Lean Burst (Mini Project)

November 2015

Agenda

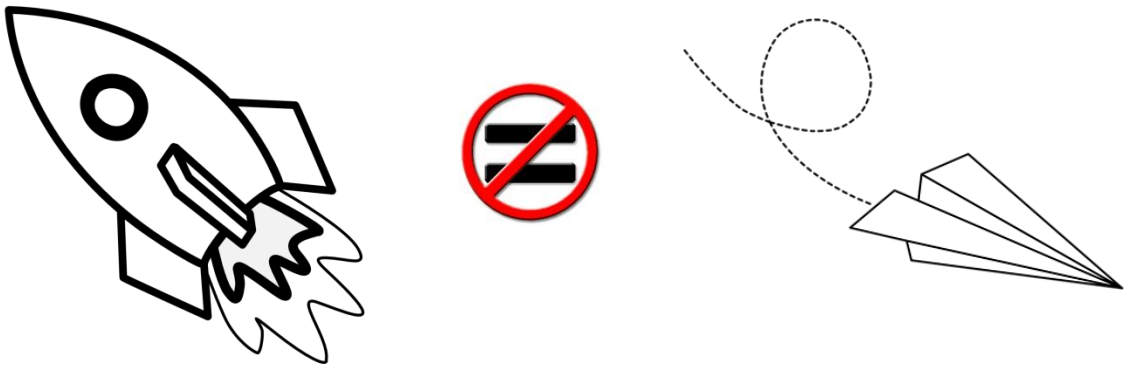
- Project Characteristics
- Project Classifications
  - Just Do It (JDI)
  - Lean Burst
  - Lean Project
- Lean Burst Stages
- Lean Burst Report Out / Close Out

Identifying Projects

Projects come in all shapes and sizes.

“Not all projects are created equally”

What makes sense when building a spaceship does not apply when building a paper airplane!

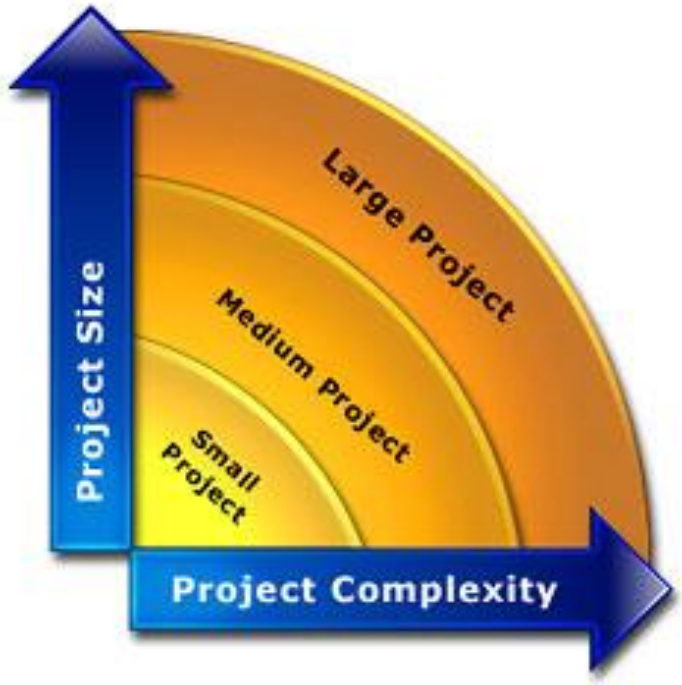


Project Tailoring

The characteristics of a project should be considered to determine what methodology, rigor, and oversight to apply.

When initiating projects, the process of **Project Tailoring** should be applied to determine the boundaries within which the project will operate.

The goal is to maximize the amount of work not done!



Project Characteristics

Classifying a project can be subjective. However, there are multiple objective characteristics of a project that should be considered when determining what approach makes sense.

Types of NY Lean Projects

- Just Do It
  - A simple, obvious improvement that does not require financial investment or management/executive level approval.
- Lean Burst
  - A step up from a JDI. A Lean Burst may include more than one person and reach across multiple divisions within the same agency.
- Lean Project
  - A structured project, typically identified and supported by a Lean Champion. Value Stream Mapping, Kaizen Participation, and Project Follow Up are required.

Classifying Projects by Characteristics

Characteristic	Lean Burst	Lean Project
Budget	Little or no cost to the organization	May have moderate or significant cost associated
Organizational Impact	Project is confined to a single department	Reaches across multiple departments; enterprise-wide
Touch Points / Workflow	Few	May be more
Authority	Management level or less	Executive Level
Systems Affected	No new systems are affected; leverage existing capabilities	New tools/capabilities may be required for implementation

**note – these are not hard and fast rules; this is where subjectivity comes into play.*

Project Characteristics

Budget

Lean Burst

Little or no cost to the organization

Lean Project

May have moderate or significant cost associated

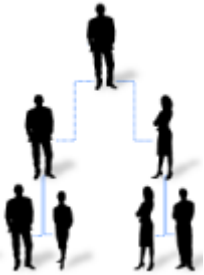
Does your organization have budgetary thresholds for projects?

Project Characteristics

Organizational Impact

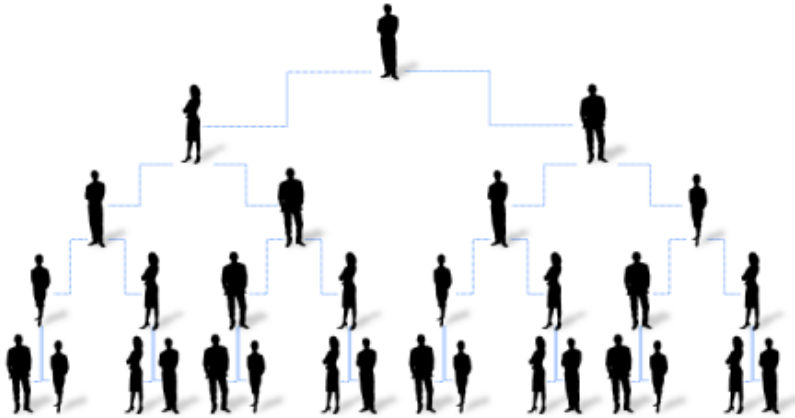
Lean Burst

Confined to a single business area



Lean Project

Reaches across multiple departments; enterprise- wide



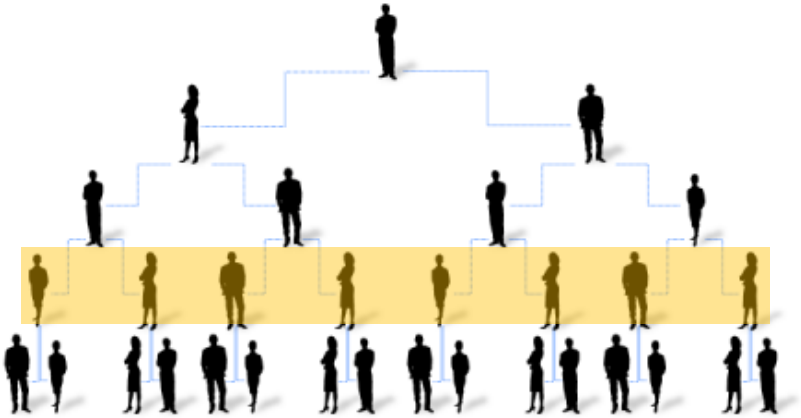
What areas does your project touch in the organization?

Project Characteristics

Authority

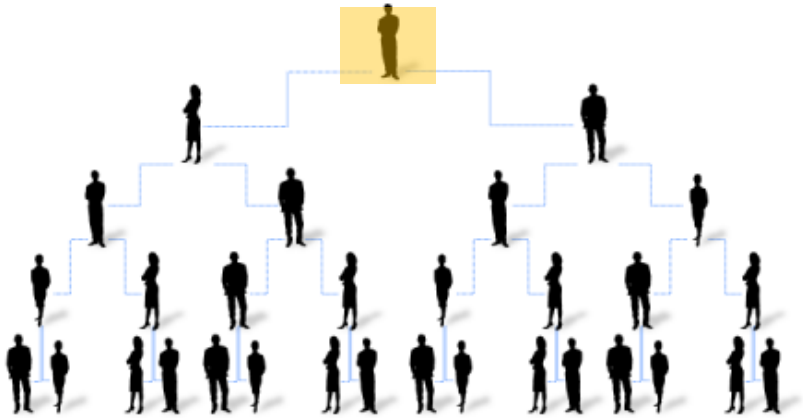
Lean Burst

Management Level



Lean Project

Executive Level



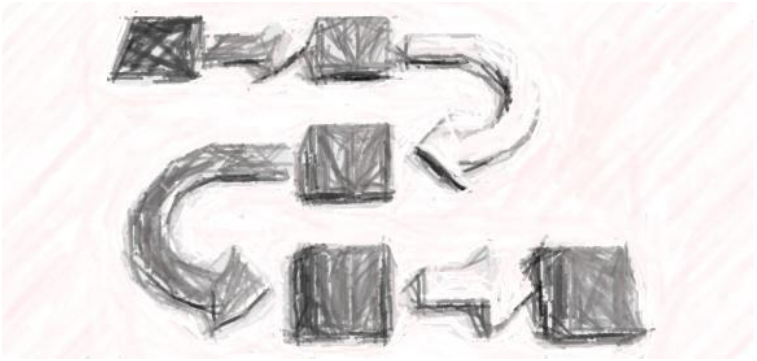
Where does the decision to implement reside?

Project Characteristics

Workflow Touch Points

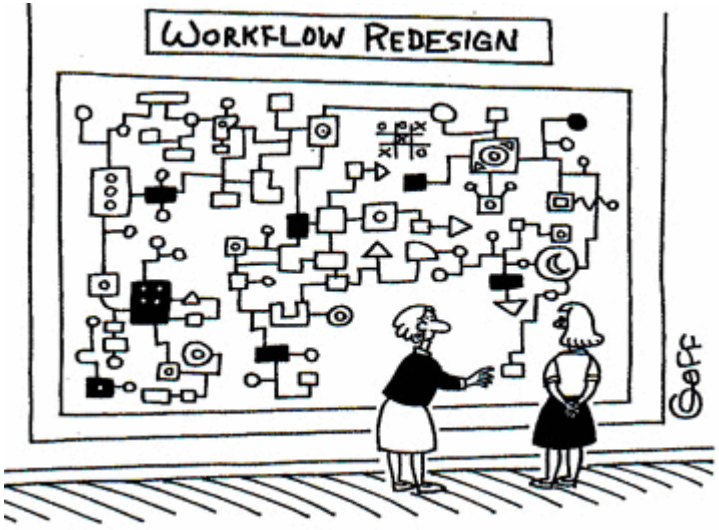
Lean Burst

Few



Lean Project

Many



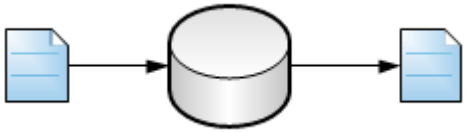
How many handoffs does the process entail?

Project Characteristics

Systems Impacted

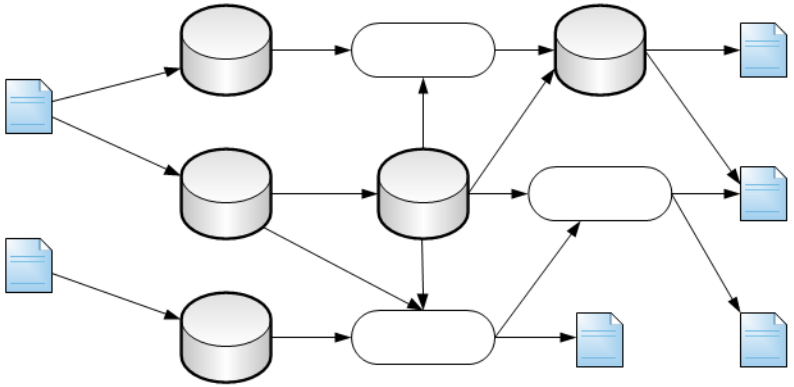
Lean Burst

Few



Lean Project

Many



How many systems & inputs/outputs does the project impact?

Lean Burst - Problem Solving Methodology

DMAIC Methodology for Problem Solving

- **DEFINE**: Project purpose and scope
- **MEASURE**: Current performance
- **ANALYZE**: Root cause & propose solution set
- **IMPROVE**: By removing variation and non-value added activities
- **CONTROL**: The gains into the Future

NEW YORK STATE OF OPPORTUNITY.

Define

Purpose: Define business problem and opportunity; Lay the ground work for the project

Key Tools:

- Charter
  - Problem Statement
  - Goal - SMART
  - In Scope / Out of Scope
  - Team Members
- Project Plan
- Value Stream Mapping
- Potential Project Impact

Measure

Purpose: Measure the problem, assess process performance

Key Tools:

- Data Collection
- Voice of Customer
- Fishbone Diagram
- FMEA
- Graphical Representation
- Revised Value Stream Map
- Just-Do-Its

Analyze

Purpose: Often intertwined with the Measure Phase, the purpose of the Analyze Phase is to understand the data

Key Tools:

- Data Analysis
- Value Add Analysis – Looking at the process through the customer's eyes
- Root Cause Analysis – Understand and verify the cause of the problem
- Value Stream Mapping (Future State)

Improve

Purpose: Develop Solutions to improve process capability and compare the results to the baseline performance.

Key Tools:

- Waste Elimination (5S)
- Poka-Yoke – Mistake Proofing
- Standardized Operating Procedures
- Training
- Documented Improvement or Action Plan

Control

Purpose: Roll out solution, execute control plan and transition to process owners.

Key Tools:

- Training
- Improvement Plan
- Control Plan
- Celebrate Success!

Lean Burst Report Out

I. Overview

Project Description:

Project Outcome:

Project POC:

Champion:

II. Status

Month/Year Event Status

III. Metrics

Key Metrics (From Scorecard)

IV. Benefit Analysis

Project Benefits:

Questions?