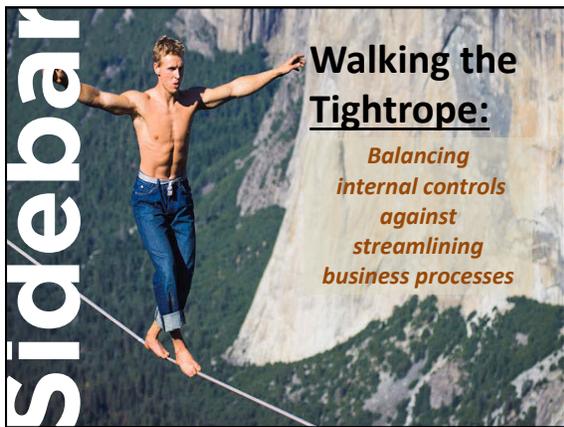
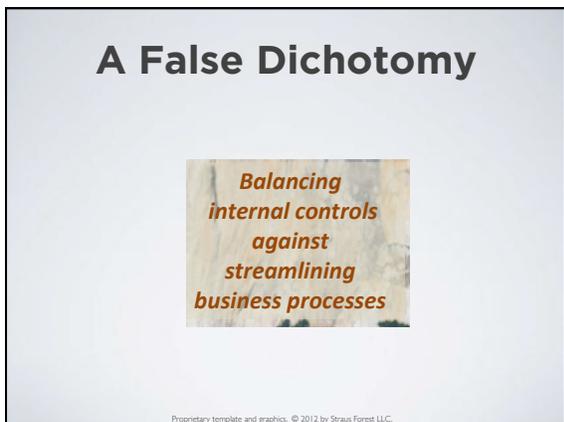


From Lean event to a Lean organization

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Internal Controls = Safety and Safety = Managing Risk

- Make internal controls as efficient and effective as possible: efficient controls are better controls
- Manage the risk of implementation

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Risk-managed Lean Implementation



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Lean structure for Employees

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Most expect Lean implementations to go like this...

Lean workshop

Thank you for this **Lean Award**.
First I'd like to thank my mom...

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Most Lean implementations in government go like this...

Lean workshop

Lean workshop

Lean workshop

Frustration

Lean workshop

Frustration

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**The
Wrong
Assumption**

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Lean Process
≠
Lean Agency

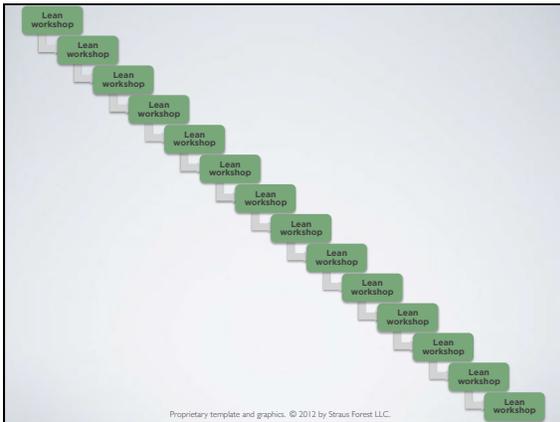
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Lean Culture
=
Lean Agency

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Culture
is
King

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How we implemented Lean

- Carlos full-time for 15 months
- A full-time in-house Lean manager
- 13 week-long Lean workshops in 18 months
- Each workshop was supported by a Japanese consultant @ \$30,000 per week

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Government
is not
Business

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Rethink
Lean
for
Government

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This person is not the problem.



This person is the solution.



Culture
is
King

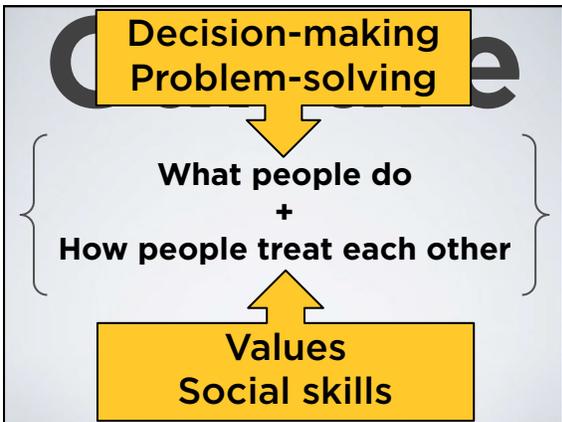
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Establish a New Culture

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Sidebar **Culture**
the attitudes and
behavior characteristics
of a particular social
group

Source: Apple Dictionary version 2.2.1 (143.1)
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How to Establish a New Culture

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Principle 1

Change the approach to Leadership

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Principle 2

Change the approach to Followership

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Principle 3
No training can substitute for first-hand experience

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Crucial Factor 1
Expect resistance

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Crucial Factor 2
BIG changes are easier than small **changes**

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Crucial Factor 3

The change must be doable.

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The Solution

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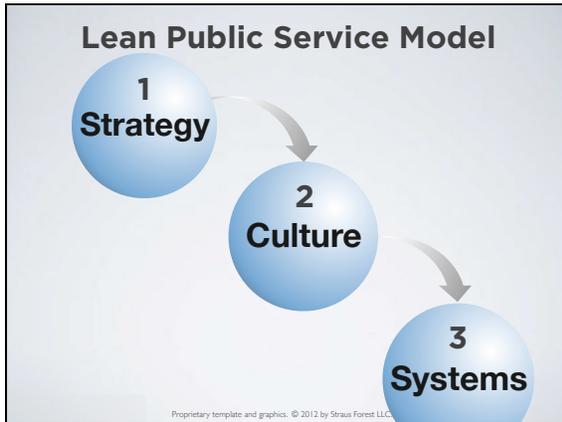
Apply Lean to Implementing Lean

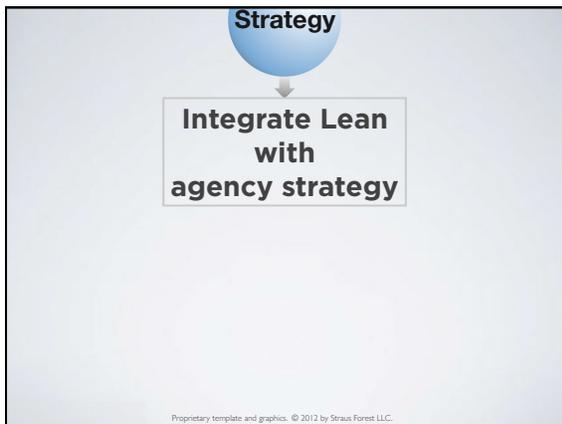
- Just in time

What is the minimum amount necessary to make a significant impact?

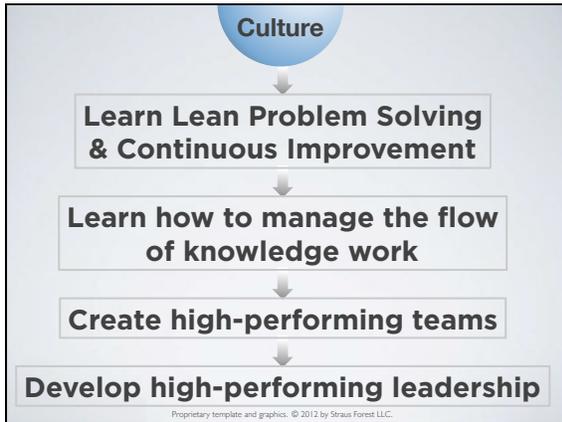
- Remember the 80/20 rule.
- Keep it simple

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**The
Proof**

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Our Approach

Big and doable.

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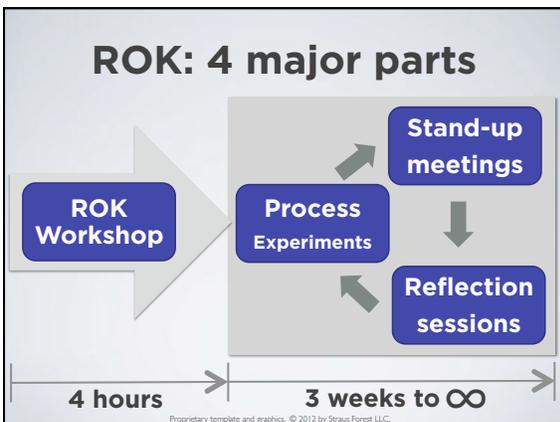
The Goal:
Your agency practicing Lean in 4 hours

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Your agency practicing Lean in 4 Hours

ROK

CopROK
for Law Enforcement



ROK: Continuous Improvement in Practice

- A structure that offers an opportunity for culture change
- Teaches self-reliance
- Creates a team learning environment
- Addresses issues people care about most

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ROK

Tested:
over 300 government employees

All levels of government:
from local to state, from entry-level employee to agency director to elected official

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Video

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Discussion

What can you do to
change your culture
where you do have control?

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Lean structure for Managers

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IMMEDIATE RELEASE

**New Survey: Middle Managers Are Biggest
Obstacle to Lean Enterprise**

*Nearly 40 percent of those polled cite middle
management resistance, according to Lean
Enterprise Institute*

Cambridge, Mass., July 18 -- Middle
management resistance to change is now the
number one obstacle to implementing ...lean
production, according to a new survey ...
conducted by the Lean Enterprise Institute, a
nonprofit management research center.

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Momentum
vs
Resistance

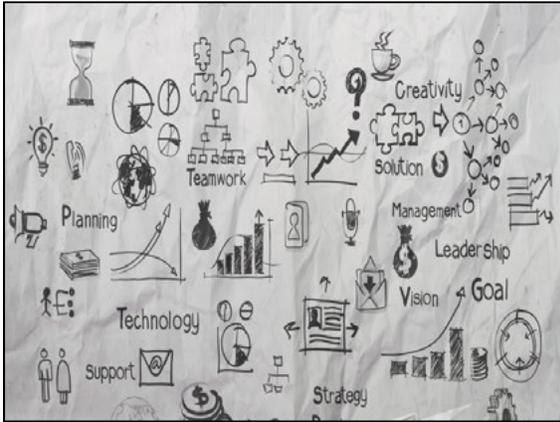
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Resistance
is a
symptom

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The problem is
know-how

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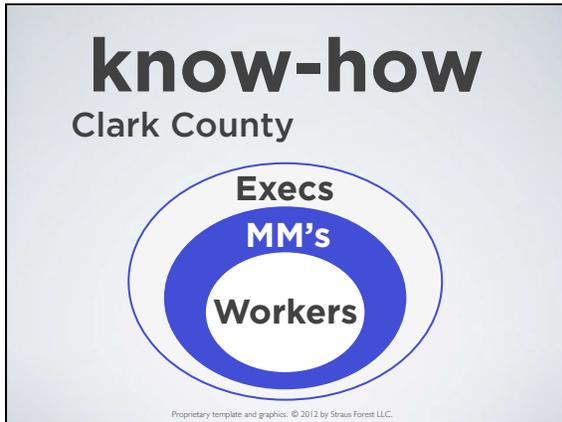


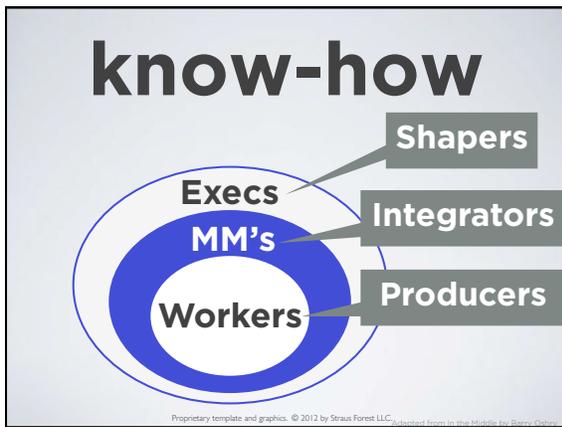


know-how

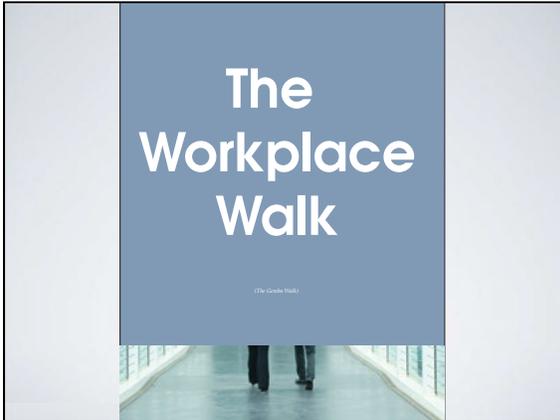
**The Middle Manager
Role in Lean**

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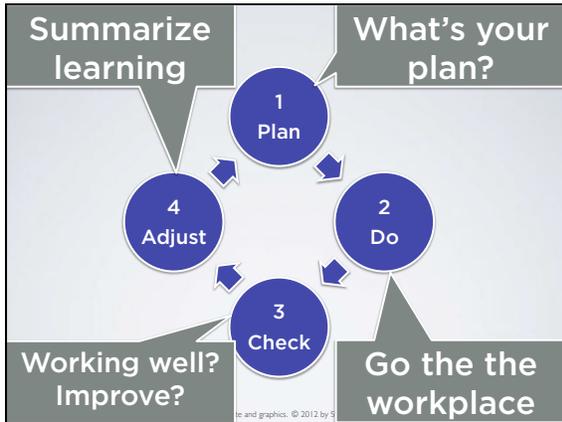


**Workplace Walks:
What It *Isn't***

- Fault-finding or blame
- Drive-by public relations visit
- Spontaneous, free-flowing event
- Problem-solving
- Checking on managers
- Just a meeting

Role of Management				
What	How	When	Response	Critical Behavior
Does the process meet standards?	Check the workplace: is standard work being followed?	Daily	Root Cause Thinking	Maintain the discipline of standard work
Is it capable ?	Check the visual display: is the process meeting output control points?	Defined by the Measurement Plan	Root Cause Thinking	Understand customer requirements Use an in-process measure to identify a contingency plan
Is there room for improvement ?	Check the work: where can waste be removed?	Quarterly or as defined by the team	Root Cause Thinking	Lead continuous Improvement Improve based on facts and data

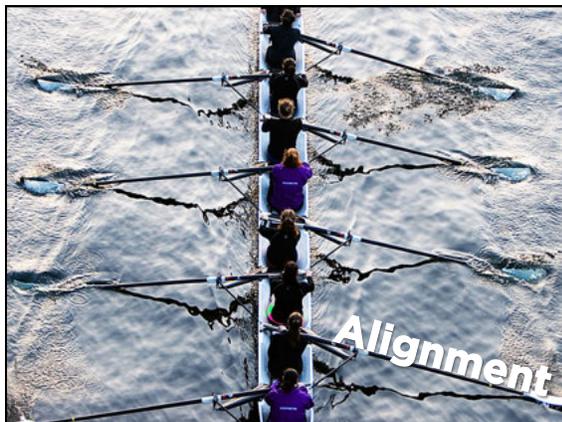
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Organizing The Walk

- Frequency
- Theme
- Communications
- Performance and metrics

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Start by Grasping the Situation

- ☑ What is actually happening?
- ☑ What should be happening?
- ☑ What is the ideal?

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Start by Grasping the Situation

Do we have a problem? If so, why?

Ask **“why”** five times—or as many times as it takes to drill down to the root cause.

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Teaching: A3 Thinking

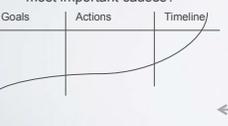
1. What is the gap? (What are we trying to improve?)



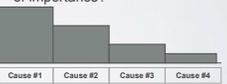
2. What's preventing us from meeting our target(s)?



4. Which actions will address the most important causes?



3. What are the causes in order of importance?



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What does it look like?

Video

Workplace [Gemba] Walks

with Joel Suelzle, VP



Part 1: Quality of Care Team

Part 2: Certificate of Coverage Team

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While you watch the video

- Identify 3 questions you thought were key in engaging the front-line staff
- Identify 1 or 2 key enablers for successful workplace walks

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Discussion

Please turn to the person next to you and...

- Identify 3 questions you thought were key in engaging the front line
- Identify 1 or 2 key enablers for successful workplace walks

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The Challenge for Leaders

- ✓ Discipline
- ✓ Follow Through
- ✓ Commitment

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Getting Better Each Year

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Learn more

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