Where are we headed?

World Class Government

• Lean, agile and connected to actual constituent demands
• Responsive to constituent needs for new programs and services
• Improving continuously to enhance stakeholder value
• Transforming culture to sustain improvements
Step 1
Learn and test the effectiveness of Lean Manufacturing to improve state government systems

Do not invest in fads
A team of state employees work with business experts to learn and experiment with Lean Six Sigma tools and principles to determine their effectiveness improving government services.

Step 2
Focus preliminary Lean efforts on major top-down improvement events to ensure significant results

Selling results is easier than selling theory
Select high-opportunity projects and champions that will do what it takes to succeed, and accumulate a variety of significant, transformative results throughout state government.

Step 3
Communicate and celebrate those first tangible results to increase interest and demand for Lean

If you improve it, they will come
Use web site, articles, and meetings to share results, and recognize and reward excellence.
Step 4

Develop additional practitioners to meet the increased demand for Lean efforts

*Matching supply and demand*

As more people and agencies wish to use Lean, increase capacity by developing a variety of opportunities for training, mentoring and gaining experience – both within the Lean Ohio Office and interested agencies.

Step 5

Ensure major improvement efforts are prioritized, aligned, and managed with appropriate visual metrics

*From random projects to aligned system improvements*

Widen focus to include strategic planning, understanding and improving systems through value stream mapping, creating efficient processes the first time and visual management systems to better ensure complete success.

Step 6

Support opportunities for greater use of Lean tools by everyone

*Push Lean down and out*

Promote bottom-up improvement efforts so everyone is improving all the time – not just on Kaizen events, and ensure new Lean champions in all agencies have support from experienced practitioners.
Step 7

Lean thinking becomes the normal routine rather than something done just during an event

*Lean embedded in government’s D.N.A*

How else would you do *any* public sector business except by using the best practices for improvement and efficiency? Lean is naturally part of all meetings, projects, day-to-day work activities, and new employee orientation.

7 Steps Summary

1. Learn and test the effectiveness of “Lean Manufacturing” to improve government systems
2. Focus preliminary Lean efforts on major top-down improvement events to ensure significant results
3. Communicate and celebrate those first tangible results to increase interest and demand for Lean
4. Develop additional practitioners to meet the increased demand for Lean efforts
5. Ensure major improvement efforts are prioritized, aligned, and managed with appropriate visual metrics
6. Support opportunities for greater use of Lean tools by everyone
7. Lean thinking becomes the normal routine
What can I do on my own?

- The Lean tools and approach can be applied anywhere
- Start with your own processes – ones that you control, that you can change
- You can gather customer information, map the process, collect data, 5S your workspace, Poka Yoke your forms,....
- Demonstrate your success to others

Kinds of Improvement Projects

- Kaizen Events
- Lean Routine
- Lean Daily
- DMAIC
- 5S plus Safety
- Voice of the Customer
- Data Collection
- Poka-Yoke (mistake proofing)
- Implementing a measurement system

Project Selection

Early Adopters
- Identified Need by Process Sponsor/Owner
- Requesting Improvement Project

Blastingly Obvious
- Repetitive Basis
- Present Problems
- In Paper

Brainstorming Approach
- Individual Experiences
- Tribal Knowledge

Structured Approach
- Organizational data
- Key metrics
- Strategic Plan
Sources of Projects

Voice of the Customer
- Complaints - Surveys
- Interviews – Focus Groups
- Scorecards
- Plus Delta
- Phone Calls

Voice of the Business
- Business Ys
- External benchmarking
- Internal benchmarking
- Project leveraging
- Financial Data
- Mission, Vision and Goals

Voice of the Employee
- Suggestions Boxes
- Verbal suggestions/meetings
- Brainstorming
- Surveys

Voice of the Process
- Process Time
- Errors in Process
- Rework
- Safety data
- Backlog

Project Selection Criteria

- Strategic
  - Alignment
  - Leadership support
  - Control
- Significant
  - Priority
  - Chronic
  - Waste: time, money, rework
- Impact
  - Risk
  - Positively Impact
  - Customer
  - Organization
- Measurable
  - Process can be measured
  - Baseline Data
- Manageable
  - Scope Defined
  - Resources
  - Timeline

Goal: A Good Improvement Project

Helps
- Is a PROCESS
- Project sized to match time available
- Clear objectives, relevant to mission and often tied to functional area
- Valid data easily available
- Resources available
- Change is under project team’s control
- Easy to calculate benefits

Hinders
- Tries to solve “World hunger”
- No clearly defined benefits
- Long lead time to detect improvements
- Subject matter experts not available
- Valid data not readily available
- Decision-makers not engaged
- No existing process evident
Things to Remember

• Do not start with a solution
• Don’t jump to solutions
• Hold the reins
• If you already know the answer, just do it!
• Trust the Lean process

Questions on taking Lean back to your workplace?