectiveness in the UK Fire and Rescue Service and the use of visual tools in operational environments. The fire service research is part of her exploration of the use of operations management in public service environments. Her visual management work addresses how visual tools can be used to support decision making in operations environments, particularly team-based situations. Also how can these visual tools be best designed and used to support decision making.

She has presented to organisations such as the CBI and participated in a DTI economic evaluation unit and she has published in journals such as International Journal of Operations and Production Management and International Journal of Production Research, on subjects such as lean operations and modelling systems flexibility. More recently she has published on the use of visual management for team decision making, including contributing to the “Routledge Companion to Visual Organisation”