# LEAN Ohio
PROJECT STARTER KIT

This page will get you started in building or strengthening your work area's use of **meaningful metrics and visual management**.

By having a select few measures that show how well the process is doing, and by developing a dashboard or some other visual to make those measures readily visible and easy to comprehend, everyone can feel a greater sense of ownership.

If you keep an eye on the scoreboard when watching sporting events, you've benefited from visual management in action. In a similar way in the work world, agencies can use signs, charts, information displays, process maps, dashboards, scorecards, and more to communicate key information to employees – about processes, customer satisfaction, other important results, and more. When visual tools are an everyday part of the workplace, people can see how their day-to-day work is having a positive impact – and they can get important information that points to improvement opportunities.
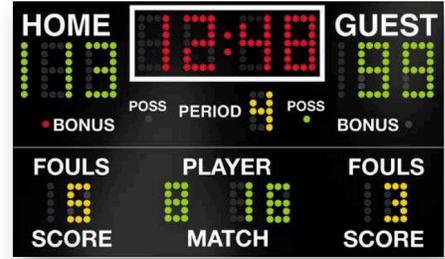
! Focus on the work area or office or section you manage. If you don't manage a given office or section, narrow your scope to your immediate work area.

• **STEP 1: Assess current process measures.**

Currently in your work area, what is measured to track the performance of your main work process?

How are the **process measures** circulated and displayed so that employees can see what's going on?

> **Process Measures**

Time-based process measures can include: lead time, cycle time, waiting time, travel time, time to complete form, etc.
Count-based process measures can include: process steps, handoffs, decision points, loopbacks, delays, customer complaints, phoned-in inquiries, emailed inquiries, inventory quantity, backlog, etc.

• **STEP 2: Assess current outcome measures.**

Right now in your work area, what is measured to track the outcomes and results of the process?

How are these **outcome measures** circulated and displayed so people can see what they're producing?

> **Outcome Measures**

Outcome measures can include: customer satisfaction, expenses (example: postage expense), direct cost savings, customer cost savings, ratios showing changes in outcomes from one time period to another, etc.

• **STEP 3:** If you were creating a scoreboard to be posted in your work area for all to see, and it had room for just four measures, what measures would you include?

> Process measure:
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> Process measure:
>
> Outcome measure:
>
> Outcome measure:

• **STEP 4: Set the stage for a conversation.**

Your best next step is to involve your colleagues in a conversation about this – to raise awareness, initiate planning, and move toward implementation.

PARTICIPANTS

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