

Governor's Office of Accountability and Performance Tape 1/9

All right. Here we go. Lean for Dummies online book review. Those that got the flier you can see that we're up to all state government employees were invited. A whole bunch of folks from all across the state. Some from individual locations. So when you joined you can mute your own phone as well. That will help and I will try and catch folks as they're coming on to reduce the background noise. So the schedule is every Wednesday at noon and we're going through one chapter of this book Lean for Dummies. I am really excited about sharing this book with you. I think the scope that it covers is great and the depth it goes into is just right where we are in this lean transformation journey. So each week Wednesday we will launch and go through one chapter each week. As I said I got everybody on mute to try to reduce the background noise, and if you have a question use the chat feature and we will watch for that chat and unmute where we need to, and ask people to contribute. I will try to reduce the background noise in my own office as well. Thanks.

Okay to get started we want to figure out who is actually here from what city and how many people because we have folks in conference rooms with a number of people there I launched a poll. You should see a poll up on the screen. The first question is what is the name of the city you're at and if what city and question two how many people are there? If you're by yourself the number is one. If you're in a conference room add them up and put them in the poll question. I'm going to move on but you can do your counting and do the poll question as I continue. Thanks for doing that. So this Prezi format allow us to have this image the background of the mountain range and this really is just a metaphor for this presentation that -- I'm distracted by the chat here. It sounds like some folks are saying there is still background noise that is coming across and again if you just joined put your own phone on mute. I will putting the rest of the folks on mute as they dial in and we will try to reduce some of the background noise, and if the noise is from my mouth I'm not sure what I can do about that. We will see how it goes. What you should see on the screen is the image of the mountain range and the circles starting at the bottom right hand corner of this picture represent what we will do each week is dive into one of the circles and review the content for this chapter.

All of the information on the -- for each week is in the circles and this presentation is available to you online. We will give you the link for that, so that's one way you can see the materials from these sessions off line even. Another way we're recording the Webex itself and you can click on the link to the recording and you can hear all of the audio so there are two ways this material from the presentation each week will be available to you. One is through the Prezi online and you just click the link and you can scroll through the presentation and the other is clicking on the link to the Webex session where you will hear the audio and we will put the link to the Webex right here. The other thing I would mention in terms of communicating about this book there is a LinkedIn group which is the Washington State practitioners of practice and we can use the features related to discussion groups and not what. If you want to continue the conversation or question and answer periods then you can use that LinkedIn group as well at any time. Okay.

So a little bit about the course. Three things actually. Facilitators and process and objectives and how this works. I am Darrell Damron and management consultant with the Governor's Office of Accountability and Performance, and excited to be part of this lean transformation journey in general and

specifically happy to bring you this review session and Scott Baird and Heidi Loveall are also here and we're going to tag team each week this presentation and mix it up and each of us bringing you different things throughout the weeks as we move forward, and I can -- I was going to ask Scott and Heidi to say hi. I will do that in a minute. Okay. In terms of objectives what are we doing here? We will look at it in three ways. There is a business need.

Performance is expected of you back on the job and learning objectives for the presentation, so in terms of business need we're offering this book review because we want to help everyone in state government move forward on the journey, adapt tools and provide more value to Washington. In terms of enterprise and why we're doing this that is the business need here. Performance wise after you participate in this review when you go back to work you can participate in lean activities going on and as a result of participating in this class you should be able to actively get into whatever leans going on in your agency and actively use the lean terms as talking to folks and participating. So that's performance wise on the job. In terms of learning objectives each week when we get together at the end of the sessions the learning objective for you is in the little world. You can select with 100% accuracy the answers to quiz question from the book. We are reviewing this and we will give you a quiz to demonstrate that and prepare you to answer the questions with 100% accuracy. That is the idea. Okay.

In terms of the process or how the sessions work. Each week we will get logged in and then review the table of contents for the chapter for the week. Take a prequiz that let us know where you're starting and if you understand all of the key points we will move quickly into reviewing or into the question or answer period. If the prequiz shows that we should spend more time on reviewing the key points then we can do that so that is what the prequiz is about. Then we will review the key points and go into a question and answer period and take the post quiz. Okay. So without further adieu let's get into it, the content for this chapter that we're reviewing which is the introductory chapter and I know many of you may have not gotten the book yet and that's okay. We will talk you through this chapter and there are 19 other chapters in the book in terms of content and today it's the introduction. This is a screen shot of the contents of this chapter. They cover what is this book about. The conventions used in the book, some foolish assumptions they cite and a big picture how it's organized and talk about the icons that they use and where to go from here.

So let's try the prequiz and get into the key points. So and for this week I just have two questions up here so we can get familiar how this prequiz moment works. And so the first question is up on the screen and it is lean is a goal recognized powerful effective way to build and improve business or institutions. First answer. B is lean is a proven approach to aligning everything in the business or institution to deliver increasing customer value. C, lean's approach that engages people and aligns systems and processes that deliver continuous stream of process to customers while continuously reintroducing waste and inefficiencies in the process or D, all of the above. Second question is Lean for Dummies is overview or basics only or B a comprehensive description of the principles of lean as well as the methods and tools to put lean into practice? Okay. So now the idea would be for me to launch a poll that gives you the opportunity to respond to those questions so let me pull that poll up and open it and you should see on your screen two questions from the poll that give you the chance to answer. If you can put your phones on mute that helps. I am trying to catch them as they come in. I will give folks a minute here to answer the questions. Thank you.

I can see the questions flying in there on the poll results. Okay. So the poll results slowed down a bit here so I'm going to go ahead move forward into the content unless you want to know what the answer is. Okay. So how about this? I will show you the poll results. Most folks, the majority clicked D for the first question which is correct. It's all of the above, and B for the second question, which is correct. It's I comprehensive description. The first question, lean is all those things and the book talks about that on page one. You can see on the slide in parentheses I put the page where it's from or the content in the book on both of these, so that's the idea and thank you for using the poll feature. I appreciate that, and I will look forward to comments about how well or poorly that worked and we can fix things as we go continuously improving and again the answer to one is D and two is B.

So let's look at the key points of the introductory chapter. The first point is lean is all these things. On page one if you have your books can you open them to there. Lean's globally recognized in all of the world and improvements in short term and long-term. The point is it's not just a quick fix nor just a strategic thing that helps in the long run. It has the characteristics of helping both. You're making improvement and lean helps us deliver better value to more Washingtonians which is the point. Lean is pioneered at Toyota. You often the production system. About 60 years ago that is where it started but it wasn't known to folks except in the world of manufacturing and specialists that were consultants or working on improvement until the 1980's when the folks at MIT did a big study and actually coined the phrase "lean" Because they said everything Toyota is doing is requiring less of everything to get the product out to the customer in a quality kind of way, and from that point on in the 80's after the MIT folks and known and referred to as lean. The other point about lean there is something for someone everyday at all levels. It's not just for specially trained people or consultants or practitioner folks.

This journey we're on there is something for everybody at all levels. The second is about the book itself. It's a comprehensive description of the principles of leans and the methods and the tools so this book isn't focused on just the tool aspect and only helpful for practitionary facilitator types or managers. It's covering the landscape of lean in general. It's a reference book designed for easy access. You can see on page two there this same information. The way they organized it in the chapters make it easy to look for the things you're looking for and addressing tools and practices and not just on one or the of the. It's a guide to help you select the lean efforts that you want to work on in terms of where should I start or what should I do? And gives you guidance in using the tools and engaging people and there are step by step instructions for value stream mapping which is a very good and important tool especially early on in our lean journey here. It's helping folks understand how our processes work and get them documented and getting folks involved in that.

The next key point is where they have specialized words they will put them in italics and give the definition and then the typical use the acronym from there on. Where there is a web address they use that font and they don't use a hyphen so type it in as it is in the book and that will get you to the URL and they have icons to the key points and risks and pitfalls and technical things. The fourth point is reiterate the book is organized into the six parts, the basics, lean and culture, understanding flow and the value stream, the lean tool box, the lean enterprise and six parts but 20 chapters total. So now the trick is let's see if we can manage some whatever questions you have and we can do it in one of two ways. If you have a question use the chat feature. That will put

the request for questions sort of in order here, and then if I can't get it from the chat or need to unmute I can do that as well, so do you have any questions?

We will remind you as well the chat feature is available if you pull down from the top of the screen and scroll up you should be able to see it will make the chat feature available.

Maybe that's the first question. Can you chat? Okay. So question how does lean different from DQM or CQI? That's a great question and I don't know. We could go so many directions with that. There is a real sense in which lean is not different, or you could say it has a common lineage or history, background and there say sense in which it's wildly different because it's enterprise for something for everybody at every level solution or thinking of quality improvements process improvement or facilitation stuff, so I think as we go through the book you will get a better sense and a better feel for what you experience if you went through TQM for example.

This is my 21st year in this great state government and I remember of all the different things that we have gone through and lean is definitely different from the things we have gone through in the past and in the larger sense because it's a enterprise wide solution that has something for all of us to do from the Governor to every other employee entering stuff on a key board somewhere, so another question was is the second edition different from the first? There are a few edits, but actually I haven't compared it, so if you're asking the question because you have the first 10edition and not the second. I think you want the second edition to go through the review, but I don't think it's so widely different that you can't participate but if you can get the second edition that would be best. Thanks for the folks for working. I appreciate that.

Okay another question. It's not a question. It's a statement. Some folks are dialing in and catching it from the home computer and it's working great. I am glad to know. Here's another comment. Lean is also focused on waste and value from the customer's perspective. Yes, I agree. And it's a lot more than that. Another question. Difference between lean and lean six sigma? We could spend the rest of the day on this one, but I will keep it short to this. Lean six sigma is an approach that --1 the way we're thinking of it in our lean transformation journey is lean is the broader term and what we're doing, and the powerful stuff in the world of six sigma are tools in the tool box. The difference is you could invert that and say lean six sigma is the overall strategy and approach we're taking and that's it, but it's really the opposite. Lean is the broader, the thinking tools and techniques and lean in general are the broader scope of what we're doing and lean six sigma, things like Damayic and all of the statistical process controls, math and ways to view reduce in variation of processes are tools that we will use as we're on this lean transformation journey.

So what that means is we don't all need to get certifications in lean six sigma green or black belt and while those are helpful everybody doesn't need to do it, and in fact our partners from the private sector have told us that they only want not more than 1% of them -- you want 100% of the organize using lean thinking and techniques everyday but facilitators and should be no more than 1% of the organization and we only want a tiny slice to have the black belt certification that comes from lean six sigma and there is no national standard on what that should be but lots of folks that do it and it talks about this on page 23 and 25 of the book as well, so good. Any other questions about the process or the content of the book or world peace?

So Darrell if I could follow up really quick. We have the first edition of the book here as well in response to the question. This is Scott here. I'm one of the other facilitators. It looks like the chapters are similar but in a different order and there is 30 more panels of content in the second edition so looks like you could get away with the first edition and it's in a different order but there are 30 pages of content you will be missing out so that's that for what it's worth.

Thanks Scott. I appreciate that. Good. Another question is facilitator training be available? The short answer is yes. I could go into a longer answer that we had folks go through it for mapping and there is more to come as we move forward on the journey and VSM 12 and facilitating things like coaching for leaders and helping leaders understand the improvement and the coaching routines that we will transform the way they do their work as leaders in state government so yeah there will be facilitators on various topics throughout state government, but again no more than 1% is the sort of target that we're shooting for. And that advice comes from our private sector partners for those that not own over the past year we've established this lean expert partnership program and there are 38 organizations that we contacted that are on the lean journey and doing it for some years and 110 now as of today, lean experts from the private sector or other government entities that are willing to help state government in help move us forward so some of the training is that that channel.

That is just free partnership stuff that coordinating advice, training, coaching and tours from our 110 different partners in 38 organizations as of today and I will keep expanding that as much as we can, but through the lean master contract we will do purchase some help from vendors for the enterprise to move forward on the journey. A question about our private sector partners and why they say it's best to keep facilitators to 1% of staff? Yeah, I think the short answer as we're running to the close of the session here. The reason that our private sector partners are saying you don't want all of your employees to be trained as facilitators because if you're doing that what you're revealing you're taking a project or a point improvement approach, and that's really not what is going to sustain our ability to deliver better value to more Washingtonians over time.

We have to change the way we think about our work and have lean thinking tools and techniques at other level from employees at every job and thinking everyday about what can I do to improve this job that I am in and the tasks related to this job and using the specific method right at the job level and every Supervisor and midlevel management and executive thinking about lean daily management and helping employees understand the coaching and improvement routines. So last question and then we will close it out here. What can we expect from Governor Elect Inslee relative to lean? Certainly you can expect him to deliver I am sure on all of the stuff he said during his campaigning that lean is important. Lean is something that can help state government. He intends to use it as a way to deliver more value to Washingtonians for generations to come.

Everything that we heard so far from the transition team with the new administration is lean is going to expand and accelerate and we're on the journey. There is no intention of turning back and doing something different. So exciting time to be part of state government and a privilege definitely. Okay. So that's all the time that we have for today. We will see you next week. You can see us Email if you have any ideas how we should improve or do differently for this facility facilitation and send the Email to the accountability mailbox

or to us directly and with that we will close out today, and see you next week.
Thanks for coming.