

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

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

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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

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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

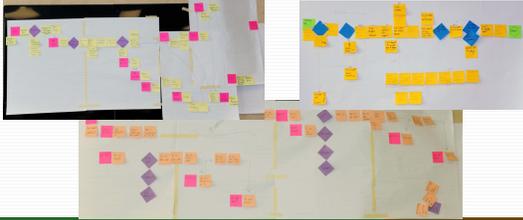
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Clean Sheet Redesign

- 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 to 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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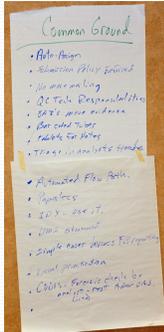
Clean Sheet

- 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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Next Steps

1. All three teams report their clean sheets to the whole group
2. Identify Common and Unique elements as the teams report out
3. Reach Consensus on the common and unique things the team must have in the new final future state
4. Involve Leadership/Sponsor to give a vote of confidence (or right the ship)



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Activity

1. Get in your DOP groups and each create a Clean Sheet Redesign
2. Report out the 3 clean sheet designs with the whole group

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Future State Process Mapping

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Developing the Future State

- Representatives of the three groups form a new team and combine the work from the three teams to one final future state
- The team presents the new future state to the entire team
- Check for consensus

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Activity

1. Representatives of the three groups form a new team and combine the work from the three teams to one final future state
2. Final future state presented to whole group
3. Other groups will work on other tasks

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Questions

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