

ZERO TO BREAKTHROUGH

Lean Innovation

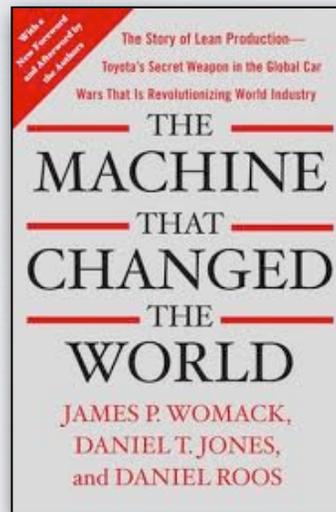
By Randall Benson, MBA

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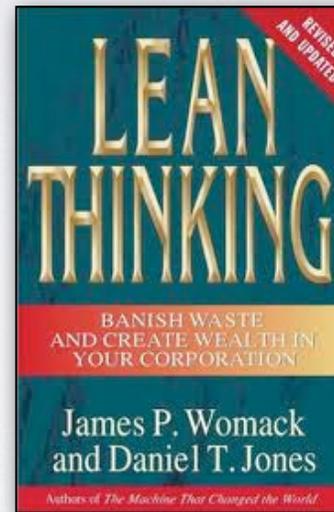
~~Lean Zealot~~

Lean Heretic





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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

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)
<p>▶ DUMP20 CO0070690</p> <p>▶ RODE45 Case 146</p> <p>▶ RODE44 Case 143</p> <p>▶ RODE43 Case 120</p> <p>▶ RODE42 Case 119</p> <p>▶ RODE41 Case 116</p> <p>▶ RODE40 Case 46</p> <p>▶ RODE39 Case 11</p> <p>▶ DUMP19 CO0070687</p> <p>▶ DUMP18 CO0070685</p> <p>▶ DUMP17 CO0070682</p> <p>▶ DUMP16 CO0070673</p>	<p>Working (6/6)</p> <p>▶ DUMP39 CO0070738</p> <p>▶ RODE64 Case 185</p> <p>▶ RODE59 Case 179</p> <p>▶ RODE54 Case 168</p> <p>▶ DUMP12 CO0070660</p> <p>▶ RODE56 Case 170</p> <p>Not Working</p> <p>Ready to Pull (4/6)</p> <p>▶ RODE33 Case 81</p> <p>▶ RODE23 Case 66</p> <p>▶ RODE28 Case 108</p> <p>▶ DUMP33 CO0070723</p>	<p>Working (5/6)</p> <p>▶ RODE55 Case 169</p> <p>▶ RODE66 Case 189</p> <p>▶ DUMP10 CO0070656</p> <p>▶ DUMP11 CO0070658</p> <p>▶ RODE8 Case 94</p> <p>Not Working (6/6)</p> <p>Ready to Pull (2/6)</p> <p>▶ RODE18 Case 70</p> <p>▶ RODE21 Case 73</p>	<p>Working (4/6)</p> <p>▶ RODE22 Case 19</p> <p>▶ DUMP35 CO0070731</p> <p>▶ RODE31 Blocked Case 71</p> <p>▶ DUMP34 CO0070725</p> <p>Not Working (3/3)</p> <p>Ready to Pull (3/3)</p> <p>▶ RODE25 Case 54</p> <p>▶ RODE9 Case 101</p> <p>▶ DUMP31 CO0070721</p>	<p>Waiting (8/10)</p> <p>▶ DUMP14 CO0070670</p> <p>▶ RODE17 Case 69</p> <p>▶ RODE37 Case 60</p> <p>▶ RODE53 Case 163</p> <p>▶ DUMP6 CO0070644</p> <p>▶ DUMP4 CO0070621</p> <p>▶ RODE29 Blocked Case 49</p> <p>Ready to Pull (2/6)</p> <p>▶ RODE36 Case 36</p> <p>▶ RODE20 Case 76</p>	<p>Working (2/3)</p> <p>▶ RODE16 Case 61</p> <p>▶ RODE13 Case 41</p> <p>Not Working (3/3)</p> <p>Ready to Pull (3/3)</p> <p>▶ RODE34 Case 84</p> <p>▶ DUMP36 CO0070732</p> <p>▶ DUMP3 CO0070620</p>	<p>Working (2/3)</p> <p>▶ RODE30 Case 107</p> <p>▶ DUMP2 CO0070605</p> <p>Not Working (4/3)</p> <p>Ready to Pull (2/3)</p> <p>▶ RODE27 Case 17 John</p> <p>▶ RODE4 CO0070638</p>







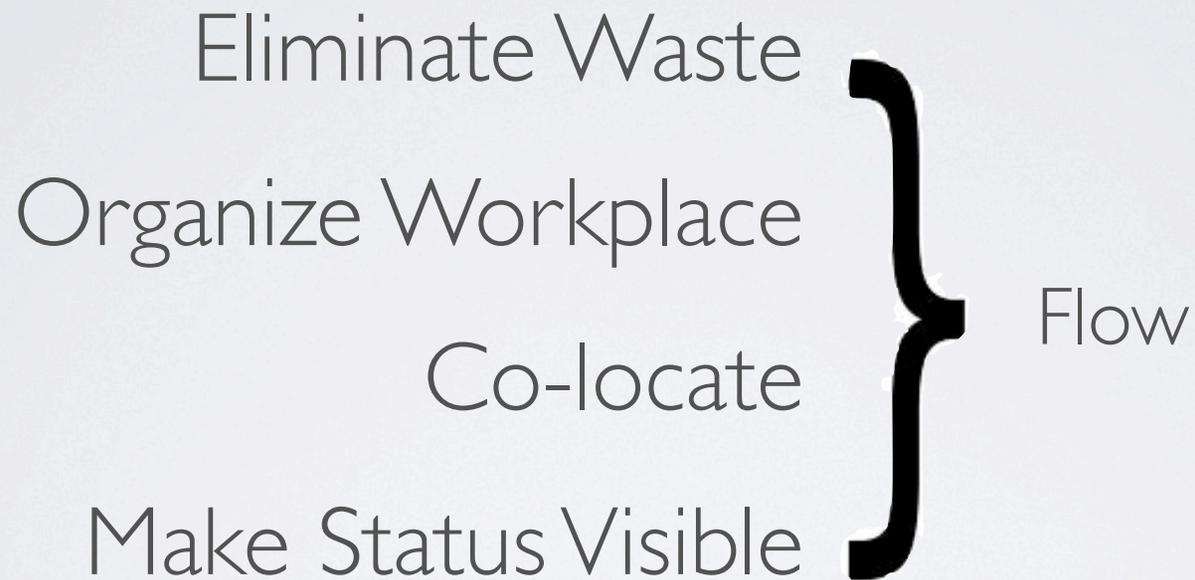








Orthodox Lean



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





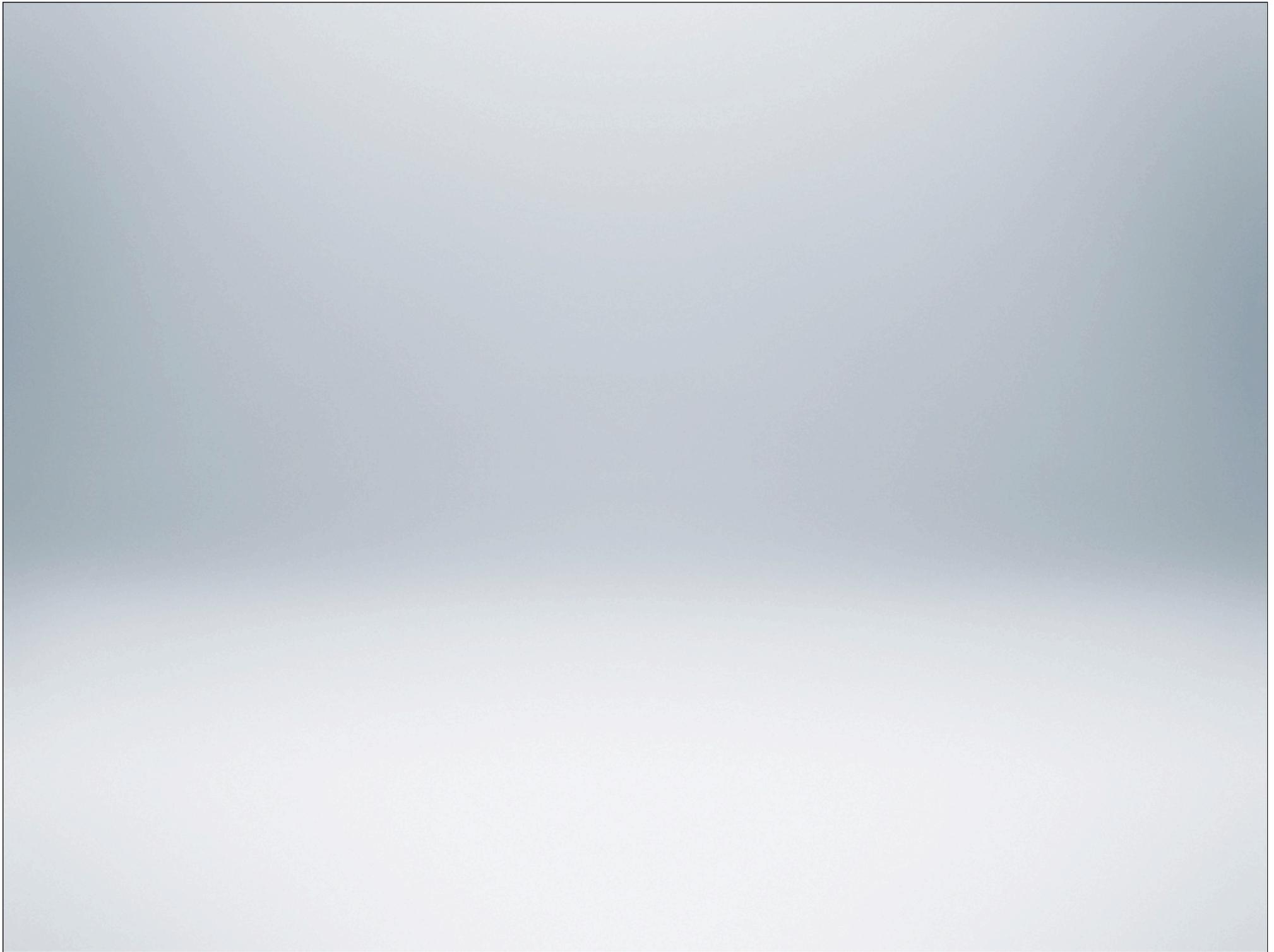
Reduced response time - 75%

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

↑ EMERGENCY ↑
Emergency Parking
→ Only →

E M E R G E





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

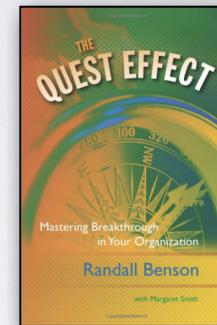
How work *really* gets done

Swift
Kanban

digite.com
swift-kanban.com



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