

ZERO TO BREAKTHROUGH

Lean Innovation

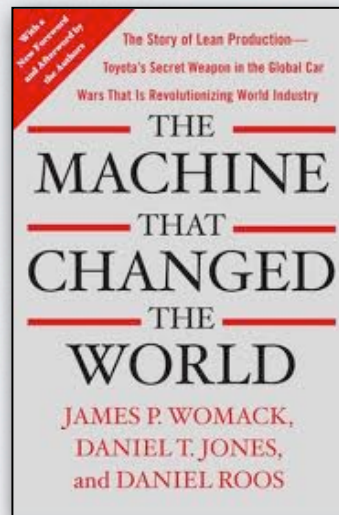
By Randall Benson, MBA

® 2013 by Randall Benson

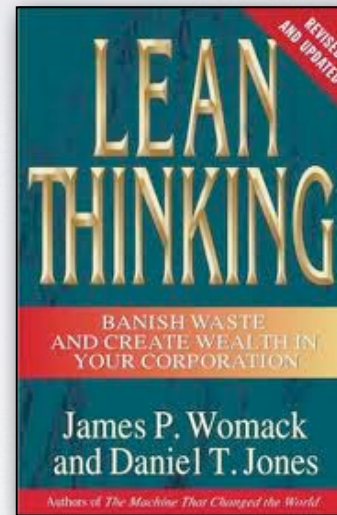
~~Lean Zealot~~

Lean Heretic





+



Zero to Lean

Lean to Breakthrough

Zero to Lean

Now, Not Someday

Lean Now

Why not Lean now?

Rats & Garbage Story



&



Because getting to Lean the orthodox way is a long, drawn-out process.

Why?

Orthodox

Wall-to-wall

Attack the Waste

Reconfigure the Workplace



Source: Wikipedia Commons

Ted's Story



Planning Process

Launching Teams

Value Stream Mapping

Internal Consultant Certification

In-Depth Training

Metrics & Dashboards

Factory Tours

Waste Elimination Opportunities

Lean Project Office

Kaizen Blitzes

Assessments

5S Workplace Organization

Process Walks

A3 Problem Solving

Voice of the Customer

Project Management

Daily Management with Lean Principles?

Why are we implementing Lean
with the factory-floor approach?

Backwards:

Starting with Waste

Backwards:

Involving everyone in the total
elimination of waste in every form

How can organizations do Lean now?

Rats and Garbage Story (continued)



&



Lean Now = Flow First

Flow + Limits

Flow + Limits = Kanban



Rodent and Illegal Dumping Complaints > Kanban Board

Quick Links

+ Add Card Expand Board Filter Legend Activity Log Full Screen Refresh Modify Process

Take a Quick Tour

Kanban board

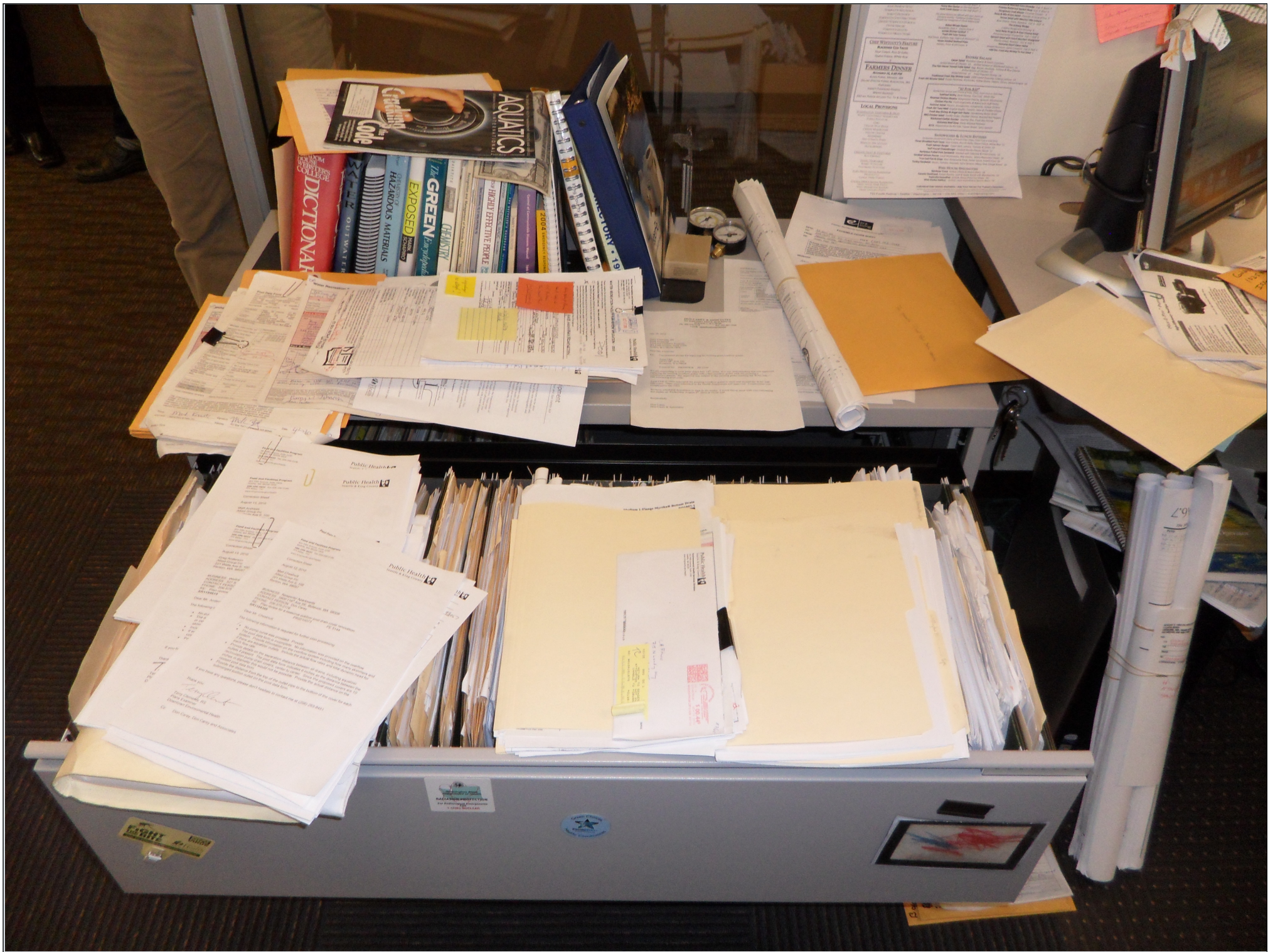
Ready (14/18)	Evaluate (12/18)	Letter/Close (11/15)	Process Letter (7/8)	Wait Period for Response (10/10)	Site Visit 1 (5/5)	Close / NOV (6/6)
	Working (5/6)	Working (5/6)	Working (4/6)	Waiting (8/10)	Working (2/3)	Working (2/3)
<div>DUMP20 CO0070690</div>	<div>DUMP39 CO0070738</div>	<div>RODE55 Case 169</div>	<div>RODE22 Case 19</div>	<div>DUMP14 CO0070670</div>	<div>RODE16 Case 61</div>	<div>RODE30 Case 107</div>
<div>RODE45 Case 146</div>	<div>RODE54 Case 185</div>	<div>RODE66 Case 189</div>	<div>DUMP35 CO0070731</div>	<div>RODE17 Case 69</div>	<div>RODE13 Case 41</div>	<div>DUMP2 CO0070605</div>
<div>RODE44 Case 143</div>	<div>RODE59 Case 179</div>	<div>DUMP10 CO0070656</div>	<div>RODE31 Case 71</div>	<div>RODE37 Case 60</div>		
<div>RODE43 Case 120</div>	<div>RODE54 Case 168</div>	<div>DUMP11 CO0070658</div>	<div>DUMP34 CO0070725</div>	<div>RODE53 Case 163</div>		
<div>RODE42 Case 119</div>	<div>DUMP12 CO0070660</div>	<div>RODE8 Case 94</div>		<div>DUMP6 CO0070644</div>		
<div>RODE41 Case 116</div>	<div>RODE56 Case 170</div>			<div>DUMP4 CO0070621</div>		
<div>RODE40 Case 46</div>				<div>RODE29 Case 49</div>		
<div>RODE39 Case 11</div>	Not Working	Not Working (6/6)	Not Working (3/3)		Not Working (3/3)	Not Working (4/3)
	Ready to Pull (4/6)	Ready to Pull (2/6)	Ready to Pull (3/3)		Ready to Pull (3/3)	Ready to Pull (2/3)
<div>DUMP19 CO0070687</div>	<div>RODE33 Case 81</div>	<div>RODE18 Case 70</div>	<div>RODE25 Case 54</div>	<div>DUMP38 CO0070737</div>	<div>RODE34 Case 84</div>	<div>RODE27 Case 17 John</div>
<div>DUMP18 CO0070685</div>	<div>RODE23 Case 66</div>	<div>RODE21 Case 73</div>	<div>RODE9 Case 101</div>	Ready to Pull (2/6)	<div>DUMP36 CO0070732</div>	<div>RODE4 CO0070638</div>
<div>DUMP17 CO0070682</div>	<div>RODE28 Case 108</div>		<div>DUMP31 CO0070721</div>	<div>RODE36 Case 36</div>	<div>DUMP3 CO0070620</div>	
<div>DUMP16 CO0070673</div>	<div>DUMP33 CO0070723</div>			<div>RODE20 Case 76</div>		















Orthodox Lean



Lean Now

Flow } Eliminate Waste
Organize Workplace
Make Status Visible

Rats & Garbage

Virtual teams

Personalized work areas

No machines

Intangible work

No bill of material

Non-interchangeable parts

Variation

Post-Flow Improvements

Self-inspections

Route planning

GPS

Intake checklist

Lien template

Complainant participation

Workplace organization

And so on





Reduced response time - 75%

Reduced resolution time - 60%+

Increased productivity - 50%

Eliminated missed liens

Changed the user experience



Zero to Lean

Lean to Breakthrough

Lean is the prize

Implementing Lean is the journey

Eliminating waste is the means

Not!

Corrine's ER Story



E M E R G E

A horizontal sign with the word "EMERGENCY" in red capital letters, partially visible as "E M E R G E". It is mounted on a white structure above a walkway.

DO NOT
OFF
D
UP
IF

A small, rectangular white sign with red text, partially visible. It is mounted on a post near the entrance.



8 hrs to 2 hrs

1 day to 3 hrs

2 hrs to 17 min

0 in waiting room

30 min guarantee

Driving past other ER's

Fastest ER in US

The new benchmark

\$40M turnaround

60+ Articles

Healthcare Leader of the Year

Breakthrough is the prize

Quest is the journey

Lean is the means

Yes!

Do Lean now by creating flow first

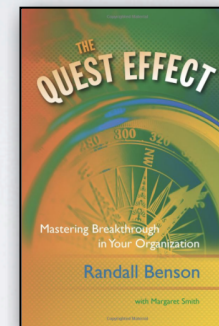
Turn Lean into breakthrough
by making Lean the means

digité

How work *really* gets done



digite.com
swift-kanban.com



bensonconsulting.com