



Simpler, Faster, Better, Less Costly

Lean.Ohio.gov

Revised August 2018



TRANSFORMING
the **PUBLIC SECTOR**
Simpler. Faster. Better. Less Costly.

Participant Name

Training Dates

Welcome to LeanOhio Boot Camp!

You are about to embark on a journey that will invite you to look at your work in an entirely new way. You are in for four days of fast-moving, highly interactive learning and fun. You will be able to take the skills and tools that you learn back to your workplace to make things simpler, faster, better and less costly. You may even find ways at home and in the community to use these skills and tools.

This training course has been developed and refined over several years based on our experience in applying the business practices of Lean to the public sector. While governing is different than business, we can adapt business thinking and best practices to our organizations with great benefit.

During this course you will hear about many public sector organizations who have successfully applied Lean thinking and tools to make their organizations better. We continually learn from others about how they are using Lean, and our sincere hope is that you will become learners and practitioners along with us to make Ohio great!

Enjoy your Boot Camp experience and go do great things!

The LeanOhio Team
www.lean.ohio.gov

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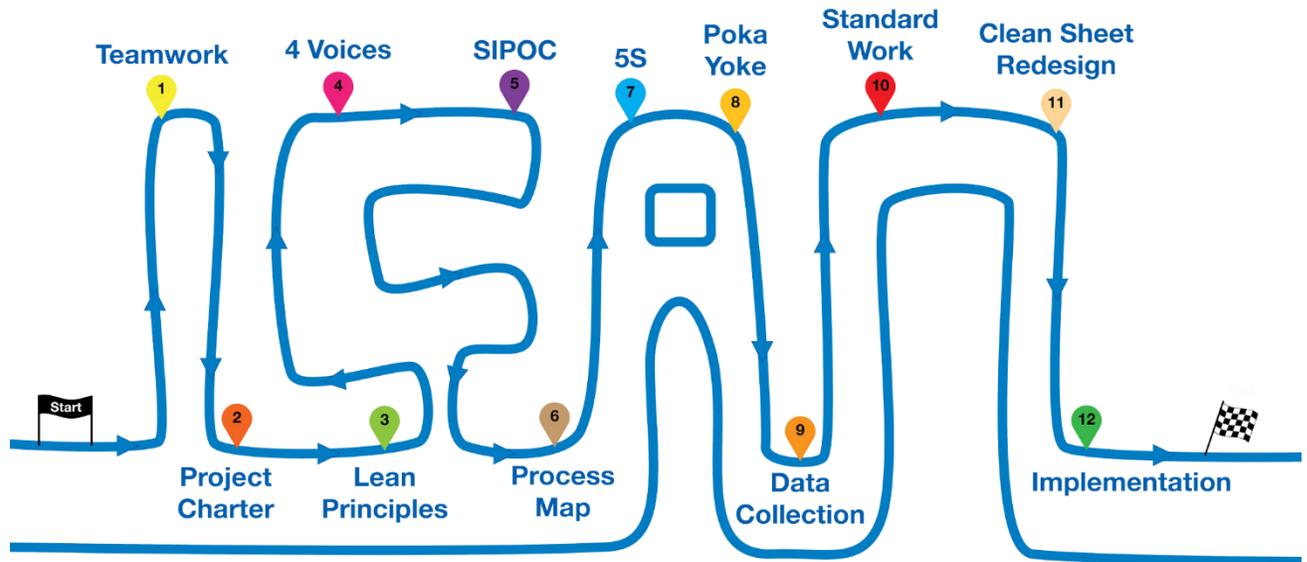
DAY ONE
INTRODUCTION, OVERVIEW
AND BASIC PRINCIPLES



BOOTCAMP: FOUR-DAY OVERVIEW

DAY ONE	DAY TWO
Introduction, Overview and Basic Principles	Understand the Situation Making the Invisible Visible
<ul style="list-style-type: none"> • Lean Six Sigma Intro/ Overview • Pre-Assessment • Team Dynamics • Four Voices • PDCA • SIPOC –Introduction to scoping • Project Selection • Project Charter 	<ul style="list-style-type: none"> • Teams and Team Dynamics • Gemba • Process Mapping • Identifying Waste • Value Add/Non-value Add • Root Cause Analysis • Fishbone (Ishikawa) Diagram • Metrics and Data Collection • 5S
DAY THREE	DAY FOUR
Analyze and Improve	Process Redesign, Implement and Leverage Results
<ul style="list-style-type: none"> • Poka-Yoke • Pareto Diagram • Lean Tools: Batching/One Piece Flow, Standard Work, Pull, Kan-Ban • Brainstorming • Affinity Diagram • Clean Sheet Redesign • Developing the Future State 	<ul style="list-style-type: none"> • Implementation Plans and Tools • Making the Future State Happen • DoP Simulation • Measures of Success • Taking Lean Back to your Workplace • Show What You Know

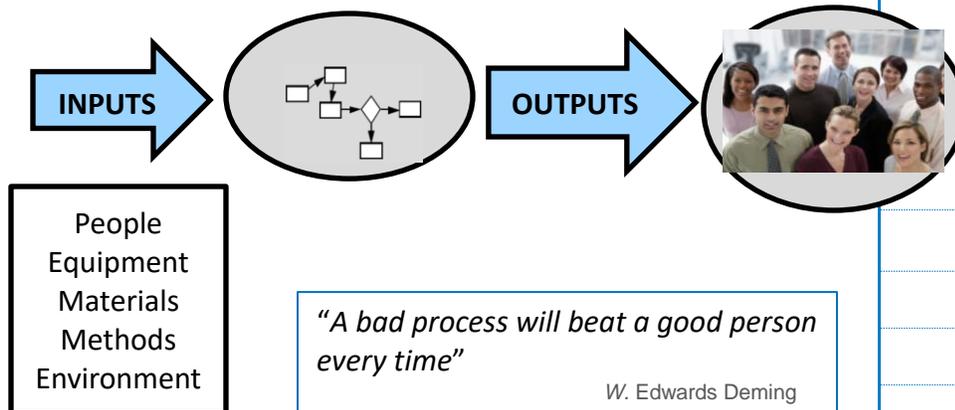
Boot Camp Road Map



- | | | |
|--------------------|----------------|--------------------------|
| 1. Teamwork | 5. SIPOC | 9. Data Collection |
| 2. Project Charter | 6. Process Map | 10. Standard Work |
| 3. Lean Principles | 7. 5S | 11. Clean Sheet Redesign |
| 4. 4 Voices | 8. Poka Yoke | 12. Implementation |

Space for notes:

To Understand Lean We Must Understand Process



What is Lean?

Lean is defined as a systematic approach to identifying and eliminating waste (time, money, space, effort) through:

- Continuous improvement
- Sequencing the service or product at the pull of the customer

"Lean focuses on speed without sacrificing quality for the customer"

Lean's foundation rests on two pillars

- Pursuit of continuous improvement
- Philosophy of respect for people

Seven Key Principles of Lean

- Define value in the eyes of the customer
- Identify the process for a service or product
- Create continuous flow without interruptions
- Reduce defects in services or products
- Let customer pull what they want
- Eliminate or reduce variation
- Pursue perfection (Six Sigma)

History of Continuous Improvement

1. 1793 - 1800's



2. 1901



3. 1940's



4. 1950's - 1970's



5. 1980's - 1990's



Quality Way Pioneers

1. W. Edwards Deming (1900-1993)



2. Walter A. Shewhart (1891-1967)



3. Joseph M. Juran (1904-2008)



4. Philip Crosby (1926-2001)



5. Kaoru Ishikawa (1915-1989)



PDCA: Roadmap to Improvement

PLAN	P1	Identify Problem (problem selection guide)	Gather data and background (How do you know it is a problem?) What, When, Where, How much	Scope the issue: Develop SIPOC ; Identify customer requirements (survey, focus group, interviews)	Develop charter / start A3
	P2	Determine current state	Develop Data Collection Plan and gather data	GEMBA – go observe the process in the workplace. Develop a Process Map	Identify waste (TIM U WOOD) and pain points
		P3	Establish target goals/future/desired state	What measures will tell you if you are successful?	Make goals SMART
	P4	Analyze the problem	Examine the data, Understand the causes of problem	Fishbone diagram, Pareto diagram, Run chart, bar chart	Find the Root cause of the problem, 5 Whys
		P5	Determine best improvement(s)	Brainstorm improvement ideas, Evaluate (Impact/control matrix)	Select improvement (s) Use flow, poka yoke, standard work . Develop new process map
DO					
		Test your Improvement(s)	Plan implementation of a test of the proposed solution	Implement test solution. Gather data to measure success	Action register, Gantt chart Data collection tools
CHECK/STUDY					
		Check/study the results of your test	Evaluate results: Compare before and after measures	Seek feedback from customers	Determine if the actions taken were successful
ACT					
		Adopt, adapt or abandon. Monitor Tell your Story	Implement standard work . OR test another solution	Monitor: Collect data & review periodically. Track results using visual management	Tell your story Complete the A3

This page will be handy for future reference!

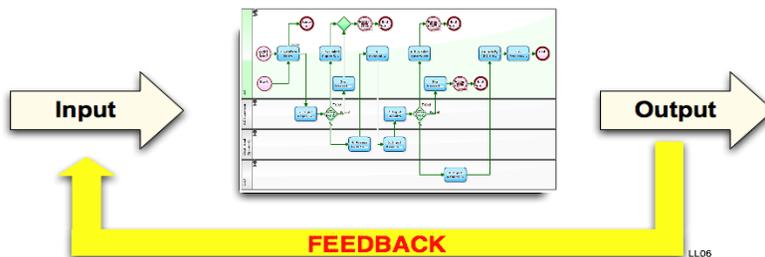
Process Improvement and Problem Solving Methods

PDCA		A3	DMAIC	TOOLS
PLAN 	Identify the problem or opportunity for improvement	Clarify problem	Define	Project selection guide Charter, SIPOC, scoping
	Understand the current situation (background & measure)	Break down the problem	Measure	Gemba Walk, Process Mapping, Data Collection
	Identify the goal and the gap	Set a target		
	Analyse the situation (determine root cause)	Root cause analysis	Analyze	Waste - VA/NVA/NVAN, Data Analysis, Pareto, Fishbone Diagram, 5 Whys, Root Cause, Statistical Process Control
	Identify potential solution(s), select solution to test. If we do ---- then ---- will happen	Develop counter measures		
DO 	Plan and implement a test of the proposed solution	Implement counter measures	Improve	Action Register, Gantt Chart, Data collection
CHECK 	Study the results of the test	Evaluate results		
ACT 	Act on lessons learned, adjust as needed, Implement system-wide, Monitor	Standardize success, Monitor	Control	Standard work, Visual Management

Notes:

Voice of the Process (VOP)

The Voice of the Process **describes what the process is telling**



Things to Remember About the Voice of the Process (VOP)

- A process produces what a process produces including variation and defects.
- A process is not necessarily designed to give the customer what they want.
- Many times the voice of the process is not necessarily consistent enough to satisfy the voice of the customer.
- Customer needs and expectations drive innovation. Although they may seem difficult, innovations can build better processes.
- Automation is sometimes the right answer but not always.
- To change the outcome, one must change the process.

Voice of the Employee (VOE)

The Voice of the Employee describes the stated and unstated needs or requirements of the employees of the business.

- People who do the work know the work best
- Employees are closest to the customer
- Improvement ideas come from front line employees
- Respect for people is a fundamental principle of lean
- “Set them up for success”
- Change is challenging
- Empowering employees to make change promotes ownership of the work and creates a better place to work

Project Charter

The Project Charter or Project Approval Form is a tool for clarifying why a team is being created, what the team will be working on, what the scope of the project is, what the expected outcomes are, and how they will be measured. . As part of the Plan phase of PDCA, and Define phase of DMAIC, a project charter is meant to be a proverbial living, breathing document.

[\(Project Charter form on next page\)](#)

Project/Event Title

It may not be evident at project inception, but you are going to complete the project and over time this project will hopefully serve as a best practice for other people within your organization It is important to name the project with a descriptive title that will allow others to quickly view and select your project based on the keywords and phrases.

Scope (Define Boundaries)

We cannot boil the ocean, so how do we make sure we are taking on a project that we can work from start to finish? Bound the project with a start and stop point: This will better assure that the project will remain within scope (the work we are focusing on). Points outside of scope should be tabled for another conversation or project.

Project Goals

What results do you anticipate from this project? E.g.,. lead time will be reduced 35%, defects be eliminated or at least reduced 75% percent, etc. Set challenging but realistic goals. Remember, people want to be part of something successful.

Project Boundaries (aka. Constraints)

Every project has to have boundaries. Know what you do and do not have the authority to change. For example, if you cannot change a policy because it takes an act of legislation, that is a boundary. Often boundaries will be stated as no new staff or money



LeanOhio Project Charter

Project/Event Title _____
Project Facilitator _____
Agency/Organization _____
Project Mentor _____
Charter Last Updated Date: _____

Project Background

Problem/Opportunity Statement

SCOPE (DEFINE BOUNDARIES)	First step in the process:
	Last step in the process:

Project Goals

Project Constraints

Performance Metrics: Measures that will tell you if you are successful.	Performance Metrics			
	Current	Goal	Actual	% Change

Projected Benefits

Project Team

Team Lead: _____
 Team Champion/Sponsor: _____
 Process Owner: _____
 Team Members: Subject _____
 Matter Experts: _____

Project Champion/Sponsor and Process Owner Sign-Off: I am committed to supporting this project and implementing the tea improvements.

Sponsor Signature: _____
 Process Owner: _____

A copy of this template is available at : <http://lean.ohio.gov/Resources.aspx>



Project Charter

Project/Event Title Application Processing
Project Facilitator _____
Agency/Organization DOP
Project Champion Instructor
Charter Last Updated Date _____

Project Background

Applications are taking too long to process. Customers are complaining because we are delaying their projects getting started. There is an on-going backlog. We can't ever get caught up. Staff are stressed out too.

Problem/Opportunity Statement

Customer requirements for timely response means processing 16 DOP Applications per work day. Currently we are averaging 2.75 days to process 16 applications which means we are falling more behind every day and customers are not happy. We need to improve this process to at least meet customer requirements.

SCOPE (define boundaries)	First step in the process: Application is received in the mail room
	Last step in the process: Customer receives notification of approval or denial of application.

Project Goals

Meet the customer requirement of processing 16 applications per work day so that customers receive timely notice. Reduce rework and errors

Project Constraints

No additional staff people or funds. No one loses their job, but job responsibilities may change.

Performance Metrics: What measures will tell you if you are successful.	Performance Metrics			
	Current	Goal	Final	% Change
# of Applications processed per day		16		

Projected Benefits

Improved customer satisfaction, Improved staff satisfaction,

Project Team

Team Lead: _____
 Team Champion/Sponsor: _____
 Process Owner: _____
 Team Members: _____
 Subject Matter Experts: _____

Selecting Your Improvement Project

The following 7 steps will help you select your improvement project:

Step 1. List several ideas for process improvement projects:

1. _____
2. _____
3. _____

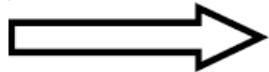
Step 2. Review this checklist against your project ideas. Choose the one that is most likely to be a successful first improvement project.

Criteria for Project Selection	Idea 1	Idea 2	Idea 3
1. Technical Issues			
Is it a process?			
Is the scope manageable?			
Can it be reliably measured?			
What data are available?			
2. Strategic Issues			
Is it important?			
Is it a "sacred cow"?			
Does it support the organization's priorities?			
Customer focus?			
High probability of success in 3-6 months?			
3. Empowerment Issues			
Is it within my/our control?			
Can I/we devote adequate time to it?			
Do I/we already know the solution?			
Is the organization prepared to implement change?			
Do we have Leadership Support?			

DAY TWO
MAKING THE INVISIBLE VISIBLE

Process Mapping Key

	Functional areas within a process. Who does the work.
	Beginning and end points of the process.
	Any task/activity where work is performed. Usually written as a noun and a verb.
	Places where information is checked against established criteria (standards) & decision made on what to do next.
	Any time information is waiting before the next process or decision (i.e. in-baskets, out-baskets, waiting to be batched).

	Single straight arrow – used between tasks performed by same person or area, but no physical movement has occurred.
	Box arrow – indicates physical movement of information / product from one person / function to another.
	Jagged arrow – indicates electronic movement of information from one person / function to another.

Notes:

Process Mapping Tips

- The person who does the work should be the one to say what happens
- Map “as is” NOT as “should be”
- Use noun-verb or verb-noun format
- Decisions should have a yes/no answer
- One person facilitates and posts on the wall
- Facilitator asks questions and listens carefully to responses
- Use swim lanes
- Participants can be assigned to write the post-it notes
- Write big enough for everyone to see (use sharpies)
- Stay out of the weeds!
- Map the “Happy path” first, then come back to the complications
- There should be an arrow in and out of every task
- Make sure the group comes to consensus
- Review the path through the process frequently to assure understanding
- Add swim lines and arrows after map is complete
- Don’t jump to solutions
- Use Parking Lot to capture ideas
- Use 80/20 rule

Eight Wastes

T	Transportation
I	Inventory
M	Movement
U	Underutilization
W	Waiting
O	Over-production
O	Over-processing
D	Defects

Notes:

Value Add (VA, NVA, NVAN)

Value Added Activities (VA)-Transforms information into services and products the customer is willing to accept

- Must Meet Three Requirements:
 - Done right the first time
 - Transformational
 - Customer is willing to pay for

Non-Value Added Activities (NVA)

- Consumes resources
- Does not directly contribute to service
- Customer does not care

Non-Value Added but Necessary (NVAN)

- Customer does not care
- Required to perform the step by current statute or law

Root Cause Analysis

In analyzing process problems, you want to solve the root cause of the problem; otherwise it's like putting a band-aid on the issue.

5 Whys

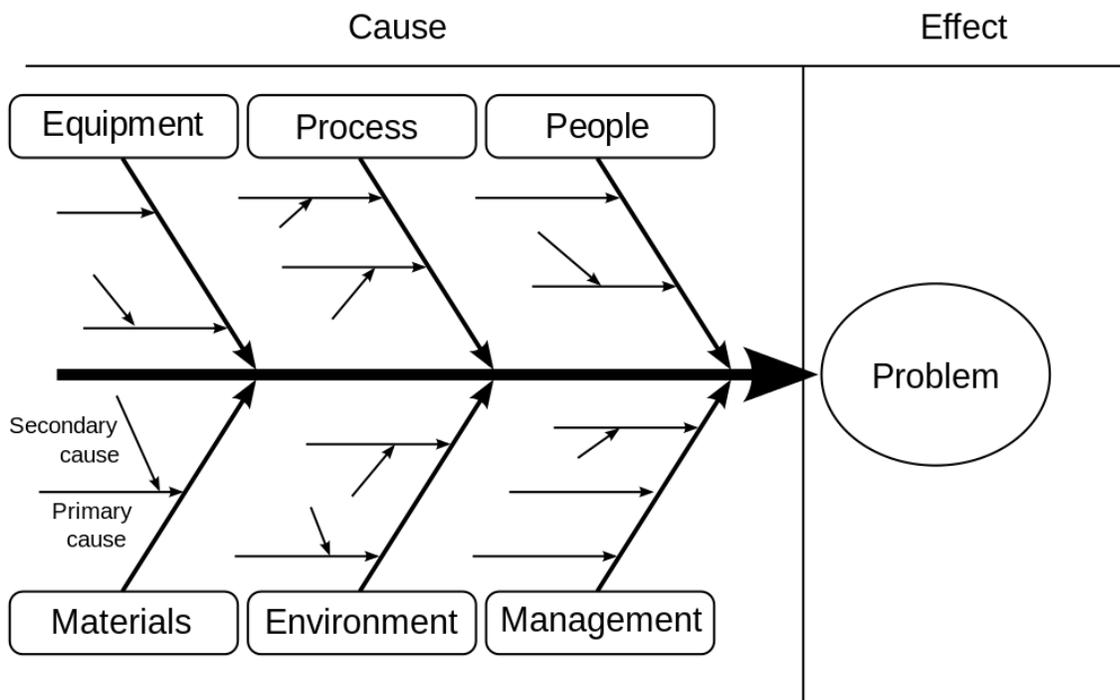
Why? _____

 Why? _____

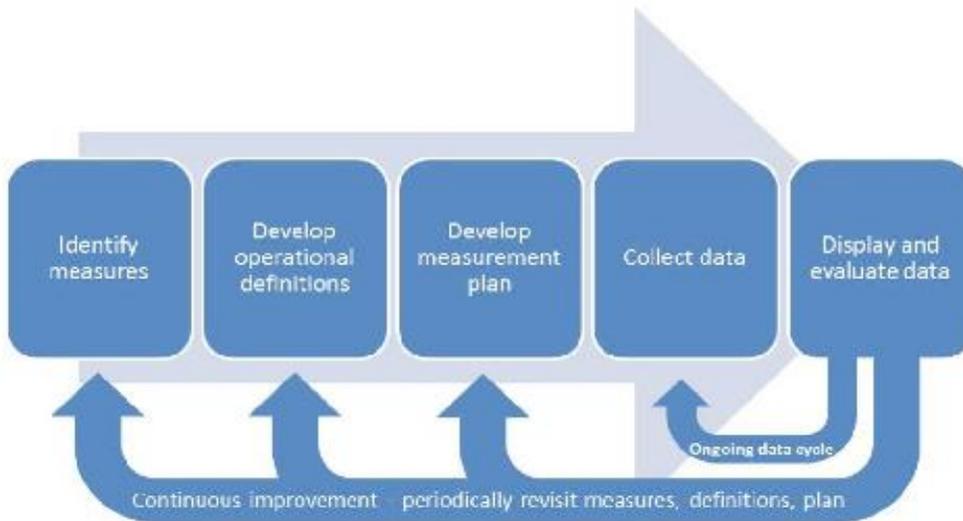
 Why? _____

 Why? _____

Fishbone Diagram aka Ishikawa Diagram aka Cause and Effect Diagram



Data Model



1. Identify Measures

What data do you need to help you understand the problem or to establish a baseline?

What measures will tell you if your improvement is successful?

Identify Primary measures and Secondary measures to avoid **sub-optimization**.

2. Develop Operational Definitions

An operational definition when applied to data collection, is a clear, concise detailed definition of a measure

Example 1: Overtime _____

Example 2: Late _____

3. Develop a Measurement Plan

A Measurement Plan defines the process for collecting data - how much, how often, who collects etc.

4. Collect Data

Follow your data collection plan. It's expensive to collect data. Do it right the first time.

5. Display and Analyze Data

Use charts and graphs to make it understandable

Data Collection and Evaluation.

Create an on-going cycle Periodic checks must be done

Example Measurement Plan

Performance Measure	Operational Definition	Data Source and Location	Sample Size	Who will collect the Data?	When will data be collected ?	How will data be collected?	Other data that should be collected at same time
Time to process an application	Email date, time Decision email date, time	Applications for XYZ	289	Joe Smith Tim Mann	During the first 2 weeks of the month	Randomly selected. Use simple spread sheet	Day of week First time accurate submission
Application rejects	Any reason application is rejected	Applications for XYZ	289	Joe Smith Tim Mann	During the first 2 weeks of the month	Random selection. Use simple check sheet	
How will data be used?				How will the data be displayed?			
Examples: <ul style="list-style-type: none"> • Identification of Largest Contributors • Identifying if Data is Normally Distributed • Identifying Sigma Level and Variation • Root Cause Analysis • Correlation Analysis 				Examples: <ul style="list-style-type: none"> • Pareto Chart • Histogram • Control Chart • Scatter Diagrams 			

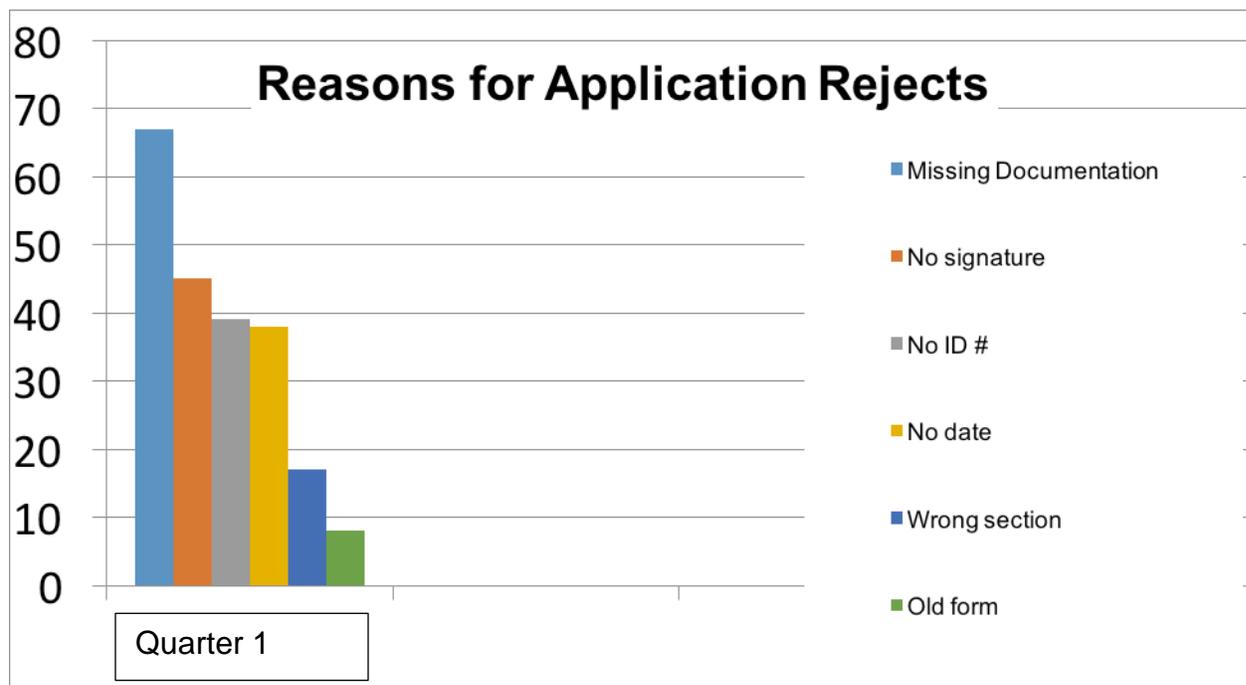
Use this template to develop your own measurement plan

Performance Measure	Operational Definition	Data Source and Location	Sample Size	Who will collect the Data?	When will data be collected?	How will data be collected?	Other data that should be collected at same time
How will data be used?				How will the data be displayed?			

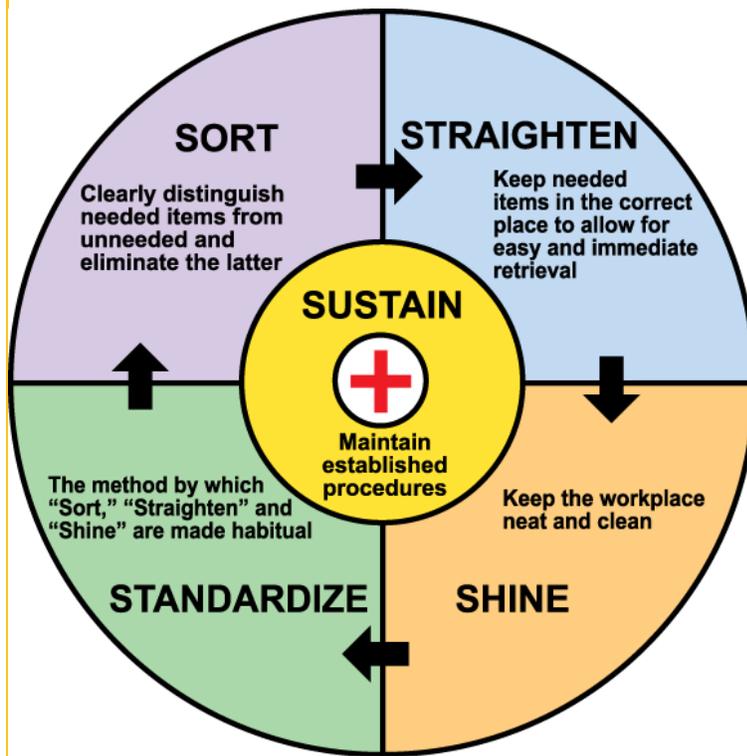
Data Collection Check Sheet

Application Rejects						
Reason	Day 1	Day 2	Day 3	Day 4	Day 5	Total
No date						38
No Signature						45
Missing Documentation						67
No ID#						39
Wrong Section Completed						17
Old Application Form						8
						175

Display and Evaluate Data



Notes:



1. Sort:
2. Straighten:
3. Shine:
4. Standardize:
5. Sustain:

Improvement Teams

Definition

A team is a group of people working together towards a common _____ . Ideal size is ____ to ____ members.

Essential Team Structures

Clear and common G _____ .

Clearly defined and agreed upon R _____ and R _____ .

Clearly defined and agreed upon P _____ .

An Understanding of I _____ Dynamics.

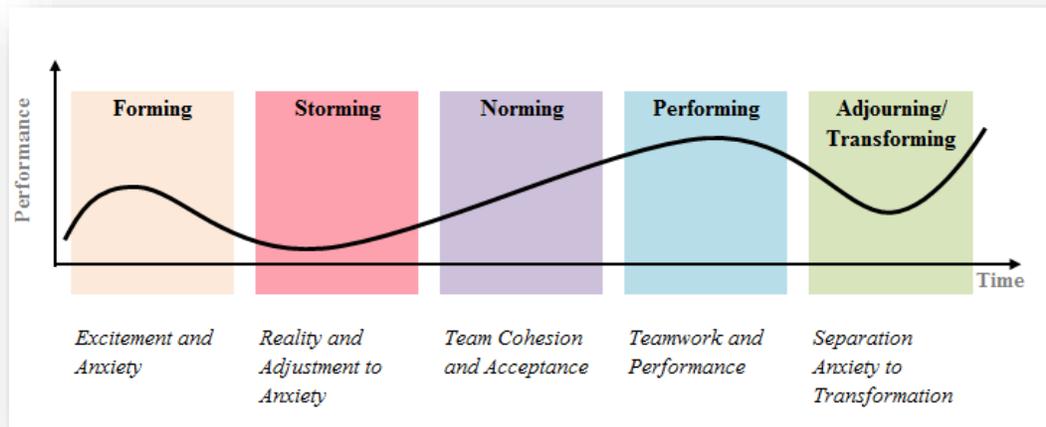
Procedures

- Ground Rules
- Decision-making method
- Agendas
- Minutes
- Communication outside the team
- Problem solving methods

Roles and Responsibilities

Team Members	Their Roles
	Manages the Project and the Team, is primary point of contact for the team, keeps records
	People who do the work or supervise the work from all parts of the process
	The team member who is responsible for seeing that the project gets implemented
	A "part-time" member of the team called upon for specific expertise
	Someone in Leadership who has the ultimate authority to implement changes, provide resources and remove barriers.
	An outside neutral person who provides process and tools expertise
	An outside person who is a full team member but knows nothing about the process being improved
	The recipient of the product or service being improved

Stages of Team Development



Procedures: Meeting Management

AGENDA

TIME	TOPIC	OUTCOME	WHO/HOW
10 min	Check-in, review agenda	Ready for work!	Leader
10 min	Review pre-work	Informed	Jim-Bob
20 min	Discussion of XX	Decision	Sam/Force-field analysis
10 min	Brain storming on YY	Solution ideas	Jane
5 min	Next Steps	Assignments	Leader/Action register
5 min	Evaluate meeting	Improvements	Leader/Plus/Delta

MINUTES

Meeting/ Team name:	Date:	Attendees:
TOPIC	DISCUSSION	DECISIONS/ ACTION ITEMS

DAY THREE
ANALYZE AND IMPROVE

DAY THREE

Notes:

Focus

Today we will focus “Analyzing and Improving”. We began on Day 1 with SIPOC and identifying a real world problem. On Day 2 we focused on “Making the Invisible Visible” with Gemba, Process Mapping, and data. Today we’ll cover a number of improvement tools.

What Day Three Will Cover:

- Poka Yoke/ Pareto Diagram

- Batching VS Continuous Flow

- Push - Pull

- Standardized Work

- Kanban

- Brainstorming/ Affinity Diagram /Impact Control Matrix

- Clean Sheet Redesign

Batching

According to ASQ (American Society for Quality), Batching” is termed “Batch and Que”. This is defined as producing more than one piece and then moving the pieces to the next operation before they are needed. Processing of subsequent workstations must wait for current batch to be finished.

Continuous Flow

Continuous Flow is moving one work unit at a time through each step of the process. When implemented correctly, continuous flow processing:

- Reduces waste
- Saves money by reducing inventory and transportation costs
- Increases productivity – more units completed in less time
- Improves quality by making it easier to spot and correct errors
- Cuts down on overhead via increased stability and reduced lead times
- Adapts to customer needs more effectively than batch processing

Push-Pull

Push – Pull systems illustrate two forms of service delivery processes; a push system where we produce a bunch of something and “push” it out to customers versus a readily available/on-demand (pull) system. In a pull system the product or service is triggered by the customer’s needs and actions. A pull system decreases overhead, eliminates unnecessary inventory and improves production.

Rules of a Pull System:

- Supplies replace what customers have consumed, nothing more
- Customers only pulls what s/he consumes, nothing more
- Stocks are maintained at their minimum levels

Advantages of a Pull System:

- Reduces waste by eliminating overproduction
- Saves money by reducing inventory, managing storage and transportation costs
- Changes sales need by allowing the customer to purchase “on demand”
- Adapts to customer needs more effectively and improves responsivity to change requests
- Improves production and one (1) piece flow process

Notes:

Brainstorming techniques:

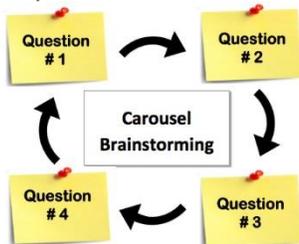
- Silent brainstorming



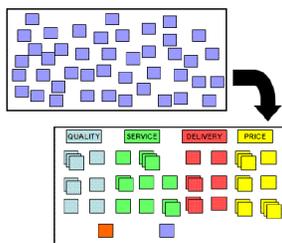
- Nominal Group Technique



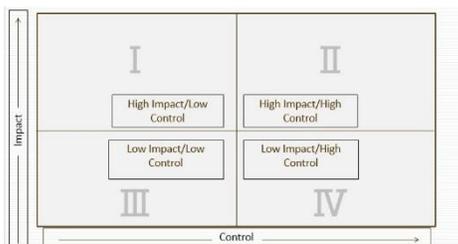
- Carousel process



- Affinity Diagram



- Impact Control Matrix



DAY FOUR
Process Redesign and Implementation

MEASURING YOUR SUCCESS: SCORECARD

SIMPLER: REDUCTION IN STEPS

$$\boxed{\text{CURRENT / FUTURE TASKS}} + \text{CURRENT / FUTURE DECISIONS} = \boxed{\text{CURRENT / FUTURE TOTAL STEPS}}$$

SIMPLER: CURRENT / FUTURE STEPS

$$\boxed{\text{CURRENT STEPS}} - \boxed{\text{FUTURE STEPS}} = \boxed{\text{REDUCTION IN STEPS}}$$

$$\boxed{\text{REDUCTION IN STEPS}} / \boxed{\text{CURRENT STEPS}} = \boxed{\% \text{ REDUCTION IN STEPS}}$$

SIMPLER: TOTAL HANDOFFS

$$\begin{matrix} \text{→} \\ \boxed{\text{\# OF BOXED ARROWS =}} \\ \text{MOVEMENT FROM} \\ \boxed{\text{FUNCTION TO FUNCTION}} \end{matrix} + \begin{matrix} \text{↯} \\ \boxed{\text{\# OF JAGGED ARROWS =}} \\ \text{ELECTRONIC MOVEMENT} \\ \boxed{\text{FROM FUNCTION TO}} \\ \text{FUNCTION} \end{matrix} = \boxed{\text{CURRENT / FUTURE TOTAL HANDOFFS}}$$

FASTER: Lead Time Before minus Lead Time After = Lead Time Savings

LESS COSTLY: POTENTIAL SAVINGS

PAPER REDUCTION	x		=	<input type="text"/>
OVERTIME HOURS				<input type="text"/>
STORAGE - # SQ. FT. OR BOXES				<input type="text"/>

IMPLEMENT FULLY & MONITOR; TELL YOUR STORY

Implementation of your improvement and monitoring the results to sustain the gains is critical. How will you monitor? What data will you track? What measures would tell you if something is slipping in your process? What measures would tell you if things are going well? What are your next steps?

Telling your story is both a celebration of hard work and a learning opportunity that needs to be shared widely so that the whole organization learns from your project. The A3 is the tool to use to share the story of the project, what was improved and what was learned.

A3

Title: Your name:	Date Started: Current Date:	Team: Sponsor:
P1: Background/Why change is needed	P4: Analyze	C7: Check Results
Why are we working on this problem/opportunity? What is the business case? What is the pain point? What is the impact? Scope?	What is preventing achievement of the goal? What is the root cause or causes of the problem? Fishbone or 5 whys.	Collect data. Check the results of your improvement. Did you close the gap? Simpler, faster, better, less costly.
P2: Current State	P5: Potential Solutions	C7: Other Results
What is currently happening? Extent of the problem? Data. Statement of the problem. Graphically present a picture of the current state.	Brainstorm solutions. Analyze them. Select a solution to test.	What went well? What didn't? If you didn't achieve goal, then go back to test another solution. If goal is achieved, put into standard work.
P3: Project Goals	D6: Action Plan & Test	A8: Follow-up and Monitoring
What specific outcome is required? What is the goal? What is the gap? Specific improvements in performance needed? Pictures/graphs.	Develop an action plan for running your test (or pilot) and implement it.	What is the plan for ensuring that solution benefits are maintained? How will you monitor?

Taking Lean Back to Your Workplace

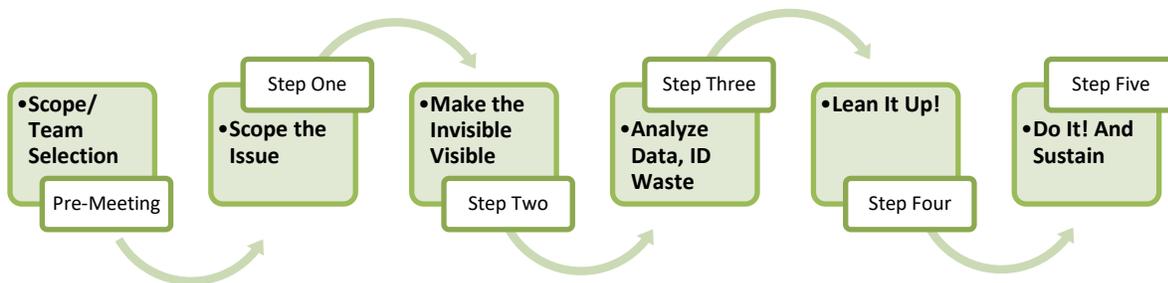


PDCA

- Make sure it is a process
- Smaller, daily work projects
- In your work or your workgroup

Lean Routine

- Smaller process
- Can involve more than one section or work unit
- 2-4 swim lanes
- About 15 steps



Kaizen Event

- Bigger, more complex process
- Needs a skilled facilitator
- Usually 5 intensive days
- Senior leadership support; Commitment to implement when complete



Video: Embracing Change



We all know that change is a way of life. There is no avoiding it. It happens in our home and our work life. Sometimes it is expected, sometimes unexpected. Jason Clark presented this talk at TEDx Perth's conference. He gives an anatomy of change and some ideas for managing it. As you implement your improvement, you will need strategies for managing the change in your organization.

Change management is:

The process, tools and techniques to manage the people side of change to achieve the required business results.

Organizational Change can be represented as three states of change.



Change management drives project success by supporting individual transitions required by organizational projects and initiatives.

Notes:

Ideas for embracing and managing change in your organization?

LEANOhio Boot Camp

LEANOhio Boot Camp

Change Management: The Prosci ADKAR® Model

ADKAR describes the key building blocks for successful change.

Awareness	Awareness of the need for change
Desire	Desire to participate and support the change
Knowledge	Knowledge on how to change
Ability	Ability to implement required skills and behaviors
Reinforcement	Reinforcement to sustain the change

The PROSCI organizational change management process is a structured process for managing the people side of change.

Phase 1: Preparing for change – Define strategy and support

Phase 2: Managing change – Develop plans, take action

Phase 3: Reinforcing change – Feedback, corrective action, celebrate successes

Successful change requires both the technical and people sides of moving from the current state to the future state.



Video: Pep Talk from Kid President



In the next 30 days I commit to:

Notes:

This video is a “shout out” from Kid President to call you into action and make a difference in the world! Whatever your motivation is, whatever your goals are, whatever you wish to accomplish, this message of encouragement is delivered from a young child in an innocent, yet humorous fashion!

Congratulations!
Go do great things!
Be Lean Champions!



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