

ESD's Lean Journey

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Presentation Overview

What we *heard*

What we *did*

What we *learned*



What we heard in the beginning...

- “How does lean fit into what we are already doing...GMAP, transformational teams, budget cuts, etc?”
- “Are you using lean to eliminate my job?”
- “Is lean simply the new flavor of the month?”

What we did

- Launched a half dozen lean projects.
- Streamlined processes; saved money and resources; staff focused on serving customers.
- Focused on “just in time” quality.



Lessons learned

- Lean fits into our performance management system.
- You can't "lean" the lean timeline; change management is hard.
- What gets measured, gets done. Lean helped staff impact what we measure.
- Lean improves morale.
- Never ending process – continues to evolve.