

# Lean for Government



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# CPSEN Mini-Workshop

## Today

**I will talk about Lean**

- Definitions
- Values
- Principles
- Tools

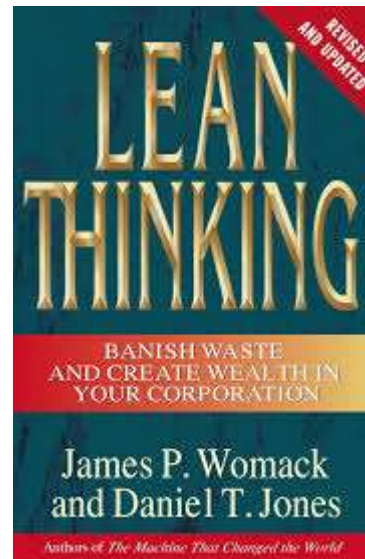
And **YOU** will work  
when you see  
these flowers



# What is Lean?

## 1990s in Manufacturing

“Lean refers a collection of principles and methods that focus on the identification and elimination of non-value added activities (waste) in any process” . *J. Womack and D, Jones, The machine that changed the world*



# What is Lean?

## 2015 for Government

Lean is an organizational transformation focused on:  
**creating value** for clients  
**minimizing waste** in processes, and  
providing opportunities for employees to **develop**  
their problem solving skills to find creative and  
innovative solutions  
to better serve citizens.



# What Lean is **not**

- **NOT** about laying off staff
- **NOT** a new management fad
- **NOT** about quick hits and low hanging fruits
- **NOT** another accountability framework
- **NOT** about copying others, but learning to think and act!



# Purpose Process People

For a Lean Transformation, it is important to align:

**Purpose:** Why?

**Process:** How?

**People:** Engage everyone to improve.



# Purpose

Understand the purpose, start with WHY?



# Purpose

1. Introduce yourself: name and organization
2. What is the purpose of your organization? What value do you bring to Canadians? Why do you go to work?
3. How do you deliver on this purpose? Name one process that you are responsible for or you are participating in?





# Lean is about thinking differently

	<b>Traditional approach</b>	<b>Lean approach</b>
<b>Problems</b>	Hide them	Golden opportunity to improve
<b>Employees</b>	Cost	Asset
<b>Management</b>	Command-and-Control	Empowerment, engagement
<b>Quality</b>	Focus on people: reward compliance, punish deviation	Focus on processes



## Lean is:



- a management philosophy
- context dependent
- specific to each organization



# Lean

Based on two pillars

Five Principles

90%

Continuous improvement  
Respect for people

- Specify value from a client's perspective
- Map the value stream to see how value is delivered to the client
- Create flow by removing waste
- Establish pull by creating a process that responds to client's demand
- Aim for perfection

Methods and Tools

Policy Deployment (Hoshin Kanri )

PDSA (Plan-Do-Study-Adjust)

5S (workplace organization-**S**ort, **S**et in order, **S**hine, **S**tandardize, **S**ustain )

A3 (One page problem solving report on A3 paper)

Daily improvements (Kaizen)

Mapping (Value Stream and Process)

Go see where work happens (Gemba walks )

Just in Time

Visual Workplace (white boards)

Root cause analysis (5 whys & Fishbone diagram)

Standardized work

Visual work instructions

Proven process over new technology

Work cells (cross-training)

Error Proofing (templates, quality at the source)

Copy and improve on best practices (yokoten)

10%

# Pillar 1 - Respect for People

“Humans are extraordinary beings, and there is no limit to human intelligence. Our responsibility is to inspire people to use their intelligence to generate new ideas.”

*Taiichi Ohno*



# Pillar 2 – Continuous improvement

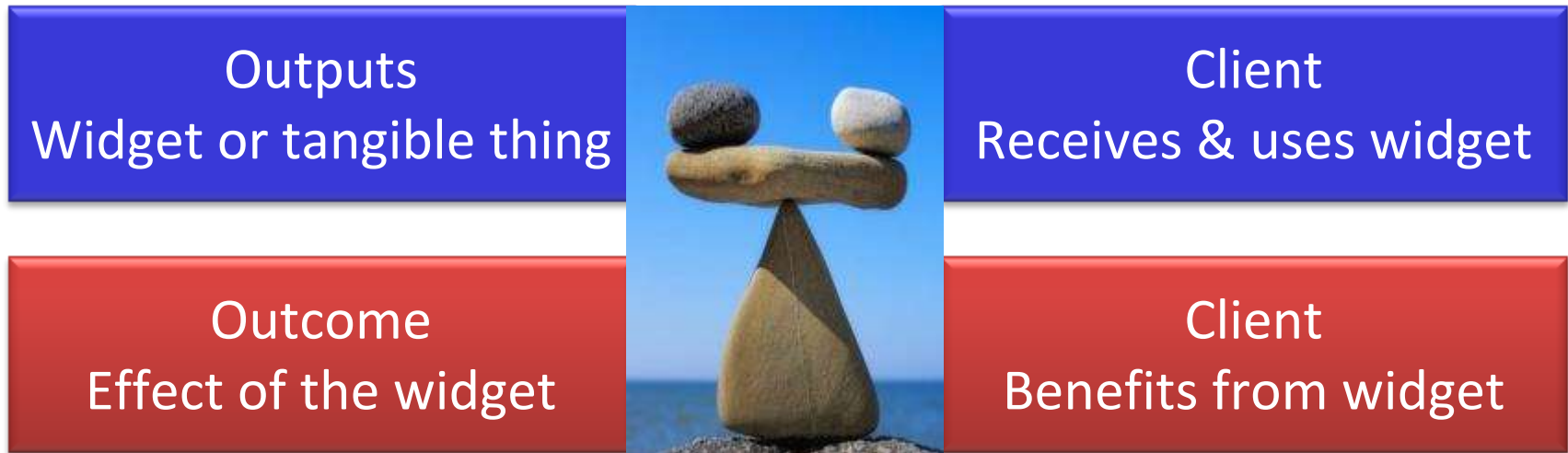
“Not every change is an improvement,  
but every improvement is a change”



# Principle 1

## Specify Value from the client's perspective

### In government, who is the client?



**End users:** uses the widget for a desired outcome.  
**Broker:** transfers the widget to someone else to use.

# Principle 1

## Specify Value from the client's perspective

**At your table, take a few minutes:**

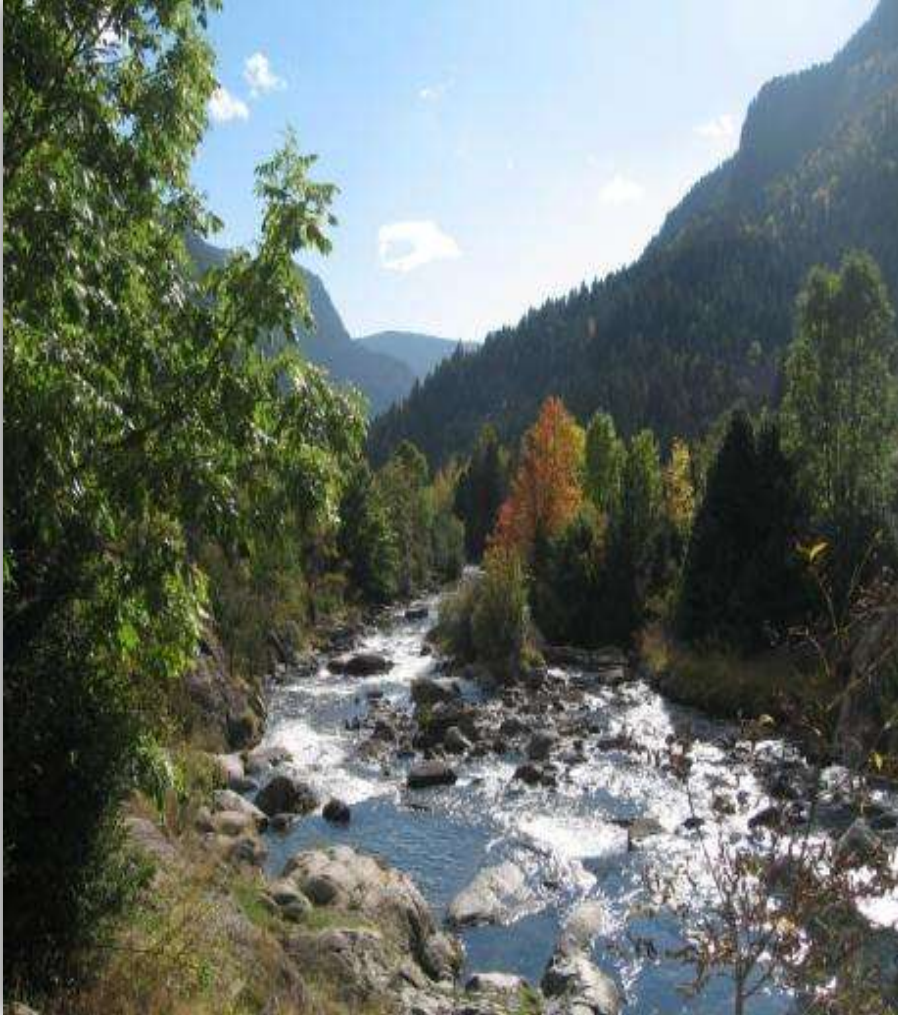
In the processes you earlier identified, discuss:

- What is the widget?
- Who is the client for that widget?



# Principle 2

## Map the value stream



### What is a “Value Stream”?

- All activities (processes)
- Across the entire organization
- Involved in creating value for the client



## 2. Map the value stream

**Why map a process?      To see**



# Principle 2

## Map the value stream

The current state map is not the goal.  
The goal is to improve the process.

**Remember!**



# Principle 3

## Create flow

**Flow is often disrupted by:**

Inventory

Unused Human Talent

Overproduction

Transportation

Motion

Processing, approvals

Defects, errors

Waiting

# Principle 3

## Create flow



## Interruption to flow

### UWITDMOP\*

is a tool to identify types of waste in a process

<b>U</b>	<b><u>U</u>nused Human Talent</b>
<b>W</b>	<b><u>W</u>aiting</b>
<b>I</b>	<b><u>I</u>nventory</b>
<b>T</b>	<b><u>T</u>ransportation</b>
<b>D</b>	<b><u>D</u>efects</b>
<b>M</b>	<b><u>M</u>otion</b>
<b>O</b>	<b><u>O</u>verproduction</b>
<b>P</b>	<b><u>P</u>rocessing</b>



\*Pronounce « you with the mop »

# Principle 3 Create flow



**Identify the type of waste for each activity.  
One activity may include more than one  
type of waste.**



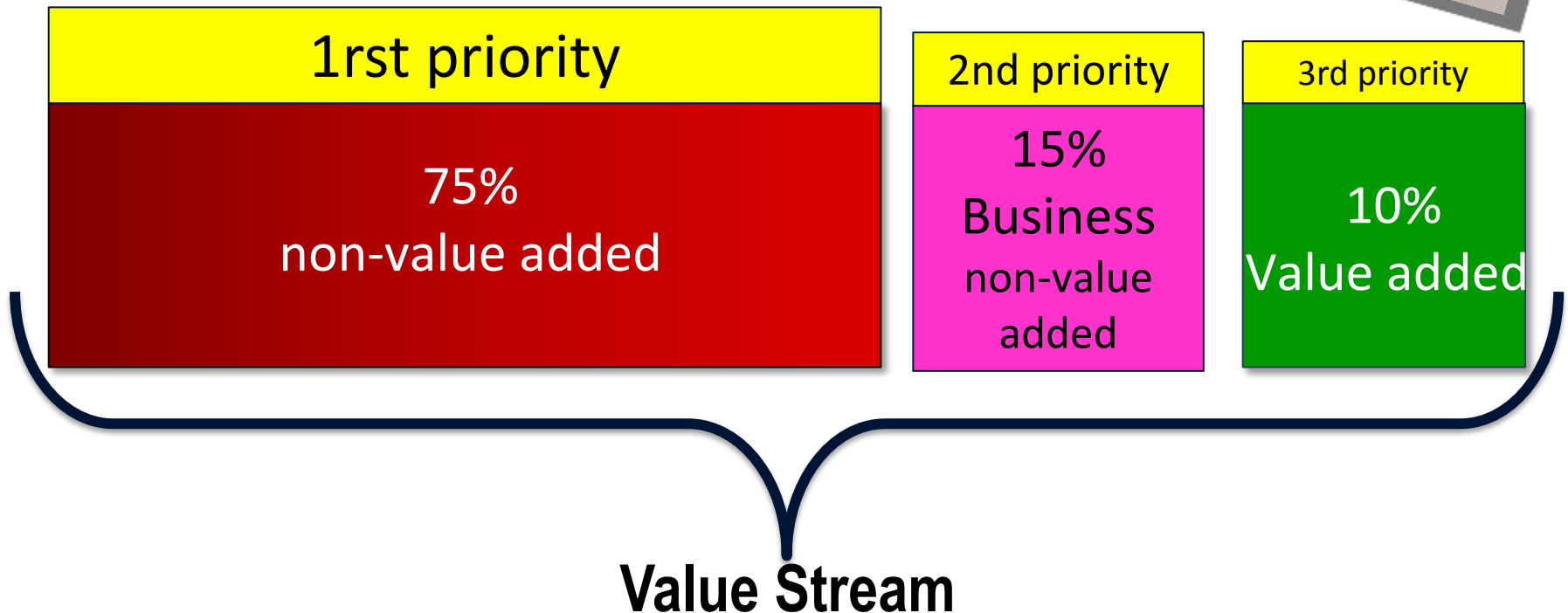
# Principle 3

## Create flow

### Where to focus efforts?

**Present Capacity = Work + Waste**

*(Taiichi Ohno, father of the Toyota Production System)*



# Principle 4

## Establish pull

- Producing only what the clients wants when the client wants it and at the quantity required.
- Do only what is required to be 100% compliant.
- Nothing is produced upstream until the downstream is ready for it.



# Principle 5

## Aim for perfection

### Traditional organization



**Never, ever think outside the box!**



# Principle 5

## Aim for perfection

### Lean organization



**Never be satisfied with status quo!**

# Principle 5

## Aim for perfection

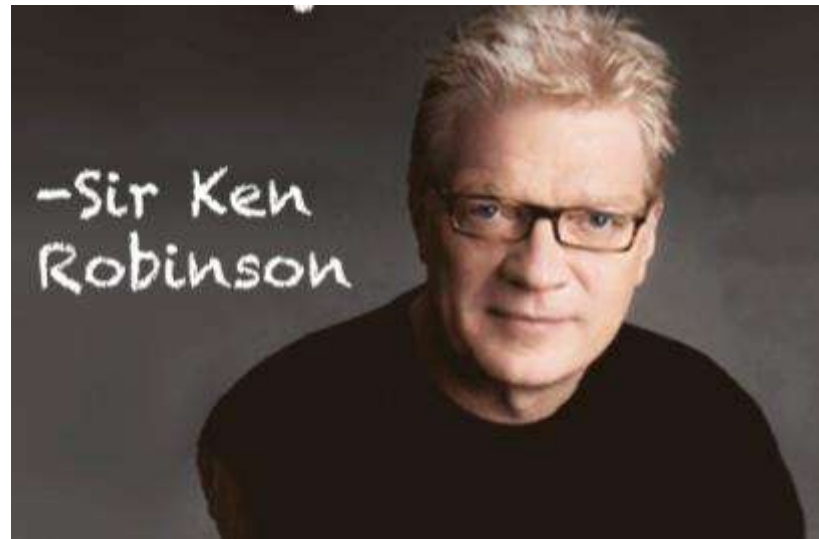
### Why do organizations fail at Lean?



- Lack of focus
- Lack of clarity
- Lack of discipline
- Fear of making mistakes

# Principle 5

## Aim for perfection



**“You will never come up with something original if you are not prepared to be wrong”**

# Principle 5

## Aim for perfection

### Plan–Do–Check–Act or Plan-Do-Study-Adjust The Deming cycle for continuous improvement

**PLAN:** Observe the problem and plan a countermeasure



**DO:** Execute the plan, experiment

#### **ACT or ADJUST**

- 1) Standardize if target met
- 2) Start over again if not

**CHECK or STUDY:** study the compare results with goals and targets

# Why Lean now?

We need the right kind of shoes to walk on the kind of path that lies ahead.

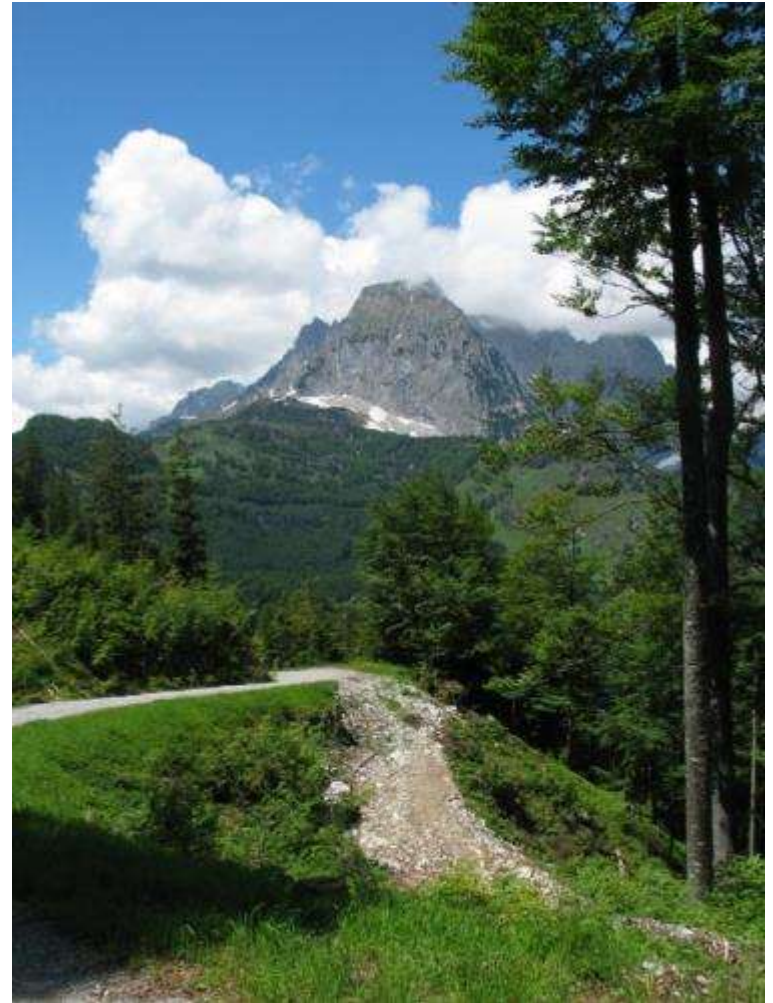


# Why Lean now?

Because Lean,  
if done properly:

Engages everyone

Challenges the status quo



# Why Lean now?

## Who is...

Boomers: between 51 and 62?

Gen X: between 36 and 50?

Gen Y (Millennial): between 15 and 35?

Gen Z: less than 15 years old???

# Why Lean now?

## Boomers:

- When young, expected direction
- Now in senior leadership, they direct
- Command and Control management

## Gen X:

- The “nobody is listening to us” generation
- Structured, punctual and linear
- Cranky, cynical
- Manage the Millennials (Gen Y)



# Why Lean now?

## Millennials... the Lean generation

<b>PURPOSE</b>	<b>PROCESS</b>	<b>PEOPLE</b>
They want to be engaged, part of decisions	They produce prototypes, want feedback and coaching	They want collaborative work culture
They want a job with a purpose	They want to be challenged and they challenge the status quo	They are team oriented

# Your Final Quiz

## True or False?



# Your Final Quiz: True or False?

**Lean is a tool**

**FALSE**

Lean is a way of thinking, a mindset,  
a management philosophy

# Your Final Quiz: True or False?

**Lean is an organizational culture focused on daily improvements.**

**TRUE**

Lean events are only for selected, more complex projects.  
Kaizen is about everyone engaged to improve everyday.  
Beware of *Kaizen Crazy* and unfocused rapid improvement events. It will only bring chaos.

# Your Final Quiz: True or False?

**Lean is only about improving processes.**

**FALSE**

Lean is an overarching management approach that includes process improvement.

# Your Final Quiz: True or False?

**Only experts can “do” Lean, you need a Green or Black belt to “do” Lean**

**FALSE**

Lean involves and engages everyone to solve problems in their own work.

Six Sigma on the other hand, uses experts with progressive levels of mastering statistical and mathematical tools engaged on a project basis to solve problems.

# Your Final Quiz: True or False?

**Lean focuses on speed, quality and elimination of waste.**

**TRUE**

It is a misunderstanding to say that Lean only focuses on speed and Six Sigma focuses on quality. Lean is a holistic improvement approach heavily focused on quality. Speed and waste reduction make quality problems visible.

# The end



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