Clearing Mind Fields
Before You Automate

Lean Process Improvement (LPI)

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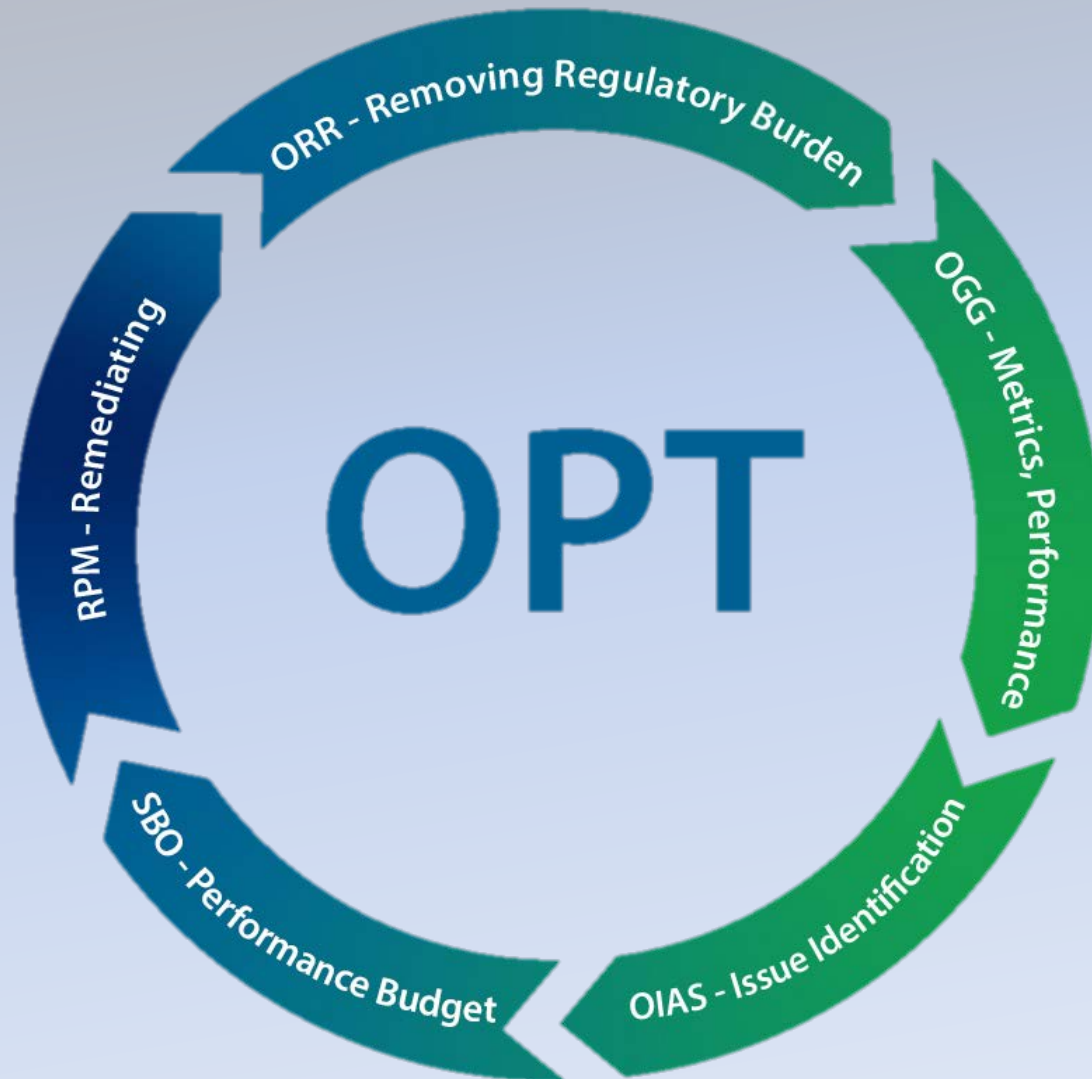**Reinventing Performance in Michigan (RPM) Division**

AGENDA

- Understand role of Reinventing Performance in Michigan (RPM)
  - What Does RPM do for the State of Michigan (SOM)?
  - What is Lean Process Improvement (LPI)?
- What is the LPI Methodology
- Learn Key LPI tools
  - Customer Needs
  - Paradigms
- Questions?

Office of Performance and Transformation

Office of Reinventing Performance in Michigan

Enterprise Lean and Transformation

- Analyze and Redesign processes statewide

- Prepare for IT system enhancements

- Improve customer service and alignment of resources

Certification and Results Monitoring

- Lean Process Improvement Cultural Education

- Lean Process Improvement Certification Program

- Lean Process Improvement Methodology

What does RPM do for the SOM?

- LPI before IT
- Track Metrics & Status of LPI Projects Initiated
- Track & Run Statewide Training & Certification Program for LPI
- Mentorship of LPI Methodology
- Consultation on LPI Projects for all SOM agencies as needed/requested

LPI Before IT is Beneficial

- Helps the people that work in the process document how their work could be automated

- Helps eliminate unnecessary work tasks, reports, or forms that don't need to be automated

- Can help improve the process for the customer until technology can be in place

- Gives leaders more information on why we need to automate

- Can help us determine if we really need to buy a system or can an existing one be adapted

What are the Benefits of
LPI Before IT?

- Jump starts procurement process

- Saves staff time in non-essential meetings

- Reduces confusion between the system programmers & the people who work the process

- When testing the system it helps the people working the process decide if it will work right for them

- Helps make the case to the budget office in funding discussions
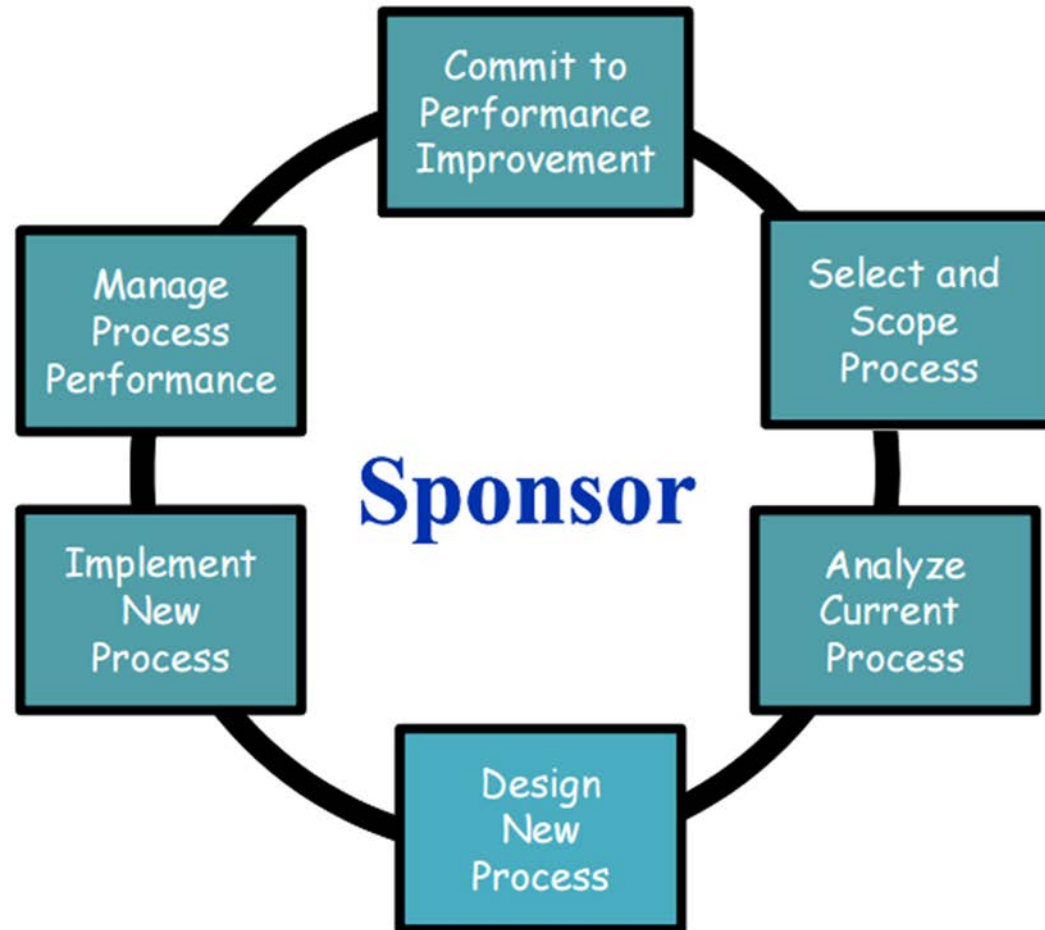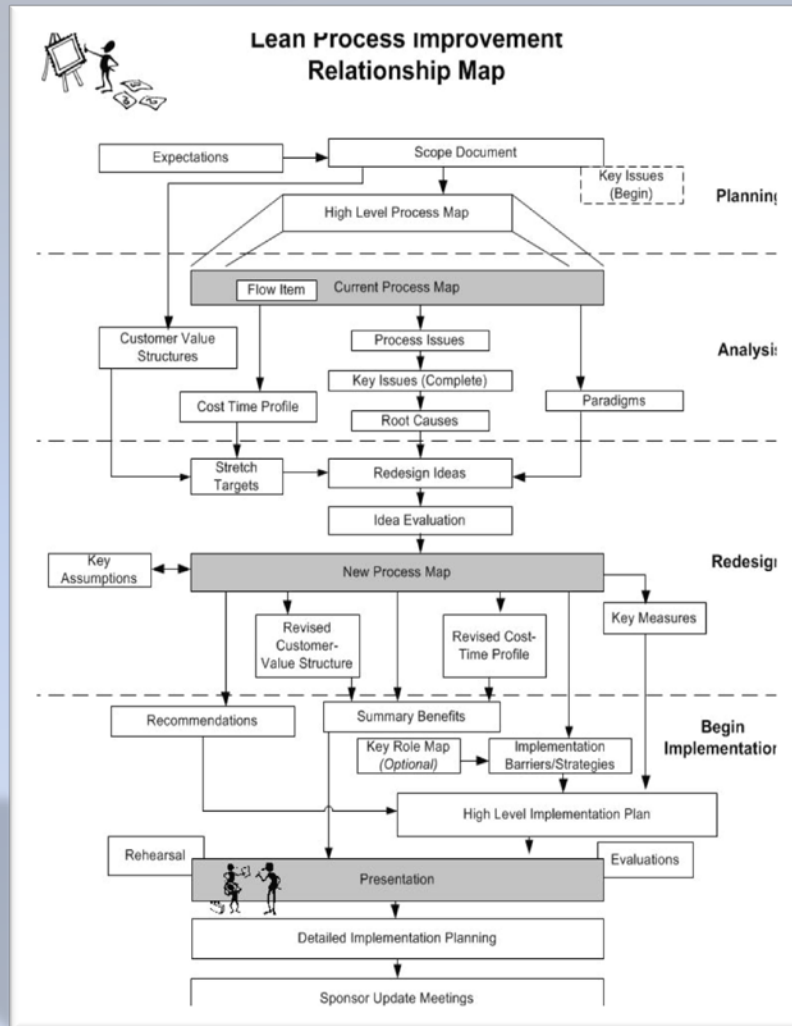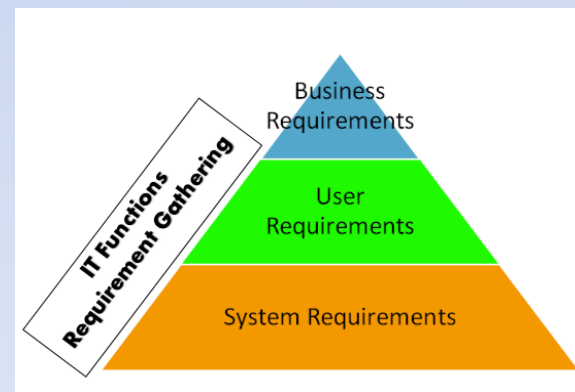
Lean Process Improvement (LPI) Methodology

Lean Process Improvement (LPI) Methodology Relationship Map

Lean Process Improvement Relationship Map

Research to be done by the Team

RESEARCH

IT Functions Requirement Gathering

Business Requirements
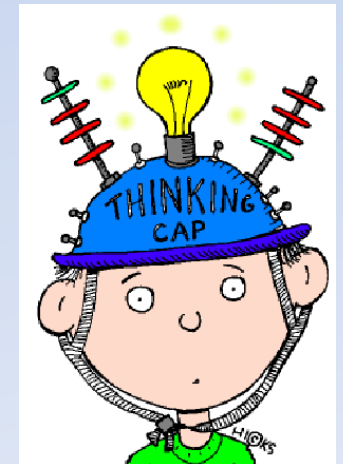User Requirements
System Requirements

CUSTOMER VALUE STRUCTURES (CVS)
LPI TOOL
Employees As Problem Solvers

- LPI TOOL - Customer Value Structure

- 3 Questions to ask yourself when you put on your Customer Hat
  - NEEDS – What are my needs as a Customer?
  - VALUE – How important is this need to me?
  - PERFORMANCE – How well is this need currently performing?

- ACTIVITY

SAMPLE

Process: Baking Chocolate Chip Cookies from Scratch
Key Customers: Family WHO LUVS COOKIES ☺

Customer: Jeff

Customer Needs	Value	Performance	Score	Gap
Lots of Choc. Chips	30	.3	9	21
No Nuts	50	1	50	0
Large Size	20	.5	10	10

LARGEST GAP SAYS WE NEED TO IMPROVE ON CHOCOLATE CHIPS!!!

Customer Value Structures

1. Identify 3-5 key "Customer Needs" of the process

2. Determine "Value %" of each individual need
   (all values need to add up to 100)

3. Rate the "Performance" of each need
   (scale is 0.0 to 1.0)

4. "Score" = Value X Performance

5. "Gap" = Value – Score

PARADIGMS LPI TOOL
Employees As Problem Solvers

Paradigms As Idea Generators

(c) 2010 Daniel J. Simons

Getting Tools to Employees
=
SOM Success

Current Trainings

- LPI Facilitator Training *Boot Camp (160 Employees)*

- LPI Facilitator Certification Program *(19 Employees)*

- LPI Training – 101 Modules

Success Stories

YOU CAN SEE MORE STORIES @

www.Michigan.gov/OPT

Process Improvements

Sexual assult victims receive results **59%** faster

85% Improvement in home purchasing time

20% less students waiting for training

Employment for blind persons increases by **11%**

Engagement planning time reduced by **50%**

Casino vendors save **21 days**

New electronic monitoring saves **$4.3 million**

Video conferencing saves **$6.1 million**

Fighters receive license **2 weeks** faster

Lean Process Improvement Certified Members at the State of Michigan

Right people – Right Results

Statewide Initiative – On the Radar

- Improved Training and Certification programs
- Improved Methodology and Methodology Tools
- Benchmarking with other State programs
- Marketing and Outreach program
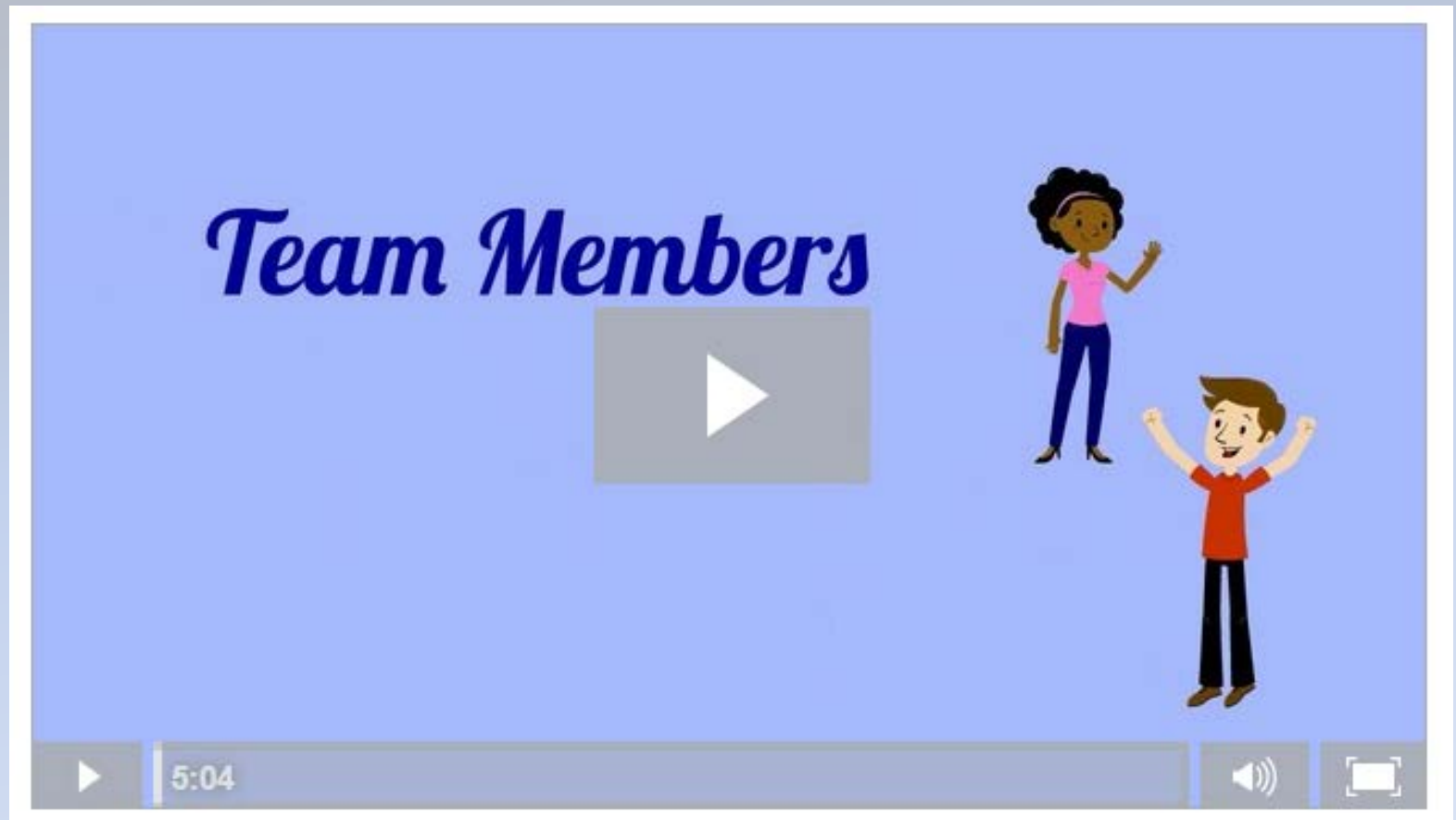- Requesting more feedback
- Communicating Success

Questions?

Lean Process Improvement (LPI) Methodology Roles & Responsibilities LEAN 101 Module

Every Leader Can Be A Coach
FUN WITH PICTURES!!!

- Question:

What would need to be in place so that Leaders across state government would be an OPT advocate/Coach?

- – PICTURES ONLY – NO WORDS
- – 7 MINTUES
- – REPORT OUT AFTER