



Bringing Lean to the NAHRO Office

History: Henry Ford, W. Edwards Deming and Taichi Ohno

- Physical vs. Cognitive Tasks

Notes:

A Simple Definition – Create more value while reducing waste & cost for everyone. Eliminate waste, non-value add activity and cost - Improve efficiency & customer value.

Five Principles of LEAN:

1. Define value as seen from the _____ point of view.
2. Improve the activities that deliver _____ to the customer (internal/external).
3. Create and maintain _____ in the value stream.
4. Create _____ (order driven) in the value stream.
5. Create a culture of _____ in the organization.

Outcomes Include:

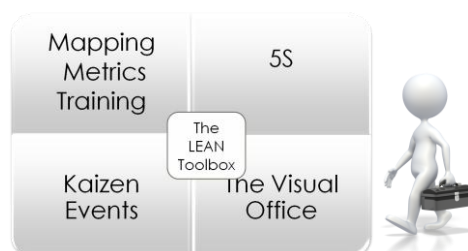
MUDA (Waste)

1. Value Add means _____ to the customer.
2. Non Value Add equates to _____ in the eyes of the customer.
3. Requisite Non Value Add relates to a legal or mandatory requirement.



Waste is Found:

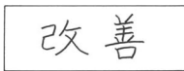
- 4 Categories of Waste; *Information, Process, Assets, People*
- 8 Deadly Office Wastes: *Rework, waiting, motion, over production, inventory, intellect, transport, processing*



5S: A method for creating a clean, safe and orderly, high performance work environment that exposes waste and makes abnormalities immediately visible.

1. Sort (Seiri): " _____ "
 - a. Holding Area
 - b. Red Tag Process
2. Set (Seiton): " _____ "
3. Shine (Seisou): " _____ "
4. Standardize (Seiketsu): " _____ "
5. Sustain (Shitsuke): " _____ "

Kaizen



Kai means _____ or take apart and **Zen** means _____. Combined they mean **Improvement**.

Everything Is A Process and Every Process Can Be Improved:

A *kaizen* "event" or "blitz" includes the following steps, (typically adapted to unique needs of an organization):

Phase 1: Planning and Preparation

- ✓ Identify the target area
- ✓ Identify the specific waste
- ✓ Teams & Training - involve workers from targeted area, and/or individuals with "fresh perspectives"

Phase 2: Implementation

- ✓ Understand the "current state"
- ✓ Collect information, metrics, data
- ✓ Brainstorm improvement option; test them and implement them.

Phase 3: Follow-up

- ✓ Track & document the gains.
- ✓ Follow-up events at 30 and 90-days - progress checks
- ✓ Ask workers for feedback and suggestions; provide visual feedback on process improvements.
- ✓ Continue to build additional improvements

The Value Stream:

Mapping a process provides a clear picture of waste that exists in a value stream.

The "mouth" represents the point where the product, service or value is delivered into the arms of the customer, any boulders, twists & turns represent waste which inhibits the free flow of the value stream.

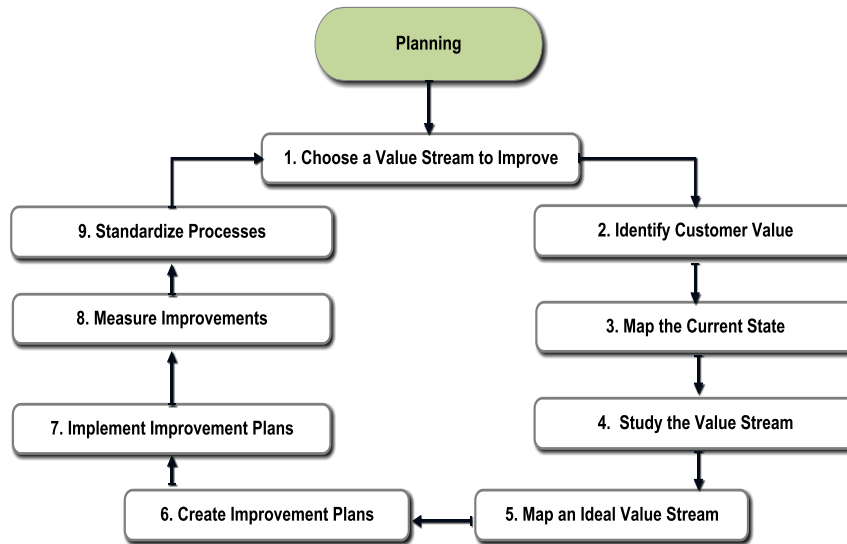
LEAN focuses on the elimination of waste in the value stream.

The Current State: Start at the furthest downstream point. Working upstream; draw:

1. The _____ in the upper right hand corner, furthest downstream
2. The _____ in the upper left hand corner, furthest _____.
3. Draw the _____ process and the _____ process.
4. Add all additional _____ between the entry and the exit points.

Future State Map: Includes the addition of metrics (Takt, queue & cycle time) as well as any notation of 5S and Kaizen implementation, and the integration of standardized processes, visual controls, space design, etc.

A Birds-Eye View of Process Improvement:



Notes:



Defining Value From The Customers Point of View:

1. Waste exists in all levels of an organization .
2. Waste can be identified and eliminated.
3. Everyone can (and should) be trained to recognize waste.

Is the customer willing to pay a higher price, wait? Is the step transforming the product service or value ? Is the step being done for the first time?

Why Visual?

- ✓ Information is absorbed faster, remembered longer.
- ✓ Visuals communicate quickly, cheaply, effectively.
- ✓ It reduces risk of confusion and are clear, unambiguous, open, and unbiased.

At-a-Glance Examples: The Visual:

- ✓ “Where?” – Labeling, color coding, shadow boards, outlining, directional markers, spaghetti diagrams
- ✓ “How?” – Technical guides, procedural guides, instructional or job aids, signboards, mind maps
- ✓ “When?” – Checklists, flow charts, sequencing diagrams, Gantt charts, stoplight charts
- ✓ “What?” – Visual displays, story boards, safety guides, vision/mission/goals, KPI’s
- ✓ “Who?” – Assignment charts, training matrices, suggestion boards
- ✓ “How much/How many?” – Metrics, graphs, charts, scorecards

Visual Controls, Defined

The control of an activity or process is made easier/ more effective by the deliberate use of visual signals that quickly let workers know what and how work should be done. They provide “at a glance” the information needed to make good decisions quickly. With good visual controls in place, anomalies, errors and waste stand out immediately.

Levels of Visual Control

Low – Visual Information Only



Medium – Visual Information and Visual Alerts



High – Visual Control Prevents a wrong choice



Visual's Concepts Include: Spaghetti Maps, Macro Maps, Kanban, Radar Chart's, Pareto Charts, Story Boards, Flow Charts, Photos, Job Aides



Metrics; things you count – provide the evidence that the outcomes you want are actually occurring. Use metrics to help eliminate MUDA. Track improvements that matter strategically & to the bottom line.

LEAN promotes an inclusive, team-centered, management-supported, bottom-up, cultural attitude of continual improvement.



Final Considerations:

1. Be clear on what constitutes customer value.
2. Measure time, waste, WIP or cost for each processing step and between each step.
3. Map current value stream & determine which process actions add value.
4. Find ways to do only what adds value; *with greatest speed, least waste, WIP or cost*
5. Find ways for work to flow most effectively; *Automate, mistake-proof, visual controls*
6. Celebrate along the way!



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