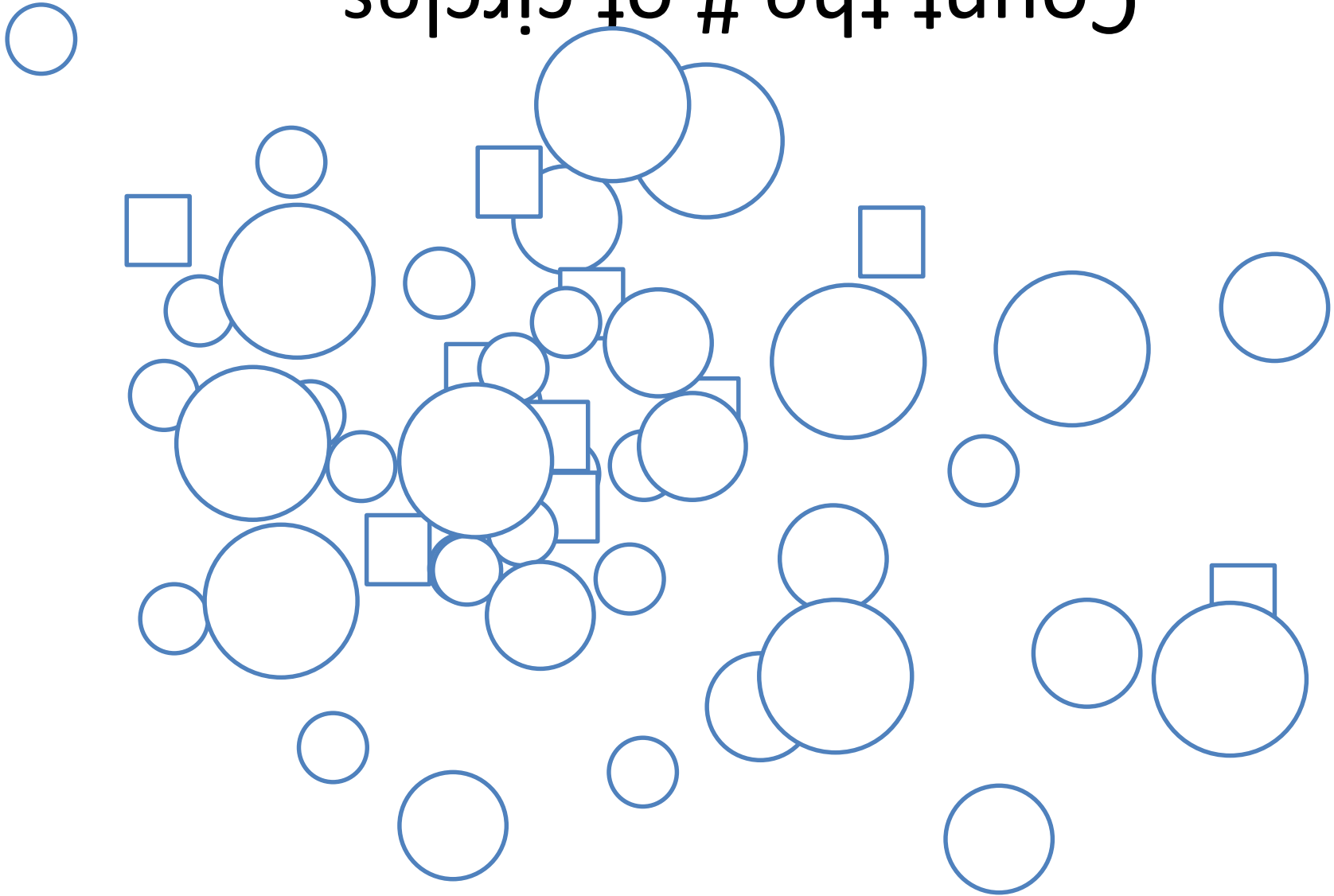# GIT R DONE RIGHT

Staying Organized & Focused

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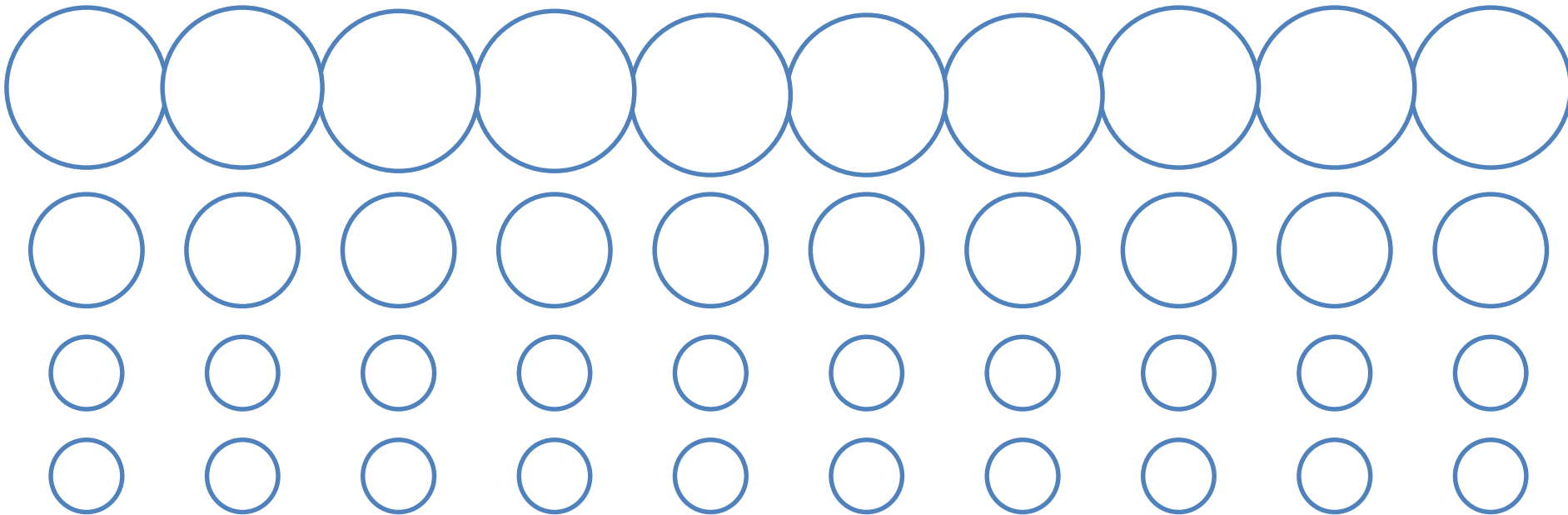
Lean – 5S Exercise

- Count all of the circles and record how long it takes.

  - Start the Timer

  - Label each circle with a #, e.g. 1, 2, 3, etc. and size, e.g. S, M, L – so that you know how many small, medium and large circles are shown.

  - Stop the Timer

  - Write down how long it took in minutes and seconds.

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Count the # of circles…

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Count the # of circles…

0   1   2   3   4   5   6   7   8   9

Lean 5S Methodology
— Sort, Straighten, Standardize, Shine, Sustain

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Chris Lindstrom

Managing Partner, Ceptara Corp.

- Ceptara, established in 2002
  - Helps organizations bring excellence into focus through management consulting, business coaching, quality training and productivity tools utilizing the Lean Six Sigma toolbox.

- Experience
  - Over 25 years of management experience with technology companies such as AT&T, Lucent, NCR and Microsoft
  - Certified Lean Six Sigma Master Black Belt and senior member of American Society for Quality.
  - Master's of Science degree in Electrical and Computer Engineering emphasis in Statistical Learning

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Course Topics

- Mindset – A new perspective

- Align to a Plan – Goals and follow through

- Standard Way – Organized & visual

- Flow – Maximizing production

- Problem Solving – Effective and efficient

- Continual Evolution – Embracing uncertainty

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Knowledge Age Problems

- Work and life boundaries blurring

- Never ending demands & insufficient resources

- Customers always want more

- Jobs are constantly morphing

- Competition is a click away

- Information overload

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"Get busy living, or get busy dying"
- Andy Dufresne, Shawshank Redemption

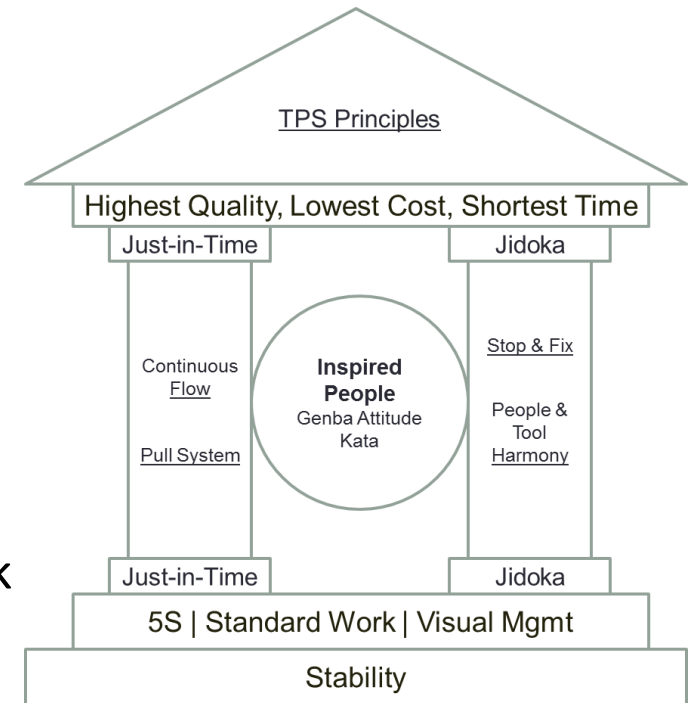A perspective for a new reality

Why Lean Office?

- A new perspective is required for a new reality.

- Focusing on the 'right' things create time and space.

- Removing distractions creates calmness.

- Competitive advantage is found in effective and efficient practices.

- Embracing change is a survival technique.
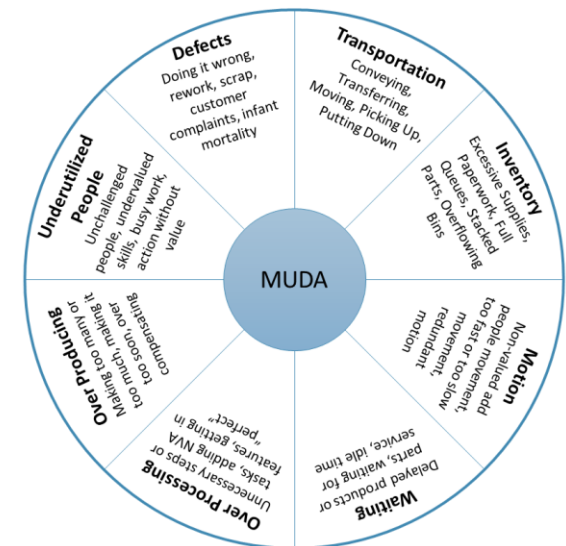
What is Lean Office?

- A mindset – based on a set of principles
  - Long-term focus
  - Right process equal right result
  - People centered
  - Fix root cause to learn
- Main Goal:
  - Highest quality at the lowest cost in the shortest time.
- Practices
  - Standards – organized visual standard work
  - Just in Time – maximize flow
  - Jidoka – problem solving
  - Embrace change – improvement is part of the work

TPS Principles

Highest Quality, Lowest Cost, Shortest Time

Just-in-Time | Jidoka

Continuous Flow

Inspired People
Genba Attitude
Kata

Stop & Fix

People & Tool Harmony

Pull System

Just-in-Time | Jidoka

5S | Standard Work | Visual Mgmt

Stability

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THE MINDSET

Values Based Decision Making

Toyota Way – 14 Principles

I. Long Term Philosophy

1. Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals.

II. Right Processes Produce Right Results

2. Create a continuous process flow to bring problems to the surface.
3. Use "pull" systems to avoid overproduction.
4. Level out the workload (heijunka). (Work like the tortoise, not the hare).
5. Build a culture of stopping to fix problems, to get quality right the first time.
6. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment.
7. Use visual control so no problems are hidden.
8. Use only reliable, thoroughly tested technology that serves your people and processes.

III. Add Value to the Organization by Developing Your People

9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.
10. Develop exceptional people and teams who follow your company's philosophy.
11. Respect your extended network of partners and suppliers by challenging them and helping them improve.

IV. Continuously Solving Root Problems Drives Organizational Learning

12. Go and see for yourself to thoroughly understand the situation (genchi genbutsu).
13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly (nemawashi).
14. Be a learning organization through relentless reflection (hansei) and continuous improvement (kaizen).

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THE PLAN

Focusing on the Right Things

Goals Drive the Plan

- The Lean Goal:
  - Highest quality at the lowest cost in the shortest time.

- My Goals
  - Highest Quality: How do you know what your deliver is good?
  - Lowest Cost: How much time does it really take to deliver a 'good' output?
 - Shortest Time: What is a reasonable amount of time to take to deliver your output?

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Articulating a Goal

- M-A-R-S-T can be a good order to consider
  - Measurable is the most important, otherwise success is not clear
  - Achievable is next, how do you know its achievable
  - Relevant – the goal is aligned
  - Specific – everyone should understand what it is
  - Timely – it has dates

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The Plan – Tips

- Segment your goals – Professional, Family, Personal, Social

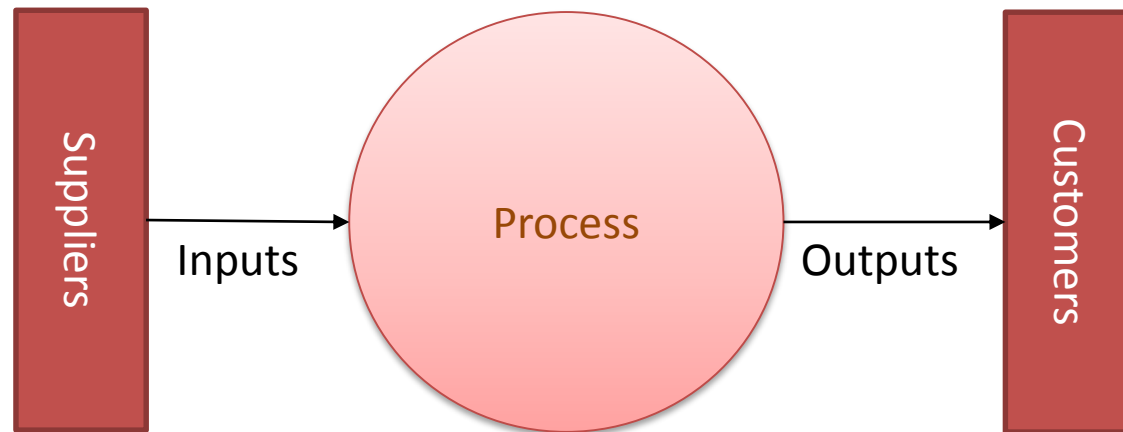- Align your goals – Team, Family, Me

- Clearly define your goals – MARST
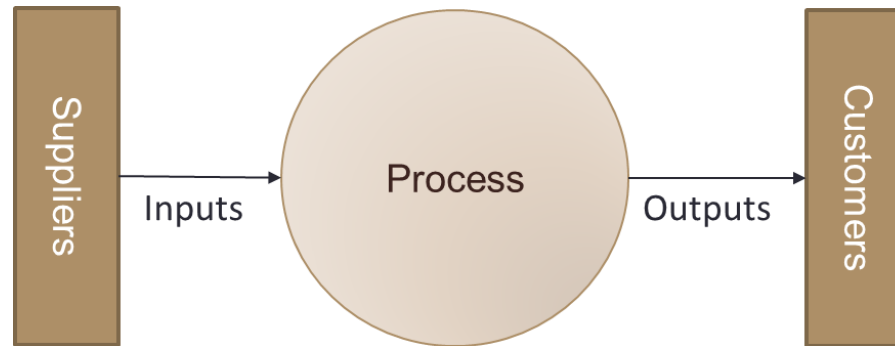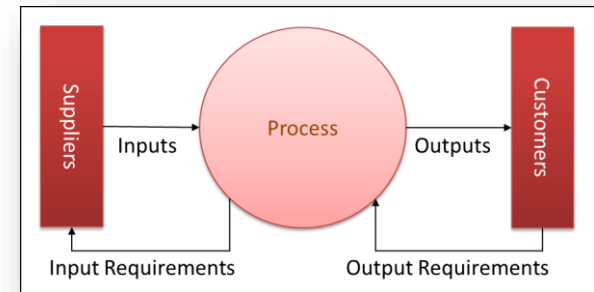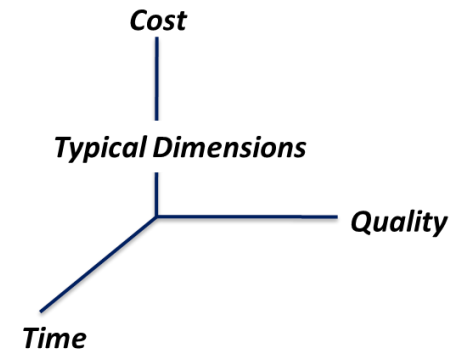
THE WAY

Defining & Measuring the Work

Understand the Work

| Supplier(s)	Input(s)	Process	Output(s)	Customer(s)
Person, group or process that provides an input.	Products or services necessary to execute the process.	Actions necessary to transform the inputs into outputs.	Product(s) or services delivered by the process.	Person, group or process that receives the output.

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Measure the Work

- Customer Driven Metrics:
  - Dependent Variables
    - Output
  - Independent Variables
    - Inputs
    - Steps
  - TAKT time
    - Drum beat

$$Takt\ Time = \frac{Work\ Time\ Available}{Customer\ Demand}$$
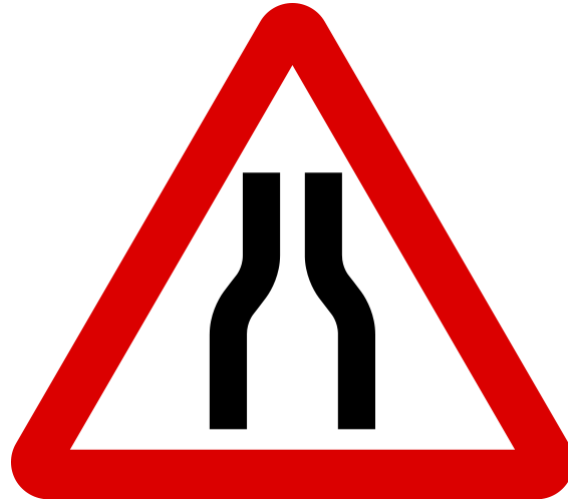
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Value Added Activities

- **Must Pass All 3**
  - Customer will pay for it
  - Transformative
  - Done right the first time.

- **Learn to See**
  - TIMWOOUD
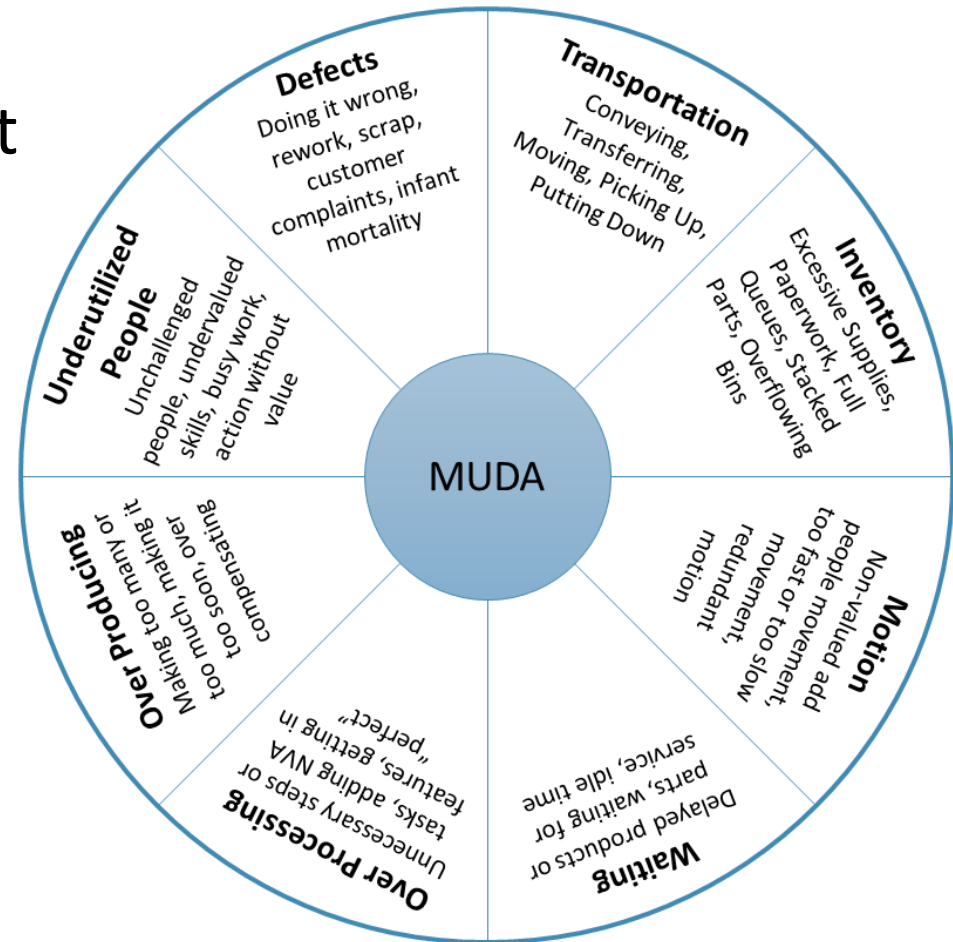
The Way – Tips

- Understand by structuring the work – SIPOC

- Measure the work – KPIs, TAKT time
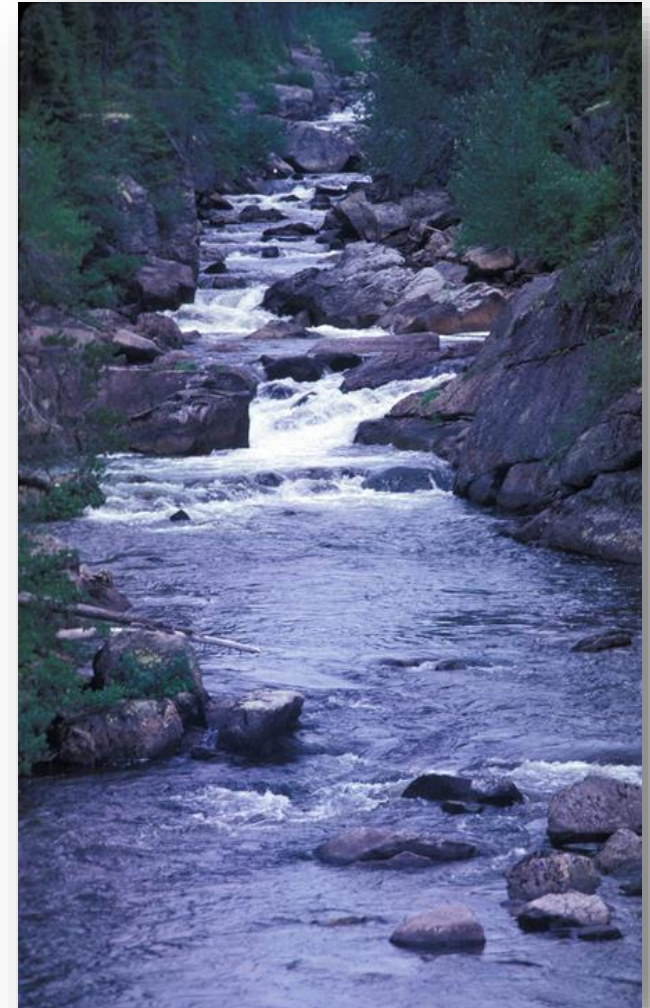
- Focus on valuable tasks – TIMWOOUD

FLOW

Maximizing Production
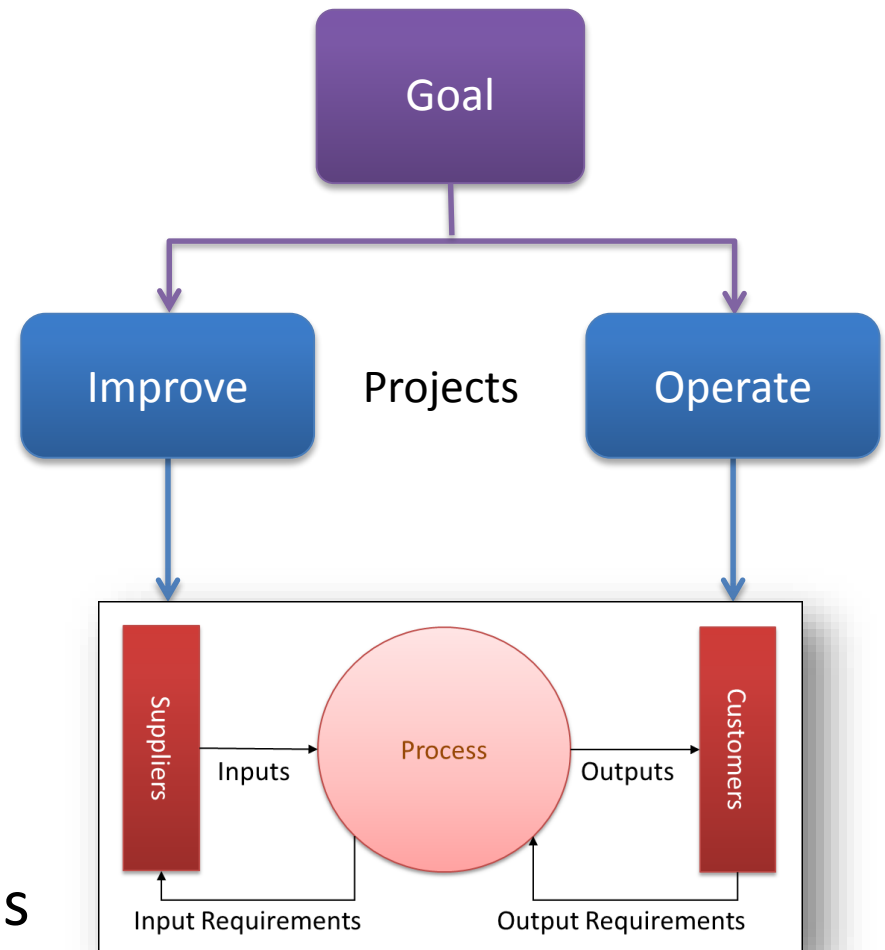
Define "Flow"

- Definition: The steady or continuous stream of something.

- SIPOC – Output

- Services the Goal

- Flow is observed:
  - Logically
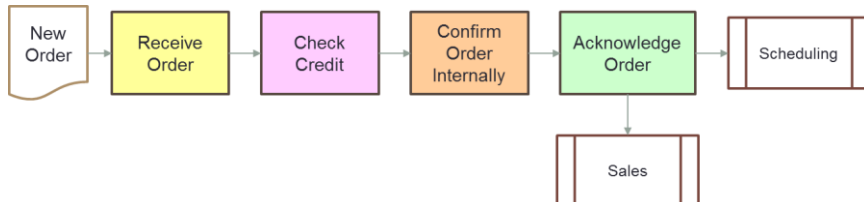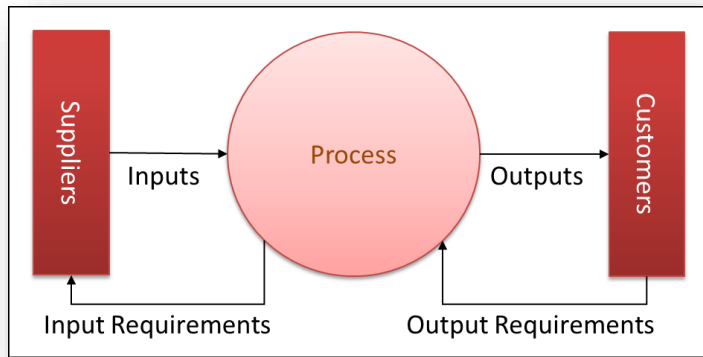 - Physically
  - Informationally

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Goals → Projects → Processes

- Goals
  - Directional
  - Deliverables over time.
- Projects
  - Scoped work
  - Task oriented
  - Resource enabled
- Processes
  - Continuous work flow
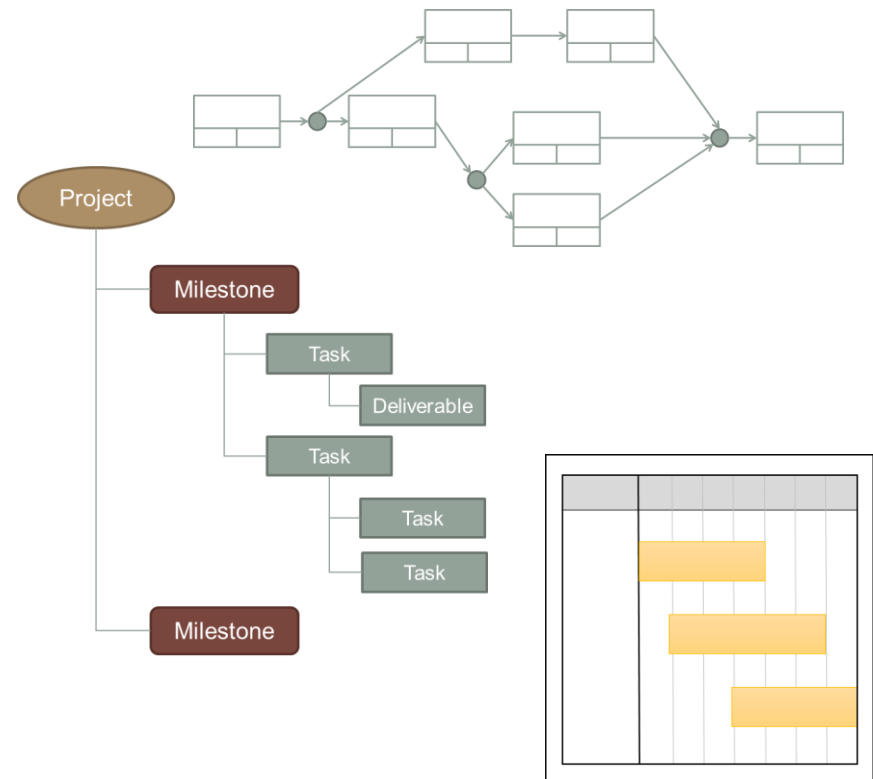 - Projects improve processes
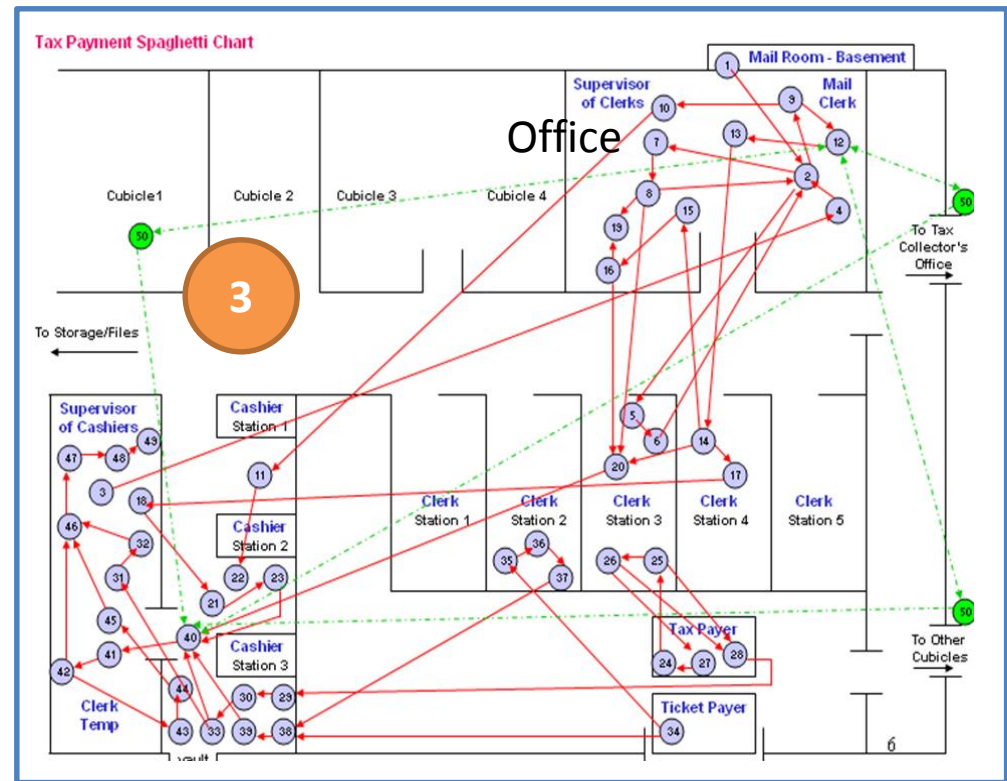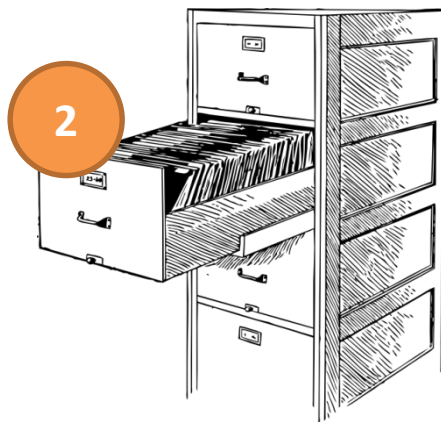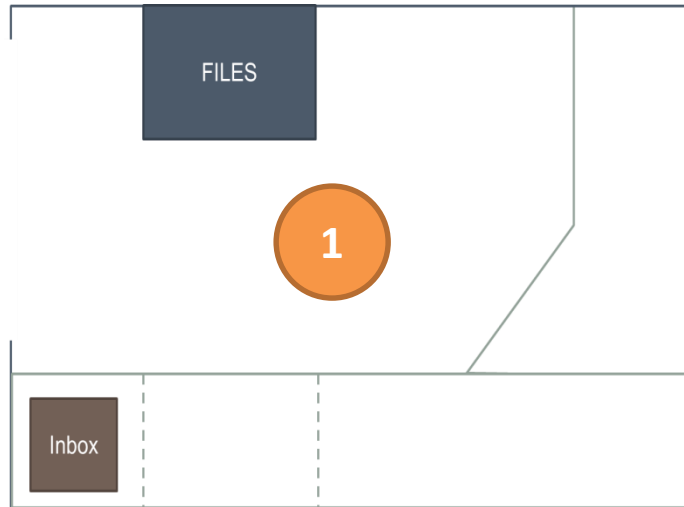
Work Flow Structure – Logical

Work Flow Structure – Physical

Work Flow Structure – Informational

Vision – Mission - Values

Objectives | Objectives

Project | Project | Project | Project

Task | Task | Task | Task
Task | Task | Task | Task
Task | Task | Task | Task

Calendar

Drawer

Organization
- Projects
- Focus

Organize

Collect

Collection Points
- Email
- Paper Inbox
- Notebook

Action Decisions
- Do It
- Delegate
- Defer
- Delete
- Drawer

Process

Report & Measure
- Timecard
- Success Metrics

Track | **Review**

Planning
- Weekly & Daily Planning
- Schedule the work

Act

Do It
- Time on Calendar
- Execute
- Mark Complete

Knowledge Reservoir
- Categorized Information
- Electronic Documents
- Paper Documents

Drawer

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Maximizing Flow – Tips

- Align your outputs to your goals – Goals, Projects, Processes

- Arrange your space to maximize flow – 5S, Sequencing, Kanban, TIMWOOUD, Filing Strategies

- Align your information to your goals – Informational Structure

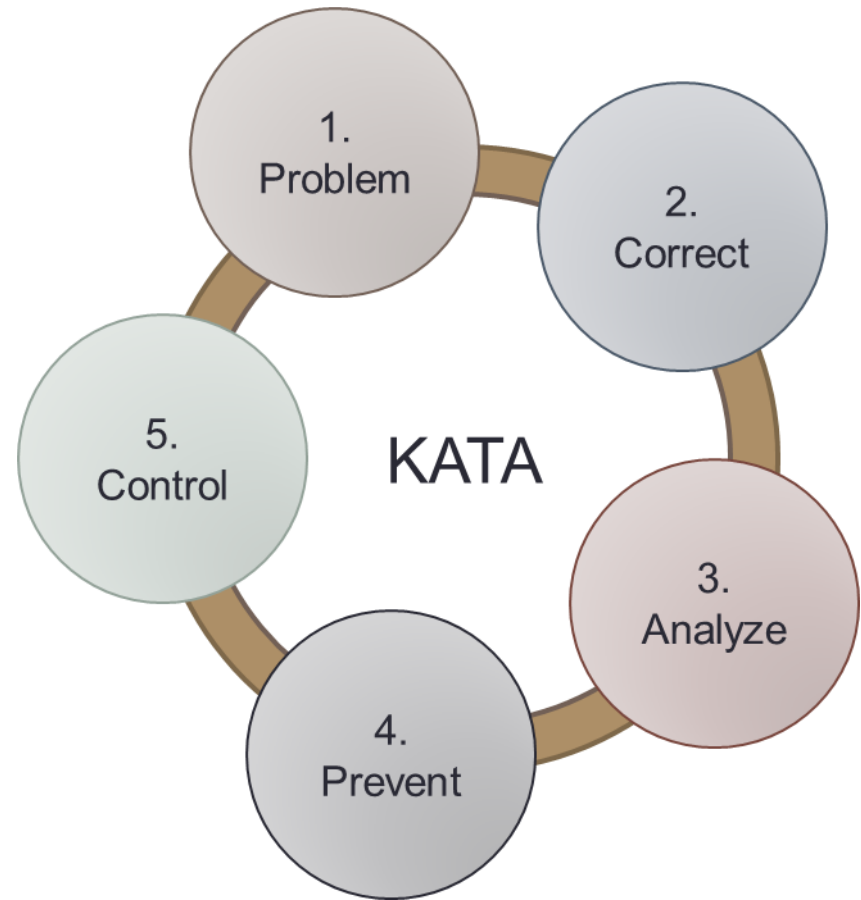- Use your goals to prioritize the work and de-prioritize distractions – FME Model

SOLVING PROBLEMS

Effectively and Efficiently
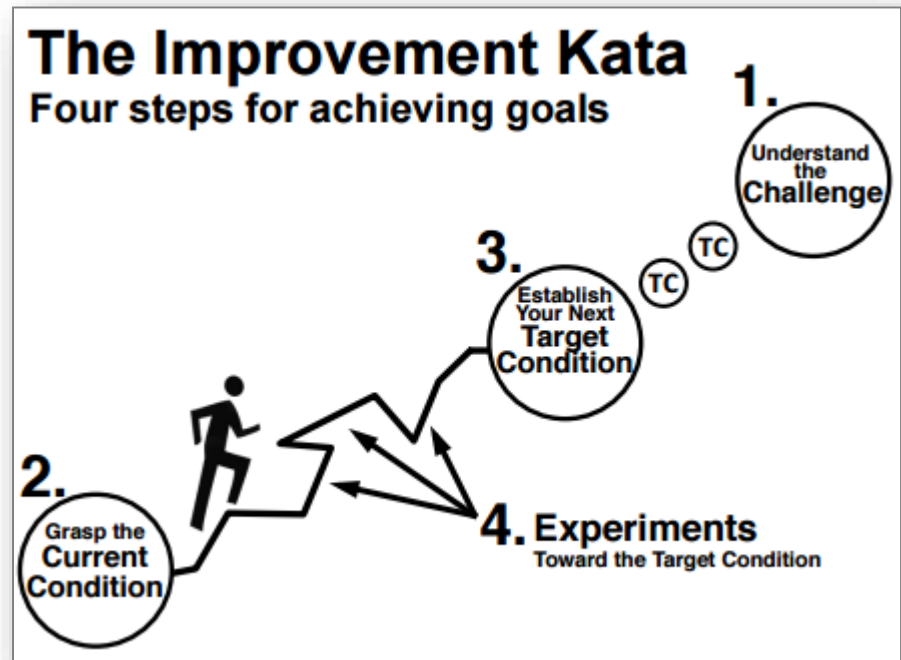
Problem Solving

1. Define Problem
2. Corrective Action
3. Root Cause Analysis
4. Preventative Action
5. Control

Improvement KATA

- Goal: continual learning & improvement
- Mindset
  - Reflection
  - Discovery
  - Innovation
- Method
  - Consider direction
  - Grasp current state
  - Define next state
  - Move iteratively

The Improvement Kata
Four steps for achieving goals

1. Understand the Challenge
3. Establish Your Next Target Condition
TC TC
2. Grasp the Current Condition
4. Experiments Toward the Target Condition

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Problem Solving – Tips

- A problem well defined is half solved
- Perfect is the enemy of good, correct quickly – 5Ys
- Find the root cause – 5Ys, C&E Matrices
- Proactively prevent – Error Proofing
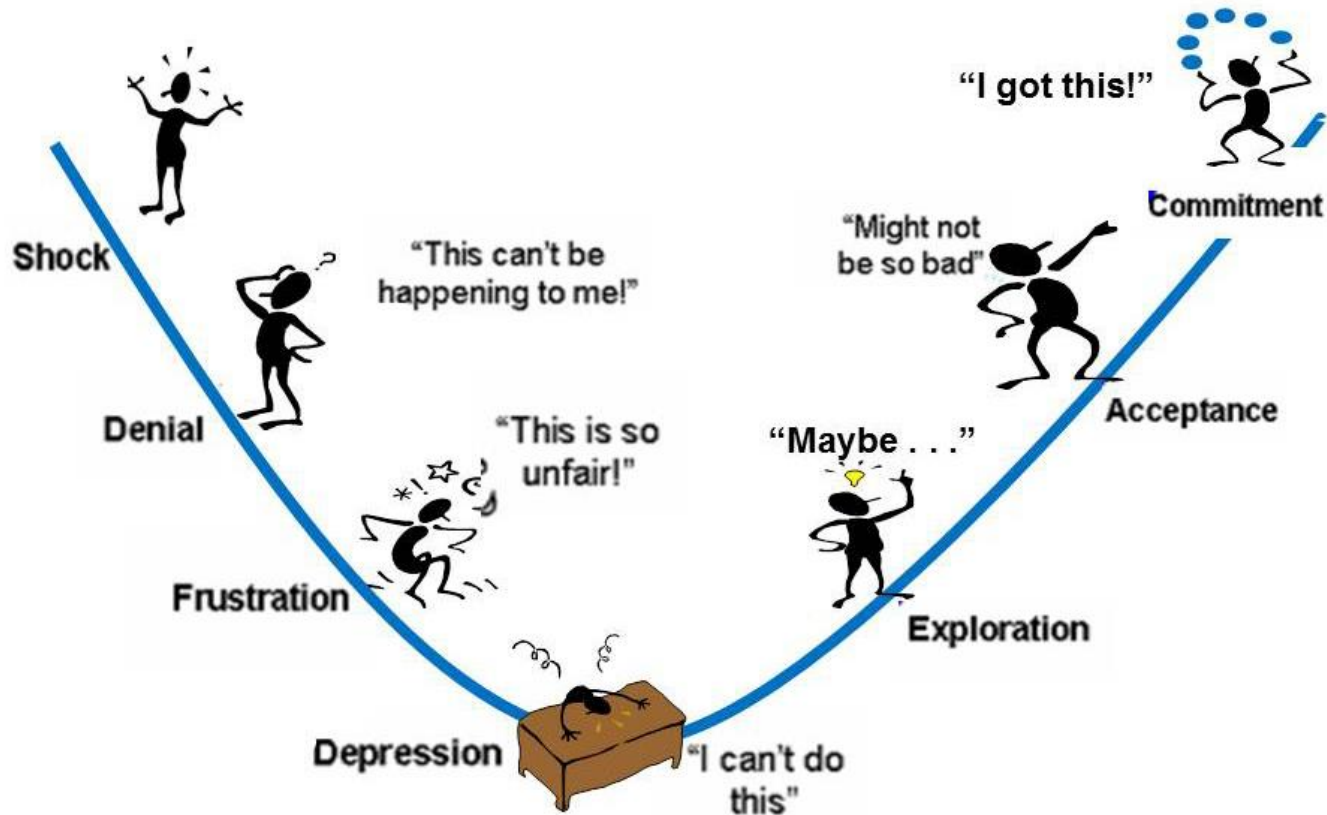- Maintain improvements – Standard Work, 5S, KATA, DIG

MANAGING UNCERTAINTY

Getting Comfortable Being Uncomfortable

Personal Change Cycle

https://jomcdermott.wordpress.com/2012/11/04/personal-change-management/

Managing Change – Tips

- Manage yourself to shorten the change cycle
- Empathize with others to help them, don't punish them for natural reactions

FINAL THOUGHTS

Now What!

My **NEW** Habits

success

obstacles are those frightful things you see when you take your eyes off your goal.

- Henry Ford

More Information

- Books
  - Seven Habits of Highly Effective People, Stephen R. Covey
  - Getting Things Done: The Art of Stress-Free Productivity, David Allen
  - The Toyota Way, Jeffrey Liker
- Tools
  - Microsoft Outlook
  - Ceptara FocusMe for Outlook ceptara.com/products/focusme

- Training
  - Ceptara
    - Lean Office Course
    - Team Excellence Workshop, TWI Job Instruction and TWI Job Relations
    - Lean Six Sigma Program WB, YB, GB, BB, MBB
  - Franklin Covey
    - Leadership
    - The 7 Habits
    - FOCUS
    - The 4 Disciplines
  - David Allen
    - GTD ® Mastering Work Flow
    - GTD ® The Roadmap

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Conclusion

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