



LEAN ROUTINE:

HOW TO USE THOSE GREAT STRATEGIES AND TOOLS
THE **51** WEEKS OF THE YEAR WHEN YOU ARE **NOT**
IN A KAIZEN EVENT

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Green Belt Training

Agenda



- Lean Routine
- Using Lean to improve smaller every-day issues
(and yes, glad you asked – suitable for a Green Belt project)
- Department of Prevention Exercise

Lean Routines



- If a Kaizen Event is the sledge hammer of Lean Six Sigma
- Although we often think of it as a Wrecking Ball.....
- Lean Routine is the Hammer



Lean Routine is another tool to add to your tool belt.

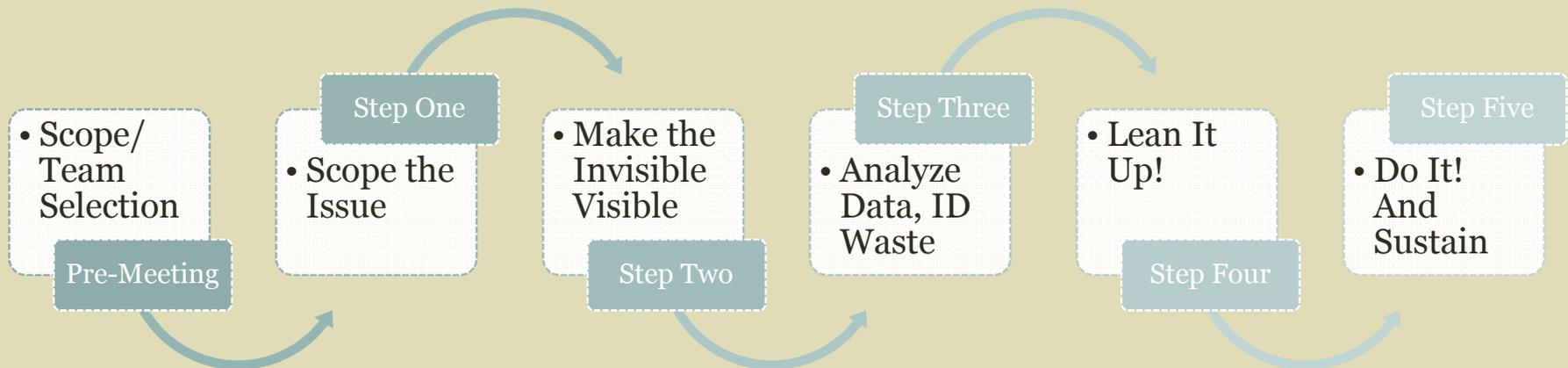
Lean Routine



- What is this Lean Routine
(I like that it rhymes but how can I use it?)
 - Lean Routine is a quick hitter.
 - It is grass roots in nature
 - It is meant to be used on sub-processes and pain or 'pinch' points
 - They work best when you have control over entire process
 - Should be conducted by those doing the process!

Lean Routine

- In essence – Lean Routine is taking elements employed in a Kaizen and/or other Lean Tools and using them (with proper facilitation and discretion) on smaller sub-processes.



Lean Routine



- Lean Routines are **Flexible** - If scoped correctly they can be completed in:
 - One Day
 - OR....Five Meetings
 - OR....Two and a Half Meetings
 - OR.....you get the idea.



Lean Routine WARNINGS!!



- Lean Routines should not be used with Large, Complex Processes that cross many sections or agencies (that is why we have Kaizens).



This is so important let me say it again

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Really! Write it down ...did you all write it down!

Lean Routine WARNINGS!!



- Lean Routines require flexibility on the part of the facilitator
- Lean Routines require planning and follow-up
- Lean Routines may require level setting with every meeting
- Team make-up should mirror actual process
- Lean Routines still need to be scoped and chartered appropriately!!!!

Lean Routines – Why they are GREAT!



- The more you do the better they get (less training need)
- More flexible for time commitments
- Can look at one sub-process several times
- Easier for management to approve
- Gives time to collect and analyze data
- Provides Quick Wins!!!
- These are for Routine Activities

Lean Routines – Communication



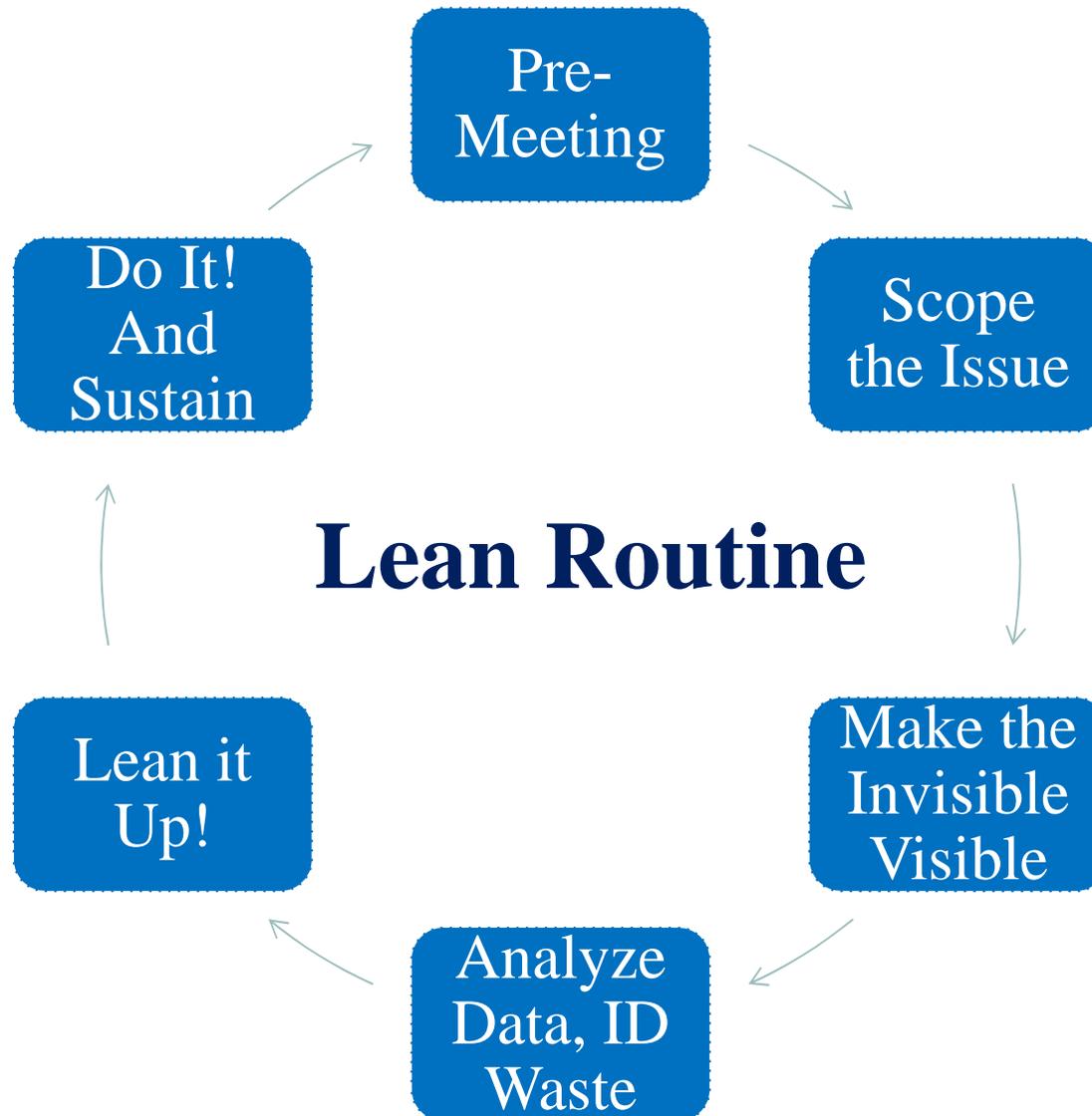
- Another Piece of Advice from LeanOhio to you!
- Lean Routines are structured in a way that there are often breaks in between team meetings (not so for Kaizens)
- These breaks can lead to reinforcements (either positive or negative)
- Communication and Discussion can help keep the momentum alive...
- But be aware that you may have to break through at the beginning of each meeting. (Summer Break)

Using Lean Routinely



- Where To begin:
 - Pick a small part of a process that is a pain point, not the entire complex process (a sub-process)
 - 8-15 steps maximum
 - 2-4 swim lanes maximum
 - Select a part of the process that is in you or your small team's control

5 Step Rapid Improvement Process



5 Step Rapid Improvement Process



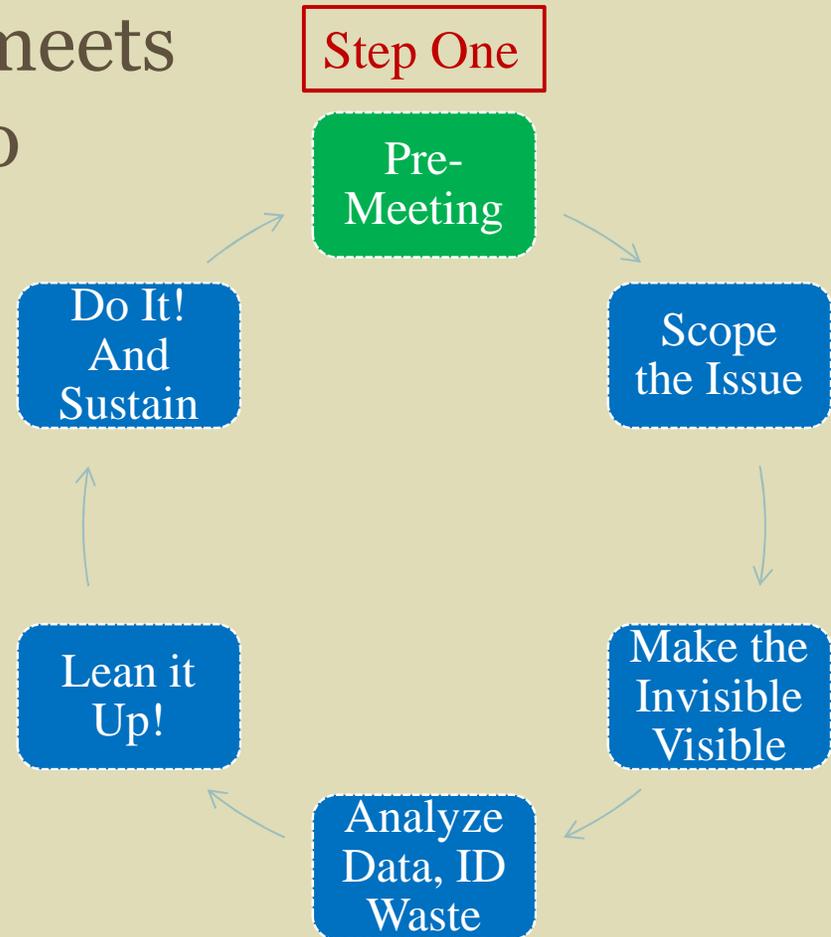
- Make improvements all in one day, over 5 separate weekly meetings, or a combination. Steps:
Pre-meeting with Process Owner to pre-scope and select team
 - 1) Scope the issue to ensure it is the right size (remember guidelines on previous page)
 - 2) Make that part of the process visible, and gather data such as lead time, cycle times, error rates, costs, etc. for those steps identified
 - 3) Analyze Data, ID Waste, and non-value added activities
 - 4) Lean it Up
 - 5) Do it!

Step by Step: Step One

Pre-Meeting: Facilitator meets with the Process Owner to conduct Pre-Scope, Team Selection and logistics.

Activities might include

- First Draft of Charter
- First Draft of SIPOC
- Other

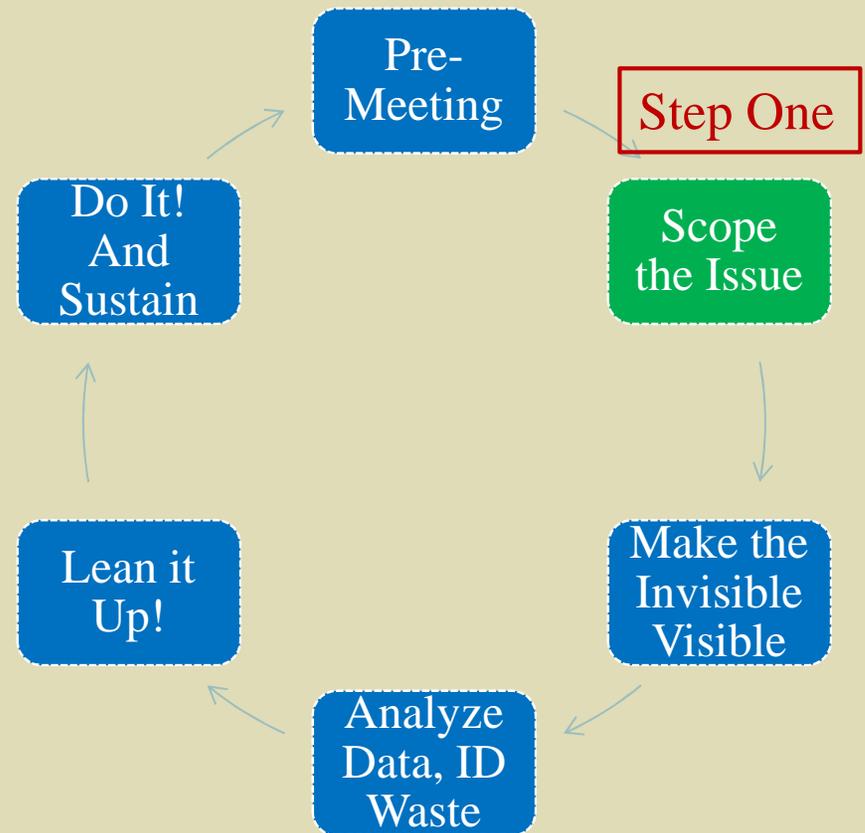


Step by Step: Step One

Step One: scope the issue to ensure it is the right size (remember guidelines):

Activities might include

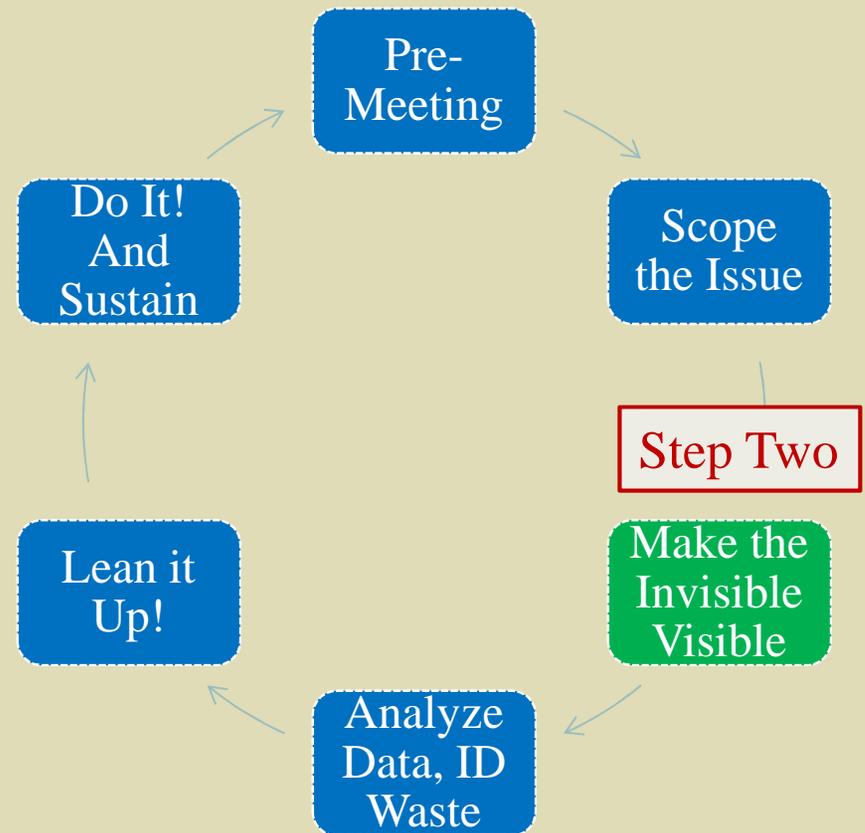
- Charter
- SIPOC
- Scoping the Process
- Includes Excludes
- Identifying Metrics
- Other



Step by Step: Step Two

Step Two: Make that part of the process visible, and gather data such as lead time, cycle times, error rates, costs, etc. for those steps identified

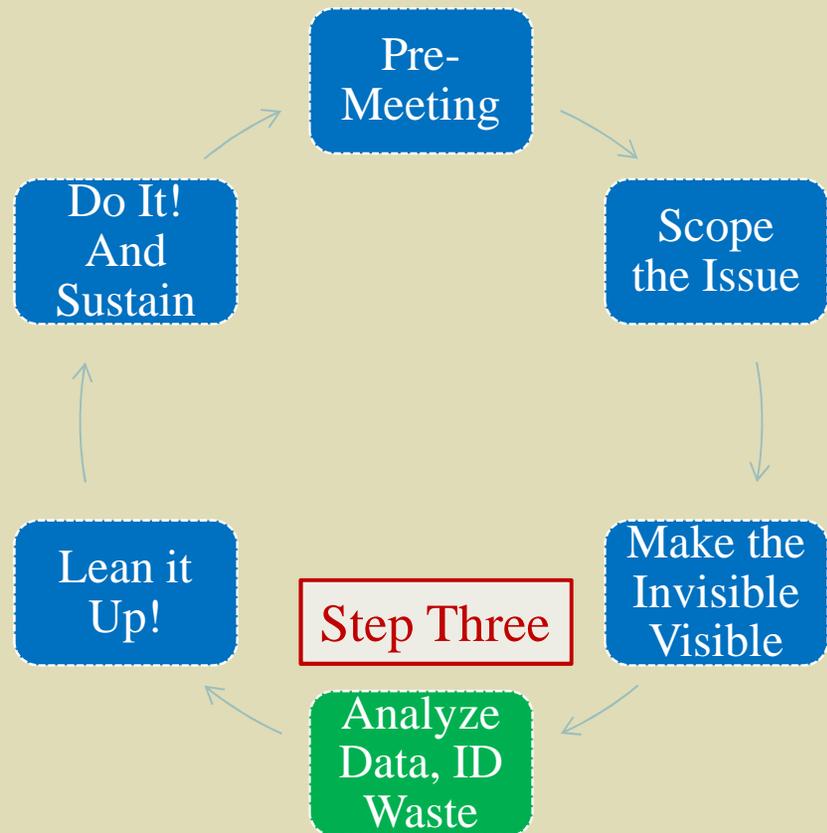
- Process Mapping
- Data Collection Plan
- 5S
- Other



Step by Step: Step Three

Step Three: Analyze Data, ID Waste, and non-value added activities

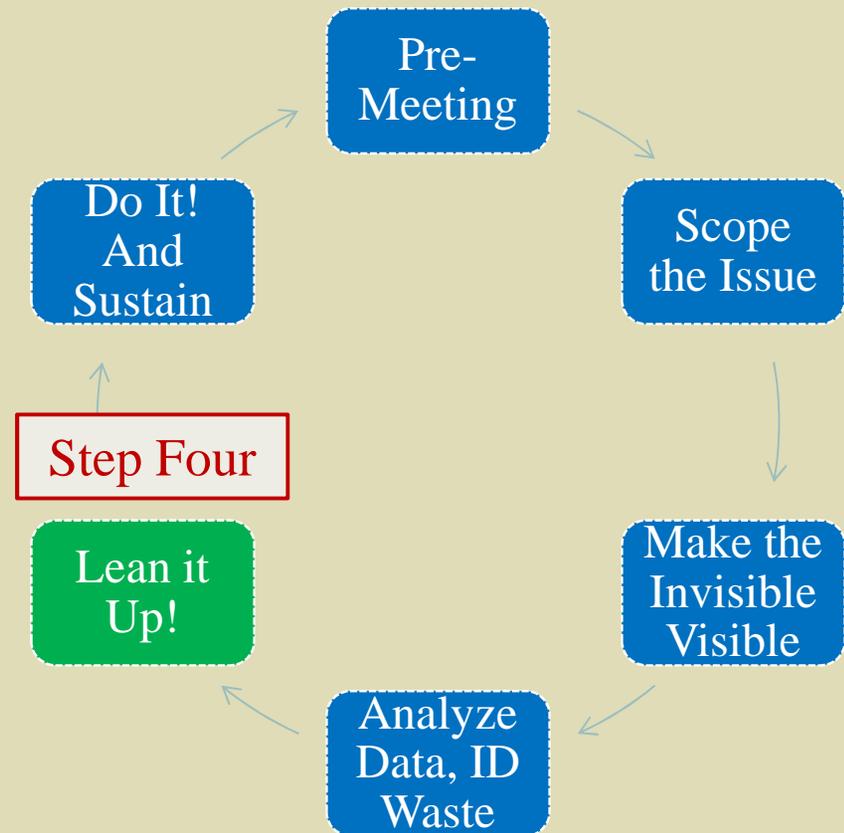
- TIMWOOD
- NVA-NVAN
- Root Cause Analytics
- Brainstorming
- Other



Step by Step: Four

Step Four: Lean it Up

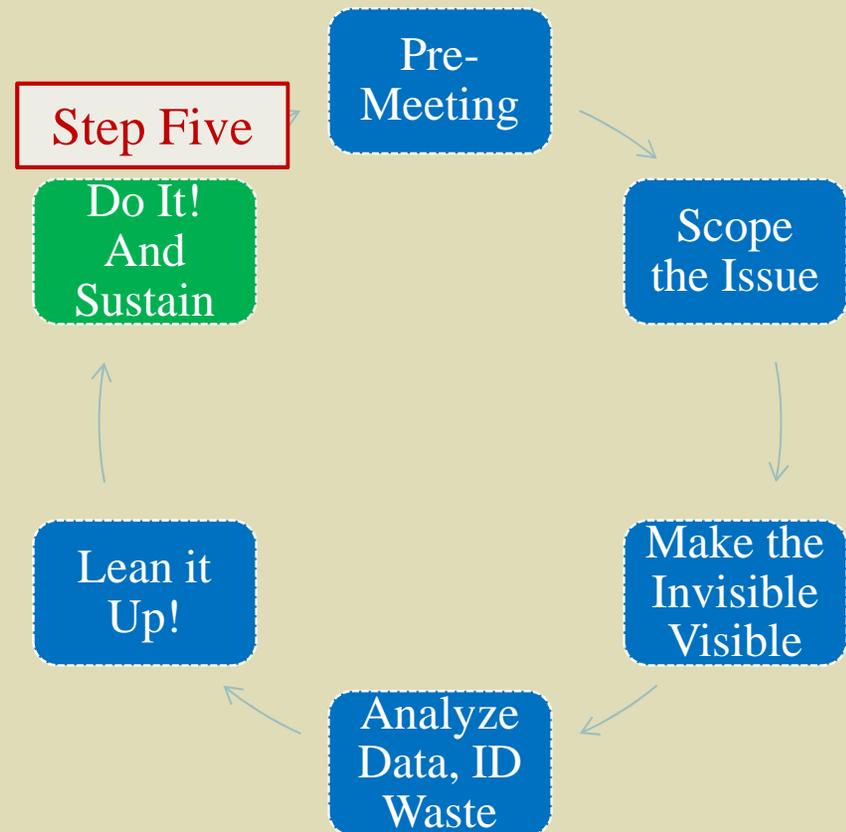
- Clean Sheet Redesign
- Poke Yoke Forms
- Standard Work
- Other



Step by Step: Step Five

Step Five: Just Do It! and Sustain

- Action Registries
- Training and Education
- Control Plan
- Project Management
- Other



Department of Prevention Exercise



Department of Prevention Exercise



Set UP:

“Hey Green Belt. I’ve got a problem I need you to fix fast. We may do a full Kaizen event later, but right now we just have to stop the bleeding quickly. The problem in a nutshell is that this process is simply taking way too long. It seems like its taking forever just to get the authorization form completed and reviewed before we can even process it!”

Data for Exercise



- It takes an average of 3 days for customer to the mail form to department
- It takes 15 minutes for the department to sort it so it goes to the proper person for review
- It takes an average of 1 day for the form to get to the proper person for review
- It takes 30 minutes for the employee to review the form
- The form is completed correctly 25% of the time
- Approximately 50% of the time critical errors are made and the form must be returned to the applicant for correction
- It takes an average of 4 days to get it from the reviewer back to the customer for correction
- It takes an average of 6 days for the corrected form to get back to the reviewer

Exercise Data Analysis



If the form only has to be corrected by the customer once, what is the “cycle time” of the actual work done to process the form, and what is the lead time for the entire process?

Department of Prevention Exercise Data:



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Answer:



Cycle Time:

Sort time	15 minutes
Walk the form down hall	2-3 minutes
Review form	30 minutes

Lead Time:

Mail from customer to department	3 days
Batched, stored, routed to reviewer	1 day
Return to mail room, mail, customer receives in mail	4 days
Customer corrects and mails back to department	6 days

45 – 50 minutes of Cycle time

14 days Lead Time

Department of Prevention Exercise



1. Scope the issue to ensure it is the right size
(remember guidelines on previous page)
2. Make that part of the process visible, and gather data such as lead time, cycle times, error rates, costs, etc. for those steps identified
- 3. Analyze Data, ID Waste, and non-value added activities**
- 4. Lean it Up (new design under old)**
- 5. Do it! (how would you implement?)**

Exercise Review:



- What did you identify as the root causes for why the process took too much time?
- Did you eliminate any steps, handoffs, loopbacks or other waste?
- Did you reduce the cycle time – if so by how much?
- Did you reduce the lead time – if so by how much?
- If there was a way to reduce even more time, what would you do?