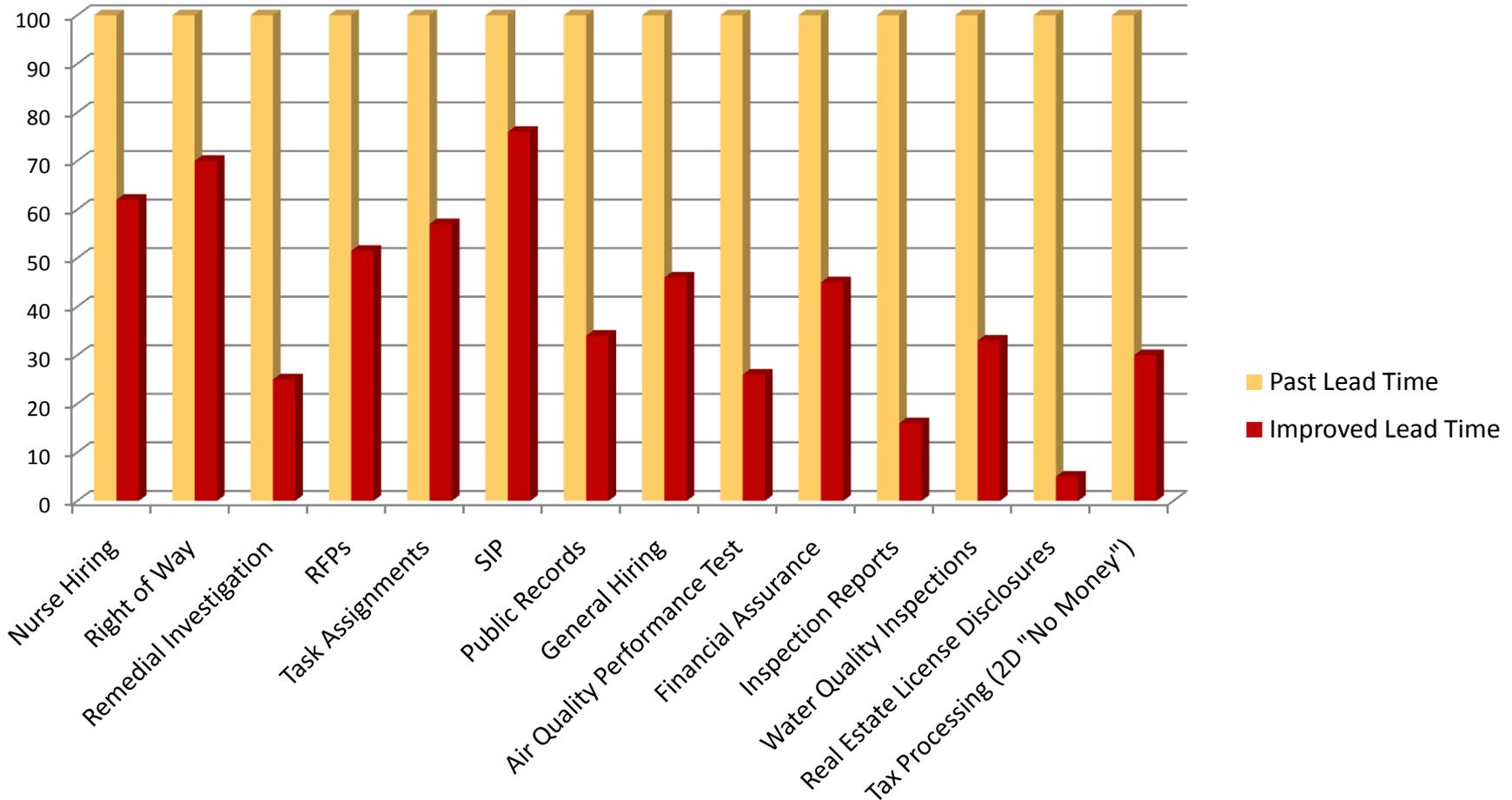


Arizona Government Transformation Office

WSATA Conference

October 7, 2013

% Lead Time Reduction



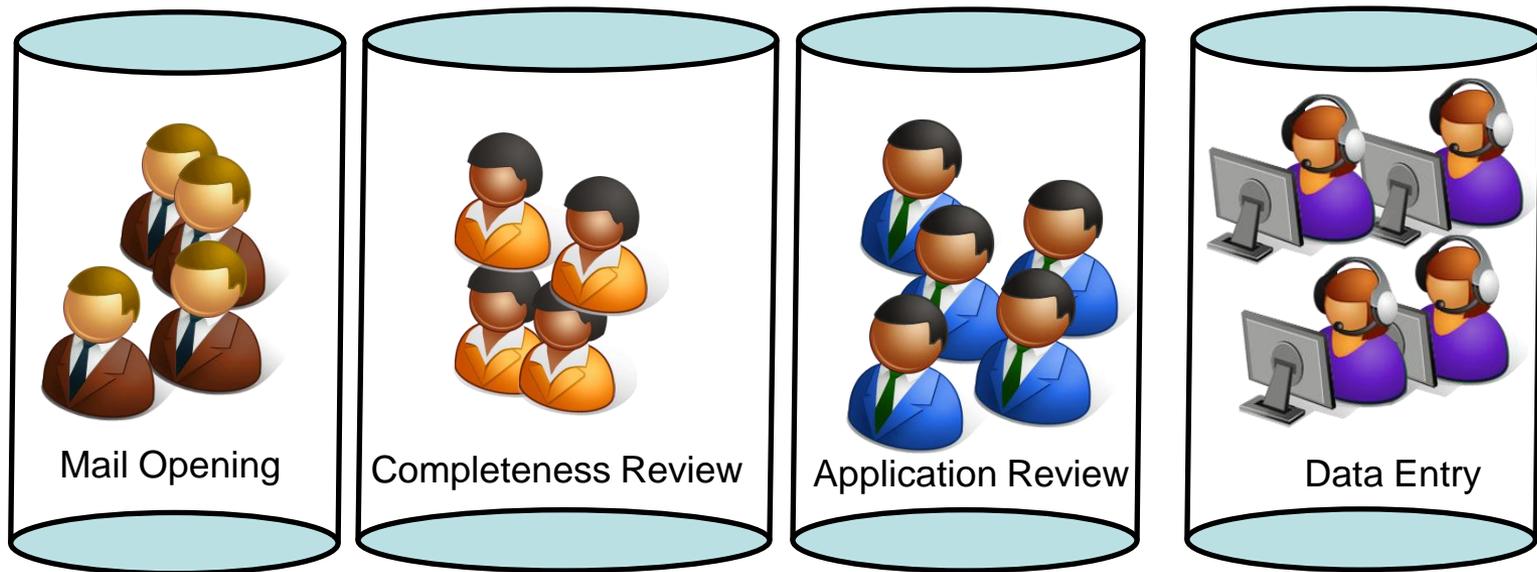
Average Lead Time Reduction of 59%

Improved Focus on Quality

“Touch time” redirection of over 35,000 hours



How do we see our organizations?

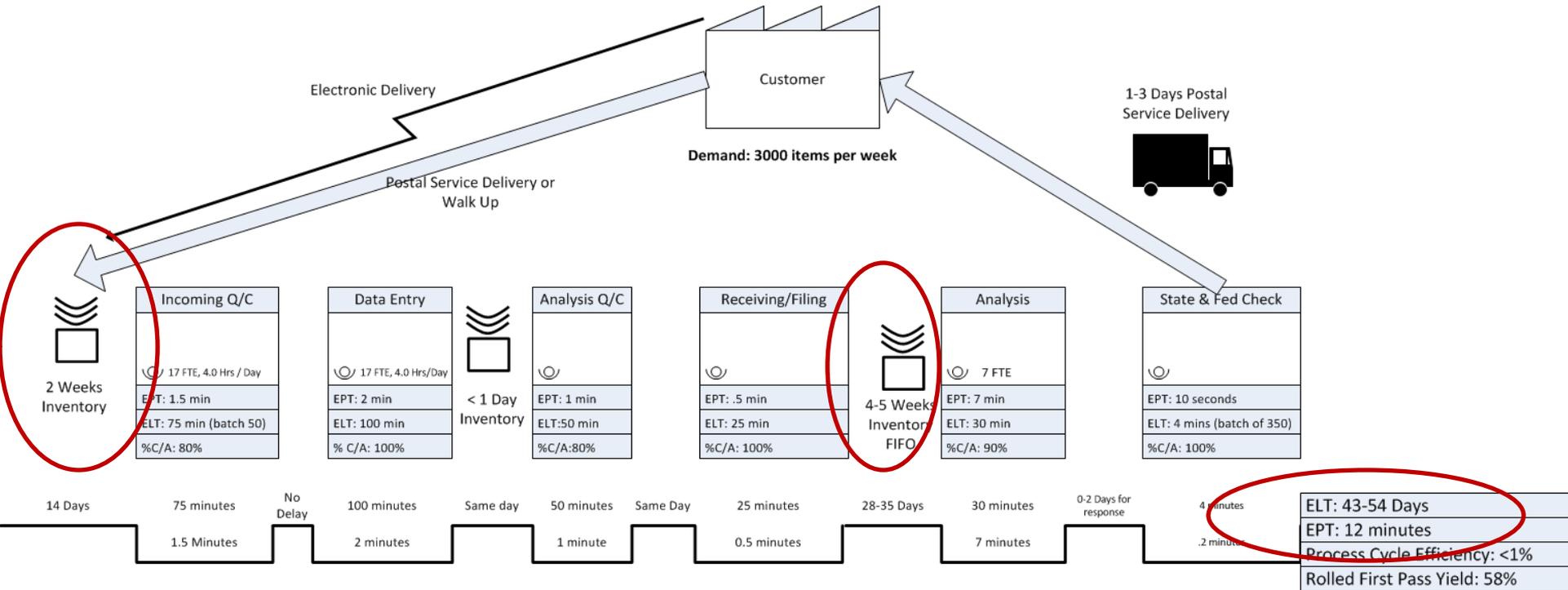


Usually as a collection of functional departments

But our customer doesn't care how we're organized

Value Stream Analysis

“Imagine you’re the thing going through the process”



12 minutes of work
43-54 days



99%+ delay time

A Fable of Complexity

Why do we track batches of exactly 70 items through our processes?

So we can track where the work is as it moves around our building.

Why do we need to track the work as it moves around our building?

We lost a batch of work between completeness review and data entry.

Why did we lose a batch of work?

The mail room is on the first floor, completeness review is on the second floor, and data entry is on the third floor. Lots of movement and handoffs.

Why are we organized this way?

Indeed.

What is a perfect process?



Inputs to the process never stop moving until complete



Performed without error the first time



With zero non-value added steps



Exactly what the end user needs

“Perfect” doesn’t exist, but lean-thinking challenges any process to get better

Lean Tools Make Problems Visible



Manager Review
Loops



Back and Forth
between departments
and end users



Backlogs &
Inboxes



Fixing vs Error-
Proofing



Lack of Parallel
Processing



What does our end
user need?



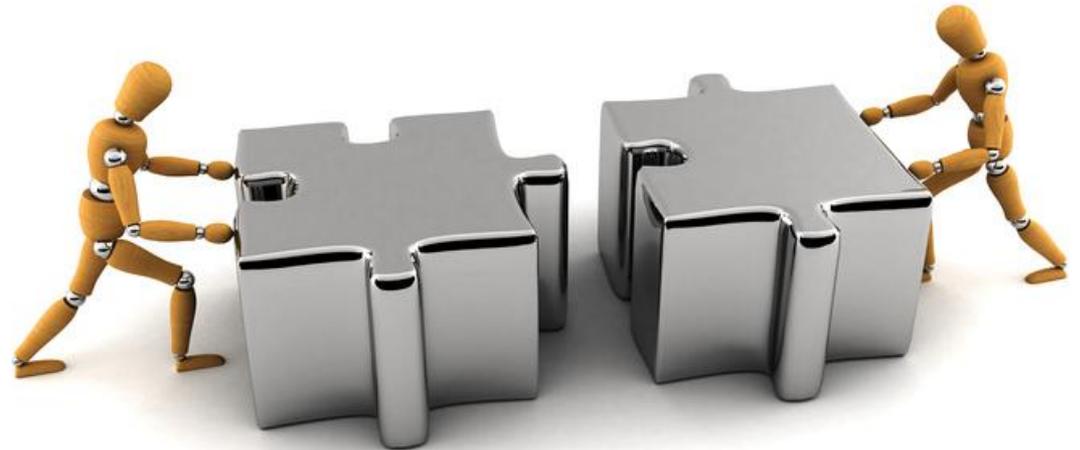
- 1) Do managers spend as much time developing their people as “putting out fires?”
- 2) Is improving the work just as important as getting the work done?
- 3) Can team members raise issues about problems in current processes without any form of retribution?

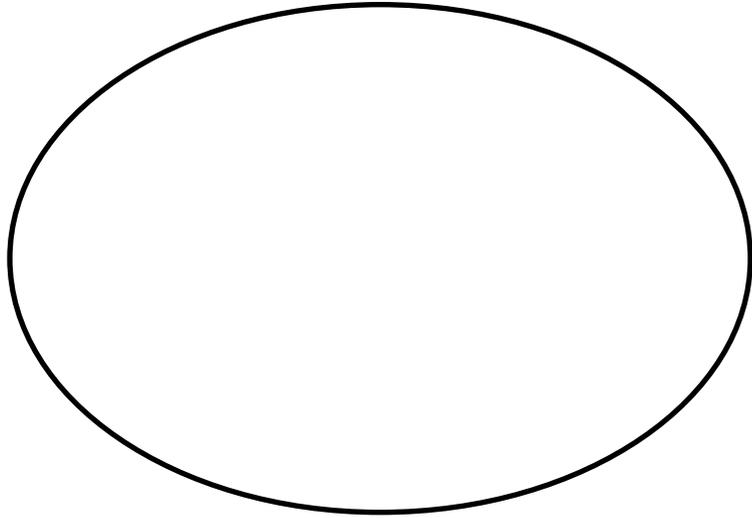


A Culture of Problem Solvers

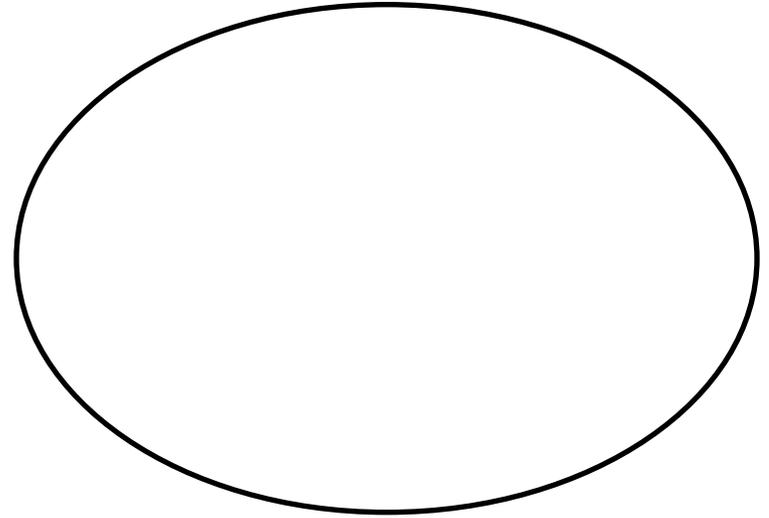


Vs.

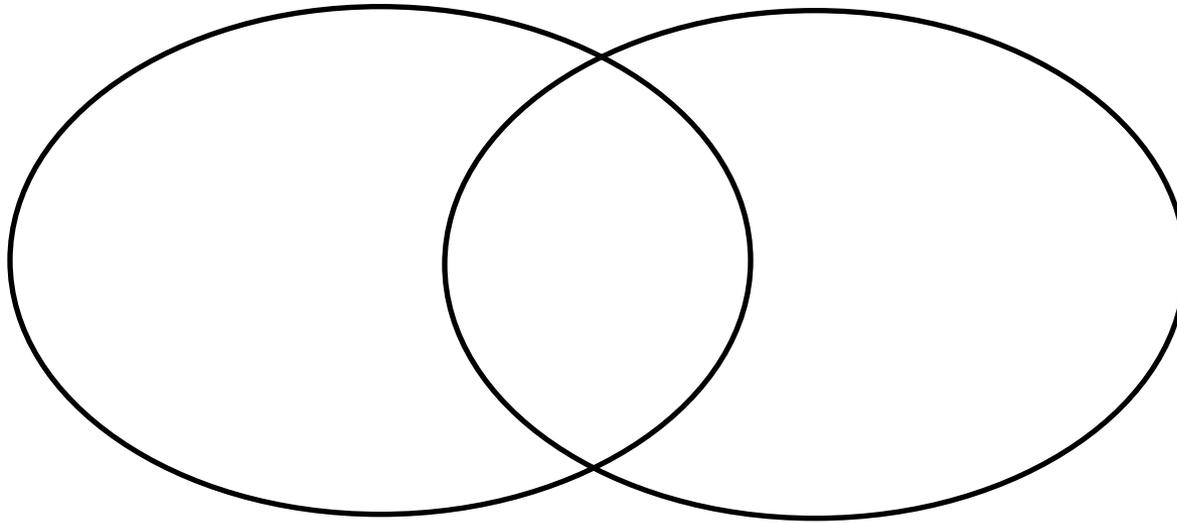




My Work



Continuous
Improvement



My Work

is

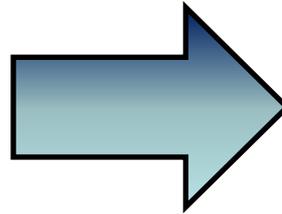
Continuous
Improvement



Sustaining
a lean
culture
requires
energy
from
leadership



Lean Simulation for Executives



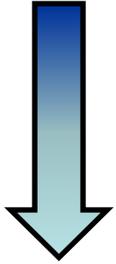
Lean Simulation for Executives



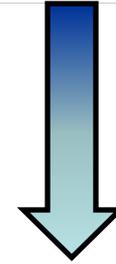
“The ‘hands-on’ training was very important. This is actually very hard for me to admit. I don’t like role playing and the engineer in me usually find these interactive demonstrations to be too touchy-feely. That said, the positives really outweighed the awkward feeling I usually get in these games.”

The biggest benefit of the exercise, however, is that it clearly highlights that people aren’t the problem, and that the biggest improvements to the process come from eliminating the waste in the system.”

Getting Started



Select a customer-facing process where strong improvement will get noticed



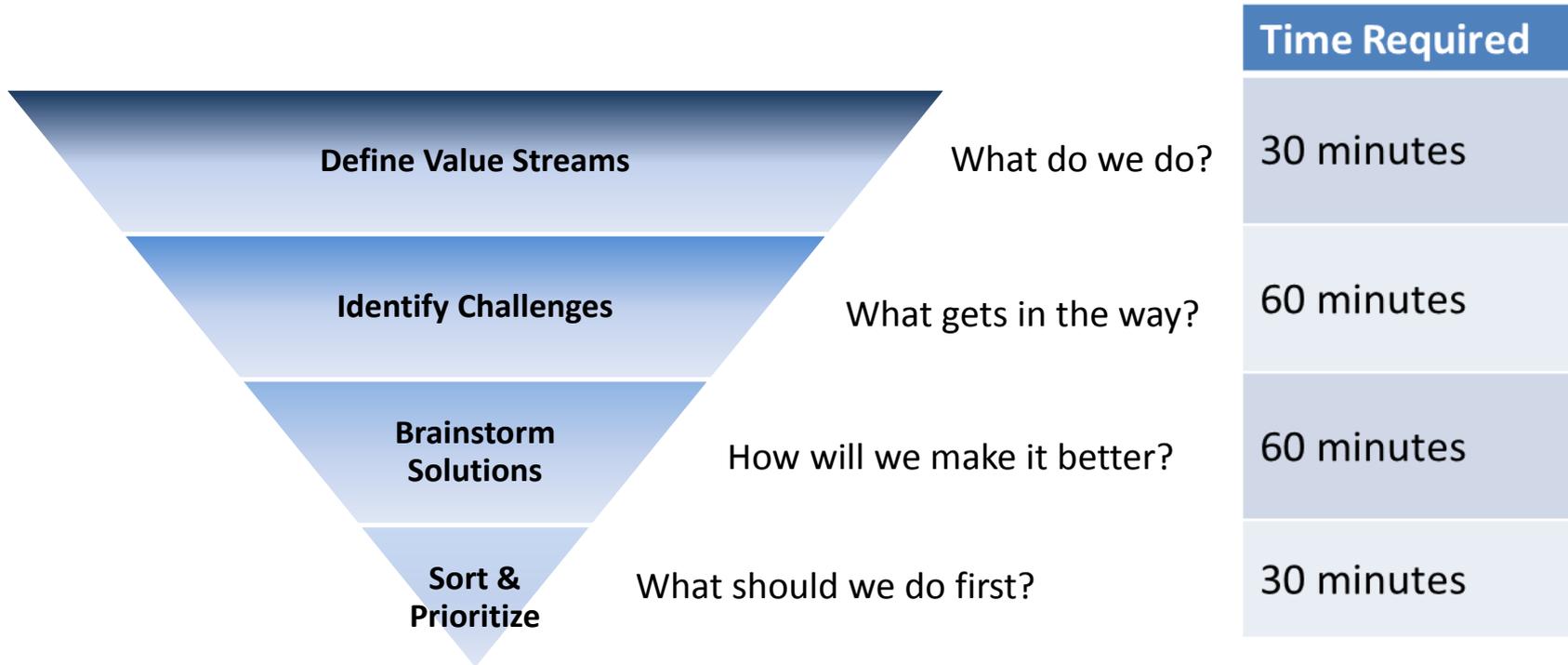
Conduct a 5-day Rapid Improvement Event (Kaizen) and generate quick results

Develop Lean Practitioners



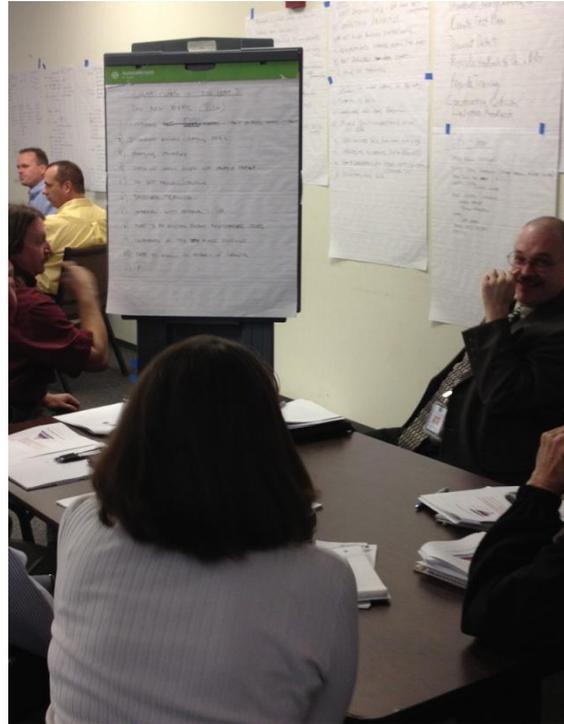
- With the assistance of a lean coach, your high-potential leaders can gain competence with lean skills in three projects
- They will begin to identify and lead projects on their own!
- Lean efforts must translate into real results
- Focus on what can be implemented in four months or less (not tied to legislation changes)
- AZ has developed a model to train over 100 practitioners per year

Staff WorkOuts

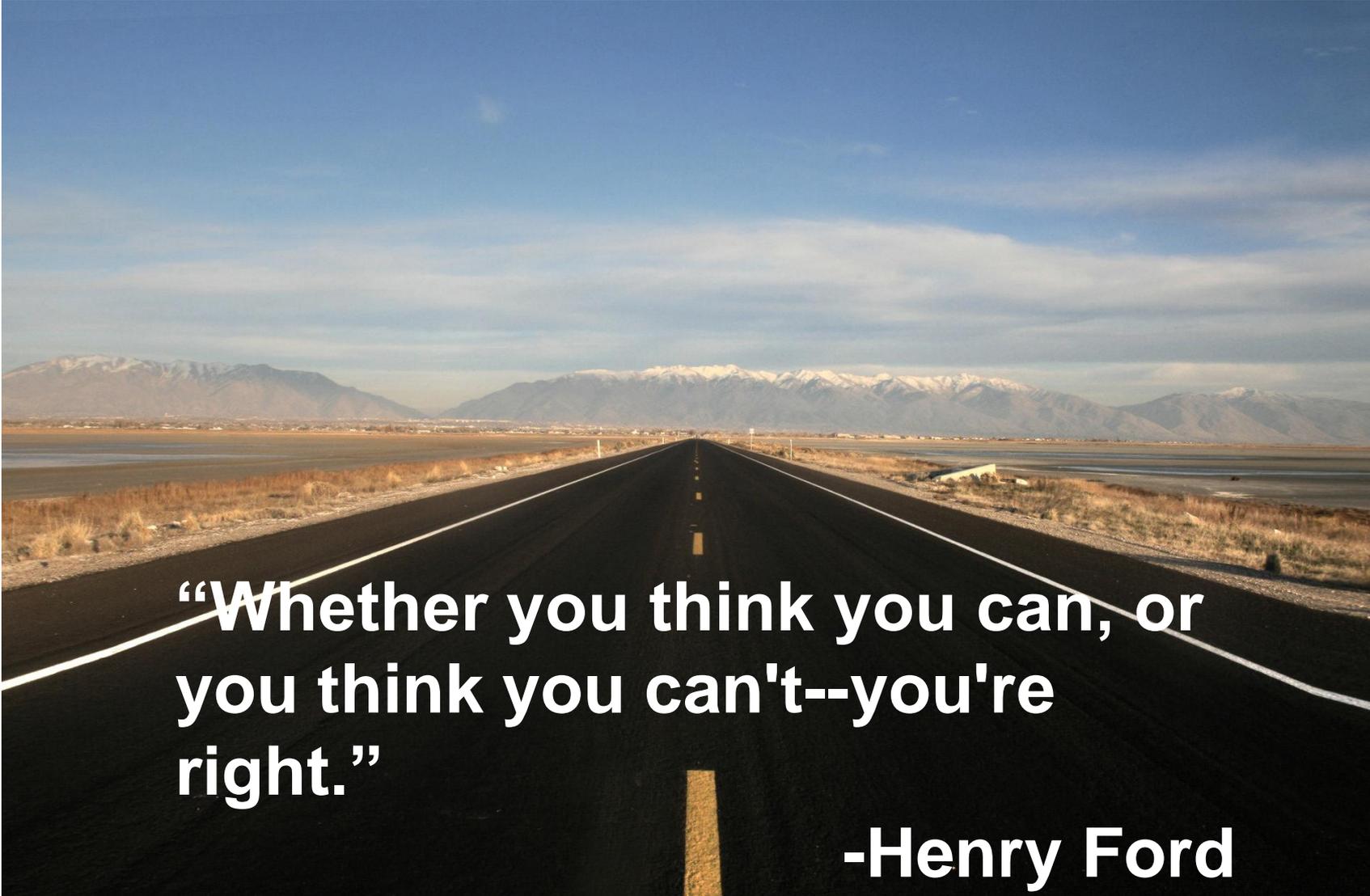


Goal: engage 100% of the agency in improvement activity

Staff WorkOuts



- 100% of front-line employees will participate in WorkOuts
- WorkOuts are facilitated by a manager from a different area
- Facilitator helps to 'sell' ideas to the team's supervisor
- All ideas are prioritized and documented
- **All managers must implement at least one high impact/low difficulty solution identified through WorkOuts**

A long, straight asphalt road with white lane markings and a dashed center line stretches into the distance. The road is flanked by dry, yellowish-brown grass and a wide, flat landscape. In the far distance, a range of mountains with snow-capped peaks is visible under a clear blue sky with some light clouds. The overall scene is bright and open, suggesting a sense of journey and possibility.

**“Whether you think you can, or
you think you can't--you're
right.”**

-Henry Ford