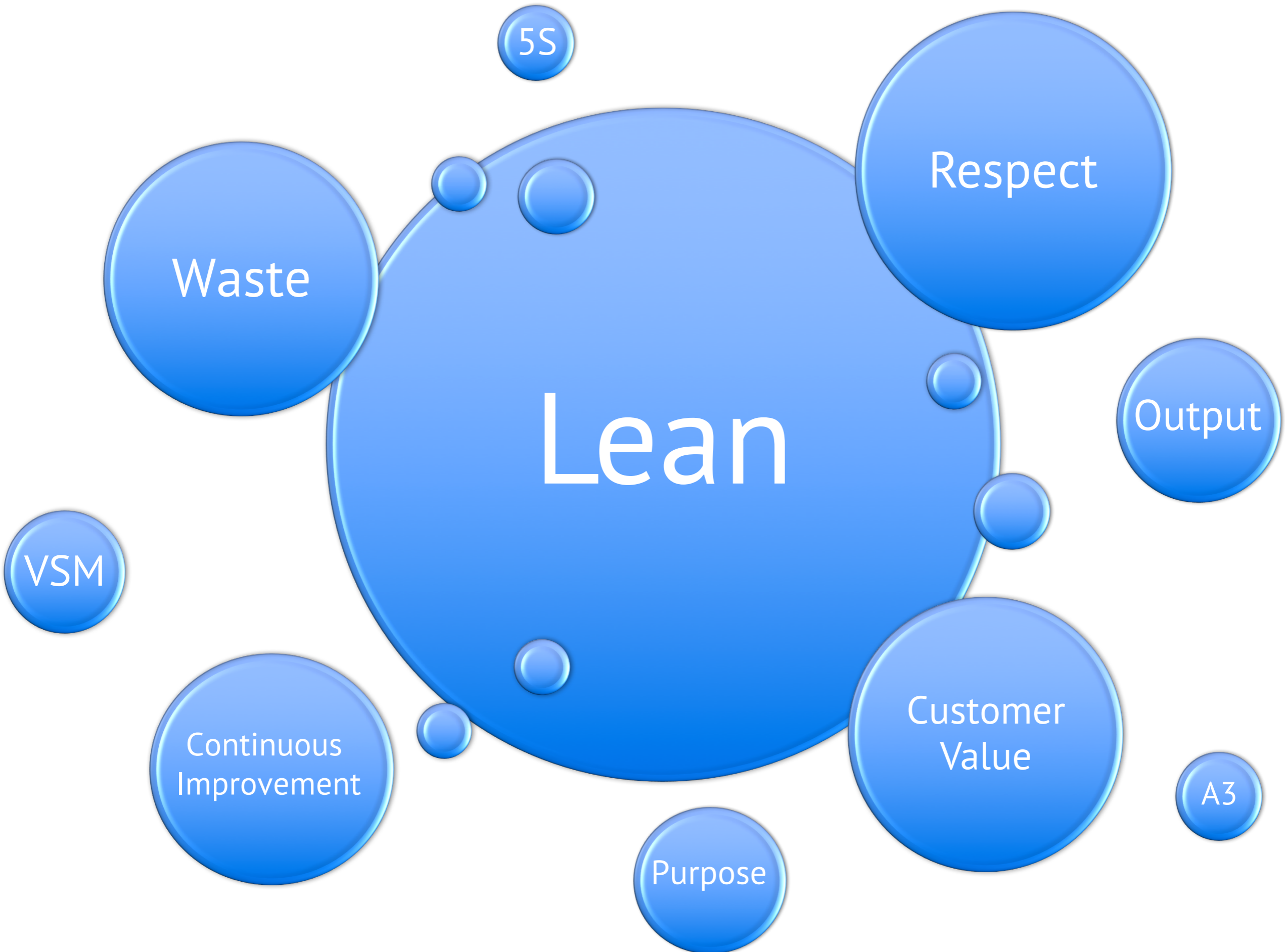


Lean Contains Multitudes: Where to Begin

Brian Kerr & Craig Fitzgerald
Koné Consulting



5S

Respect

Waste

Output

VSM

Lean

Customer Value

A3

Purpose

Continuous Improvement

What question are we going to answer today?

What are the key things to learn about Lean when you're just getting started?

The Key Things



1. What Lean isn't
2. What Lean is
3. Its Main Principles
4. Continuous Improvement is Routine
5. Lean Doesn't Exist



1. What Lean Isn't

Lean is not the answer
to your question

**IF YOU COULD JUST ANSWER THE
DAMN QUESTION**

THAT WOULD BE GREAT

makeameme.org



2. What Lean Is





3. Its Main Principles

**Creating customer value
through continuous improvement,
with respect for people.**

Organizational purpose

1. What do we make (or provide)?
2. Who do we make it for?
3. How can we tell if it's any good?

1

What do we make?

1. What do we make?



Objects

Paperwork

Determination (or status)



Understanding

Human touch

Points of service

2

Who do we make it for?

3

How can we tell if
it's any good?

Organizational purpose

1. What do we make (or provide)?
2. Who do we make it for?
3. How can we tell if it's any good?



“Very good is less than good.”

–Louis Kahn

“Not the beautiful, just beauty.”

–Louis Kahn

“Not the beautiful, just beauty.”

“Very good is less than good.”

–Louis Kahn

Make the work visible



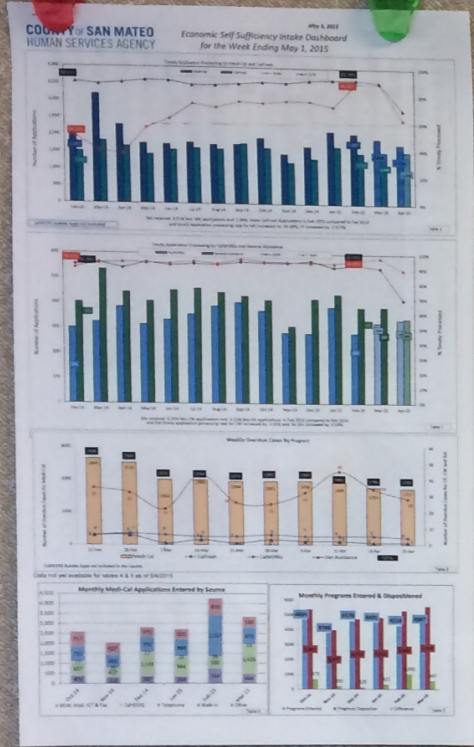
ELEVATION

SECTION

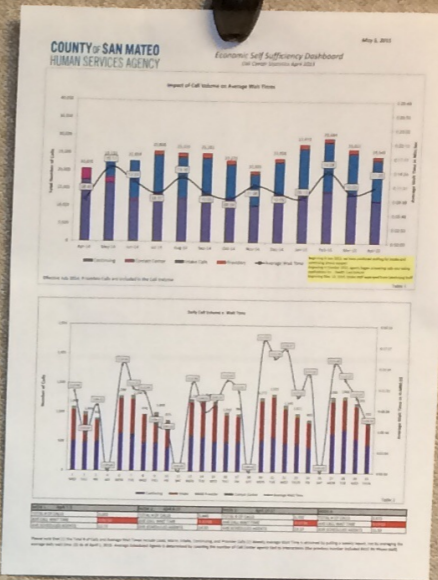
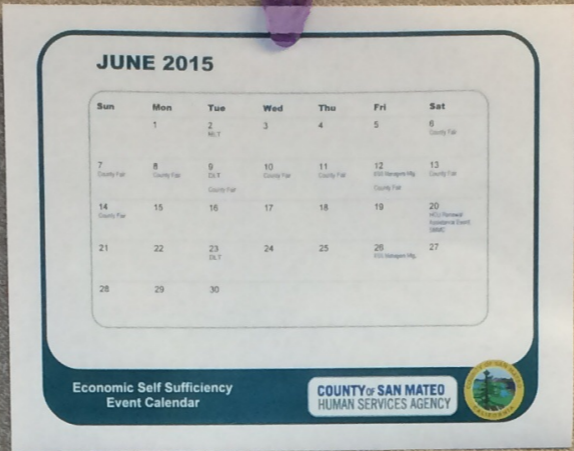


HALF-PLAN

Intake

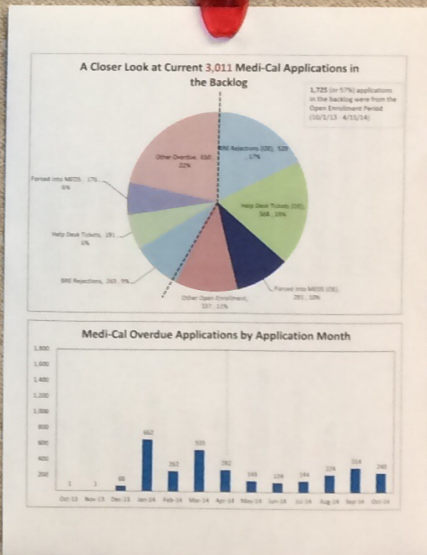
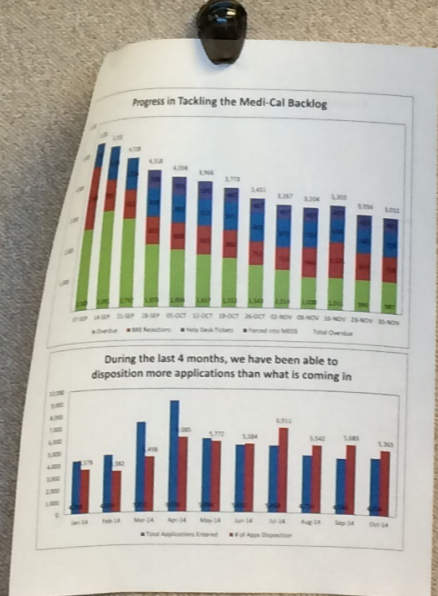
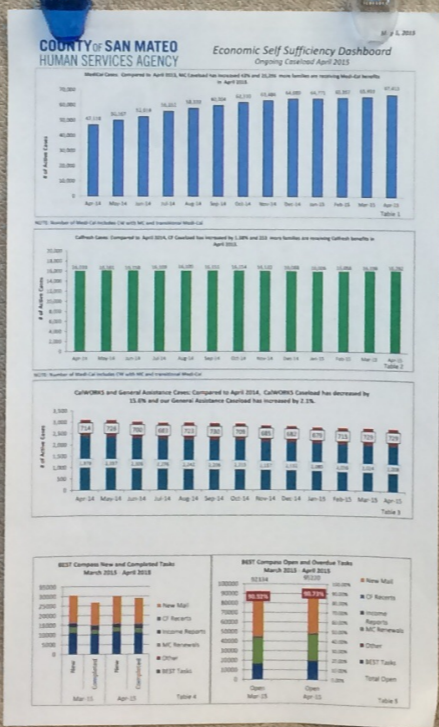


Calendar



Contact Center

Continuing / Ongoing



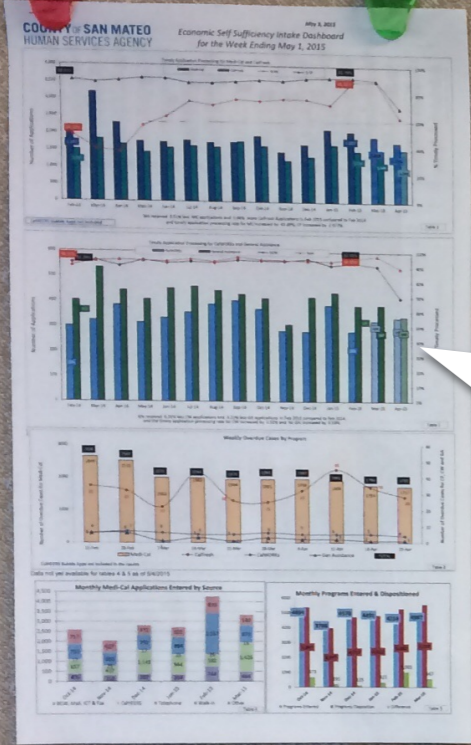
Customer Service

I'm READY for Health Care Reform!

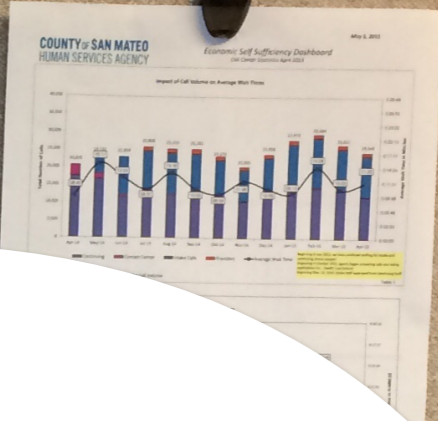
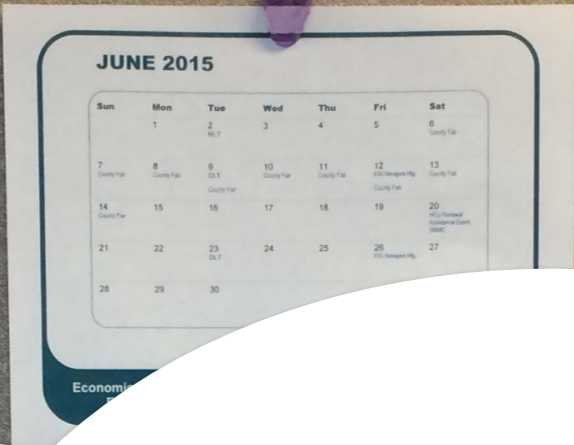
R - Responsive
E - Efficient
A - Accurate
D - Dedicated
Y - You make the difference

Progress in Tackling the Backlog

Intake

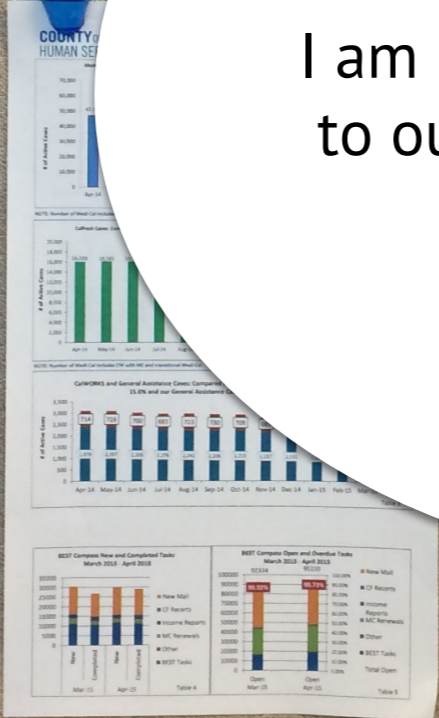


Calendar



Contact Center

Compliance



Customer Service

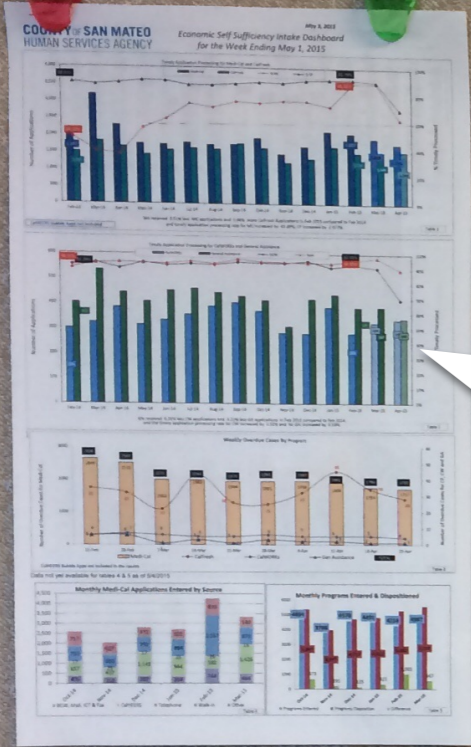
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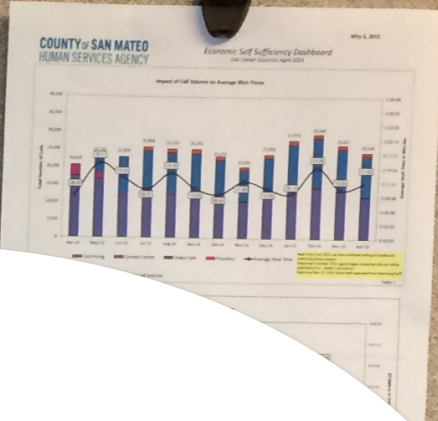
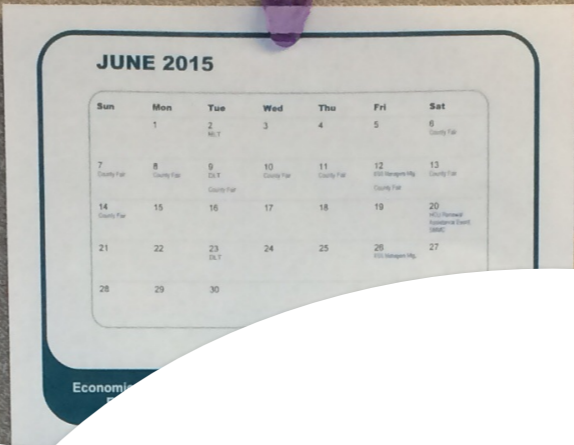
Progress in Tackling the Backlog

I am measuring something vital to our organizational purpose!

Intake



Calendar

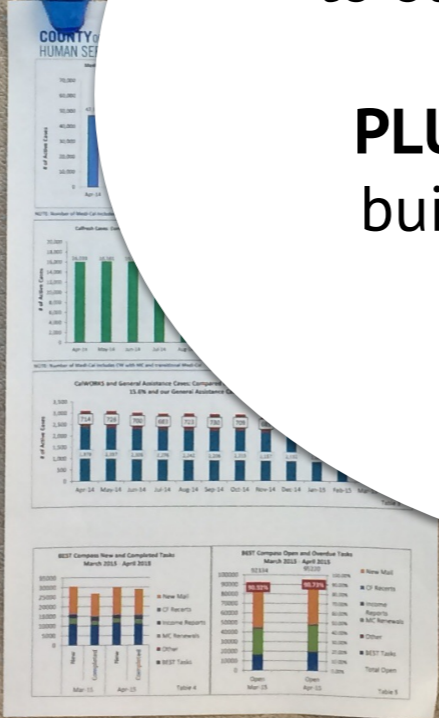


Contact Center

Customer Service

I'm READY for Health Care Reform!

- R** - Responsive
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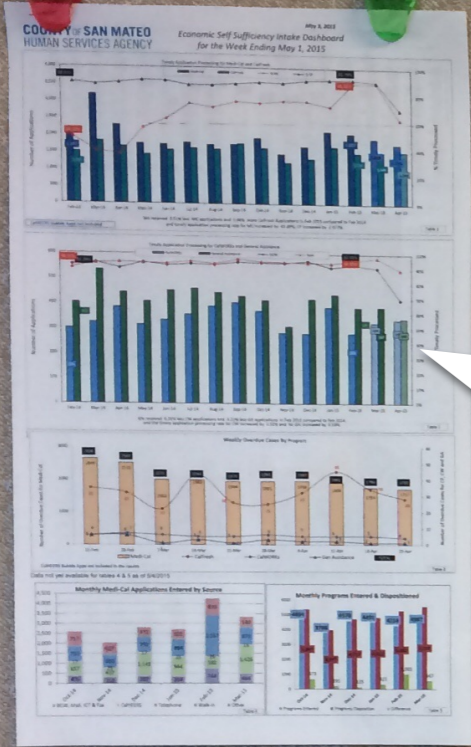


Progress in Tackling the Backlog

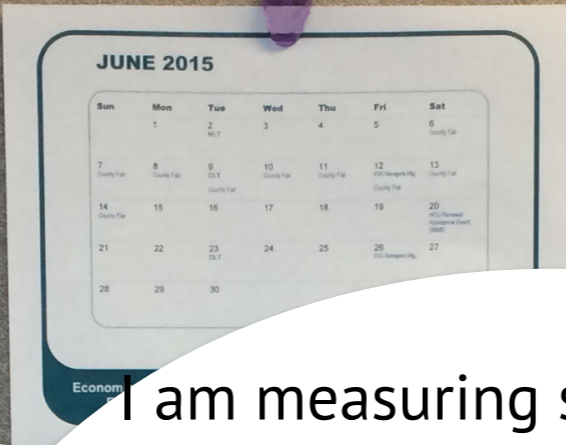
I am measuring something vital to our organizational purpose!

PLUS unexamined variation built into a particular value stream!

Intake



Calendar



Contact Center

I am measuring something vital to our organizational purpose!

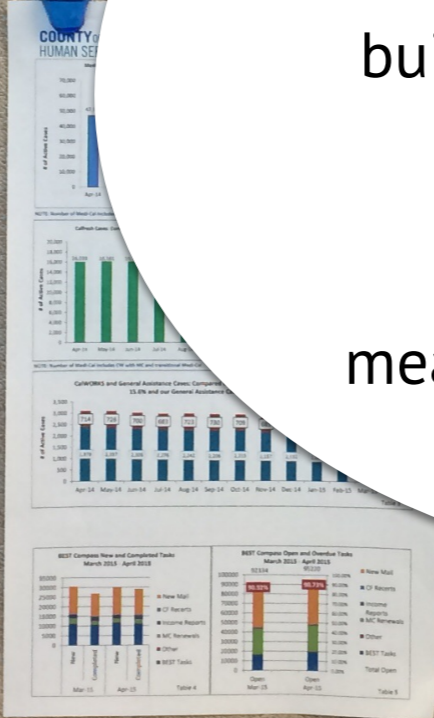
PLUS unexamined variation built into a particular value stream!

PLUS differences in measurement across various sites!

Customer Service

Get Covered! I'm READY for Health Care Reform!

- R** - Responsive
- E** - Efficient
- A** - Accurate
- D** - Dedicated
- Y** - You make the difference



Progress in Tackling the Backlog

What do you notice?

Value stream thinking

Value stream thinking



Customer perspective

Org chart / departments

Who makes it happen?

Hierarchies

What do they need?

Tacit knowledge

Stability (or safety)

Accountability



Waste walk worksheet

Waste	What do you notice?	Performance impact on value stream	Possible countermeasures
Errors producing and correcting			
Overproduction production of too much of something, or of unwanted things			
Waiting / pending idle time, blocked work, waiting work			
Not utilizing the knowledge, skills, and abilities of <i>all</i> staff			
Transportation relocating people, equipment, or supplies			
Motion movement by people			
Inventory excessive equipment, supplies, or products			
Extra processing unnecessary steps, questions, paperwork, or rework			

work
cannot receive comments in timely manner
AN accessibility of files...
or appearance there of...
File information difficult to obtain
In accessibility of files to the public.
Applicants don't re-submit in a timely manner
Time constraints
Work overload => quality
UN-responsive staff input on projects - community conditions.
Not knowing being asked status of projects in other streams (SD/Bid)
Need a Point Person to maintain workflow input into BRAD
Staff aren't running meetings related to their projects
Project tracking difficult to follow
UN-necessary Deleays!! why?
Project flow not readily available - BRAD not updated continuously
BE Equal Treatment Favoritism perceived
Lack of easy Electronic Submittal options
Archival system not functional - Too Many Meetings - Not useful for Staff Records
BRAD system for Planning not updated
Lack of Stream Lining
Plans submitted concurrently with Planning + Bldg - we cannot move forward until Planning Decision
Collection of CWS fees should be transferred directly to CWS. Other jurisdictions do this. We waste a LOT of time dealing with this!
Affidavit Review
\$1,000.00 Counter Credit Card Limit.
Land use sign-off plans inconsistently stamped - sign-offs are not documented
Fax & Copier Location
BRAD participates in pre app mtgs that the plans examiners could/should participate in because we will know what is coming later and can talk w/ BRAD
Web's meetings and special arrangements with clients don't always get relayed to plans examiners until after we make plan review calls.
People hold us to our attempts at time commitments when we get pulled in many directions all the time and we can't always live up to these expectations
There is no way to keep track of expired permits and automatically generate expiration letters
There is no way to document the flow of deferred submittals in our computer system.
No enough small conf rooms
2. Conf room scheduler is not user friendly
3. No rooms other than lunch room for emp use (small rooms)
We can't focus in our workspace because the walls are so low and we can hear every other person's conversations A lot of visual interruptions also.
Training / Advancement Current Staff
Workflow
Routing Bin M 1-week waiting
Electronic Communication sending/uploading Docs
Exclusive Information islands
Up to 1-week to be assigned
Plan routing occurs only one time per week and makes our clients very unhappy because their plans are simply in a holding pattern
Assignment before routing (BRAD only)
Paper Intensive
\$1,000.00 Card Limit
dealing of 3-separate bureaucracies why not have Liaison??
We frequently can't read the plans provided because people provide reduced plans (11x17" figures)
Our scanners don't recognize photos site plans (i.e. Google maps) but we frequently receive them from contractors
Form apps not complete - consist type - valuation unknown
Electronic Submittal Option.
Accessibility (25%) form is almost always necessary but almost never completed at submittal
MEP plans are frequently included in plans that haven't officially been submitted
BIS work Standardized: i.e. checklists - consistent - timely
Commentary but is not contextual (more verbose than productive)
Continuous Improvement and change
Silver Tsunami
Ways of communication changing / social Media
Educational opportunities gone as a result of recession
Incomplete, Inconsistent both notes/comments
Too Many Land-Use Applications -> confusing to the public
Management Meetings w/ Customers Spatial Cells
Lack of QC @ Submittal
Unrealistic time expectations
cannot be limited w/ the use of Technology.
I need more workspace for future staff to sit with our group
Plans not accurate at submittal or missing required items
defensive tone in face-to-face communication
PA notes are not always accurate / consistent
Complete Submittal Package @ time of submittal
Application Data Accuracy Q.C. requirement
Manual Distribution of Paper documents
Cannot focus in workspace -> efficiency
Hand delivery of Planning Commission packets => inefficient
lots of staff time delivering
PC-members can't be effective
K Delay Rec fine doc



4. Continuous Improvement Is Routine

FAIL YOU WILL



FAIL FAST, SO YOU SHOULD

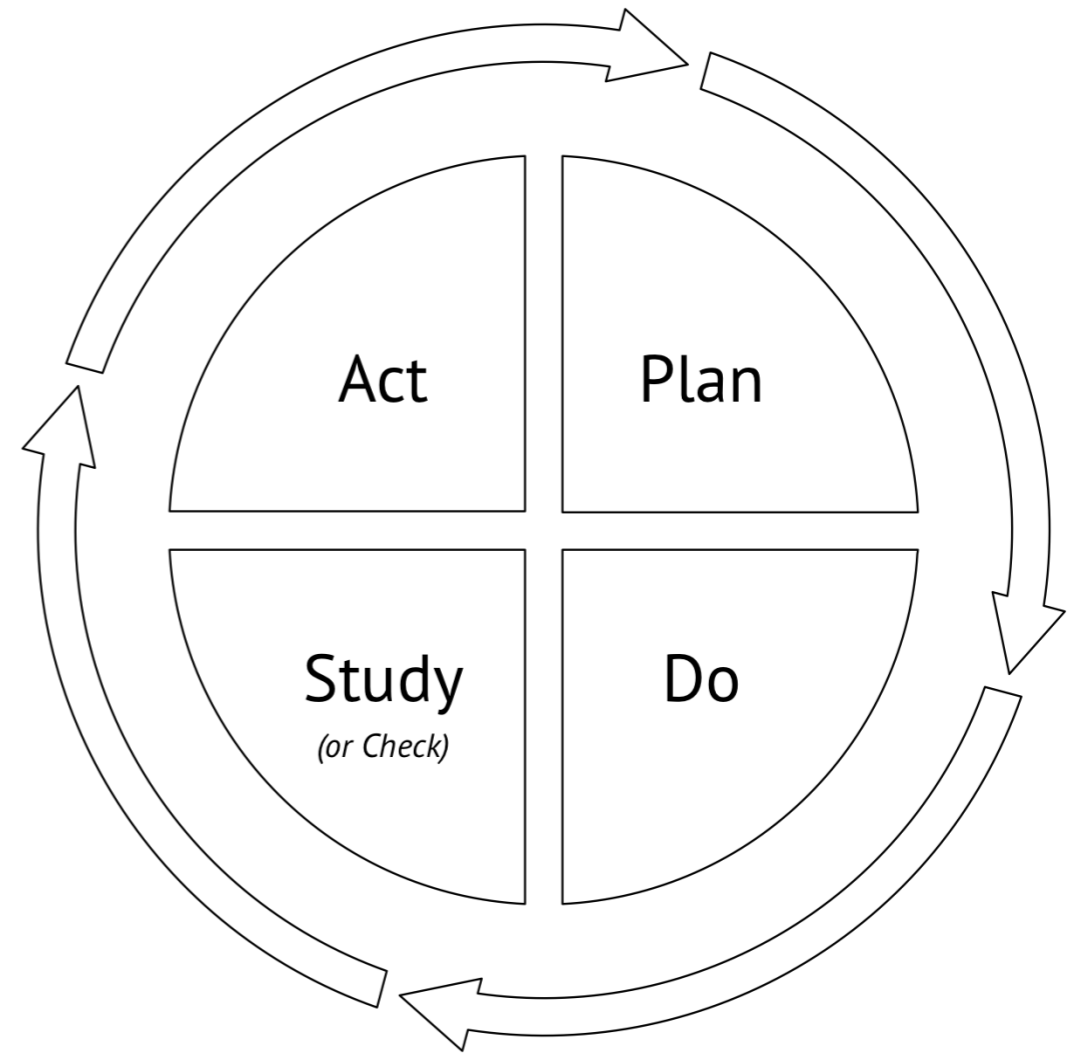
memegenerator.net

“It is weariness to keep
toiling at the same
things so one becomes
ruled by them.”

–Heraclitus

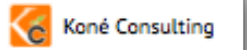
~~“It is weariness to keep
toiling at the same
things so one becomes
ruled by them.”~~

~~-Heraclitus~~



A3 8-step problem solving worksheet

Problem



Responsible person

People involved

Date

1 Clarify the problem (Plan)

Current situation

Desired situation

2 Break down the problem (Plan)

3 Set the target (Plan)

4 Root cause analysis (Plan)

5 Develop countermeasures (Plan)

6 Run experiments to validate countermeasures (Do)

Owner

Support people

Dates

7 Monitor results from experiments (Check)

8 Standardize successful countermeasures (Act)

10× communication

Staff communications plan

What is the change you need to communicate about with your staff?

What does your audience currently think—and how do they feel—about the topic?

Staff's current knowledge and opinion of the topic

New information or opinion staff need to have

How will that knowledge and their impression need to shift?

What messages and channels will reinforce the new information and opinion they need to have?

Auditory messages

Visual messages

Kinesthetic activities

Remember: messages aren't just words—they can also be pictures, sounds, or use physical space.

When, during the next 30 days, will you begin your communication efforts?

Where (in what channels) will you communicate the messages?

When will you start and how often will you repeat?

How often and when will you repeat the messages?

How will you gather feedback from staff and relay it to leadership?

What will you need to support your communication plan?



Things get messy

Things get **messy** when...

People can't directly see work, waste, and problems.

People aren't in the same location.

People do not agree on their purpose or value they create.

Skills, authority, and responsibility are not balanced.

Management does not communicate.

People know they can outlive their leadership.



5. Lean Doesn't Exist

“What if everything is an illusion and nothing exists?
In that case, I definitely overpaid for my carpet.”

–Woody Allen

Where to start?

“One measures a circle, beginning anywhere.”

–Charles Fort

Where to start?

Level-setting.

Organize around a problem using value stream thinking.

Continuous improvement: PDCA.

Communicate across all levels of the organization.

Develop people.

What are the key things to learn about Lean when you're just getting started?

The Key Things



1. What Lean isn't
2. What Lean is
3. Its Main Principles
4. Continuous Improvement is Routine
5. Lean Doesn't Exist

Resources to download and use:

koneconsulting.com/resources

Contact us:

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Brian → brian.kerr@koneconsulting.com