

Hello everyone. Welcome to the Lean for Dummies book review. I'm Darrell Damron what the governor's office. I'm glad you joined us today. Each week we review one chapter of the book, Lean for Dummies. On our current schedule we will finish on May 29. Two more sessions to go. As you can see from our weekly schedule, each week we are fortunate to have partners in the partnership program joining us. Today our special guests are Brett Cooper and Tracy O'Rourke. Brett has been on before and you have seen his information. He is with Integris Performance Advisers and I'm glad you could join us today, Brett.

Brett: My pleasure.

Darrell: Tracy O'Rourke is with Integris, she is a fantastic presenter. We are glad you could join us today as well, Tracy. Thank you.

Tracy: I'm happy to be here and totally excited about what you guys are doing in Washington.

Darrell: We are happy to have your help. As you can see, on the Prezi, we record each of these sessions and make those recordings available at our website. You can click on these links and it will take you to the WebEx recording as well as the transcript where we have closed captioning for each of the sessions. The purpose of the book the review is to help you understand more about Lean. So you can participate in Lean activities going on in your agency. That's why we get together and I'm just about through the whole book. During today's session, we will put everybody on mute to avoid background noise. That way we don't compete for the microphone. If you haven't already answered the poll questions, type in the name of the city where you are and the number of people participating at your location. Nearly 600 people throughout state government all across our state participating in one way or the other in his book review.

This week, we are doing chapter 17.

Chapter 17, 18 and 19 are part six, the last part of the book, and each of these chapters in the last part gives lists of tens. Chapter 18 are the 10 pitfalls to avoid and Chapter 19 are the 10 places to go for help.

This week, 10 best practices of Lean. Here is the table of contents.

It is the 10 in the list and that's what this chapter is all about. We will go through each one of the 10 that are presented here as the key points. Number one on the list, is this point that cannot be over emphasized. Understand your customer. It sounds simple but you have to make an effort to deeply understand what customers want and need and how they defined their value. You need to be purposeful about it but you don't need to overcomplicated and one of the easiest ways to understand what your customers want is to talk to them. Talk to them in person and the phone and ask good questions about what they value and how your products and services are being received. And what they would like to see changed. Another way to understand what customers want is to send a survey. This can be a simple survey or a very complicated type that we have professional help designing. We work with universities to design these quite often. Whether it is complex or simple, talk to the people you hand your products to, it's important to understand and talk to them. Brett, do you want to add about understanding the customer?

Brett: You mentioned this cannot be over emphasized and I want to echo that. The whole idea of customer service is supported element of Lean thinking. What Washington is going through really great success not only are you reaching out and getting every employee throughout the state understanding that they have an impact on customers. That's one of the things that a lot of people in government struggle with especially if they are not on the front lines serving the customer. I think a lot of people on this call walking down the street, come across somebody working on a construction site, he asked one of them what are you doing? And he says he's building a cathedral. That kind of thinking is everybody in government should think that way. You'd get a whole lot further. We had a real life version of that brick layer story when we worked with the VA and we worked at one of the VA medical centers. One of the gentlemen in our programs was a janitor. We were having this conversation, and he completely changed it and said, I'm not here cleaning [inaudible] I'm creating a sanitary environment for the vets to get healthy. His perspective is different from that point forward. Hoping this call can help others realize we are serving customers whether it is extra or internal, keep that focus use the techniques you talked about to understand what the customer needs. We find this works well.

Darrell: That's fantastic, thank you for sharing that. I have to thank you for demonstrating this idea of understanding customer and the interactions I've had with you the things we have done, you have demonstrated this idea of making sure you are clear about what it is that we want what we are interacting with you. Like yesterday, in a leadership challenge workshop you are presented. The interactions with you and your company up to that point were deeply digging into what am I going to get out of this workshop and what do I need you guys to demonstrate. So thank you, the workshop was good for me personally there was lots of stuff I can work on to be a better leader. So thank you for that it was a great workshop. Let's move on to the second point, put people first. No matter where you are on the Lean journey whether just getting started or already a world-class example, the people that do the work and the organization need to be engaged and supportive people the thinking and tools of Lean exist to help people perform. Use the tools to deliver value products and services. By applying a Lean thinking and tools we can reduce the variation and overburdened and common waste that reduce the quality of life for employees. Throughout any organization. Brett, thoughts on this one?

Brett: The thing I have been impressed with was some of the groups in Washington is that [inaudible] taking a broad approach and helping people understand who they are doing this for. It's exactly what you are talking about. It's to provide real strong value [inaudible] followed this along with using the [inaudible] framework which has lots of detail to it but the shingle framework has four dimensions customer result, customer enterprise alignment, use the Lean tools for [inaudible] and you have to have a leadership and respect for the people. This point about putting people first and foremost, if you look at the shingle framework and look at the foundation of everything else in that Lean culture resting on leadership and respect for people, I think that puts that message of people first at the forefront. I encourage people to use that framework to communicate to others that adds involved with this Lean journey, a lot of people who are really into the Lean practices that those of us on the phone are, they look at it with skepticism so communicate to them in a way that talks about holistic goals of people first and employees and Washingtonians a good way to remember best practice and get things out of it.

Darrell: That shingle model is the a way to get their head wrapped around the major components. Right at the foundation of the cultural enablers, the guiding principle is respect for people. This is an important point. The third best practice is go and see. The only way you can get the information you need to make decisions is go to the place work is happening and make observations. You can't rely on reports alone and the reality is you will make better improvements faster by me can firsthand observations of the process. These are the key points that are made in the book on page 348. Tracy, your comments about the [inaudible]?

Tracy: I am a huge fan of what we call process blocks and those are also known as [inaudible] walks. But to me, a lot of people think that is manufacturing. But absolutely not. My experiences 90% is an administrative process in the process walk is very impactful. Management by walking around and going and talking to people that do the process, interviewing them and don't go by yourself go with people that do the process. I can't tell you how many times people have been enlightened with just a simply pretending you are the thing and go through the process. It can be a piece of paper or an application, just go pretend you are the thing and see what happens to you. It can be very enlightening and people get a lot of our hold moments. We did one of these that [inaudible] the Department of adult and juvenile detention and we looked at the pretrial release process for judges. We had upwards of 20 people involved in this process including judges, attorneys, the intake group, courts. We went through three different agencies to walk through the process and they were amazed at how much redundancy they had, how much information was available they did not know. I strongly encourage people to do a process walk. Go through the process. I always have ground rules and tell people don't correct people on the process walk. Be a student, you are there to learn. Don't correct people and it's not about the people that do the process it's about the process.

Darrell: That's great advice in terms of having criteria are putting people on notice about how to do the process walk and have to go in and see. That's a great piece of advice. Don't ask folks...

Tracy: It does require some planning but it's well worth it.

Darrell: Awesome. Let's move on to our fourth best practice in Chapter 17, this is, choose the simplest option. I don't know that all of you but it seems like everywhere I have worked, the complexity is constantly trying to take over. The more complicated things are no more trouble and waste that emerges. But it's on auto pilot trying to move more complicated stuff over time. You have to work at it and go at it one thing at a time. The book mentions, the idea is to change one thing at a time and use that to adjust and quick cycles. Changing one thing at a time allows you to see how the change impacts the whole process and you are ready to move onto the next change. Brett, would you like to add something about choosing the simplest option?

Brett: I'm going to keep it simple and say I have nothing more to add.

Darrell: There is a great demonstration of simplicity. Thank you. Number five, the best practices using visual management. The main point is to make it easy and quick to see where our price sources are not on track and is the reason we see where were not on track is so we can get help there to get things back on track. Where the process has slowed down when you have visual management in place you can see that and get help and keep things moving and on time and quality standardized. We are not likely to solve problems we can't see that we are very inclined to solve problems that are right in front of us. Tracy, your experience with visual management?

Tracy: I like to use examples we can all relate to. I think visual management we talk about dashboard and scorecard. Look at traffic, traffic is managed by Mitch visual management. The light, red, yellow, green. All the signs. It is all visual. Everybody driving in their car, that the visual management system. Think about how do I make this easier for me for my people or for the customer, how can we leverage making something visual so it is easier to manage the process. I think the hardest part sometimes is try to identify what needs to be visual or if you have a scorecard, what do you want in on that scorecard. You don't want everything visual because people get to the point [inaudible] if you want to do measures, picked the things that are the most important things to look at. And then make those visual so everyone has clarity and alignment about those being the most important things. If you have to prioritize which we all do these are the most important things we have to do and have for a customer if you will. I like to use the example of, how do you pick the most important things?

If you go to your doctor, they collect data to get a gauge of what's wrong. You know what those measurements are? Weight, temperature and blood pressure. They are always checking those because those are the measures that tell them but that is your overall health scorecard. If there's issues with those three things they will do some root cause of. That's kind of if you're going to think about measures, if I'm a doctor of a process what do I need to know? That's what you want to put on your score card.

Darrell: Thank you. I like the way these are paired with using visual management and the next one is living Lean every day. Step by step, inch by inch. Lean is not a destination, it is a journey. Those of us in state government are my journey of learning to use Lean thinking and tools to deliver better value to Washingtonians. That is a vision to strive for it not a complete program to complete. Where we are already delivering products and services, we can work to make that even better not to just meet the needs of Washingtonians but delight them. We can work to deliver value even more. The only way we will create a culture where everyone works together to deliver results that matter is if we all learn to use Lean thinking and tools by practicing every day. Tracy, your thoughts on the idea of everyday step-by-step go again and again?

Tracy: I think sometimes people think that sounds exhausting. And it is about the journey of a. I like to use personal examples because I think people can get a hold of that. It's something I mentioned earlier, we do this every day in our lives, not just at work. You have a process improvement junkie after a while. People get addicted to it after a while. You get energy and adrenaline out of trying something and knowing it worked. The one I talk about when I'm talking to people about Lean as a journey not a destination is I'm getting a little older and weight loss is always an issue of your whole life. Especially being a woman having pregnancies. It's about trying new things and seeing of those things work and then you learn something. Now that is part of my improvement and you get a little older and you try something new and it's a continuous process. We know it's part of everyday but it's a part of everyday and working out of the same thing. It is a journey and you are making a continuous effort and it becomes a part of your thinking and it is not exhausting. Is just part of what you want to do.

Darrell: Personalized, professional life, everywhere. The seventh in the list of 10 is standardize the current best way. I think some have mistaken restricting creativity but I don't think that's anywhere near the truth. Not farther from the truth. Standard work serves as a building block that enables all of us to make improvements that are cumulative. They add up to increasingly better ways of working, safer, less burdensome on employees or better products and services delivered to Washingtonians. There is a famous quote, without standardization there is no improvement that last. Tracy, your thoughts on standardization of the current best way?

Tracy: I want to say a few things. I think everything repeated over and over, a process that has something repeated over and over is a good opportunity to see a standard work will apply. It's not about mindless conformity. It's actually released you from having to think about mundane things so you can focus your thought process on more important things. That's how I like to look a standard work. Is not that we don't trust people were they aren't doing it right it's releasing people to think about more important things of the mundane stuff gets more standard.

Darrell: That's great. Standardizing the current best way and continuing to improve. Something to strive for. The eighth practice is to look for opportunities everywhere. The book makes the point that when you take the time to look you can find opportunities to improve everything from the small stuff at your desk to the big streams of value like in our case from educating kids and putting them to work and realizing the benefit of a prosperous economy. That 60,000 foot view of government. Everywhere we look we can make improvements on the more we look, the more we will find. Tracy, in your experience has been the case?

Tracy: Absolutely. I think what's important about it is to recognize and this is one of my favorite quotes by [inaudible]. The real them [inaudible] but in seeing with new eyes. So really that's what this is, if you go to your office or your room or your for everyday but when you develop Lean skills and tools you start to look at things differently. You start to notice the pile of paper in the corner and you wonder why it's there. What is the cause of that? You have to look at things and I say look at the a ways first, identify them and know them and then look around and see where waste occurs. It becomes the way you look at everything. Sometimes process improvement is a curse because you start to look at everything. It becomes a part of who you are. I'm looking at other people's processes and thinking don't look at just your own look at how in your world use the processes work and not work at what can you learn from that. I go to Subway and have you ever noticed how they process the sandwich, does that work we why or why doesn't it work. I think it's beyond the borders of work. It is expanding arises and trying to apply those things you see with that work really well outside of work and getting those ideas and applying and work. Again, it's not about manufacturing. It also applies to administrative processes.

Darrell: The second to last one is the practice of keeping the stream of value flowing. This focus on processes key to state governments ability to deliver value to Washingtonians. You can't do light them if you don't deliver the right time at the right amount. Processes that create and deliver value we need to demonstrate leadership at every level and communicate how things are going in using visual management as well. Keeping the stream of value flowing is the ninth point. Tracy, quick thoughts on this one?

Tracy: Sure. Sometimes we lose sight of what the customer wants and why it's important. We did a lot of work in Oregon with high-level process maps and they were very clear on stakeholder requirements but not that clear on customer requirements. If you're focused on stakeholder requirements you will find a process for stakeholders. We sometimes lose sight of what the customer wants or how the process is designed to add value to the customer so I think it's a constant vigilance on the DOC. Because we listen to other voices were those voices become stronger and it's important for us to maintain a balance. The other thing to remember is some people think you have to satisfy the customer or stakeholder. That you can do both. But many times we feel like we have to choose one and that's not true. You can satisfy both but you have to be vigilant about making sure you are doing that and deciding the process for that.

Darrell: Thanks for making that point Tracy. The governor and agency directors are meeting and talking about those priority areas and measures related to how we're going to show movement toward the government priority areas. That they are talking about the different ways we were good the voice of the customer from the Washingtonians so we are in early stages of that here and it's exciting to be a part of for sure. The last point we have and we're almost out of time. Any comments on point number 10, following principles and use Lean tools?

Brett: You guys did a great job hearing all kinds of conversation about value to Washingtonians and performance measurement and hearing about the Lean tools and the focus on culture and I would just say the more we continue down that path of having a balanced diet, shingle model highlights those dimensions for us the more we can keep that balance going the better off we will be in the greater value delivered to Washingtonians as we move forward.

Darrell: Thank you, Brett and Tracy, for helping us this week. We appreciate not only all the other stuff you've been doing that your time here this week and on the webinars and helping us on the journey.

Tracy: Sure. Go Lean government!

Darrell: Thank you for your participation to date and we will see you next week for Chapter 18. There is no quiz for this week. We will see you next week for Chapter 18. Thanks again, Brett and Tracy. Have a great week.