

# Clean Sheet Redesign



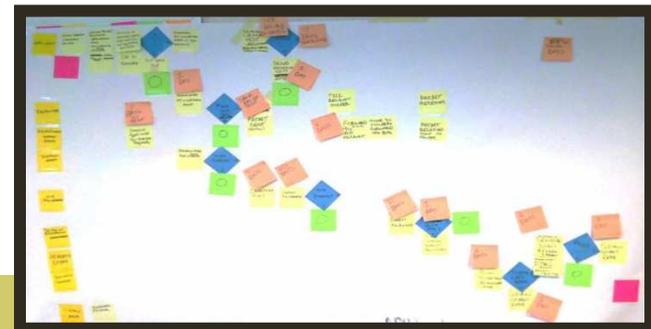
**“STAY IN YOUR LANE!”**

# Clean Sheet Redesign – Future State

**How do we go from here.....**



**To HERE!**



# Facilitating Clean Sheet Redesign



## Vocabulary:

- Current Process Map
- Clean Sheet Redesign
- Future State

## Clean Sheet Redesign:

- Facilitated process to take the current state into the ideal future state.

# Pre-Requisites for Clean Sheet Redesign

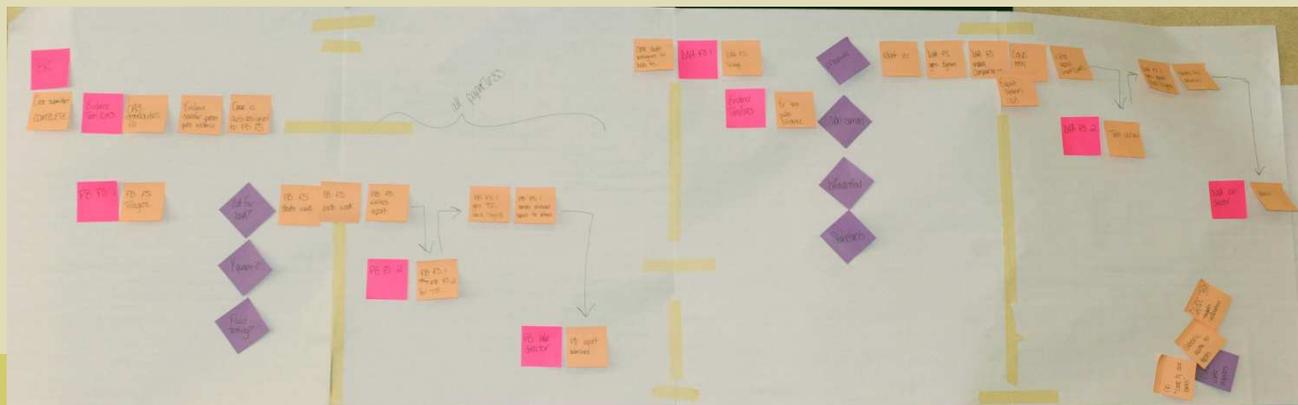
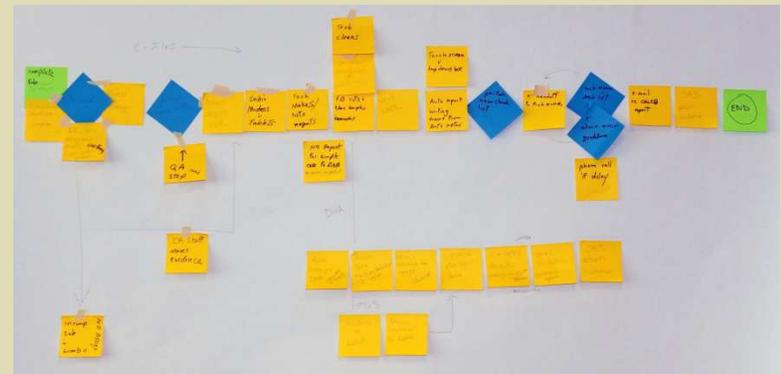
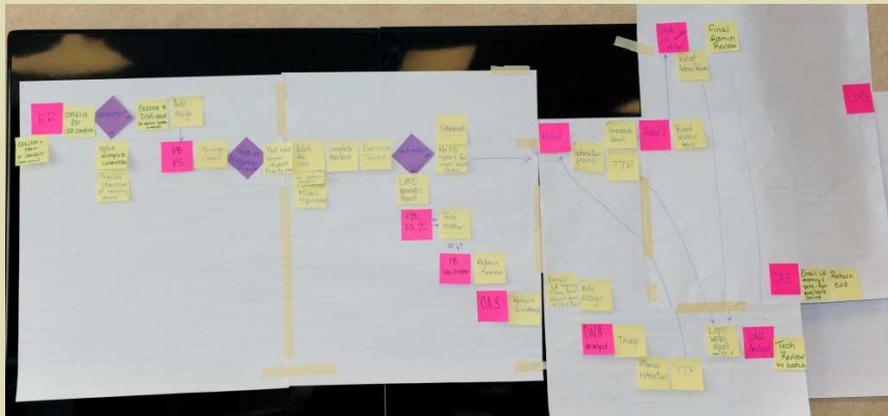


- **Pre-requisites to Clean Sheet**
  - Complete the Current State
  - Gain Consensus on Current State
  - Brainstorm New Ideas
  - Prioritize the Brainstorm Ideas
  - Lean Six Sigma Training Including:
    - ✦ Lean, 5s, high level Six Sigma, Voice of Customer
  - Waste ID (TIMWOOD) on the Current State Map

# Facilitating Clean Sheet Redesign



- The Kaizen Team is divided into three teams who create Three Clean Sheet Redesigns



# Facilitating Clean Sheet Redesign



- The Facilitator creates these three Clean Sheet Redesign Teams Based On:
  - Knowledge level spread out to all three teams
  - Team Dynamics
  - Fresh Perspective
  - Customer
  - Those with Process Mapping Experience
  - Facilitator uses co-facilitator and sponsor –lead to assist in team assignments.

**Facilitator may needs sponsor or team lead assistance to assign groups**

# Facilitating Clean Sheet Redesign



- **By this time you know the team:**
  - Here is the secret: Co-facilitator is reading the group.
  - Personality Types
  - Reading consensus levels
  - Need to be aware and watching the group

# Facilitating Clean Sheet Redesign



- **Clean Sheet Redesign Logistics:**
  - Prefer to have each team in a different room.
  - Depending on group – facilitator may strive to remove them from the Current State Map

# Facilitating Clean Sheet Redesign



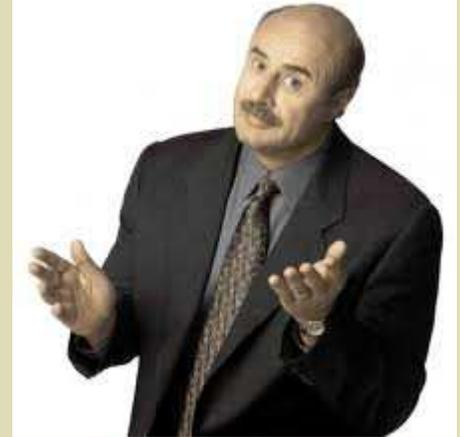
- Facilitator input during the Clean Sheet Redesign may be more intense at the beginning to get them started and comfortable with process mapping.
- After comfort level is established the facilitators should:
  - Check in
  - Assist the team – but do not enable the team
  - If they do not need help leave them be but.....

**Be Ready to Step in and Assist the Team**

# Facilitating Clean Sheet Redesign

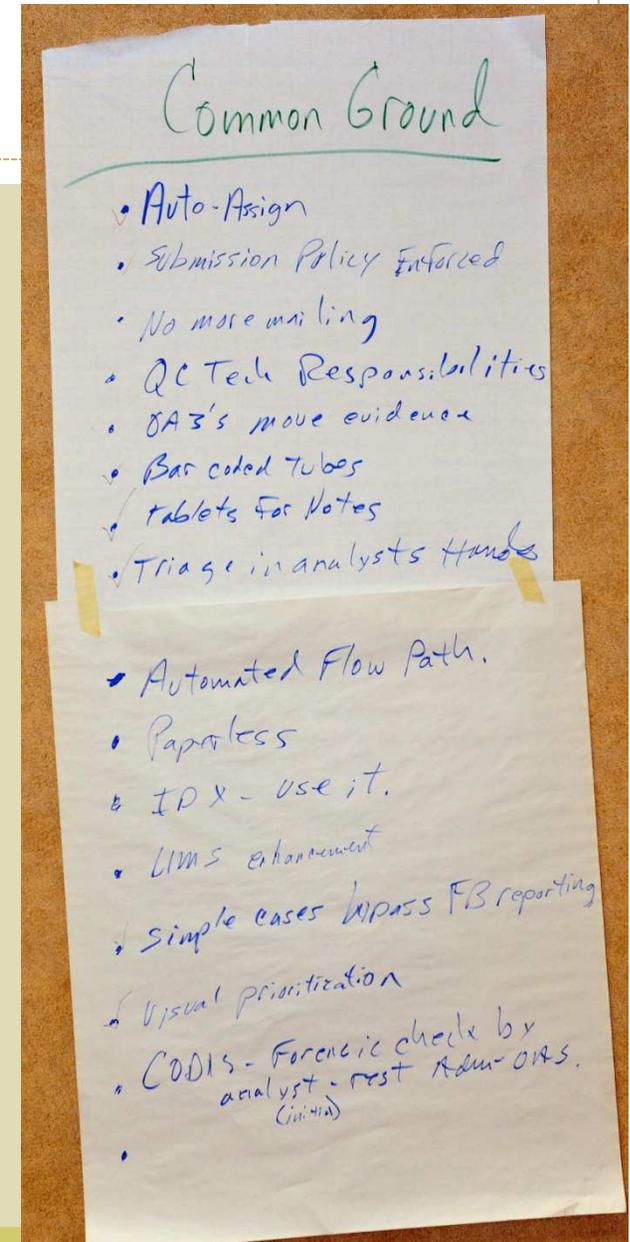


- Dr. Phil Time
- You ID the Detractors
- Hold Hands
- Let People Vent
- Remember you may have to be the bad guy...
- You are not there to be their friend but to be the facilitator (your duty is to the process)
- **DON'T TAKE SIDES** – There will be team members you might not like personally (it happens).



# Facilitating Clean Sheet Redesign

- Give hard deadlines (and change it when needed).
- Have all three teams report their clean sheets to the group.
- Chart Unique and Common Ground items for the three groups.
- Reach Consensus.
- Leadership/Sponsor is involved at this point and gives vote of confidence (or rights the ship).



# Future State



- Transforming the Three Clean Sheet Redesigns to the Future State.

# Facilitating Future State



- Facilitators assigns one team (taking members from each of the three clean sheet teams) to create the Future State.
- This team is chosen carefully and the team lead and sponsor may be consulted.
- This team goes into a breakout room and creates the Future State. Again the Facilitator may need to assist in getting this group started.

# Facilitating Future State



- What are the rest of the team doing while the small group creates the Future State?
- Everyone else is assigned to various work groups:
  - Poke Yoke Forms
  - Website
  - Communications
  - Brainstorming ideas

# Facilitating Future State



As a Facilitator you may need to challenge group:

- Ask is it Transformational
- Are you reaching Consensus
  - Consensus may be at different levels – the facilitator may need to call out the group before moving on.

# Future State



- Get Team Consensus on Future State
- Get Sponsor/Team Lead Approval of Future State before moving on.

# Future State



Goal: **TRANSFORMATIONAL**

- Create a new process that's significantly better than the old one.
- Reduce process steps, cost, time by 50%
- Delight the customers of the process
- Put aside the “as is” model

# New Process Design



## Work Structure Principles

- Design process around value-adding activities
- Work performed where it makes the most sense
- Provide single point of contact for customers and suppliers
- If the inputs coming into the process naturally cluster, create a separate process for each cluster

# New Process Design



## Work Structure Principles

- Ensure a continuous flow of the “main sequence”
- Reduce waiting, moving, and rework time
- Reduce or eliminate batching
- Reduce checks and reviews
- Push decision-making down to the lowest reasonable level
- Build quality in to reduce inspection and rework



# Questions