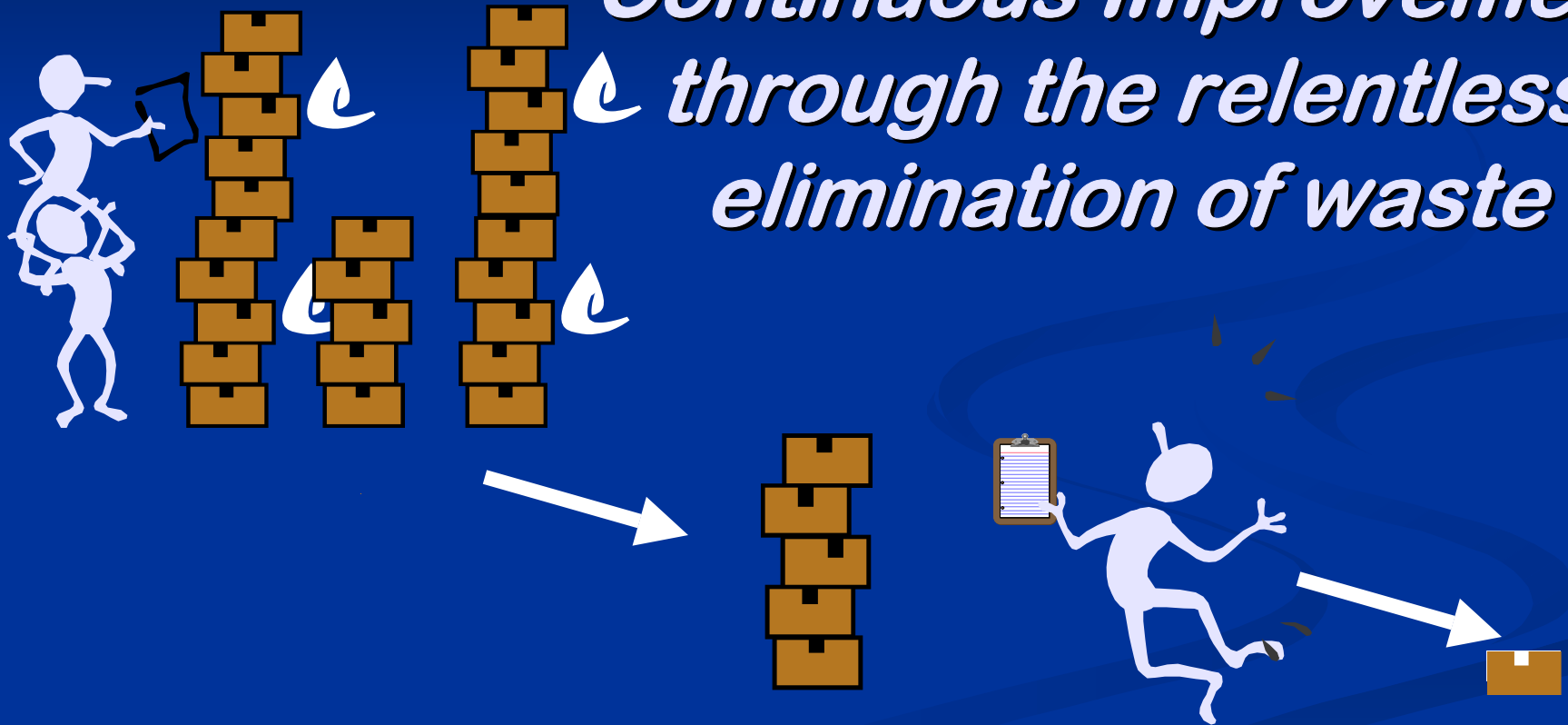


# What is Lean?

*Continuous Improvement  
through the relentless  
elimination of waste*



# What is our Current Situation?

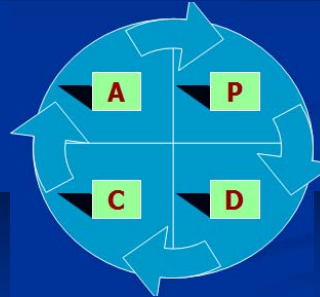
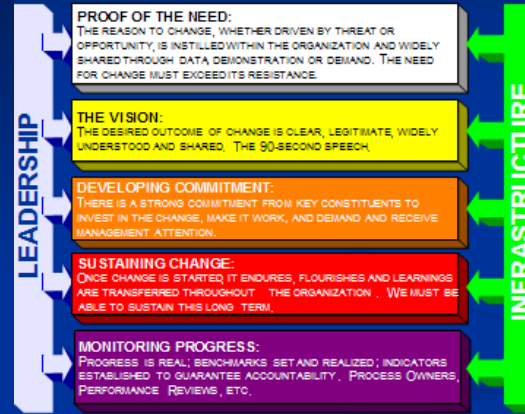
1. Worst economy since the Great Depression
2. High unemployment rate
3. Decreasing property values coupled with high foreclosure rate
4. Increasing revenues is extremely difficult
5. Costs are escalating at an alarming rate
6. Healthcare and Pension costs are escalating even faster.

# Holistic Lean

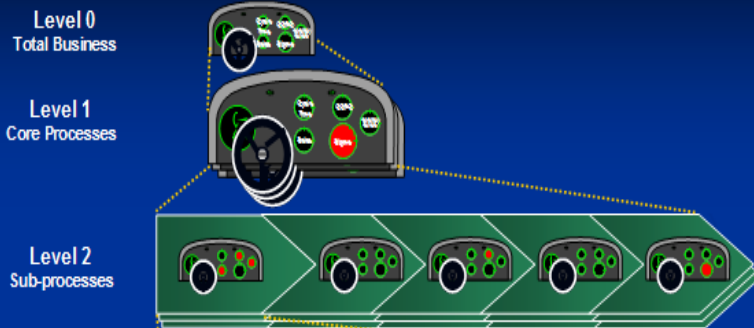


## The Elements of ACE

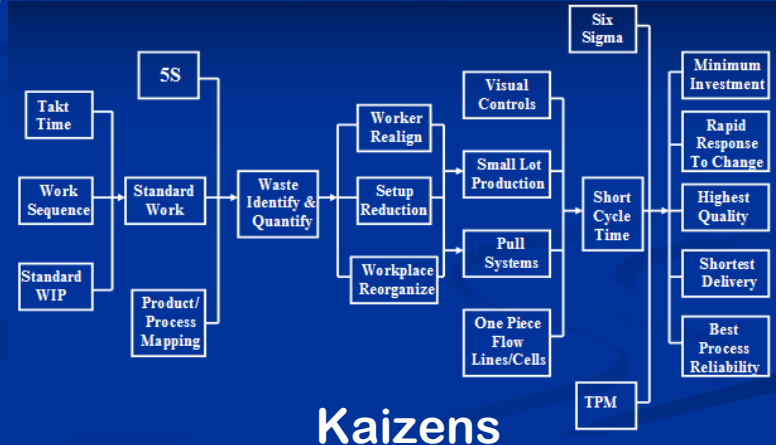
Having a champion who sponsors the change



## MWM – Measure What Matters



## LEAN Tools



## Kaizens



# Achieving Change Effectiveness

To Successfully Implement and Sustain LEAN

## The Elements of ACE

Having a champion who sponsors the change



Culture =  
“the way we  
do things  
around here”

Actions,  
Behaviors,  
Systems &  
Structures drive  
Culture

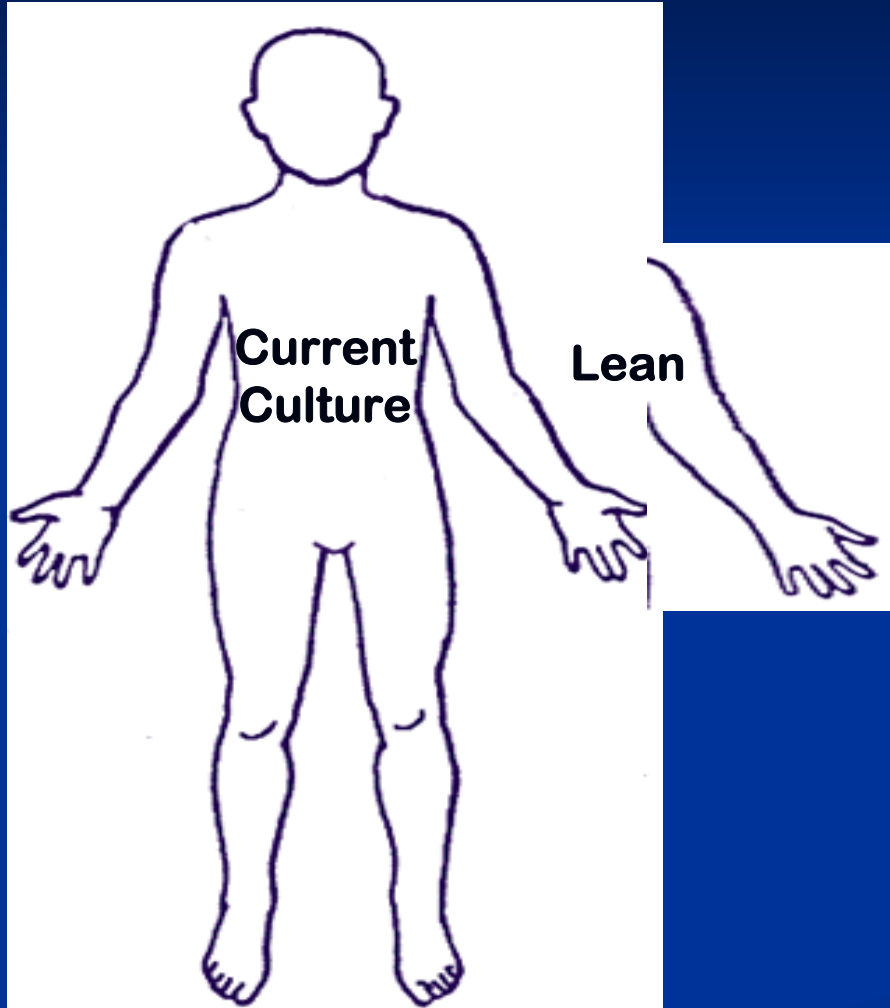
**CHANGING SYSTEMS AND STRUCTURES:**  
Making sure that the management practices are used to  
complement and reinforce change  
*Lean Introduction*

*Implementing & Sustaining Government LEAN Initiatives*

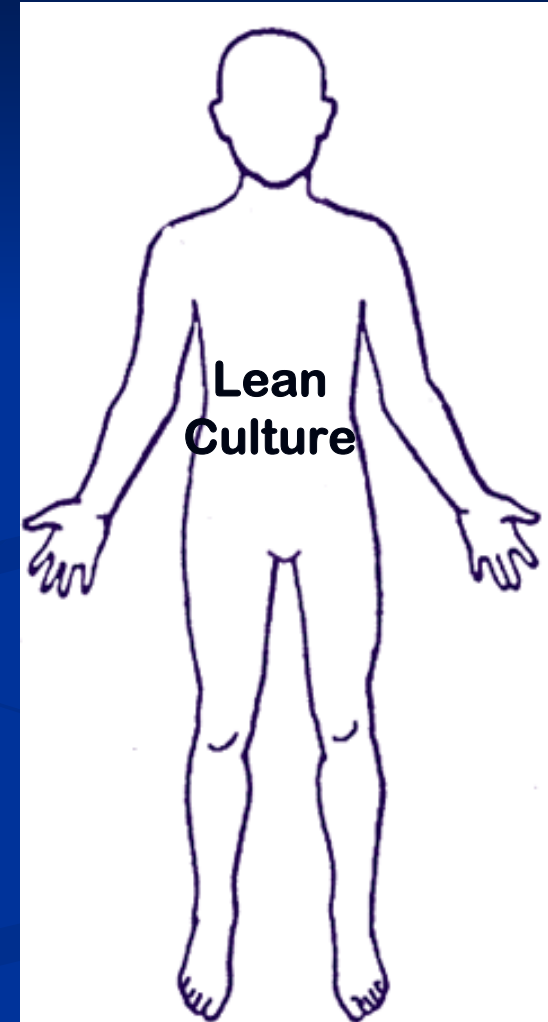


# The Body Rejects the Foreign Object

We need to move from this:



To this:



# *Continuous Improvement (CI) Draft Elevator Speech*

*\_\_\_\_\_ is facing serious fiscal challenges for the future. In order to help address these issues, we are initiating a Continuous Improvement (CI) Process throughout \_\_\_\_\_ to increase service to all of our constituents, reduce wasteful activities, improve our financial stability and enhance \_\_\_\_\_ as a place to live and work.*

*We will be working with all departments to identify key department processes to be able to select CI projects to generate positive results. We need your help to recommend CI opportunities; participate on project teams, as needed; and provide your support and cooperation. CI will be successful based on the support of all \_\_\_\_\_ employees – we can't do it without you.*

*CI will help to provide better job satisfaction, work on the right things that truly matter to our constituents, and increase pride in being a key member of the \_\_\_\_\_ community.*

*CI will help us all enhance \_\_\_\_\_ for it's employees, residents, and future.*



# When something is new or a significant change use ACE Tools:

If something is new or a change, question #1 is:

***Should there be an elevator speech?***

- what is the change?
- why are we doing it?
- what do you expect from me?
- what's in it for me (WIIFM)?

This provides the unified "talking points" for consistency of message.

Question #2 is:

***Who are the stakeholders, where do they stand, and where do we need them to be?***

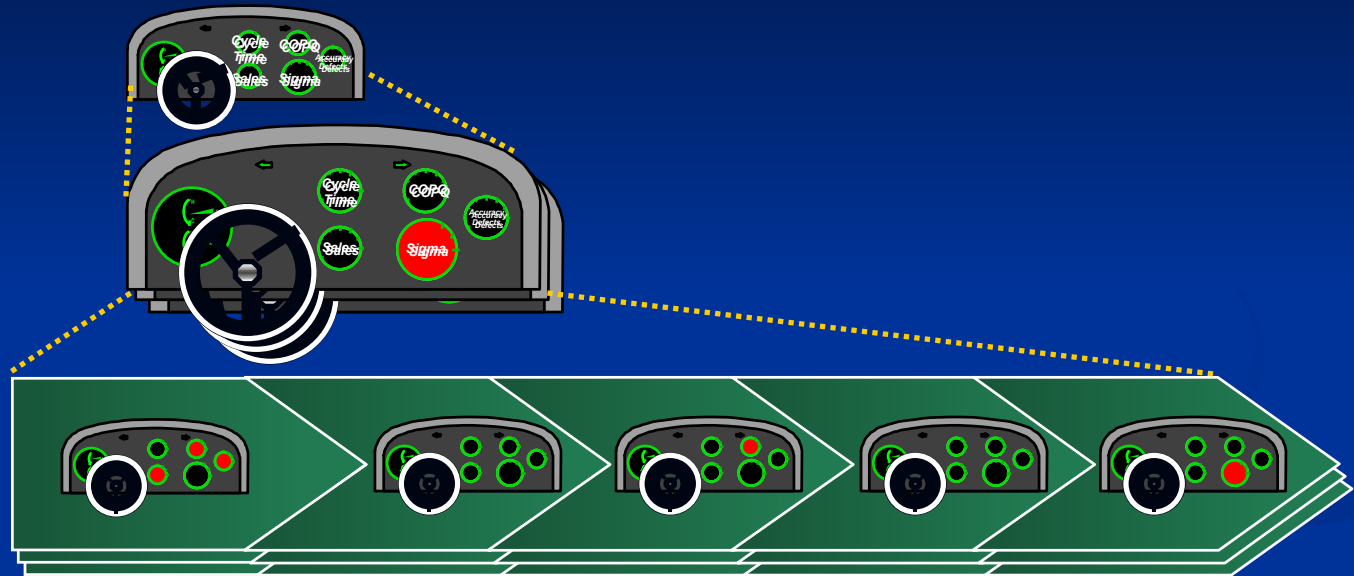
- stakeholder analysis sheet
- strategies to address key stakeholders - communications strategy, etc.

# MWM “Measure What Matters”

Level 0  
Total Business

Level 1  
Core Processes

Level 2  
Sub-processes

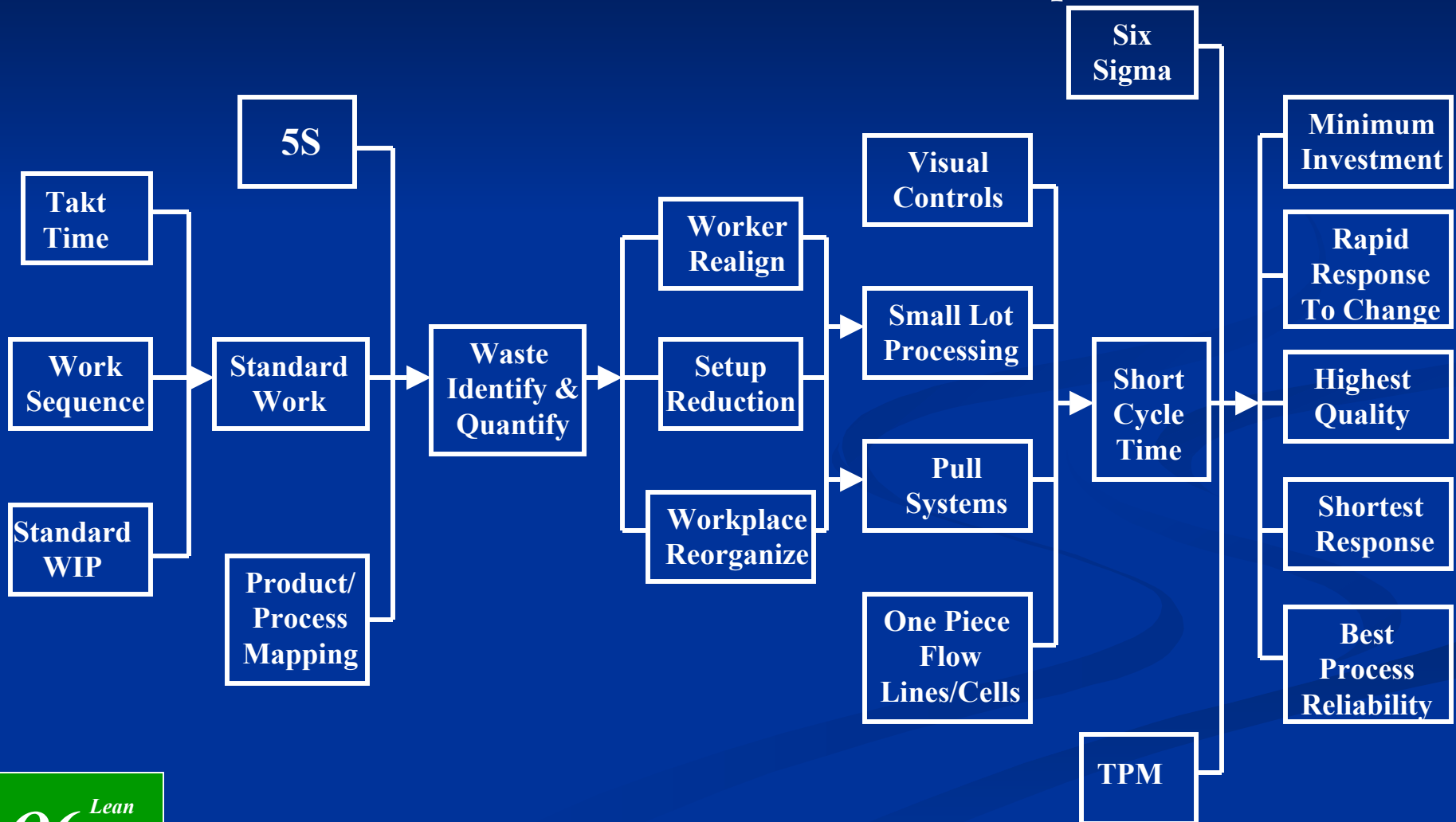


- Focus on what are the key metrics to support our desired outcomes
- MWM Creates a results based organization
- Metrics identify improvement opportunities
- Metrics drive higher accountability



# The Lean Road to World Class Government

The Lean “Toolbox”- Powerful tools to make improvements



# Lean in a Nutshell

## What If . . . ?

- You could select one of your highest leveraged problems... ?
- Identify your best people to work on it . . . ?
- Provide that person with all the training, tools, and resources they needed to fix it . . . ?
- Guarantee them uninterrupted time and focus to work on it...?
- Require a well thought out, objective, data driven solution. . . ?
- And sustain the benefits of the solution over time . . . ?

**That is  
Lean!**

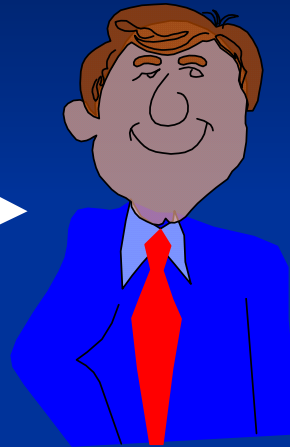


# Focus on the Customer

**Customer**  
*(The Taxpayer)*



**What does my customer need from our process?**



**How would my customer like for our process to perform?**



**How is our process performance from the customer perspective?**



**How does my customer measure my process?**



**How does my customer view my process?**



**What can we do better?**



# LEAN is based on:

## *The Goal*

- To deliver continuously improving value-added services (quality and speed of service) to customers (taxpayers) at lower costs.

## *Process Improvement*

- To be able to identify key processes, how they are performing and apply LEAN tools to make improvements in reducing costs/wastes and enhancing revenues.

## *People are the Business*

- There needs to be a high respect for people. A constant search for how to improve things and reduce errors vs. who's responsible for the error.

# The Goal

Organizations effectively solve customer problems by satisfying customer needs, on a timely, cost effective basis.

Solving customer problems adds value and is what the customer wants. Using LEAN allows this to happen, while reducing costs.

Delivering continuously improving value-added services (quality and speed of service) to customers (taxpayers) at lower costs. We want to do things better, faster, and cheaper.

# Process Improvement

Understanding the Value Streams in your processes and continuously improving them are key to creating greater value for your customers.

Eliminating wastes/reducing costs using LEAN while supporting the Goal.

# What is a LEAN Process?

- Valuable to the Customer
- Capable to produce good results all of the time
- Have enough capacity
- Flexible to switch between tasks
- Available whenever needed

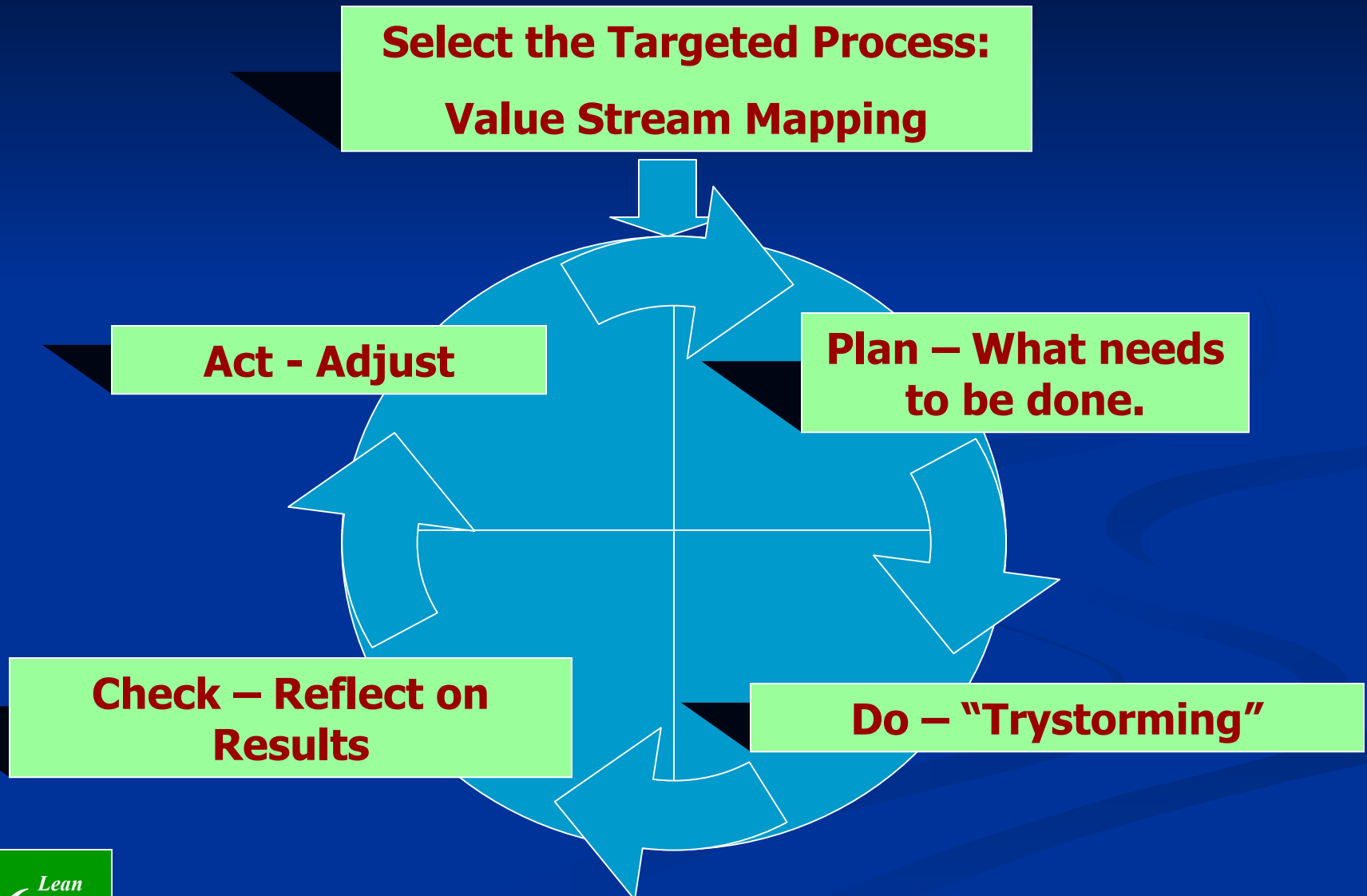
# People are the Business

- Teach everyone to view the process
- Provide problem solving skills
- Have MWM (Measure What Matters) in place – visibility in “What I Do Matters”
- Make everything visible, especially problems
- Push responsibility to the people in the process





# P-D-C-A LEAN Thinking Process



# *The Administrative Classic Wastes*

*(Value Added = What is the Customer Willing to Pay For?)*

- 1. Handling/Unnecessary Motion – anytime we handle things, it's non-value added.*
- 2. Inferior Methods – How is work done? What is the training method? Is there a better way?*
- 3. Inspecting – Any inspection functions do not add value. They're mainly in place to catch errors.*

# *The Administrative Classic Wastes (continued)*

- 4. Transporting/Moving – Anytime things are moved, there is no value.*
- 5. Counting – This operation is another step to make sure something is right – no value added.*
- 6. Delaying/Waiting – Cycle and process time is key to provide services to customers faster. Many times, we're waiting for something before we can proceed.*
- 7. Storing – Storing is an extra, non-value added step in combination with it's partner Retrieval.*

# *The Administrative Classic Wastes (continued)*

- 8. All Rework Loops – Something isn't done right the first time and then we have to rework it to correct the problem.*
- 9. Multiple Signatures – Signatures get added over time, without understanding the need. In fact, the more signatures that are required, the less scrutiny happens.*
- 10. Waste of underutilized people – the greatest waste of all. Ideas for improvement are suppressed = “Check your Brains at the Door”*

# Elements of Waste

Searching

Walking

Moving

Hauling

Carrying

Storing

Retrieving

Counting

Wandering

Wondering

Asking

Interrupting

Stopping

Bending

Adjusting

Looking Up

Energy





# Lean Culture – “The way we do things around here”

1. **Respect for People – People want to do a good job and want to be successful.**
2. **Behavior - what we do and how we do it.**
3. **Focus on building Quality, provide the necessary Support, and cultivate Ownership.**
4. **“No Problem is a Problem” – Make it easy to see and solve problems and learn from mistakes.**
5. **Move from the 5 “Whos” to the 5 “Whys”**
6. **Environment – Free of Fear**

# Identifying and Addressing Projects

## 1. What should we focus on?

- What has the greatest impact on our customers – and/or better service?
- What gives us the greatest financial leverage?
- What do our key metrics and data reveal? – Is it the right data, good operational definitions, etc.?
- What's the highest priority for improvement?

## 2. How do we do it?

- Develop a unified, clear problem statement (and Project Charter, as necessary) – everyone needs to know what the *real* problem is
- “*Learn to See*” via a *detailed* review:
  - Develop the Value Stream Map – What steps add value, are value enabling, or are waste
  - What are the details with each step – how long does it take, time between steps, frustrations, ideas, etc.
- Then, develop the future state with improvements:
  - Don't accept excuses as to why it can't happen or be done – the questions are “How do we make it happen?”, “How do we remove the obstacles?”, etc.
  - Use Lean Tools where appropriate: 5S, Visual Controls, Spaghetti Maps, Standard Work, etc.
- Then, establish accountability – Who is doing what by when?

# Lean Summary

Continuous  
Improvement through  
the relentless  
elimination of *WASTE*