

LEANOhio

Newsletter

Project Results

Belt Project Presentations

LeanOhio awarded and certified sixteen Lean Six Sigma (LSS) belts at the July Belt Project Presentations event. The sixteen belt recipients represented nine different state agencies. Certification belts were awarded to individuals that completed training and then went on to apply their learning and successfully completed a process improvement project. These projects included the use of Lean tools and data analysis to improve a government process. One Green Belt and fifteen Camo Belts were awarded. A sample of the Camo belt projects is highlighted below:

Josh Vitte, DPS: Developed a single-standard process and implemented file organization standards to improve coordination of the Department of Public Safety (DPS) Emergency Resource Team (ERT) program. Members are now more accessible to support the state Emergency Management Agency (EMA) and county EMAs.

Andrew Bolzenius, DOT: Improved the ODOT paving operations process and developed standard work documents and checklists so that mobilization of milling equipment can be started within one hour of shift start times.

Lisa Gordish, MHAS: Performed a robust data analysis to cut wait times in half for patients waiting for hospital beds across Ohio's Regional Psychiatric Hospitals.

Asia Pope, DAS: Streamlined the DAS Equal Opportunity Division (EOD) appeals process and created a tracking dashboard resulting in appeals being completed 37% faster.

Click [here](#) for a complete list of all belt recipients.



Camo Belts - back row from left: Kathlyn Carano, ODM; Lisa Gordish, MHAS; Dionne Ingram, BWC; Antwyan Reynolds, BWC; Thomas Papacostas, ODM; Andrew Bolzenius, DOT; Front row: Josh Vittie, DPS; **Green Belt**, Alyshia Benedict, JFS

Training Update

LeanOhio Green Belt Training

[Green Belt classroom training](#) is returning this fall! Don't forget, to be eligible applicants must have completed LeanOhio Boot Camp training and submitted project results to LeanOhio on an A3. Green Belt training focuses on applying data analysis to promote objective problem-solving and decision-making. Participants learn basic analytical tools necessary to Define, Measure, Analyze, Improve and Control (DMAIC) Lean Six Sigma improvement projects.



Participants are selected through an application process. Selection criteria is based on completeness of application, completed projects/results, facilitation experience, and framework to implement Lean Six Sigma in the applicant's agency.

Key Dates:

- August 1, 2019 – LeanOhio will post application to website and begin accepting applications
- August 22, 2019 – 5:00 p.m. deadline to submit application
- August 26-30, 2019 – Panel will review applications and select candidates
- August 30, 2019 – All applicants will be notified of panel decisions
- September 30-October 3 – In-class Green Belt training

The application and eligibility requirements can be found on the [LeanOhio Green Belt webpage](#).

Lessons Learned – Michael Buerger, LeanOhio

Valuable Lessons Learned (and shared) from the LeanOhio Network



So, you've been trained by LeanOhio? Maybe you're a Camo belt? Green belt? Or, Black belt? And you've put your Lean tools to use in your organization. Good for you! But, did it work well in every instance? Probably not. Why? Because like everything else in life, to become really good at something, it takes practice. Kurt Schlegel, an Analytics Strategist at Gartner says "Smart people learn from their mistakes. Genius people learn from other people's mistakes." So, I thought it would be worthwhile to ask some of our well-seasoned belts from across the

network to share a Lean tidbit about something that didn't quite go as expected. And in retrospect, how they would have handled the situation differently. I hope you enjoy reading their lessons learned as much as I did...

Controversial Situations

Mugsy Reynolds, Black Belt at the Department of Insurance admits that one of her character traits is being non-confrontational. As you know, this isn't always the best approach when team dynamics come into play in achieving consensus. In one situation, Mugsy recalls using an Impact/Control matrix to categorize all the silent brainstorming improvement ideas. There were about 8 people in the room. The room was equally divided in half with four team members who believed the idea was high impact/high control and four team members who believed the idea was low impact/low control. After some healthy "storming", Mugsy felt uncomfortable with the impassioned viewpoints being voiced by both camps and lost confidence in her ability to guide the group to consensus. What did she do? Mugsy placed the controversial idea written on the yellow post-it note smack dab in the middle of the Impact/Control matrix at the intersection of both quadrants. She came to the front of the room, nervously smiled, and announced to the team that this seemed like a good time to adjourn the session. If Mugsy could rewind and replay that scenario, she would have pushed through her personal discomfort and guided the team completely through storming to norming and then performing *before* adjourning! Thanks for sharing your story Mugsy.

Solutions for Complex Issues

Mike Berger, Black Belt at BWC recollects a time when he received some internal customer feedback that certain quantities were exceeding the maximum allowable quantities, and this was causing waste, delays, and other difficulties in efficiently and safely completing the work. The solution

seemed simple...just provide a substitute that will reduce the maximum number to a manageable and safe quantity, and this will fix the problem...right? However, when the solution was eagerly presented to the manager, it was not well received.

After a somewhat confrontational first discussion, it was suggested to gather some data, verify the data, do some testing, and then offer the findings so that a data-driven, customer-focused solution could be found. And so, the data collection and testing began. It included great documentation from internal customers who did the work, photos documenting the process and results, and a recommendation. Much to my surprise, the recommendation was to continue the current process, but in certain undefined situations, just slightly reduce the quantities and everything will work as designed!

So, what is the lesson learned? Don't just jump to a solution for a complex issue! Offering a solution before getting all the stakeholders involved can create unnecessary conflict. Process owners and managers do not want some "Lean-trained" person to jump in and solve all the problems. They want to be involved and be part of the solution. By using Lean tools and methods like DMAIC (Define, Measure, Analyze, Improve, Control), we can remove any barriers that may hinder a valuable solution. Understanding the problem, gathering data, and verifying data all must happen before we just jump to the solution. What a great lesson learned from Mike's story!

Do you have a Lean lessons learned story to share? If yes, please email it to leanohio@das.ohio.gov.

Upcoming Events

[Green Belt Training Application Period](#): August 1 - 22, 2019

[OSU COE Women's Leadership Forum](#): August 8, 2019

[LeanOhio Boot Camp](#): August 19 - 22, 2019

[LeanOhio Open House](#): September 17, 2019

[Green Belt Training](#): September 30 – October 3, 2019



“Coming together is a beginning. Keeping together is progress. Working together is success.”

-- Henry Ford, *Founder of the Ford Motor Company*

Ideas or feedback? Please send to leanohio@das.ohio.gov

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