

An abstract graphic on the left side of the slide features a dense cluster of thin, wavy lines in various colors (yellow, blue, red, white, and purple) that originate from the left edge and converge towards a single point on the right, just before the author's name. The lines create a sense of movement and complexity, contrasting with the clean, minimalist text on the right.

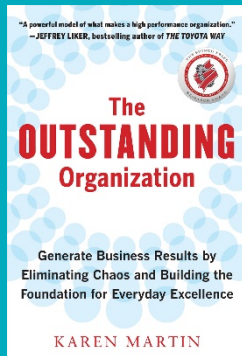
Clarity

The Essence of Lean Management

Karen Martin, President

TKMG®

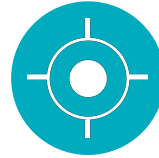
THE OUTSTANDING ORGANIZATION



OutstandingOrg.com



CLARITY



FOCUS



DISCIPLINE



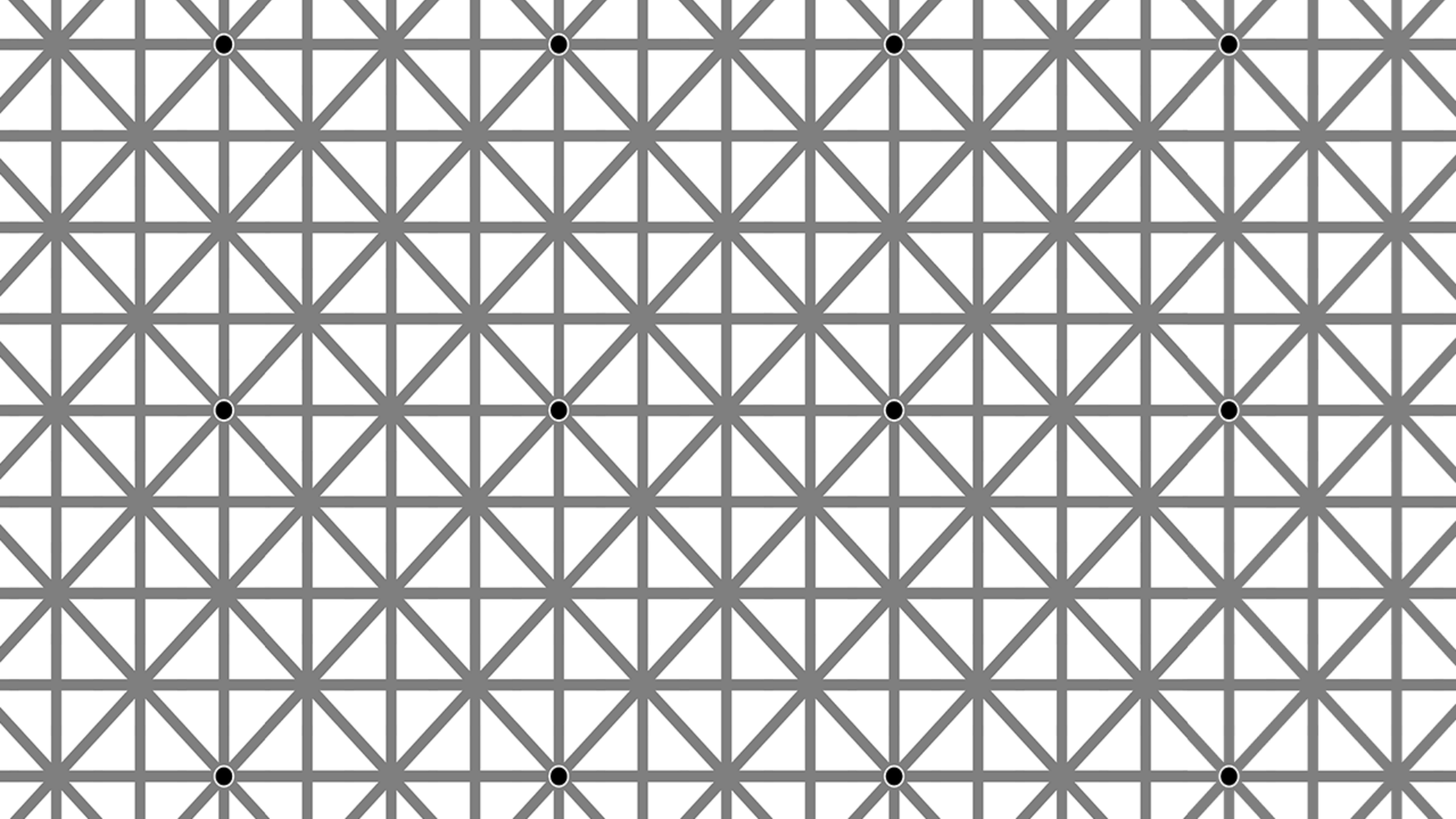
ENGAGEMENT

CAN I
PARK
HERE?





Ambiguity complicates,
slows, frustrates...
and is expensive



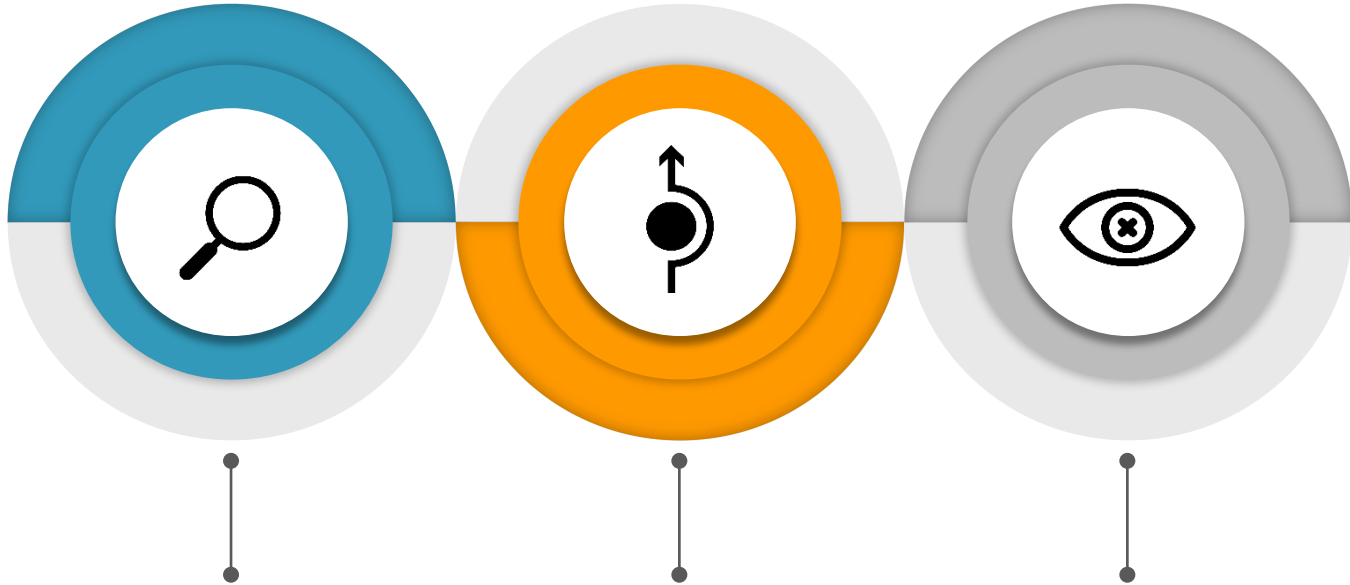


COHERENCE

PRECISION

ELEGANCE

CLARITY TYPES



CLARITY PURSUER

Consistently pursues
clarity as an information
provider and recipient

CLARITY AVOIDER

Type 1: Intentional deceit
Type 2: Strategic ambiguity
Type 3: Willful ignorance

CLARITY BLIND

Type 1: Unaware
Type 2: Aware; cannot perceive

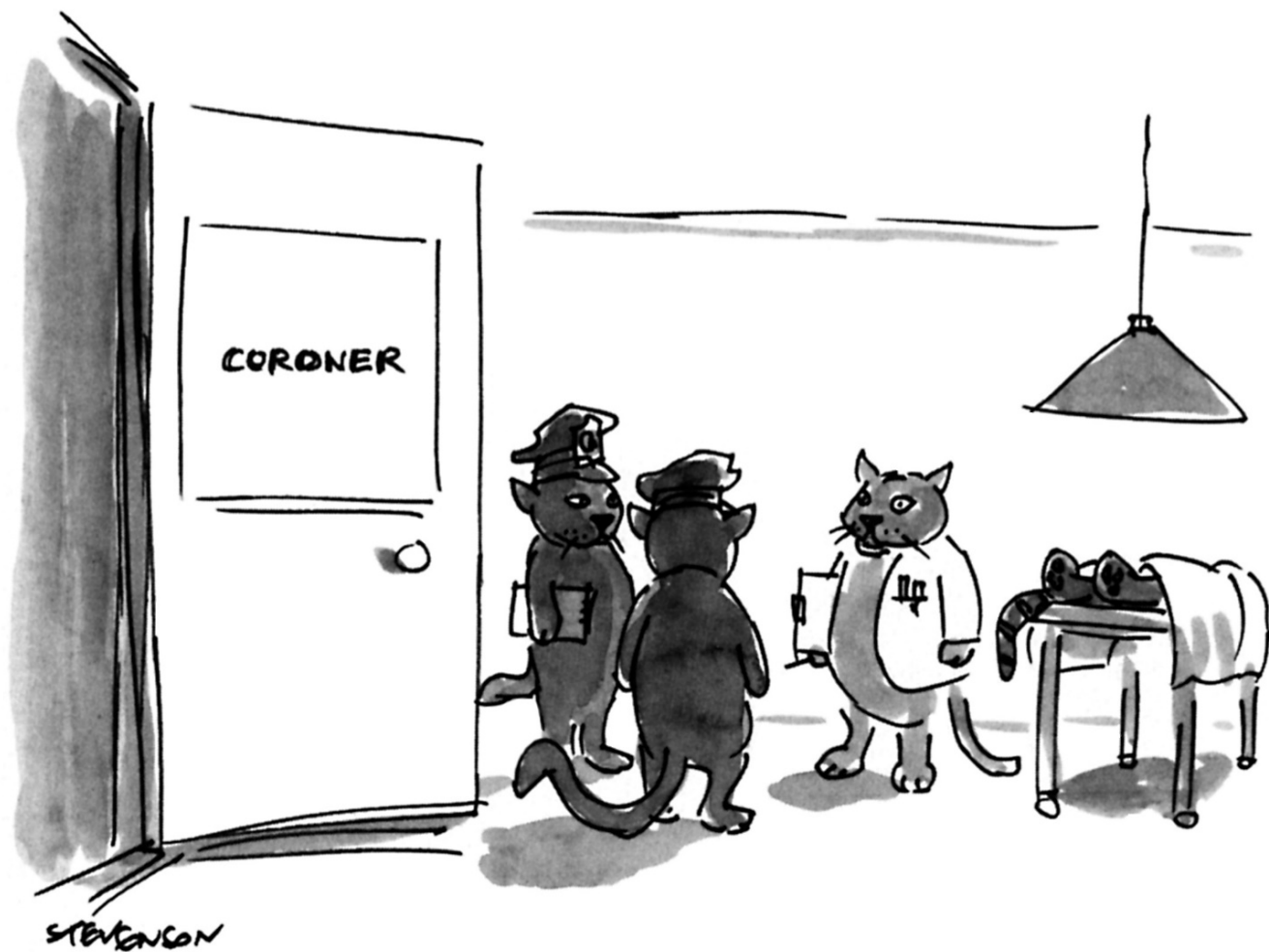
HUMILITY

CURIOSITY









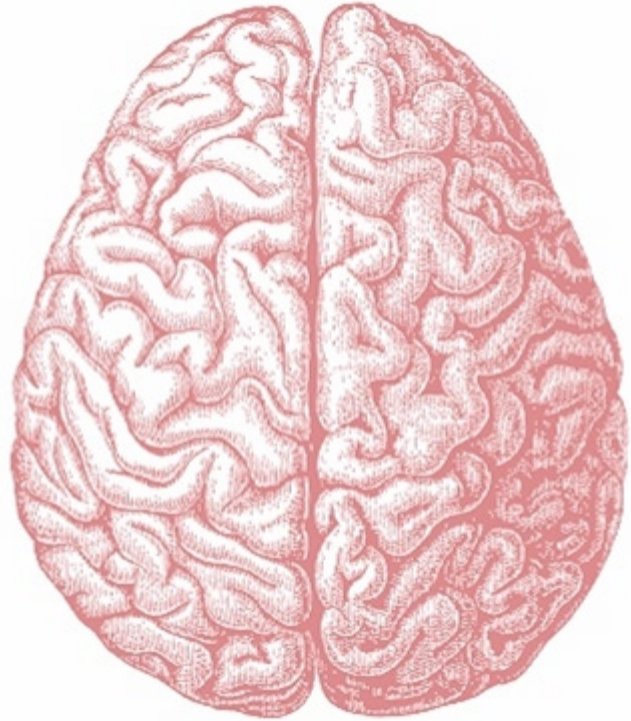
"Curiosity."

75TH ANNIVERSARY EDITION
WITH BONUS AUDIOBOOK READ BY JOHN KRASINSKI

H. A. Rey



Curious George



180+ **COGNITIVE** BIASES

JUMPING TO CONCLUSIONS

A thick, solid teal horizontal bar that spans the width of the slide, positioned below the first line of text.

JUMPING TO CONCLUSIONS



Clarity & Lean Management

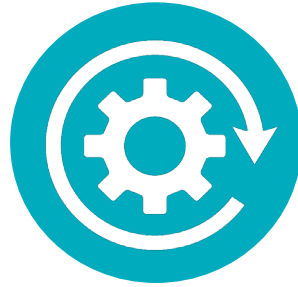
THE **FIVE P'S**



PURPOSE



PRIORITIES



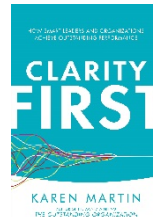
PROCESS



PERFORMANCE



PROBLEM
SOLVING



THE FIVE P'S



PURPOSE



PRIORITIES



PROCESS



PERFORMANCE



**PROBLEM
SOLVING**



WHY DO YOU DO **WHAT** YOU DO

Mining for an organization's purpose



THE FIVE P'S



PURPOSE



PRIORITIES



PROCESS



PERFORMANCE



PROBLEM
SOLVING

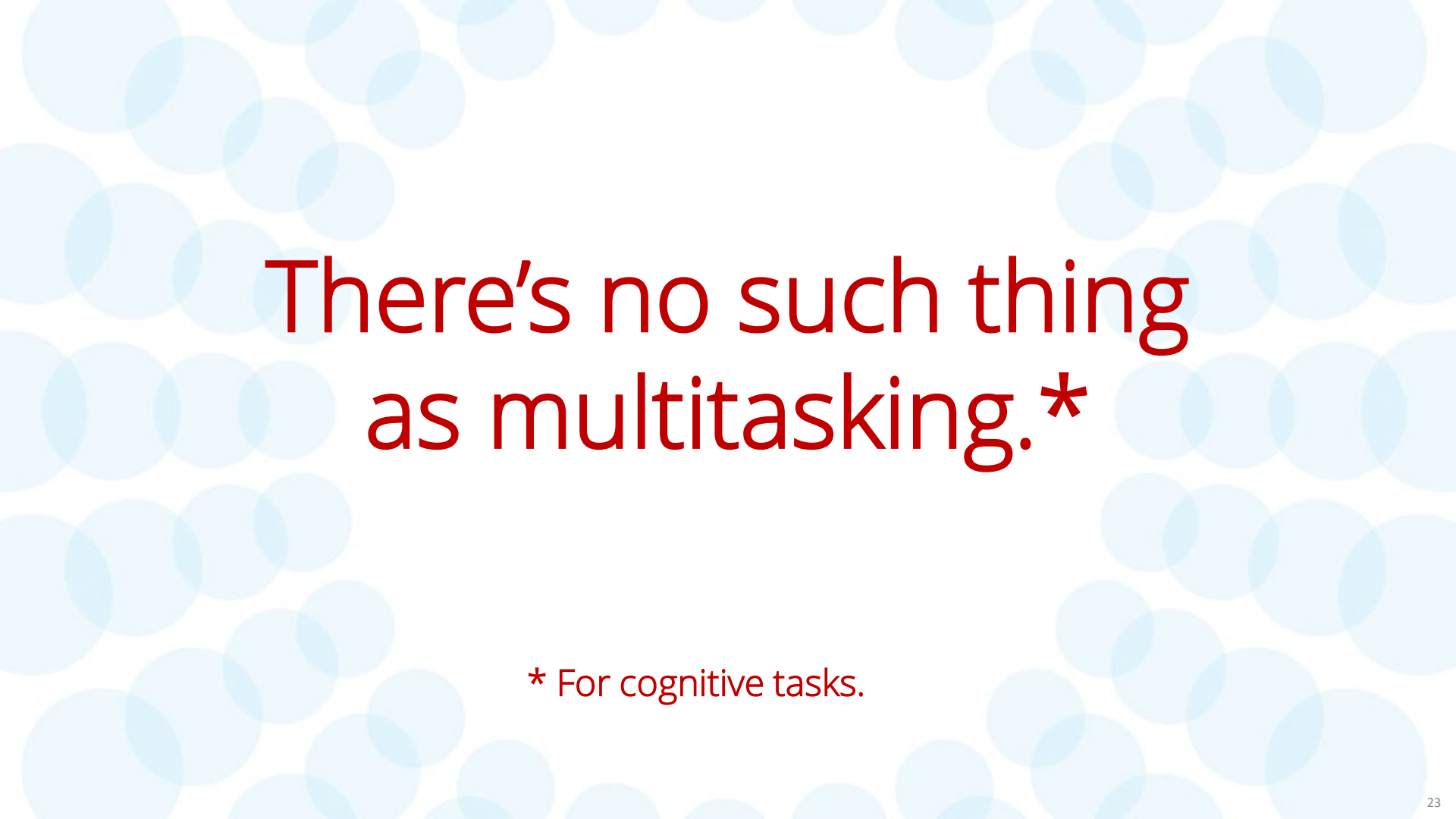


*TO ACHIEVE
**OUTSTANDING
PERFORMANCE,***



*FOCUS ON THE
**RELEVANT
FEW.***





There's no such thing
as multitasking.*

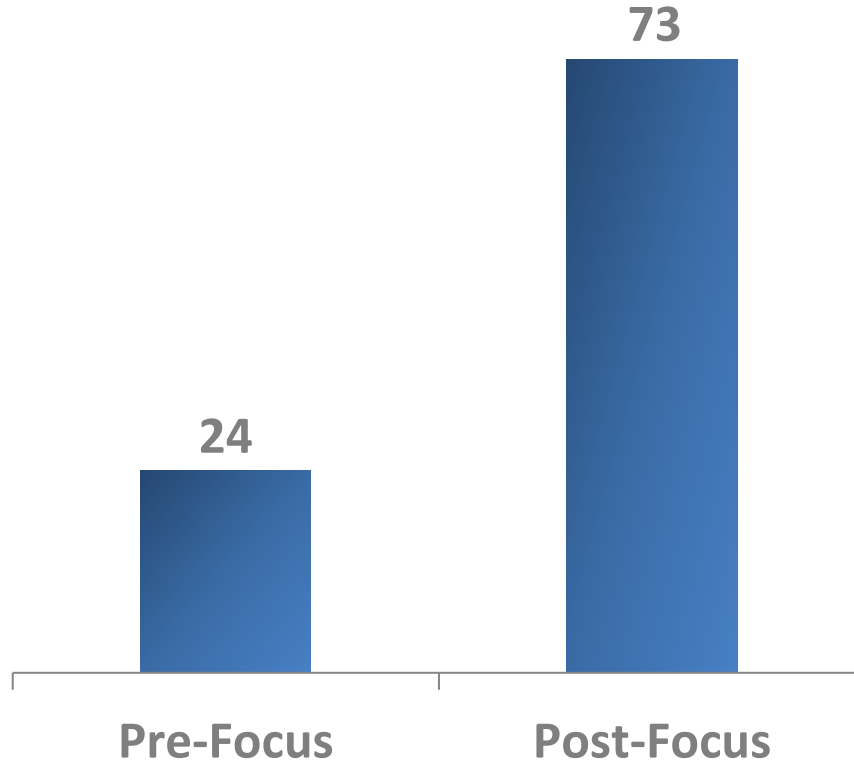
* For cognitive tasks.

Strategy Deployment: Defined

- A clear, focused, disciplined, and deeply engaging approach to
- achieve measurable business goals that
- enable the organization to realize its strategy and
- stay true to its purpose.



Completed Projects of Similar Complexity (annual)



- No additional resources
- Higher quality results

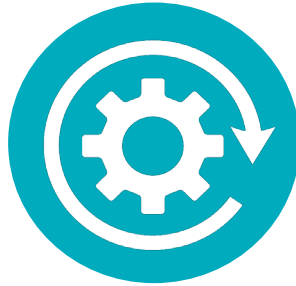
THE FIVE P'S



PURPOSE



PRIORITIES



PROCESS



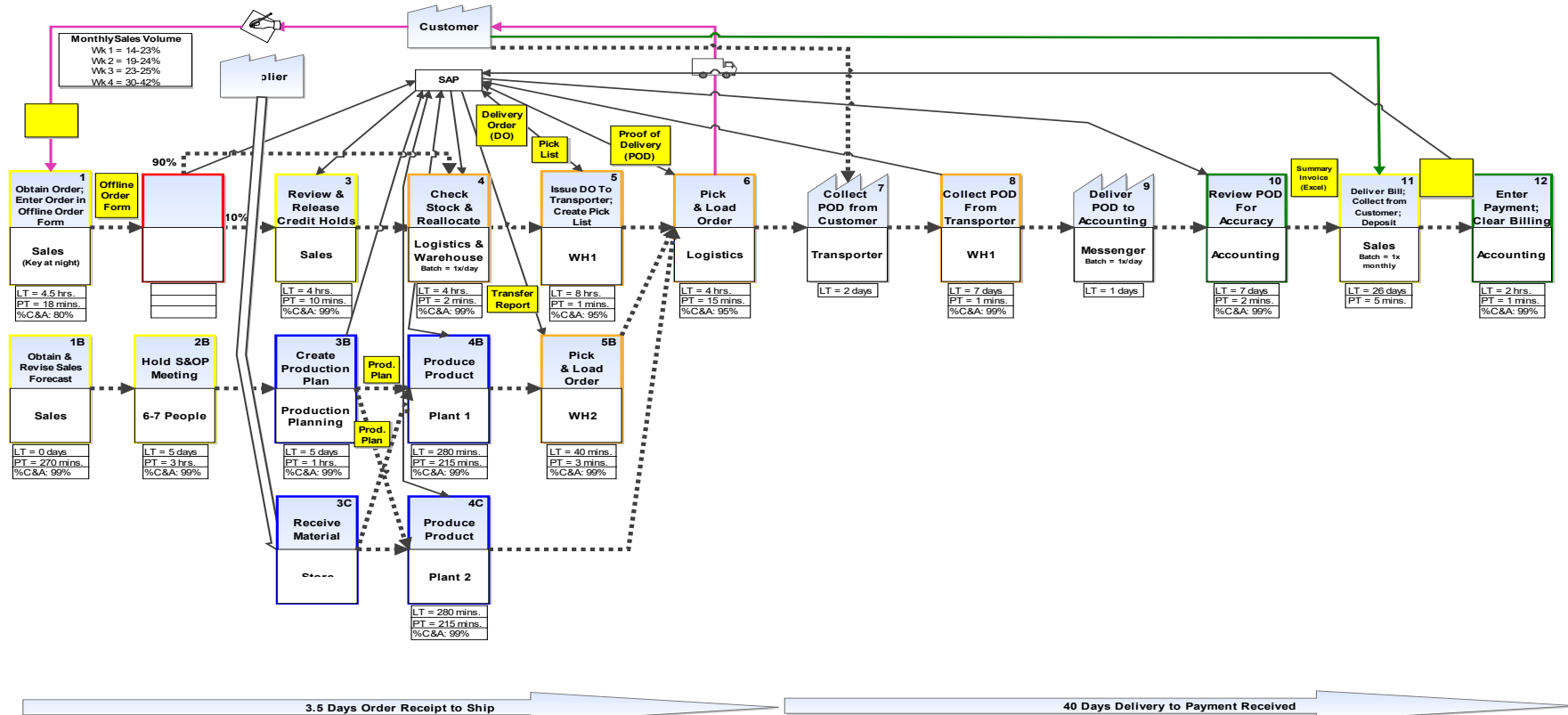
PERFORMANCE



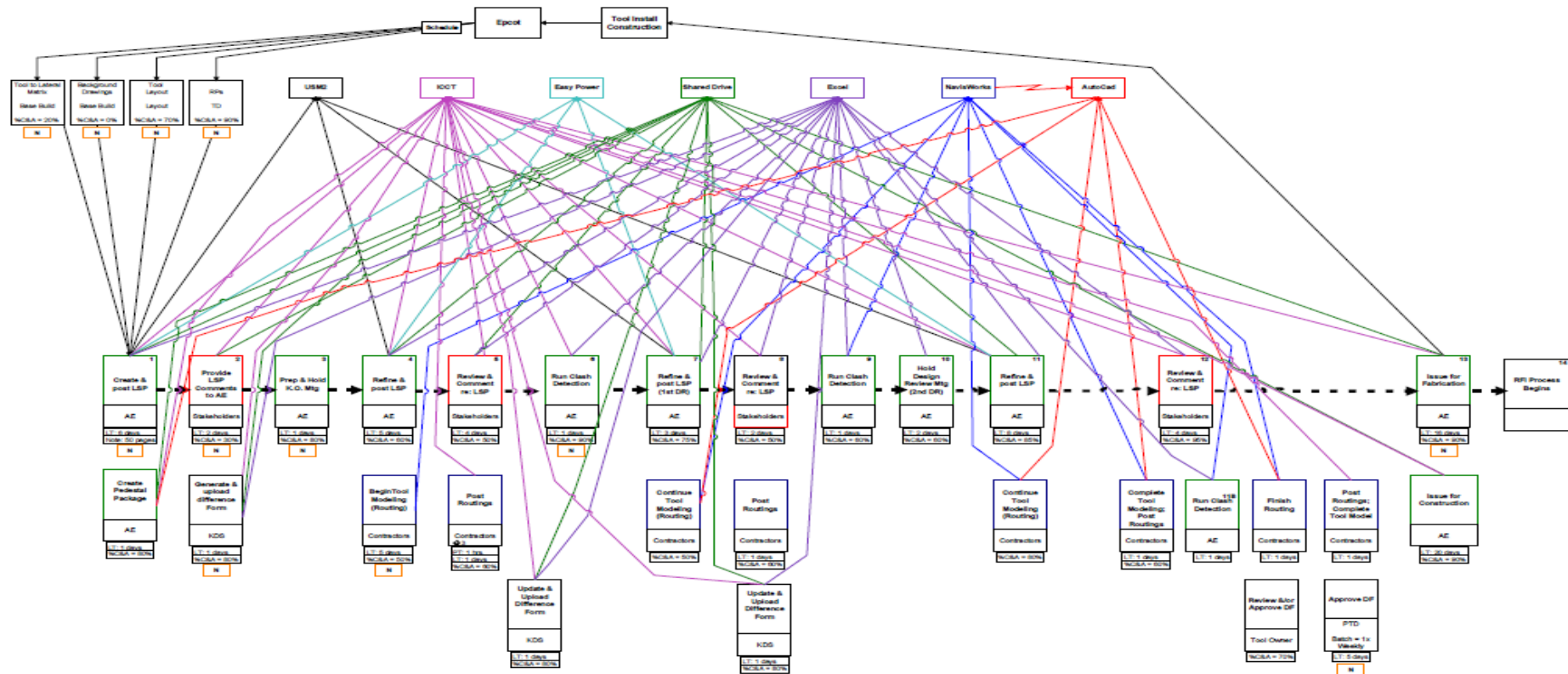
PROBLEM
SOLVING

Current State Value Stream Map

Visualize an entire work system on a single sheet of paper



Value Stream Maps Help Visualize Information Management Problems



Standard Work: Work Instructions

[illegible]

Standard Work: Job Aids

- Simple
- Visual
- Physical
- Posted at point of use
- Created by people who do the work & tested by others



The image features six goldfish against a plain white background. Five of the fish are a vibrant orange color, while one fish on the right is a bright green. The fish are arranged in a loose cluster, with the orange fish on the left and the green fish on the right. The text 'MAKE PROBLEMS VISIBLE' is positioned in the upper right quadrant, with 'MAKE' and 'VISIBLE' in orange and 'PROBLEMS' in green.

***MAKE PROBLEMS
VISIBLE***

THE FIVE P'S



PURPOSE



PRIORITIES



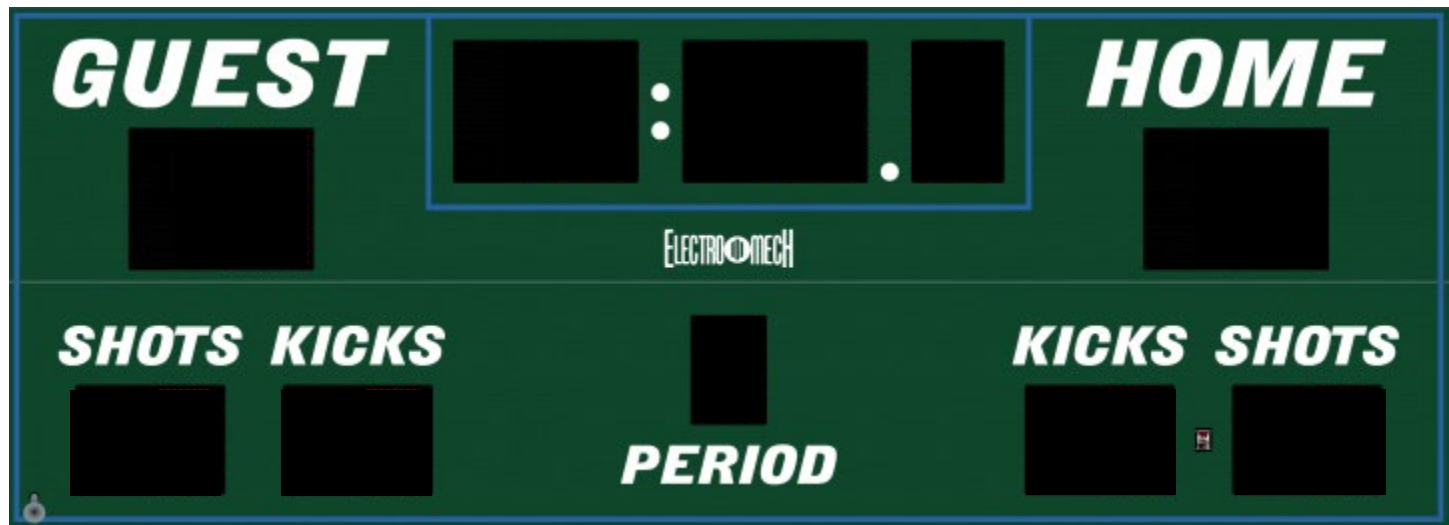
PROCESS



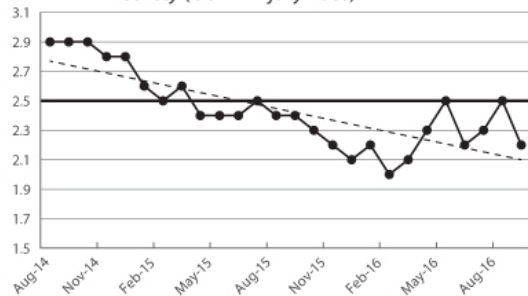
PERFORMANCE



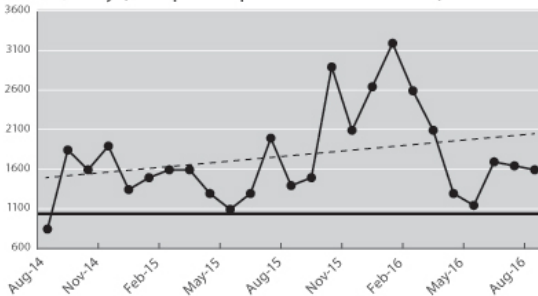
PROBLEM
SOLVING



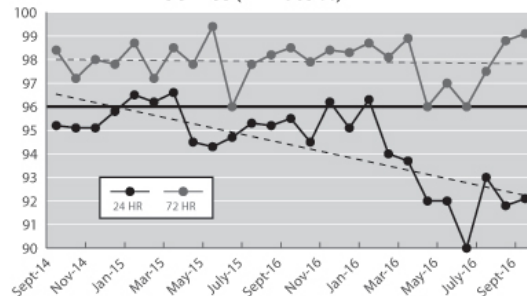
Safety (OSHA Injury Rate)



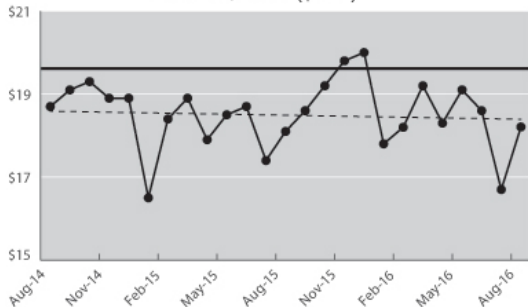
Quality (Complaints per Million Units Sold)



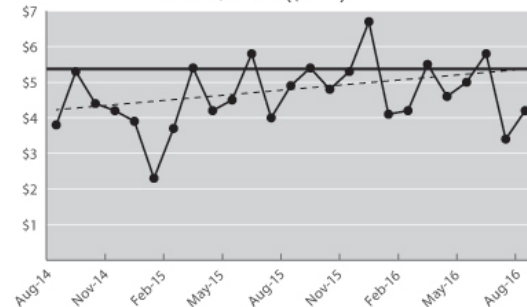
Service (Fill Rate %)



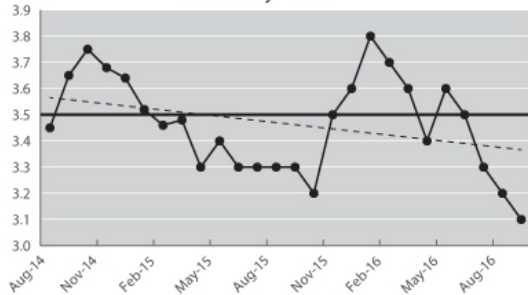
Revenue/Week (\$MM)



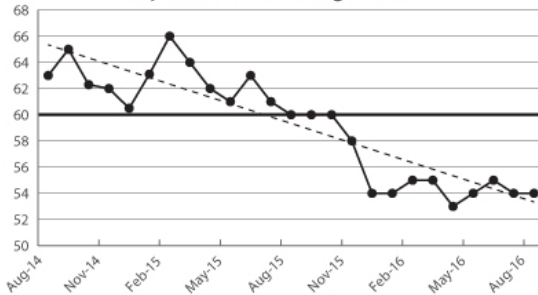
EBITDA/Week (\$MM)



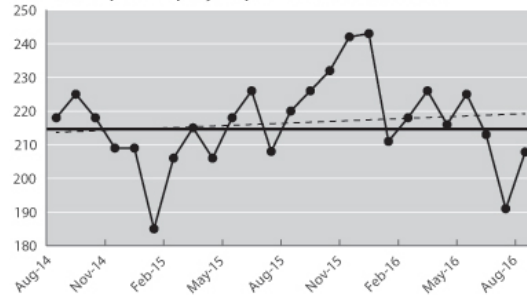
Inventory Turns



Days Sales Outstanding (DSO)



Sales per Employee per Year (Thousands)



Sample DMS Board

UPDATES

1. _____
2. _____
3. _____
4. _____



KPIs



PROBLEMS

PROBLEM	OWNER	STATUS	NOTES
_____	_____	■	_____
_____	_____	■	_____
_____	_____	■	_____
_____	_____	■	_____
_____	_____	■	_____

AREA READINESS

CATEGORY		PROBLEM	ACTION	OWNER	ADJUSTMENTS
Technology	■	_____	_____	_____	_____
Information	■	_____	_____	_____	_____
Process	■	_____	_____	_____	_____
People	■	_____	_____	_____	_____
Supplies	■	_____	_____	_____	_____

ADDITIONAL CONTENT

1. _____
2. _____



THE FIVE P'S



PURPOSE



PRIORITIES



PROCESS



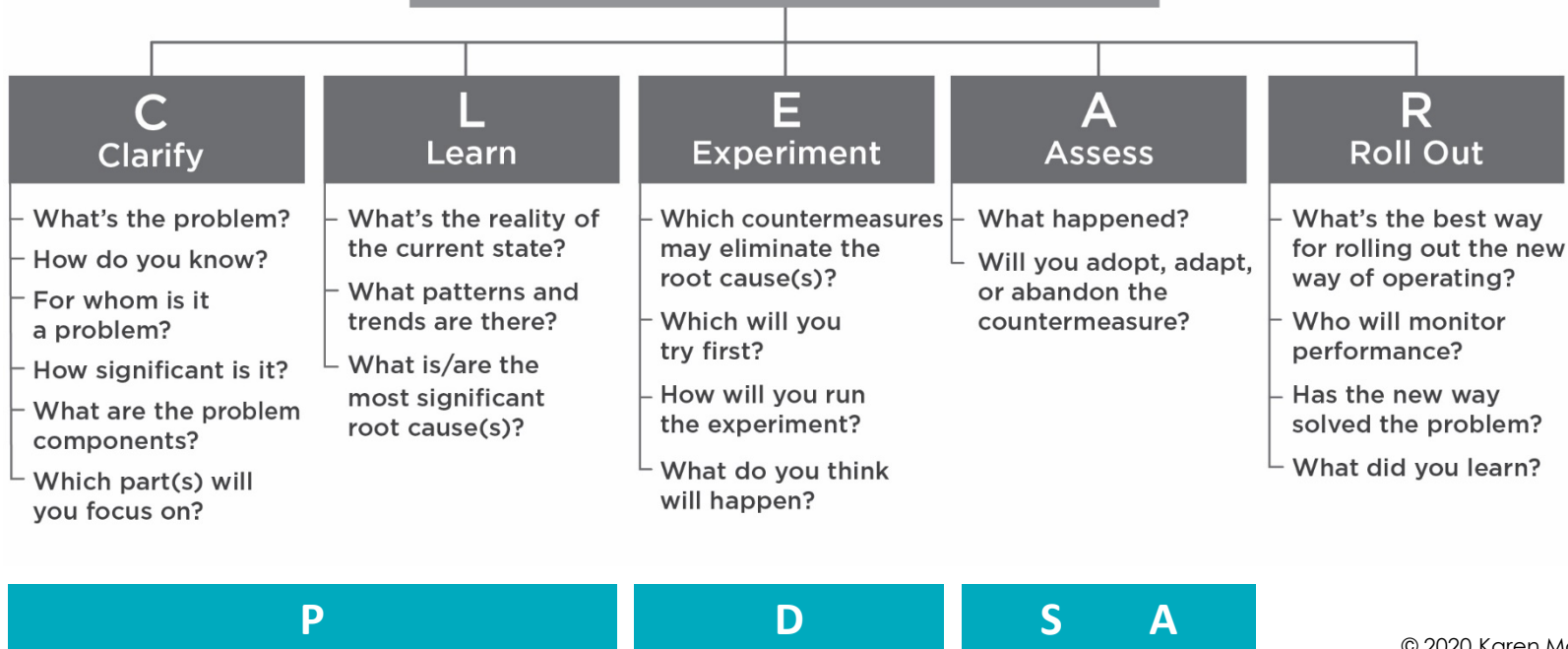
PERFORMANCE



PROBLEM
SOLVING



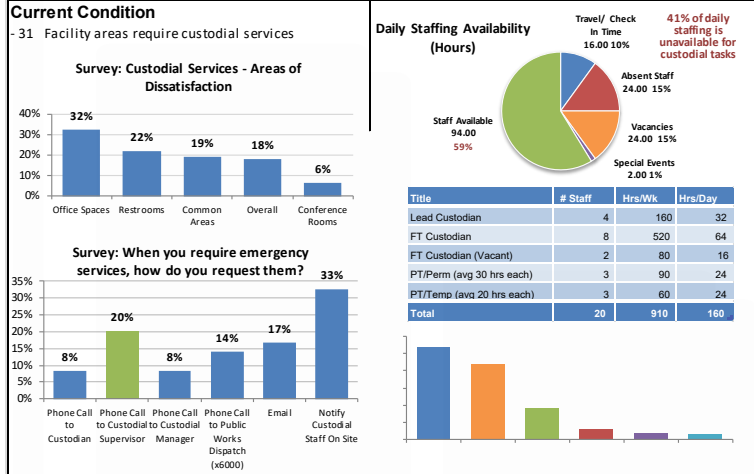
CLEAR PROBLEM SOLVING



A3 CUSTODIAL SERVICES

Problem

- 82% of customers dissatisfied with office space cleanliness:- 80% of emergency service requests are to wrong contact
- 22% of customers dissatisfied with restroom cleanliness
- Service levels vary by building
- 10% of daily staffing available is allocated to travel/check in time



Target Conditions/Measurable Objectives

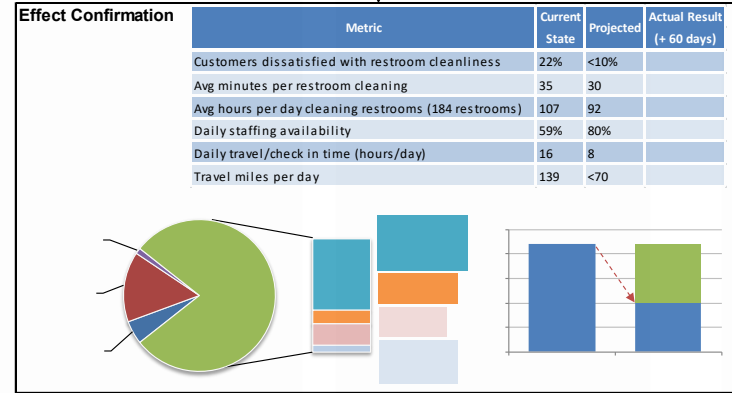
- 80% Daily staffing availability
- 50% Improvement - customer satisfaction with restroom cleanliness
- Defined standard work (for custodial staff and customers)

Root Cause & Gap Analysis

- Undefined level of service (office parties, special events)
- No defined process for unplanned absences (calling in, redistribute work, etc.)
- Inconsistent availability of communication tools (vary by building)
- No defined process for requesting/responding to emergencies
- Variation in cleaning schedules versus facility operating schedules
- Unpredictable daily staffing
- Travel time + Check in Time = 16.00 hrs/day = 2 FTE
- Customer requested personalized service (newspaper delivery, parties, trash)

Countermeasures / Implementation Plan

- Standard work for restroom cleaning
- Standard work checklist for non-routine items
- Standard process for measuring & mixing chemicals
- Restroom cleaning log
- Standard facility service plan (Plan A & Plan B)
- Modify & standardize process for unplanned absences
- Modify starting points and schedules to reduce transportation waste
- Evaluate fleet availability to reduce waiting waste



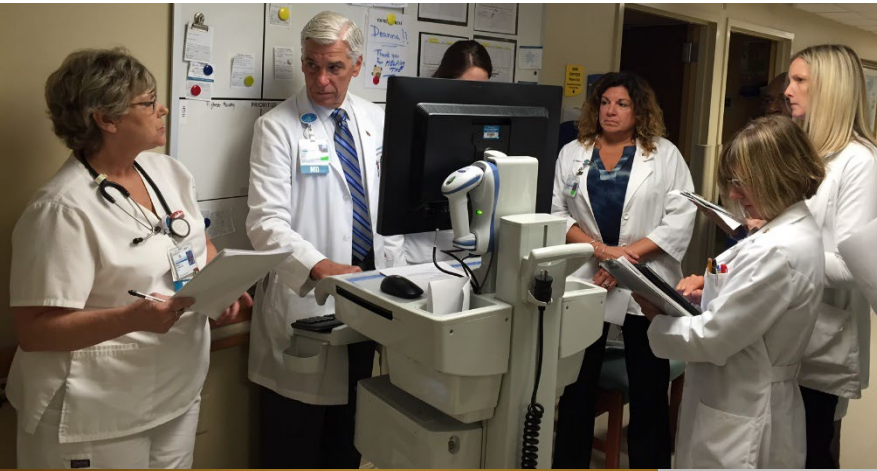
Follow Up Actions

Remaining Actions	Owner	Implementation Schedule (Months)											
		1	2	3	4	5	6	7	8	9	10	11	12
Explore options to improve cell phone availability	Mark R.												
Define process for requesting and responding to emergencies	Custodial Supvs												
Equip carts for recycling	Mark R.												
Process mapping for specialized facilities	Mark R.												
Standardize Cart Equipment & Supplies	Custodial Supvs												
Process improvement for other facility types, e.g. offices, common areas, etc.	Mark R.												
Consider alternative staffing models (floaters, modified shifts)	Mark R.												
Actively manage vacancies	Mark R.												

Gen&See



Clarity and *YOU*



THE
CLARITY
PAUSE



Lean management
lights the path to
excellence.

Clarity is at the
core of it all.



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