

Chattanooga Peak Academy

Black Belt Training

Day 2 – Tools to Identify Waste

GEMBA WALK – READOUTS

- Each team will have 10 minutes to present your findings from the Gemba Walk, with 5 minutes for Q&A
- Class Discussion for each Gemba Walk
- Next steps:
 - Presenting your findings to the agencies/departments that hosted your Gemba Walk

PROCESS MAPPING CHILD SUPPORT

Discussion

- Thoughts?
- How did Process Mapping help the Child Support Team?
- What are some processes you can process map in your work environment?



<https://www.youtube.com/watch?v=cMsAVngFazs&feature=youtu.be>

BREAK

- Let's take a **BREAK** and when we come back:
 - Discussion of “We Don't Make Widgets”
 - System of Work
 - Voice of the Customer (VOC)
 - Wrap-up Day 2 and Prep for Day 3



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Discussion

We Don't Make Widgets

WE DON'T MAKE WIDGETS...OR DO WE?

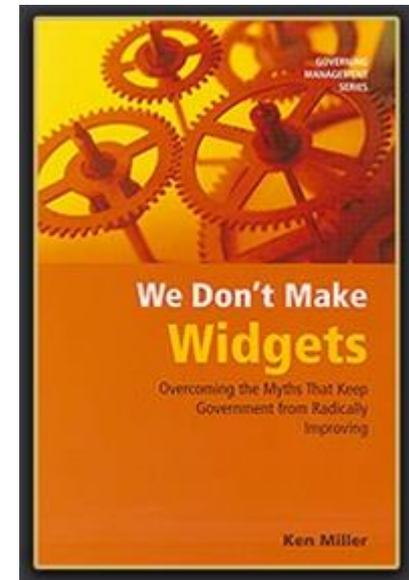


DISCUSSION FROM VIDEO ASSIGNMENT

“We Don’t Make Widgets” by Ken Miller

- Myth #1: We don’t make widgets in Government
- Myth #2: We don’t have customers in Government
- Myth #3: We’re not here to make a profit in Government

- Discussion Q’s / Topics
 - [Video](#) +/-Δ
 - Thoughts? Take-aways?
 - What are your widgets? How do you know you are doing it right?
 - Who are your customers? Is the process designed to meet their needs and expectations?
 - What type of measures are used in your department or the City to measure our “profit”? Are we measuring the right things?
 - What stood out to you?

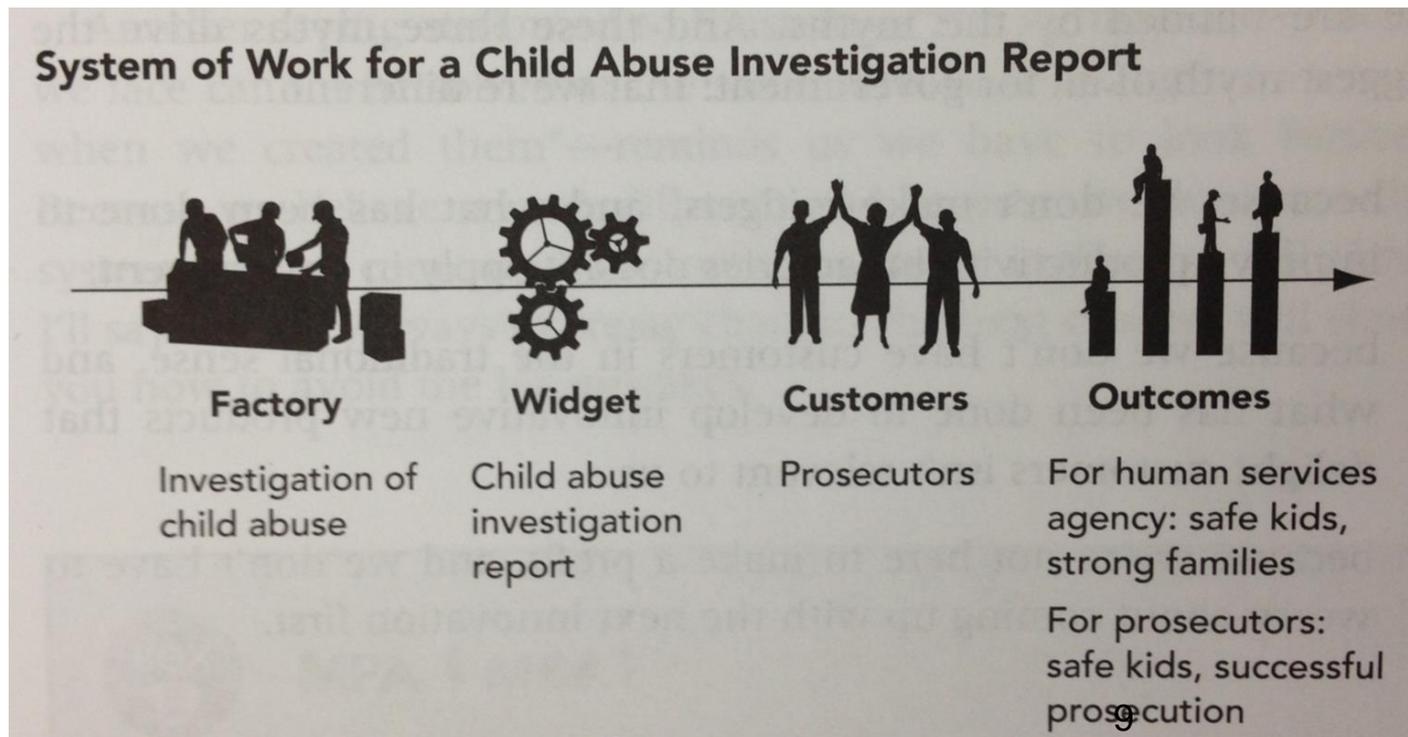


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System of Work

SYSTEM OF WORK

- Organizations are collections of systems that produce hundreds of widgets. By improving the systems, we can improve the organization. (pg. 9)
- A 'System of Work' shows a high-level overview of a process:



SYSTEM OF WORK EXERCISE (10 MINUTES)

- In groups of 4, discuss and document the System of Work for your workplace
 - What is your factory or process?
 - What widget is produced?
 - Who are the customers of that widget?
 - What are the outcomes that are trying to be achieved?

SYSTEM OF WORK #1

FACTORY	WIDGET	CUSTOMER	OUTCOME
KCStat	Data Presentation (Analysis)	CM Depts Mfg of Cm Mfg Mfg	Data for use in reporting to management about CM at CM
...
Finance Department	Reports	BOB Bureau of Trade	...
...
...
...

- Pick one member of your group to share their System of Work

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Voice of the Customer (VOC)

DEFINITION & PURPOSE

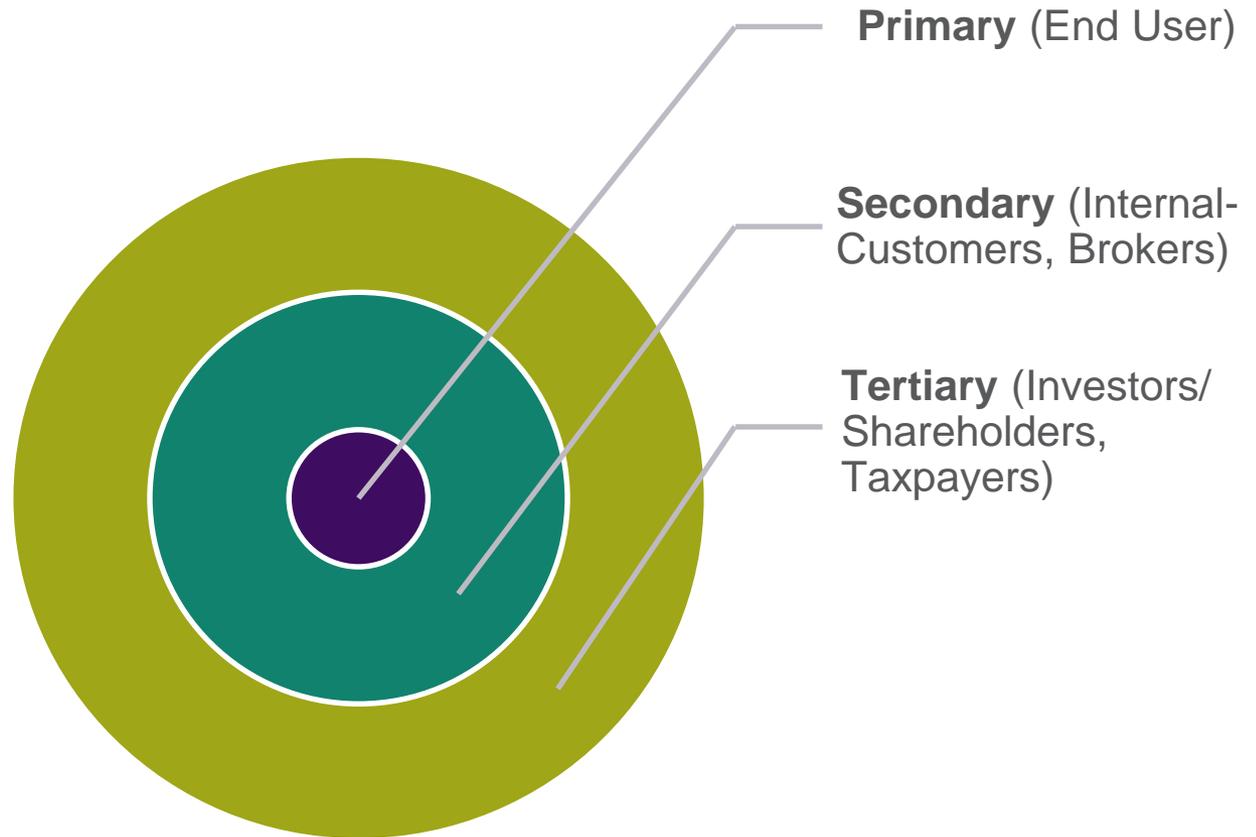
- The Voice of the Customer (VOC) is what the customer wants & requires from your product/service
 - This is then translated into actionable terms to deliver an improved widget and process
- The VOC speaks to why we're here:
 - As public servants, we work to serve the public and make a difference in people's lives
 - It is only when people use our widgets that we achieve our goals and outcomes
 - Providing products & services with greater value enables us to make a greater difference in our customers' lives

WHO IS THE CUSTOMER?

- Anyone who receives and/or uses your products or services is a customer. There are two types of customers:
 - *Internal Customers:*
 - People or processes downstream from you, but still within your organization
 - Internal customers are important, but their requirements should be analyzed and understood as they may be creating unnecessary waste
 - *External Customers:*
 - People, organizations, or processes outside your organization
 - External customers are usually the ones who are “paying” for the products or services
- Customers also fit into two distinct roles:
 - *End users*
 - Most important customers- those for whom the widget was designed
 - Personally uses the widget to achieve the desired outcome
 - *Brokers*
 - Acts as agent for your product or service, transferring it to the end user
 - Makes the widget easier to use, more appealing, and/or more accessible; encourages the end user to accept the product

WHO IS THE CUSTOMER?

- Customers may be seen as “primary” or “secondary” based on their role. End Users are primary because they are the entity that the product or service is designed for
- In addition to customers, there are also “Investors” who play an important, though indirect, role in helping to meet customer demand



ON-BOARDING CUSTOMER EXAMPLE



- **New Employee at City**
 - Primary Customer
 - They should be “ready-to-roll” on their first day of employment
- **Hiring Manager**
 - Secondary Customer
 - They should have clear documentation on how to on-board
 - Should understand their role to help our primary customer
- **Societal Customers**
 - Ultimate customers
 - If new employee can’t be productive on “Day 1”, society is paying \$\$ for unproductive employees

LISTENING TO THE CUSTOMER

Focus on listening to what is important to the customer, including their:

- Wants
- Needs
- Perceptions
- Expectations
- Requirements

Strategies for getting the customer's thoughts include:

- Comment Cards
- Customer Complaints
- Focus Groups
- Requests for Rework
- Secret Shoppers
- Online Reviews (e.g. Yelp)
- 311 Data
- User Testing
- Assumption Testing

What strategies can you think of or have you used?

How did they affect your operations?

DEFINING VALUE

- Ask the customer what they want; don't assume.
- Get their thoughts on the steps to deliver the product and/or service.

What they said

- What they meant
 - Why did they say that?
 - What are the underlying interests behind their comments (e.g. service availability, choice, quality, safety, etc.)?
- Ask the customer what they want, don't assume.
- Get their thoughts on the steps to deliver the product and/or service.
- Application: how does the customer pay for it, and potential activities that improve the widget.
- What do these statements mean for the agency?
- What actions are required to adjust processes to meet these underlying interests and achieve valued outcomes?

What they meant

- Why did they say that?
- What are the underlying interests behind their comments (e.g. service availability, choice, quality, safety, etc.)?

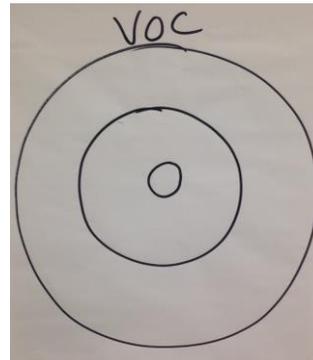
Application to agency

- What do these statements mean for the agency?
- What actions are required to adjust processes to meet these underlying interests and achieve valued outcomes?

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Value is driven by customer outcomes, not agency processes.

VOC EXERCISE (10 MINUTES)

1. Break up into your Gemba Walk groups
1. Determine:
 - a) Who are your primary, secondary, and tertiary customers? (Are they internal or external, an end user or a broker?)
 - b) What does your customer require, want, and expect?
 - c) How does this affect your product/service, process, and/or organization?



1. Present your analysis to the rest of the group

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Review Tools

REVIEW TOOLS TO ID WASTE

Tool

Use

DAY 2 WRAP-UP

- Let's do a $+\Delta$ exercise:
 - What things did you like about today?
 - What things do you think would make the rest of the days in training work better?