Mapping Your Journey in Continuous Improvement

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History of Wisconsin's Lean Effort

| Executive Order 66 (May 2012) | State Enterprise Charter (2016) |

Executive Order 66 (May 2012)

Scope: 16 Agencies

- Implement a Lean initiative to;
  - Eliminate waste
  - Save time
  - Standardize workflow
  - Decrease process complexity
- Establish measurement criteria to track;
  - Improving customer satisfaction
  - Reduction of workload
  - Improvement of process times

State Enterprise Charter (2016)

- Reaffirm Guiding Principles
- Goals
  - Standardize, streamline, and improve state agency processes
  - Reduce the cost of government for state taxpayer
  - Improve working environments for state employees
  - Change government culture
- Deliverables
  - Complete annual Lean Journey Map
  - Continuous Improvement Culture annual survey
  - Utilize Project / Activity database to record efforts

LGP Areas of Focus / Services

- Provide internal training to compliment external programs
- Provide consulting and lead projects
- Assist with agency strategic planning
- Standardize enterprise tools and templates
- Develop and maintain centralized database for enterprise reporting
- Manage external suppliers

Challenges

- Traditional metrics – Number of projects / trained employees

- Annual Report on projects – limited insight to culture and progress

- Training program – 5 separate contractors with multiple methodologies

How hard can it be?
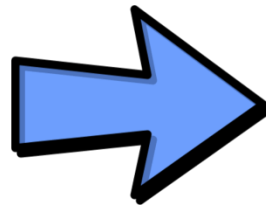
Had 16 Cabinet agencies at different levels
of experience, growth, and awareness.

What we wanted in our model

- Method to consistently measure with common attributes
  - Include progress of development

- Opportunity to share the narrative of the agency

- Opportunity for discussion amongst the agency employees

- Ability to provided suggestions for development
  - A map with alternative routes – customizable for agency

- A trending tool that could also be used at division level

- Ability to identify areas for improvements

Approach – Step 1 Investigation

- Asked other Lean States
  - Only Minnesota Office had an available enterprise model
- Researched service industry, research papers, and other sources
- Traditional models have levels in a step fashion

Isixsigma.com

	Launch	Early Success	Scale Replication	Institutionalization	Culture Transformation
Culture Change					DNA of Org.
Beyond DMAIC					IT, Product Dev.
Strategy Maturing			Maps, Goals	Project Roll-up	Full Closed-Loop
Software		Excel, Stats	Project Tracking	Portfolio Mgmt.	Strategy + Portfolio
Reporting	Anecdotal	Aggregate, Average	Aggregate, Average	Cross-org. Comps.	Multi-Year History
Financial Impact	Ad hoc	Cost Reduction	Consistency, EP	Validation	General Ledger
Project Selection	Burning Platform	Low Hanging	Copy Success	Idea Pipeline	Formalized Eval.
People	Driven Few	More Believers	Career Development	Repatriated	Majority
Training	Champion, Exec.	External	External, Custom	Internal, eLearning	Internal, Specialty
Leadership Support	1 or 2 Visionaries	Validated	Across Company	Expected	Ingrained
	Level 1	Level 2	Level 3	Level 4	Level 5
	3-9 Months	6-18 Months	12-36 Months	24-48+ Months	

Step 2 Develop Structure and Content

- Two attributes: Culture and Technical
  - What are you saying? (Culture)
  - What are you doing? (Technical)
    - "Say/Do Ratio"
  - Utilize simple Scatterplot tool to measure on 2 axis
- Determine characteristics for attributes
  - Brainstorm on what elements reflect Wisconsin's environment
- Brought in 2-4 agency contacts
  - Walk through model elements, asked questions, and listened
  - Modify content based on feedback

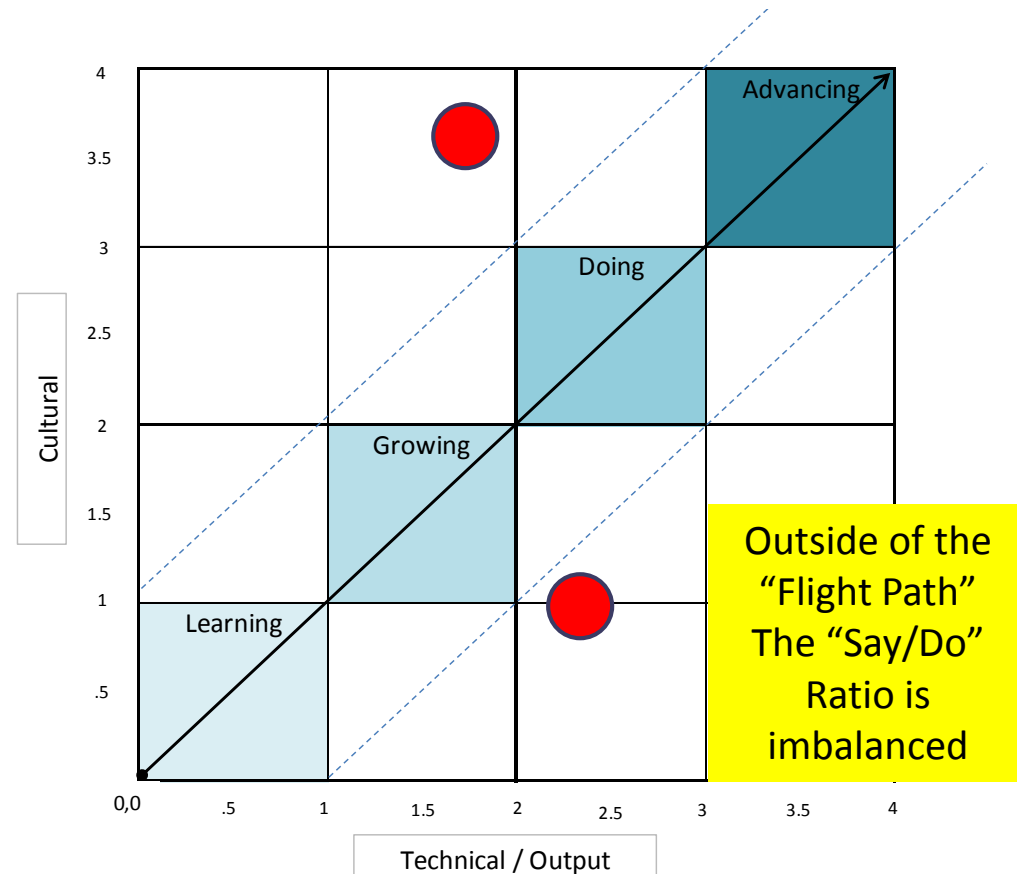From start, agencies wanted to establish some guidelines for the model:
1. Not a comparison tool between agencies
2. Not a scorecard
3. Not a race
4. Not a way to 'push' employees

Lean Journey Map Model

Cultural Attribute (Characteristics)
Awareness of a Lean Culture
Alignment with Lean and agency's priorities
Accountability on all levels for Lean
Integration of Lean into work practices
System Management of Lean

Technical Attribute (Characteristics)
Support infrastructure for Lean
Methodologies & Tools
Leadership Knowledge
Number of leaders trained
Staff Knowledge
Number of staff trained
Number of activities

Cultural

Advancing

Doing

Growing

Learning

Technical / Output

Outside of the "Flight Path" The "Say/Do" Ratio is imbalanced

Cultural Attributes

Cultural Attributes	Stage 1: Learning 1 point	Midpoint 1.5 points	Stage 2: Growing 2 points	Midpoint 2.5 points	Stage 3: Doing 3 points	Midpoint 3.5 points	Stage 4: Advancing 4 points
Awareness of a Lean (CI) Culture (Continuous Improvement = CI)	Leaderships identifies the value of Lean (CI) and shares with management group		1. Agency staff message; includes the need for Lean (CI), the benefits, and the implementation process 2. Regular updates on effort (can include updates on internal webpage)		1. Agency recognition (i.e. Award ceremony) 2. General communication / updates to external parties		1. Consistently part of leadership and management communications (i.e. monthly newsletter) 2. Staff meetings contain the topic of Lean (CI) 3. External partners are knowledgeable about the effort through targeted communications
Alignment with Lean (CI) and agency's priorities	1. Metrics reported on annual basis (i.e. Lean (CI) Annual Report)		1. Metrics reported on a quarterly basis 2. Some Dashboards or Visual reports but not tied to critical processes		1. Metrics reported on a monthly basis 2. Quarterly / Monthly Dashboards or Visual reports tied to critical processes		1. Projects are created from and align with agency strategic plan 2. Real-time Dashboards
Accountability on all levels for Lean (CI)	1. Agency has Lean (CI) goals and performance measures (i.e. Semi Annual Report) 2. Leadership is responsible for selecting and directing focus on certain processes		1. Management has Lean (CI) goals and performance measures 2. Leadership and Management coordinate projects and guide overall direction with processes		1. Front-line Supervisors and some staff have Lean (CI) goals and performance measures linked to Performance Evaluation 2. Front-line management owns processes		1. All staff has quarterly and annual Lean (CI) performance goals linked to Performance Evaluation 2. Staff owns processes in functional area
Integration of Lean (CI) (CI) into work practices	1. Project-based only 2. Usually focused on one part of the process 3. Initiated by management		1. Project-based but focused on a process that reaches across divisions or work-groups 2. Can be initiated by management or staff		1. Lean (CI) is used to improve group processes 2. Initiated by the group (i.e. section or work-group)		1. Lean (CI) is part of daily work 2. Employee uses tools or methodologies to solve daily challenges
System Management of Lean (CI)	1. Annual identification of strategic areas or strategic projects. 2. Usually year-end review.		1. Annual identification of strategic areas or strategic projects. 2. Quarterly review of projects		Strategies and processes reviewed together		Multi-year Strategy with quarterly reviews by management and input from staff

Note: Aware that there may a be "middle ground" so midpoints were created
Challenge: Awareness of strategic goals throughout the organizations were mixed
Challenge: Certain divisions would create an agency to straddle over a stage (2 and 4)

Technical Attributes

Technical / Output Attributes	Stage 1: Learning 1 point	Midpoint 1.5 points	Stage 2: Growing 2 points	Midpoint 2.5 points	Stage 3: Doing 3 points	Midpoint 3.5 points	Stage 4: Advancing 4 points
Support infrastructure for Lean (CI)	1. POC Part-time 2. Executive POC		1. POC Full-time 2. Management Sponsors		Group of Train the Trainers or mentors to assist groups		Workgroups are self-sustained and can support projects or initiative internally
Methodologies & Tools * Majority of trained employees are knowledgeable and utilize	A few Lean (CI) tools are utilized (i.e. Fishbone diagram, brainstorming, etc.)		One method is utilized predominately in the organization (i.e. DMAIC, Kaizen, Value Stream Mapping)		Multiple methods and tools based on need		Problem Solving and Prioritization methods are used in conjunction with multiple Lean (CI) methods.
Leadership Knowledge * Majority of leaders trained and utilize knowledge (related to Lean (CI) or Continuous Improvement)	Completed an 'Introduction to Lean (CI)' type of training i.e. White Belt Training or Intro to Lean (CI) class (UW, Agency, or other source)		Completed Sponsor Training (UW, Agency, or other source)		Completed Problem Solving Decision Making (PSDM) type training (i.e. Kepner-Tregoe, UW, or other source)		Completed Green or Black Belt training or equivalent (UW, WCTC, or other source)
Number of leaders trained in one of the following; Sponsor / Process Owner, Change Management, PSDM	x < 10%		11% > x < 25%		26% < x > 50%		x > 50%
Management & Staff Knowledge *Majority of employees trained (related to Lean (CI) or Continuous Improvement) and utilize knowledge of	Introduction to Lean (CI) tools as a stand-alone i.e. White Belt or Intro to Lean (CI) (UW, WCTC, Agency, or other source)		Basic understanding of tools and methods i.e. Yellow Belt or equivalent (UW, WCTC, Agency, or other source)		Strong understanding of what tools and methods to utilize and when. Some light statistical analysis utilized i.e. Green Belt, Problem Solving / Decision-Making (PSDM), or other methods (UW, WCTC, KT, or other source)		Understanding of advanced tools and methodologies. Solid understanding of statistical tools and when to apply i.e. BB or equivalent level of advanced knowledge (UW, WCTC, or other source)
Percent of staff trained (Trained / Total of employees) Belts or formal training	x < 5%		6% < x > 10%		11% < x > 25%		26% < x > 50%
Number of activities completed by trained staff (per employee)	1 project on annual basis		1 project AND 1 or 2 activities /projects on annual basis		2 projects AND 2 to 4 activities / projects on annual basis		x > 2 projects plus 5 activities or projects on annual basis

Challenge: No centralized system for tacking projects or lean training
Note: Baseline was not possible to establish, may have to adjust some measures in future

Step 3 Feedback and Test

- Draft model was ready to test with two agencies
  - Test Agencies: Workforce Development (large) and Safety and Professional Services (smaller)
  - Included Lean Point of Contact, Executive Sponsor, and others as invited

- As we 'walked the process' with the agencies
  - Determined issues with definitions or phrases
    - Executive and front line employee perspectives differed
    - Struggled with generic terms versus agency-specific terms
  - Found that agency divisions had variance in content and perspective
  - Found issues with flow of questions
    - Overlap of some questions

Step 4 Implement model

- After test run, modified tool and set up meetings

- Reviewed results with agency team and discuss any issues

- Provided agency time to add comments or research any grey areas

- Agencies determined what areas they wanted to focus on or improve. Allowed;
  - Flexibility to align with upcoming strategies
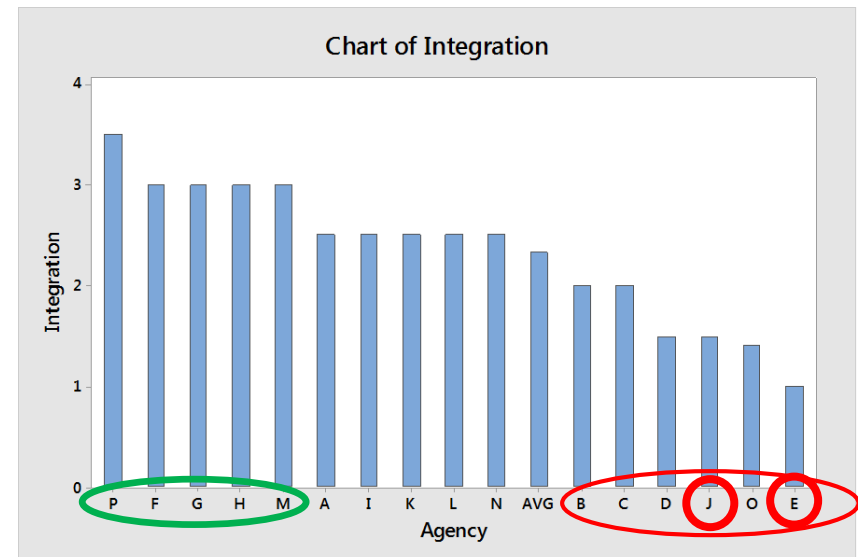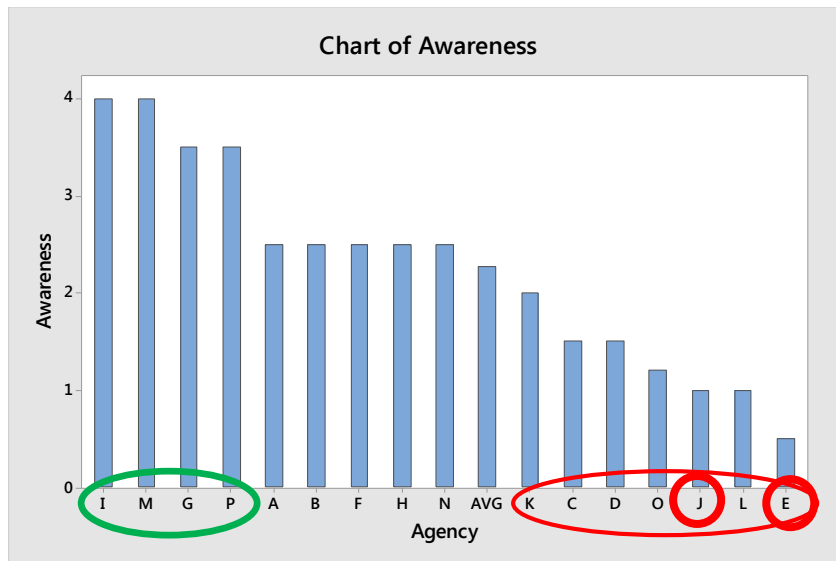 - Can customize based on resources or other concerns / needs

What did the results tell us?

Scatterplot of Culture vs Technical
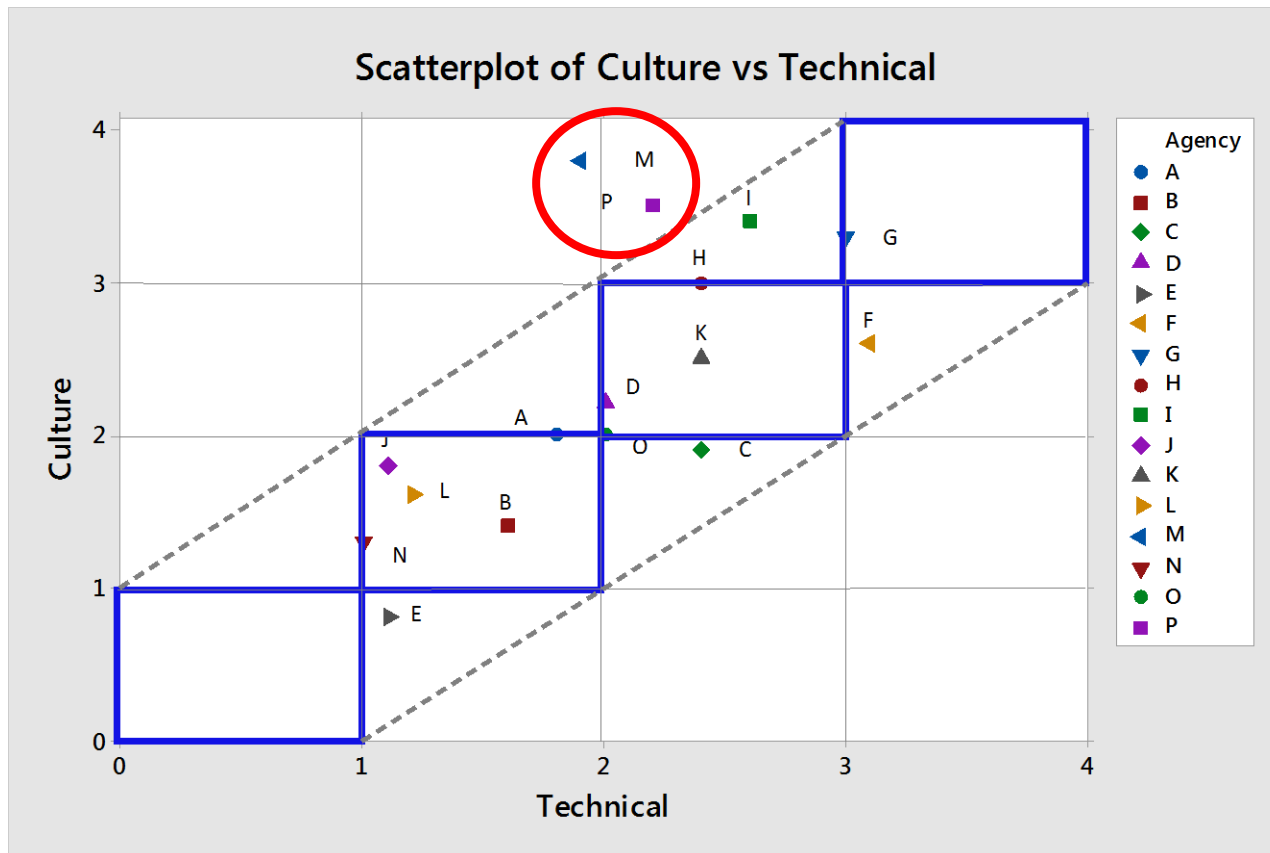
- Internal LGP use only

- Can determine overall who we need to support

- Can determine who has some best practices to 'share' with others

More data

Chart of Awareness

Chart of Integration

Next steps for agencies

Cultural Attributes	Points	Improvement Focus (Y/N)	Agency Lead	Proposed Plan / Activities
Awareness of a Lean (CI) Culture	0			
Alignment with Lean (CI) and agency's	0			
Accountability on all levels for Lean (CI)	0			
Integration of Lean (CI) into work practices	0			
System Management of Lean (CI)	0			
Average	**0**			

Technical Attributes	Points	Improvement Focus (Y/N)	Agency Lead	Proposed Plan / Activities
Support infrastructure for Lean (CI)	0			
Methodologies & Tools	0			
Leadership Knowledge	0			
Number of leaders trained	0			
Staff Knowledge	0			
Number of staff trained	0			
Number of activities	0			
Average	**0.0**			

- Opportunity for agency to develop their own approach
- Results / Goals shared with Governor's Office

Hansei (反省, "self-reflection") - Activity

- Do not hand-out model, allow for organic discussion at agency
  - Agency can easily self-identify variance or inconsistencies during process ("light bulb effect")
- Have a consistent facilitator
  - If not, at least review and train a group of facilitators
- Bring a scribe to capture key points
- Emphasize the model guidelines to all members
- Ensure that key stakeholders (i.e. Division Administrators) participate
- Elicit feedback from everyone

Hansei - Development

- State challenged with multiple methodologies – Ensure standardization
- Maintain "test" method environment
  - Have at least 2 rounds for testing
- Avoid too many "farmers in the dairy stall" (team members)
  - Members need open view of process but provide constructive feedback
  - Include at least one executive-type if possible
- Provide document guide before meeting – help preparation
- Ideal to have majority of Divisions represented

Future Plans

- Plan to engage Agency Divisions in FY 17
  - Allow Secretary and Executive group to determine areas for improvement
    - Enable 'balance' within the agency
- Correlation with performance metrics?
  - Determine if there is a relationship
  - May prove challenging – process and buy-in
- Determine if we need to readjust our stages and definitions?
  - Continuous improvement

Questions / Discussion

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