

Process Walk Orientation For Participants

Presented by Tracy O'Rourke
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Our Expert: Tracy

- **Managing Partner & Executive Advisor at GoLeanSixSigma.com**
- 20 years of industry experience
- Began Process Improvement career at **GE** as a Black Belt
- **UCSD & SDSU Instructor:**
Lean Enterprise and
Lean Six Sigma Courses
- **MBA** from Pepperdine University
- **BA** in English Literature from
San Francisco State University



How to Interact

- Ask a question
- Answer polls



QuickPoll

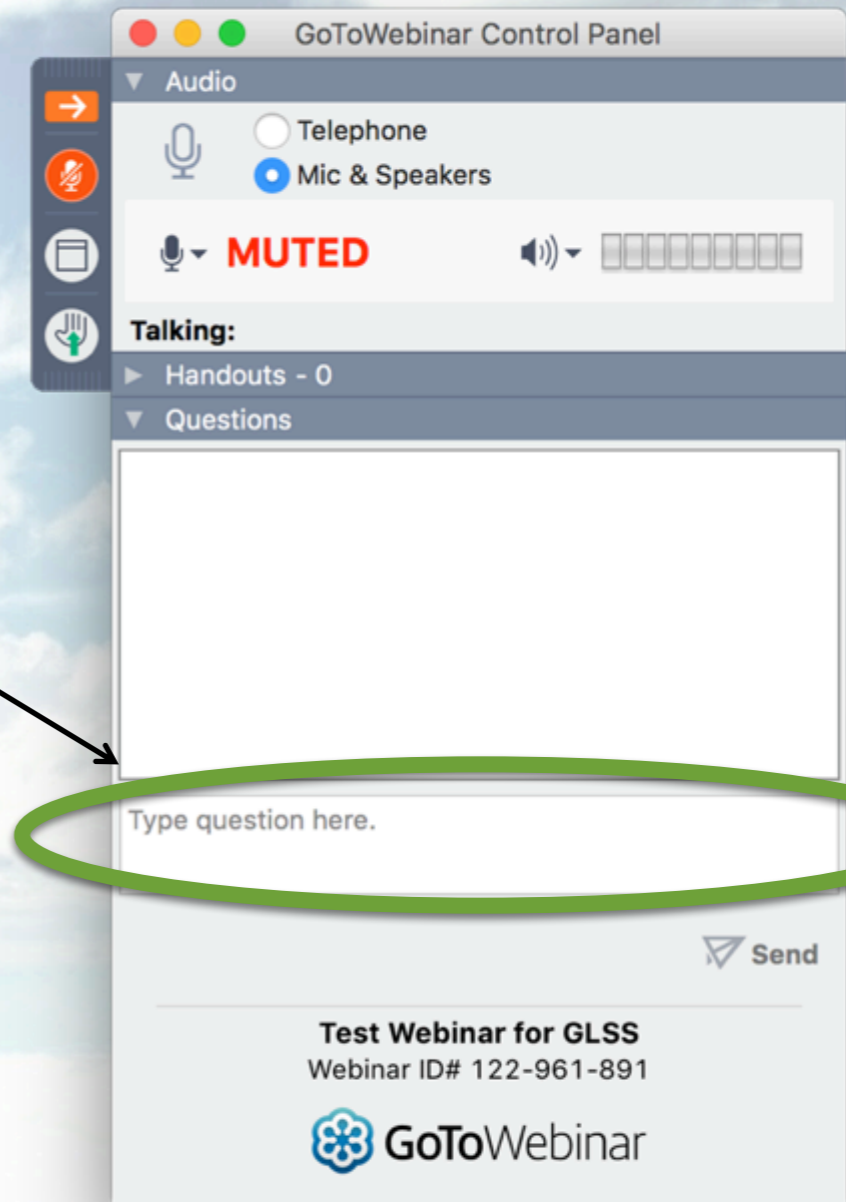
QUICKPOLL

Where are you from?

Select one of the following:

- North America
- Europe
- Asia
- Other

Submit



GoToWebinar Control Panel

Audio

- Telephone
- Mic & Speakers

MUTED


Talking:

- ▶ Handouts - 0
- ▼ Questions

Type question here.

Send

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Let's Interact!



Where are you from?

Share your location in the Questions area in your Control Panel!



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GoLeanSixSigma.com makes it easy for everyone everywhere to build their problem-solving muscles.

We provide the most practical, easy to understand and enjoyable Lean and Six Sigma resources available.



We've Helped People From...



U.S. AIR FORCE



Today's Agenda

Process Walk Orientation For Participants

- What is a Process Walk
- Purpose for doing a Process Walk
- How the Process Walk will be conducted
- Process Walk Ground Rules
- Process Walk Interview Sheets
- Definitions
- The 3 Biggest Mistakes



All Work Is a Process



Why Process Improvement

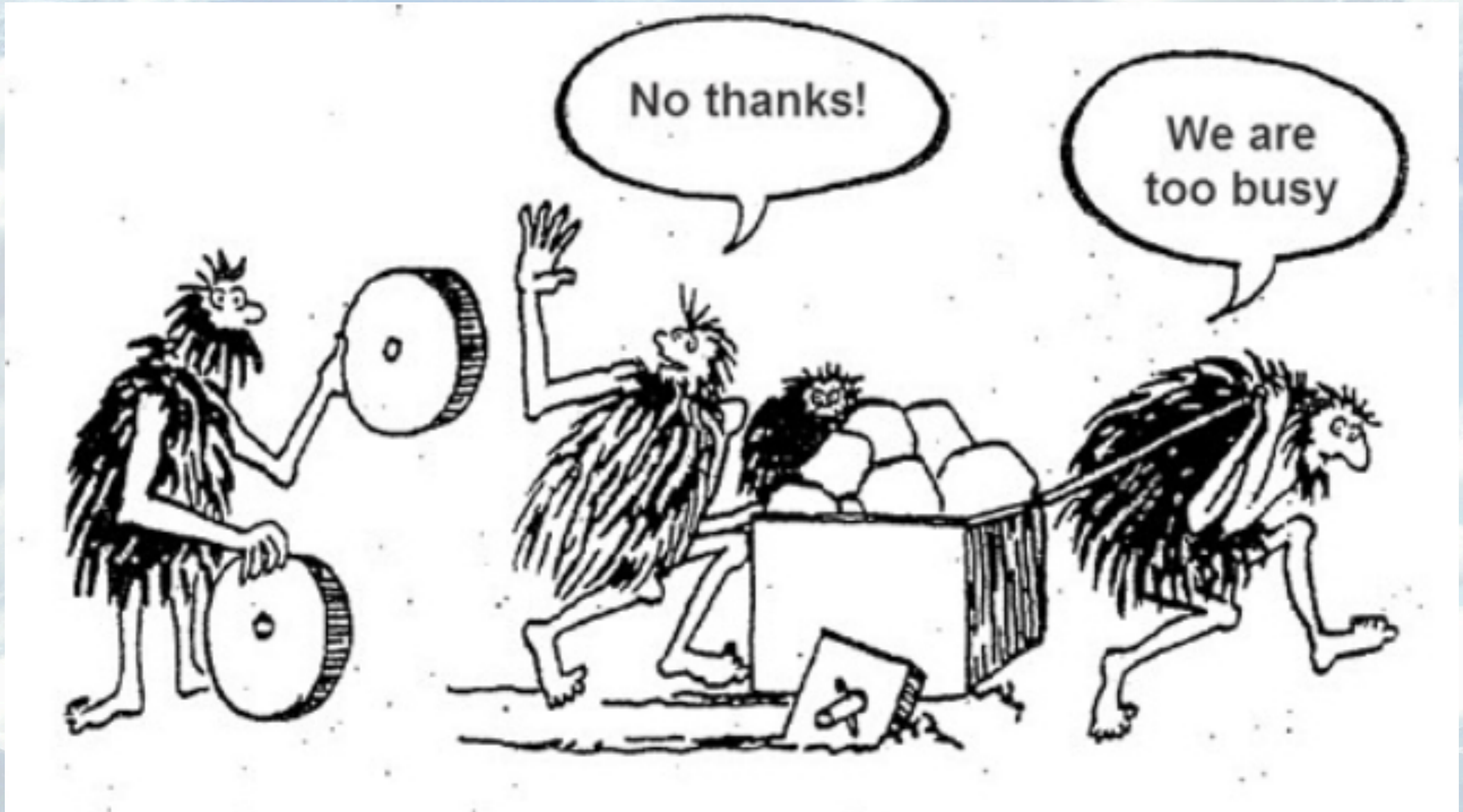
Working **ON**
the process
versus
Working **IN**
the process

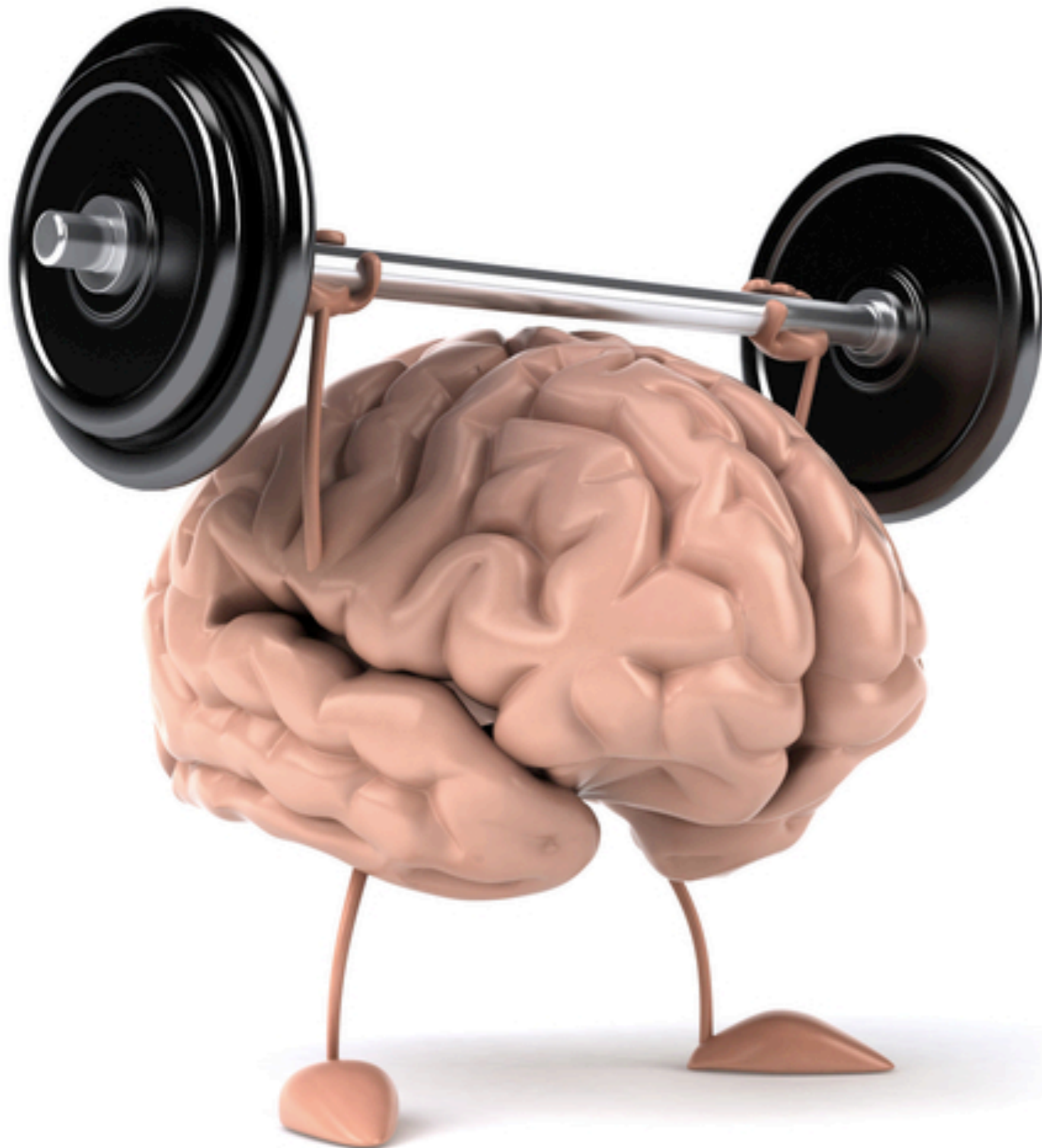


Work in the process is different
than the work of improving the process



Making Time for Process Improvement





**Build
the
problem-
solving
muscle
of
every
employee**

What Is a Process Walk?

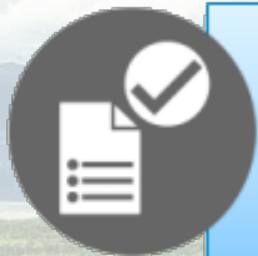
- **Process Walk:** Physically going to where work happens (Gemba) and interviewing the process participants
- Conducted by process participants
- Builds profound knowledge of the process



Utilize subject matter experts (SMEs) to walk the process, and collaborate with the field



Build profound knowledge of the process and the root causes of problems




Identify the solutions and an implementation plan related to process analysis



Benefits of a Process Walk

- Build profound knowledge of the current state
- Confirm or bust assumptions “We don’t know what we don’t know”
- Gain understanding of the whole process



I always wondered what happens in the kitchen during the lunch rush.



Poll #1:

Have you participated in a Process Walk before?

- A. Yes, and it *was* a good experience
- B. Yes, but it could've gone better
- C. Yes, but it *was not* a good experience
- D. No, not yet



1. Some Processes Are Invisible



Do you see a Process?



Process Design Becomes...



Build a Shared Understanding

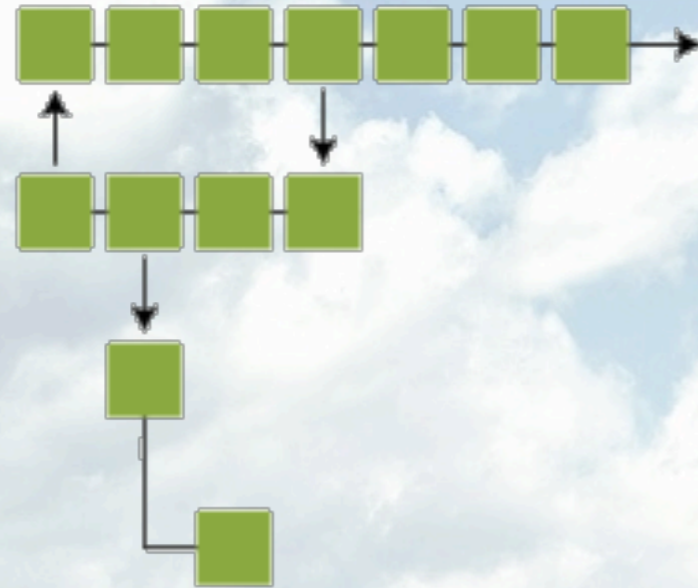


Processes Are Like Junk Drawers

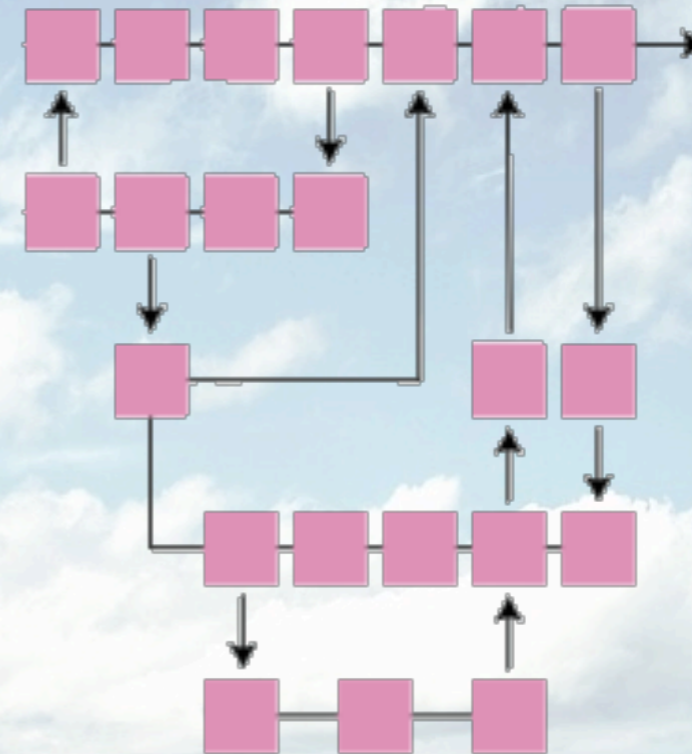


2. Every Process Has Four Versions

What you think it is...



What it really is...



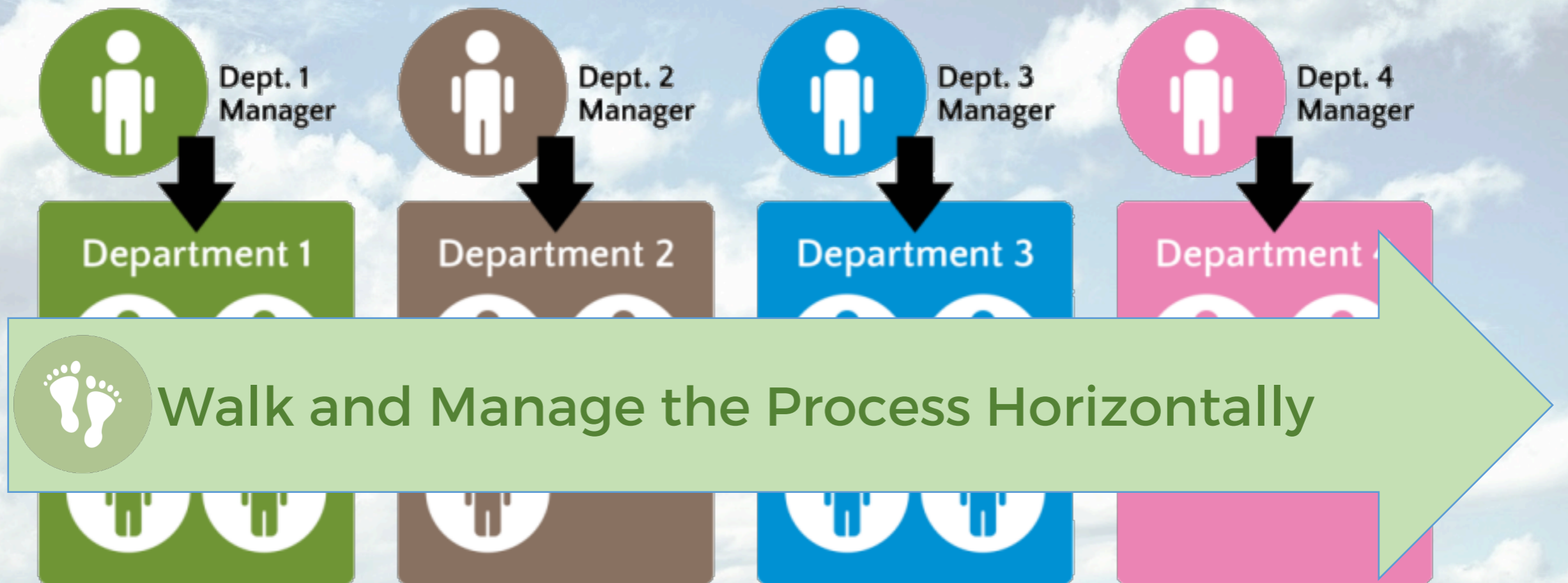
What it should be...



What it could be...



3. Vertical vs. Horizontal View



People are managed vertically and processes run horizontally
- Process Walks view the whole process
Avoid silos and manage by process!

Process Walk Ground Rules

- Focus on the process, not the people
- Maintain a blame-free environment
- Be a student of the process
- Be respectful of all parties involved
- Be empathetic; Process workers are the biggest victims of poor process design
- Stay engaged and seek to learn
- Rank has no privilege
- Finger-pointing has no place
- Do not correct interviewees during the walk



Poll #2:

Which of these ground rules are most frequently tested?

- A. Focus on the process, not the people
- B. Rank has no privilege
- C. Do not correct interviewees during the walk
- D. Be a student of the process



8 Wastes



Defects

Efforts caused by rework, scrap, and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills, & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion

Unnecessary movements by people (e.g., walking).



Extra-Processing

More work or higher quality than is required by the customer.




Process Walk Interview Sheet

Process Walk Interview Sheet		
Interviewer: _____	Step #: _____	<i>Don't forget to take pictures of the interviewees and the space.</i>
Interviewee: _____	Step Name: _____	
Date: _____		
Questions	Data	Notes
1. How many people work on this step? How many people are shared resources and work elsewhere too?	# of staff: # of shared resources:	
2. What % of the time do people have available to work on this step?	% of time available:	
3. How long from the time work is available to you until it is passed to the next step?	Lead time:	
4. How long would it take to complete this activity if you could work on it without being interrupted or without waiting?	Work (touch) time:	
5. What % of units received at this step are complete and accurate?	% complete and accurate:	
6. How many units are waiting to be worked on right now? Is that normal? How old is oldest job in the queue?	# of units in inbox (WIP):	
7. Do you have to set-up anything (equipment, etc.) before doing this step? If so, how long does that take?	Setup time (if applicable):	
8. What system is being used for this step? How do you track needed information (reports, spreadsheets, etc.)?	Information flow:	
9. Batching: Is work "bundled" before moving to the next department? If so, how many units move to the next step at a time?	# Items in each batch	
10. What issues or barriers to flow make this step painful or time-consuming?	Barriers to flow, waste identified:	
AHAs/Observations	Potential Opportunities	Potential Solutions

- Simple form for transactional/office processes
- Includes common questions
- Complete form for each step
- Use information to build Value Stream Map (Measure Phase)

Process Walk Interview Sheet

Process Walk Interview Sheet		
Interviewer: <u>Scott</u>	Step #: <u>5</u>	<i>Don't forget to take pictures of the interviewees and the space.</i>
Interviewee: <u>Tracy</u>	Step Name:	
Date: <u>15-Sep</u>	Package Order	
Questions	Data	Notes
1. How many people work on this step? How many people are shared resources and work elsewhere too?	# of staff: 1 # of shared resources:	She is a shared resource
2. What % of the time do people have available to work on this step?	% of time available: 15%	
3. How long from the time work is available to you until it is passed to the next step?	Lead time: 10	There is some waiting for supplies
4. How long would it take to complete this activity if you could work on it without being interrupted or without waiting?	Work (touch) time: 3	
5. What % of units received at this step are complete and accurate?	% complete and accurate: 93%	Some have to be sent back
6. How many units are waiting to be worked on right now? Is that normal? How old is oldest job in the queue?	# of units in inbox (WIP): 18	Oldest item in queue has been there 20 minutes
7. Do you have to set-up anything (equipment, etc.) before doing this step? If so, how long does that take?	Setup time (if applicable): 10	Prior to shift, pre-stock supplies needed for the lunch rush
8. What system is being used for this step? How do you track needed information (reports, spreadsheets, etc.)?	Information flow:	Point-of-Sale Order system
9. Batching: Is work "bundled" before moving to the next department? If so, how many units move to the next step at a time?	# Items in each batch: 1	Ideally, she wants to package them right away, so the food doesn't get cold
10. What issues or barriers to flow make this step painful or time-consuming?	Barriers to flow, waste identified: Yes	Often lots of orders are ready at the same time; Often I don't package them FIFO
AHAs/Observations	Potential Opportunities	Potential Solutions
<ul style="list-style-type: none"> It's very busy at lunch Lots of activities for She is taking payments & answering phones 	<ul style="list-style-type: none"> Difficult to know which customers are waiting Customers complain if they get there 1st but wait for food longer 	<ul style="list-style-type: none"> Install VM for help with FIFO Cordless phone with headset will help multi- Better communication with chef on
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Definitions

Process Time: The amount of time it takes to perform work on a unit or “thing” without interruption. Also known as “touch time.”

Wait Time: The amount of time a unit or “thing” is waiting to be worked on. (in someone’s in-box, in queue, waiting for approval, etc.)

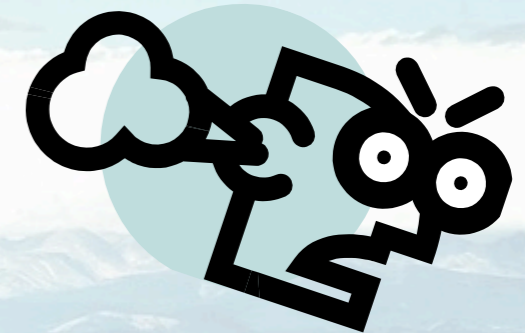
Lead Time (cycle time): The total cycle time of a process.
Wait Time + Work Time = Lead Time

of Items in Inbox (WIP): Work in process, the number of units waiting to be worked on.

% C/A (Percent Complete & Accurate): The percent of time an input is received with all of the information finished and correct.

Lead Time Example

- **Work Time:** The time that the guy who remodeled your kitchen billed you for
- **Wait Time:** The time during the job, that nothing was being worked on
- **Lead Time:** How long your life was completely disrupted before the job was finished (Total Elapsed Time)



During Process Walks

- Do not divide and conquer – stay together
- Ensure everyone sees the whole process
- Record what happens 80% of the time
- Focus on building profound knowledge
- Hold-off on brainstorming solutions



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Q&A



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Thursday, May 25, 2017 | 11 AM PT

 Tracy O'Rourke

 Elisabeth Swan

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Just-In-Time Podcast

The podcast cover features a tropical sunset background with palm trees. In the top left is the 'Just-In-Time CAFE' logo, which is a circular emblem with a microphone icon and the text 'Just-In-Time CAFE'. The main title 'Lean Tours at Seattle Children's Hospital' is centered in large white font. Below the title, it says 'With Jay McNally of Seattle Children's Hospital'. Three circular headshots of the hosts are shown: Tracy O'Rourke on the left, Jay McNally in the center, and Elisabeth Swan on the right. At the bottom left, a pink arrow points right with the word 'PODCAST' in white. At the bottom right, there is a lightbulb icon and the website 'goLEANSIXSIGMA.com'.

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Q&A



Thank you for joining us!

More Questions?

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