Black Belt Training

Day 2 – Gemba Walk and Tools to Eliminate Waste
Welcoming Ritual

What aspect of your personality adds the most value to the world?
Gemba Walk Breakout Organization

- Room Assignments
- Grab a Bin
Break Time!

(10 Minutes)
Gemba Walk Readouts

Readout Format

• 10 Minutes: Present findings from Gemba Walk
• 10 Minutes: Comments from Gemba Walk hosts and tool critiques from the Peak Team
Break Time!

(5 Minutes)
Solve It!!!

Create solutions by thinking about:

• **YOU** *(improve your flow)*

• **ERRORS** *(prevent mistakes)*

• **YOUR CUSTOMER** *(make things easy, attractive, social, and timely)*
SOLVE IT

We are here
Steps for a Successful Improvement

We are here

Process Steps

Develop Process Map (informed by Gemba walk)

Identify Waste

Select 1-2 Process Steps to Focus On

Use Gap Analysis Tools on the Identified Steps

Brainstorm Ideas to Address Waste and Gaps

Select, Implement, and Test Solutions

Guided by Innovation Form

Gap Analysis – What holds us back from our Future State?

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<thead>
<tr>
<th>Waste Observed (Check All that Apply)</th>
<th>Waste Observed (Check All that Apply)</th>
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<tbody>
<tr>
<td>☒ Defects</td>
<td>☒ Transportation</td>
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<td>☒ Overproduction</td>
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<td>☒ Motion</td>
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<td>☒ Non-Utilized Talent/Things</td>
<td>☒ Excessive Processing</td>
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<table>
<thead>
<tr>
<th>Brainstorming</th>
<th>Action Plan (What Did You Do?) 1-2 Sentences</th>
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<tr>
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<td>Action Item</td>
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If we... Then we... Experiment Outcome
6-S

(Workbook pg. 42 - 43)
Puzzles!

Round 1
No Talking or Collaborating
Dump your puzzle pieces in the center of the table and put the container under your desk

Round 2
Sort and Set in Order
You can now work together and talk. Your puzzle is made of smaller pieces. Organize your pieces.

Round 3
Shine and Standardize
Place unnecessary pieces back in the box. You will be given a picture of the complete puzzle.
6S

Safety

Sort

Set in Order

Sustain

Standardize

Shine
6-S: Sort

• Separate unnecessary from the necessary
• Remove things not regularly required for the process
• Add things that are missing
• Discard junk

RED TAG items
• For follow-up, evaluate and decide
  • Item is needed = keep it
  • Item not needed = discard it!

Before a 6-S

After a 6-S
6-S: Set in Order

- Provide needed tools within easy reach
- Centrally locate shared items
- Standardize workstations where similar work is done
- Label everything!

Downtown Park Operations Irrigation Parts Storage 6S Before and After

A place for everything, and everything in its place.
6-S: Shine

• Clean all work surfaces, under & behind all equipment

• Re-paint to make everything look new

• Make problems stand out

• Goal: Create a visual workplace

Denver Human Services Supply Cabinet
6-S: Standardize

- Consistency and repeatability
  - Within a space
  - Between spaces

- Maintain a specific result

- Develop maintenance schedule
  (standard work)
6-S: Sustain

- Ensure the space REMAINS clean and organized
- Involve all those who have a stake in the process
- Make the process part of the culture
- Create standard work and adhere to the maintenance schedule

Example Schedule

<table>
<thead>
<tr>
<th>Day of Month</th>
<th>Operation Name</th>
<th>Clean tools and return to designated locations</th>
<th>Remove Return unneeded tools</th>
<th>Sweep, mop &amp; slides</th>
<th>Clean work surfaces</th>
<th>Patrol: Oil air, filter</th>
<th>Check for obsolete work documents</th>
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6-S: Safety

- Be on lookout for safety issues
  - Employee Safety
  - Ergonomic Issues

- Eliminate opportunities for injury
  - Ensure safety equipment ready to use
  - Properly secure equipment
  - Securely store supplies

General Services uses signs to prevent over-stacking materials.
6-S Opportunities

Your desk or workstation
Vehicles
Copy/Supply Rooms
Training Rooms
File Cabinets
Around the house

$ - Soft & hard savings - $
6-S Example: GS Supply to Scanning

Before 6-S

After 6-S
Video: Making Denver Parks Beautiful from the Inside Out

Link: https://www.youtube.com/watch?v=wWcup1luGlc
Working Lunch

(1 Hour)
I Want to Innovate But…

1. Why do you work where you work?
2. What are your biggest barriers to innovation?
3. Who is your biggest advocate?
Move Seats & Take a Break

(10 Minutes)
Behavioral Insights Techniques

(Workbook pg. 45-48)
Nudge Techniques

How can we “nudge” our customers into making better decisions without limiting their choices?
Choice Architecture

How choices are presented impacts how decisions are made.
“We believe that the easiest way to change people's behavior for the better is by making it fun to do.” –Thefuntheory.com
Getting more people to renew license plates online

Current data mailer
E.A.S.T. Framework – Solve It!

- Take out your cards!
- Use the E.A.S.T. cards to brainstorm potential nudges
EASY and ATTRACTIVE

Take out your EASY and ATTRACTIVE cards, use them to brainstorm ideas ABOUT YOUR OWN PROCESS

How can we “nudge” our customers into making better decisions by making their choices EASY and ATTRACTIVE?
SOCIAL and TIMELY

Take out your SOCIAL and TIMELY cards, use them to brainstorm ideas ABOUT YOUR OWN PROCESS

How can we “nudge” our customers into making better decisions by making their choices SOCIAL and TIMELY?
When should you use these cards?

1. If your customers/internal partners are required to fill out a form, submit a document, etc.
2. If your process has a high degree of errors or mistakes
3. If your customers/internal partners struggle to work through your process
4. If you’re out of ideas!
Break Time!

(10 Minutes)
Visual Management

| Project/Lead   | Milestones   | Project Health | USM4 Complete Wangen
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<td>Performance</td>
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<td>Branding</td>
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(Workbook pg. 49)
Visual Management Systems

Visual Management: The placement in plain view of all tools, parts, production activities, and indicators of production system performance, so the status of the system can be quickly understood by everyone involved.

Know where you are

See where you are

Solve for today

Track and manage progress!
Why Visual Management?

Lead with purpose and motivation by:

• Understanding the quality of your widgets
• Know and manage your timeliness for service delivery
• Enhance communication with your teams, staff, management, and the customer.

“Remember, people play differently when they are keeping score... When they can see at a glance whether or not they are winning, they become profoundly engaged.”

– Chris McChesney (The 4 Disciplines of Execution)
Video: 4 Disciplines of Execution

Link: https://www.youtube.com/watch?v=aEJDliThj7g
Performance Metrics: WIG/KPI Format

From “X” - Where you are today

To “Y” - Where you want to go

By “Z” - Deadline for reaching that goal

Examples:
• **Lose weight**: Go from 180 lbs. to 175 lbs. in 3 months
• **Deaf Customer Services**: Resolve high priority issues from deaf customers in 48 hours from 45% success rate to 90% success rate by the end of 2020
# Lead and Lag Measures

<table>
<thead>
<tr>
<th>Lead Measures (Input)</th>
<th>Lag Measures (Output)</th>
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<tbody>
<tr>
<td>• Tied to actions or critical activities that drive a lag measure</td>
<td>• Can not influence change as they only record what has already happened</td>
</tr>
<tr>
<td>• Can influence change or the chance of success in achieving WIGs or KPIs</td>
<td>• Often easy to measure and represent the result we ultimately want, but are hard to improve</td>
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<tr>
<td>• Often harder to identify and measure</td>
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</tbody>
</table>
Example: Lead and Lag Measures

WIG: Go from 180 lbs. to 170 lbs. in 3 months

Lead Measures
- Calories taken in:
  - 1,800 calories per day
- Calories burned:
  - 2,500 calories per day

Lag Measures
- Amount of weight lost:
  - 10 lbs.
Visual Management

Gauges For Customer or Staff

Colors, Shapes, Signs
CCD Equity Map – Denver Department of Public Health and Environment (DDPHE)
Production Boards:
A specific type of visual management
Production Boards: A specific type of visual management
Visual Management Example

Production Board
Visual Management in a Hybrid Workplace

- Sticky notes
- Microsoft Excel
- Planner (integrated into Teams)
- Power BI
When to leverage the tool

- When you want to passively communicate
- When you need to track work in progress
- When you’re trying to reach a goal
Framework for implementing visual management

Clarify the PURPOSE:

• What is your “why” for implementing?
• Who is the primary audience?

Decide the FORMAT:

• What way of communicating will be best for your audience?
• What is the simplest way you can communicate your information?

Plan for responsive ENGAGEMENT:

• How will you ensure your audience is regularly leveraging your information?
• What is the best cadence to update your information?
What examples do you have of visual management in your work or day-to-day life?

What opportunities do you see to leverage visual management?
Denver Data Team Vision:
• Enable city agencies to deliver exceptional services by empowering them with the ability to make data-driven decisions.

Data Team Mission:
• Improve city performance by providing the access, framework, tools & expertise required to fully leverage our data & information assets in making informed decision.

Submit a Request via SupportNow
(Category: Data/Reporting)
Visual Management Systems Exercise

- Think about what metric is most important in your work
- Draft a production board based on that metric
- Think about where this production board will live

Could the creation of a Production Board be a “Just Do It” after you’re done with Black Belt training?
Break Time!

(10 Minutes)
Mistake Proofing & Checklists

(Workbook pg. 50-52)
Mistake Proofing Philosophy

“The wise are not wise because they make no mistakes. They are wise because they correct their mistakes as soon as they recognize them”
- Orson Scott Card

We must first recognize and call out the mistake if we want to prevent it!
Mistake Proofing Discussion

- What mistakes do your customers typically make?
- What are common mistakes internally?
- What mistakes do your customers notice or give feedback about?
How to ID Mistakes & Plan for Correction

1. Refer back to the process map and customer feedback – what steps have the most mistakes? What do customers think?
2. Create space for you and teammates to brainstorm & ID methods to “make the error impossible to occur”
3. If it can’t be eliminated, can it be replaced? Or reduced?
4. Test it and Track it!
Common Mistake Proofing Methods

- Visual Management / Arrangement
- Parcel Out
- Space Separation
- Go / No-go
- Templates / Document Control
- Highlighting
Checklists

• Checklists ensure consistent routines, allowing us to be proactive, follow standards, and ensure success.

• Checklists help:
  • Prevent errors and oversight
  • Reduce variation and increase consistency/equity

“Just using checklists requires [doctors] to embrace different values from ones we’ve had, like humility, discipline, teamwork.” – Atul Gawande
Checklists – Why use one?

- A reminder of the key things that get forgotten
- To help experts get better
- Keeps your customers needs top of mind
Standard Work

(Workbook pg. 53)
Tree Game!

Looking only at your piece of paper (and NOT at your neighbor’s), draw a tree.
Create Instructions

• GREAT JOB!

• Now, create instructions on how to draw your tree using only words and numbers
  • Please add your name

• No Shapes
• No Pictures
• No Peeking!
Draw a Neighbor’s Tree

- Now, exchange instructions with a person at another table
- When you are done, compare your new tree to the tree of the owner of the instructions you used

How close is your new tree to their original?
What is Standard Work?

Standard Work:
• Create standard procedures & documentation that will...
  o Mature your process & sustain innovation
  o Help train team members
    • This can be as simple as a “Process/Procedure Document”
Key Elements of Standard Work

- Shows “what good looks like”
- Easy to read and visual
- Quick to understand
- Makes a process repeatable and consistent
- Prevents mistakes (quality)
- Makes cross training easier
Some Things to Keep in Mind

Always start with what the customer values

The more visual it is, the easier it is to understand

Simple and clear is always best
Types of Standard Work

• Standard Operating Procedures (SOPs)
• Standard of Work (SOWs) – OSEI Equity Plan
• Policy and Procedure Documents
• How-to videos
• Checklists
• Templates and forms
• Roles and Responsibilities Matrix
General Services Project Management Manual

Process of “what good looks like” for on-call procurement

Supporting checklist!
Department of Transportation & Infrastructure Traffic Signals Roles & Responsibilities Matrix

- Responsibilities on top, roles on the side
- Identifies process owner and collaborators for each “responsibility”
- Helps the entire team understand where they fit into the process
- Makes the process transparent

<table>
<thead>
<tr>
<th>Role</th>
<th>Identify Intersection</th>
<th>Identify SSS</th>
<th>Procure Design</th>
<th>Plan Review w/ ER</th>
<th>Delivery Method</th>
<th>ID Construction SSS</th>
<th>Order Plans</th>
<th>Complete Design Plans</th>
<th>Signal Timing (90%)</th>
<th>Schedule Construction</th>
<th>Turn On Signal</th>
<th>Inspection</th>
<th>All Built / Asset Mgmt</th>
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# Mayor’s Office of Social Equity and Innovation

## Racial Equity Action Plan

**Purpose:**
- Developed for use with a Racial Equity Toolkit
- Used with all agencies who will enter into a Racial Equity Toolkit process
- Ensures alignment with Citywide Racial Equity Goals
- Current State/Future State
- Action items with timeframes and person responsible
- Measurements of success, how will we know it is working?
- Tracks progress so others do not repeat work, we learn from what does/does not work

### Racial Equity Action Steps

<table>
<thead>
<tr>
<th>Step</th>
<th>Strategy</th>
<th>Start Date</th>
<th>Target Completion Date</th>
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<tbody>
<tr>
<td>1.</td>
<td>List the strategy that will be developed to address structural and or institutional racism or equity issues in your agency.</td>
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<tr>
<th>Current State:</th>
<th>Describe the current state of your agency and how any policies and practices are contributing to inequities in our service. What does it involve and what are the data/fact points associated to the inequity areas?</th>
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<tr>
<th>Future State:</th>
<th>Describe what you hope to achieve. What will it look like in the future if the issues are addressed? Continue to use data to quantify your desired outcome.</th>
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</table>

| City-Wide Goal: | Insert the city-wide equity goal which applies to this objective. You may list more than one. |

<table>
<thead>
<tr>
<th>Action Steps/Tactics</th>
<th>Timeframe</th>
<th>Person Responsible</th>
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<tbody>
<tr>
<td>1.</td>
<td>Step that will be taken to develop the strategy.</td>
<td>By when?</td>
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**Measurement of Success:** How will we know if what we are doing is working? What will it look like? Include data indicators.

**Progress:** Track your progress here. Include dates, progress and any barriers that come up along the way.
Video: DOTI Striping Standard Work
Table Discussion: Where’s my Standard Work At?

Talk about where your process needs standard work, put it on your action plan
Day 2 Tool Review & Wrap-Up

What things did you like about today?

What things do you think would make the rest of the days in training work better?

Optimistic Closure: What do you do to recharge each day?
Project Support Time

Peak Team members will be around until 4:30 to answer any questions you have about your improvement project.

Additional time will be provided on Wednesday and Thursday and is listed in your training agenda.