

**LEAN Ohio**  
**BOOT CAMP**

Lean Routine  
Day 5 Module 4

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Lean Project Flow

Preparation	Level Setting	Current State: Make the Invisible Visible	Improvement Design	Implement and Action	Control and Sustain
Scoping and SIPOC	Team Formation	Current Process Map	Brainstorming and Evaluation	Implementation Plans - Action Registers	Reporting - Celebration
Project Charter	Consensus on Project Charter and SIPOC	Identification of Waste	Lean Principles in Process Design	Poke Yoke	Project Management
Identify Team	Review Baseline Data	Identification of VA, NVA, NVAN	Clean Sheet Redesign	Visual Management - Dashboard	Change Management
Data Collection Plan (Baseline Data)	Data Analysis	Analysis of Current State	Future State	Project Savings	Monitoring and Follow-up

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### 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

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### What is a Lean Routine

- 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
- Works best when you have control over entire process
- Should be conducted by those doing the process

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Scoping a Lean Routine

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

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Lean Routine

- Lean Routines are **Flexible** - If scoped correctly they can be completed in:
  - One Day
  - OR....Five Meetings
  - OR....Two and ½ Meetings
  - OR.....you get the idea.



TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

**Lean Routine Warning**

- Lean Routines should **not** be used with large, complex processes that cross many sections or agencies (that is why we have Kaizens)

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

**Lean Routine Tips**

- Lean Routines require flexibility
- Lean Routines require planning and follow-up
- Lean routines may need an experienced facilitator
- 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

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

**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

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

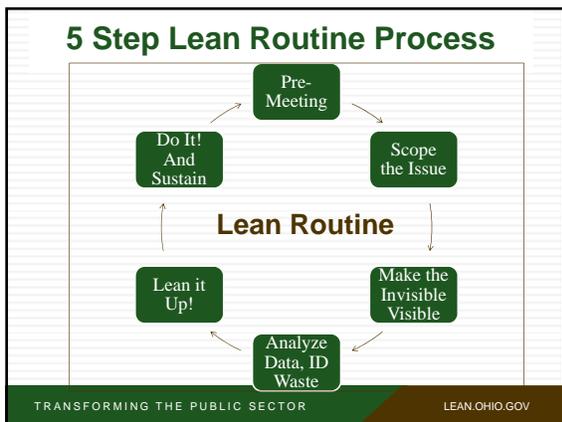
---

---

---

---

---




---

---

---

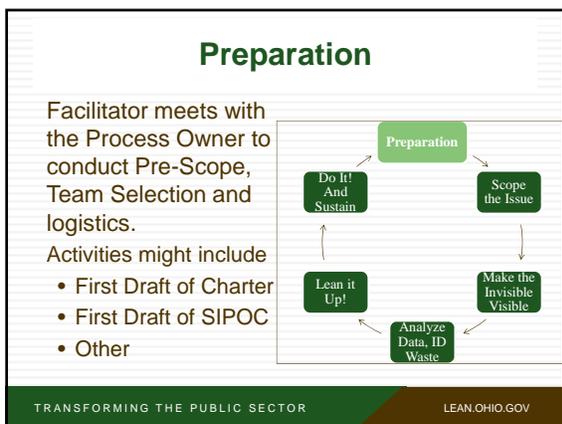
---

---

---

---

---




---

---

---

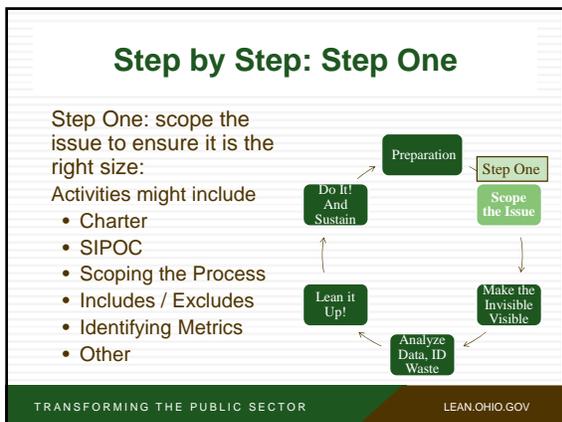
---

---

---

---

---




---

---

---

---

---

---

---

---

### Step by Step: Step Two

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

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

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Step by Step: Step Three

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

- TIMWOOD
- VA-NVA-NVAN
- Root Cause Analysis
- Brainstorming
- Other

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Step by Step: Step Four

Step Four: Lean it Up

- Clean Sheet Redesign
- Poka Yoke
- Standard Work
- 5S
- Other

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Step by Step: Step Five

Step Five: Just Do It!  
and sustain the improvements

- Gantt Chart
- Action Registries
- Training and Communication plans
- Monitoring Plan
- Project Management
- Other

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### 5 Step Lean Routine Process

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---

### Questions on Lean Routine?

TRANSFORMING THE PUBLIC SECTOR LEAN.OHIO.GOV

---

---

---

---

---

---

---

---