



Clean Sheet Redesign
Day 4: Module 1

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Lean Project Roadmap

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 Registries	Reporting - Celebration
Project Charter	Consensus on Project Charter and SIPOC	Identification of Waste	Lean Principles in Process Design	Poka-Yoke	Project Management
Identify Team	Review Baseline Data	Clean Sheet Redesign	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

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Day Four Learning Objectives

Participants will be able to:

- Employ lean principles to a clean sheet redesign
- Develop a desired future state
- Use action registers and Gantt charts to develop an implementation plan

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Clean Sheet Redesign – Future State

How do we go from here.....

To HERE!

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Clean Sheet Redesign

- Is a process of using the analysis of the current state, the brainstormed ideas, and the principles of effective work structure to create an ideal future state
- The goal of clean sheet redesign is transformation of the process

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Before Clean Sheet Redesign...

- Complete the Current State
- Gain Consensus on Current State
- ID Waste (TIM U. WOOD) on Current State
- Document Value Add on Current State Map
- Brainstorm New Ideas
- Review Work Structure Principles
- Evaluate and Prioritize the Brainstorm Ideas

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Clean Sheet Goal

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

Work Structure Principles

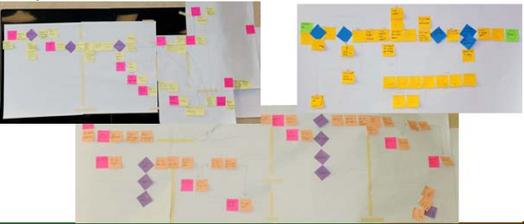
- Design process around value-adding activities
- Work performed where it makes the most sense
- Provide single point of contact for customers and suppliers
- If the inputs coming into the process naturally cluster, create a separate process for each cluster

Work Structure Principles (2)

- 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

Clean Sheet Redesign

- The team divides into small groups that each create a Clean Sheet Redesign of the process



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Clean Sheet Redesign

- Start with understanding what you are trying to achieve with a new process
- Letting go of the current state can be challenging
- Keep it about the process, not the people
- Allow adequate time, but agree on a hard stop
- Use process mapping to document the new ideal process

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Clean Sheet

- Ask *Is it Transformational?*
- Are you reaching consensus?
 - Consensus may be at different levels – make sure the group has clear understanding and agreement before moving on

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