

# INTRODUCTION TO LeanNow™: WEBINAR WITH RANDALL BENSON

*Brought to you by:*



Oct 3<sup>rd</sup>, 2013

# Agenda :

- 
- Introductions
  - A Quick word from the Sponsor
  - Randall Benson: Introduction to LeanNow™
  - Q&A

# Some Housekeeping

- Questions will be taken via Q&A box.
- Please enter your question in the Q&A box on the bottom right of your screen.
- Questions will be taken grouped by topic in the order received
- The webinar will be recorded. Slides and the recording will be made available after the meeting.

# Today's Speaker



- Randall Benson
  - CEO, Benson Consulting

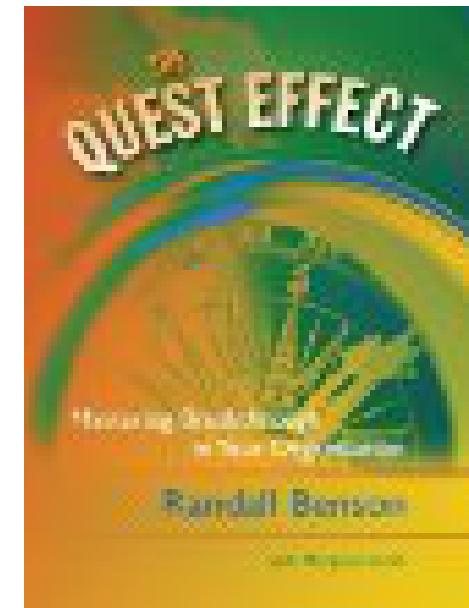
## Host



- Mahesh Singh
  - Co-founder, Sr. VP – Product, Digite, Inc.

# Randall Benson

- Self-confessed Lean heretic!
- Lean Consultant/ Coach/ Trainer
- Author – The Quest Effect
- Worked with manufacturing, distribution, healthcare, government, insurance, banking, travel and hospitality, non-profit, high tech
- Based in Seattle area



# Quick word from the Sponsor!

- Digité, Inc. - Pioneer in Web-based Collaborative Products/ Solutions for Geographically Distributed Teams
- Headquartered in Cupertino, CA
- Over 300,000 users in the Americas, Europe, Asia/ Pacific
- Products that cover Lean/ Kanban, Agile ALM, Project/ Portfolio Management
- SwiftKanban is our flagship Lean/ Kanban product



# SwiftKanban

## Visual Management – Software Development

Screenshot of the Swift-Kanban Development 2.0 application showing a Kanban Board for software development tasks.

The board has columns: Done, Code Review (1/5), Automation Review (0/5), Dev Complete, and In-Prog.

Tasks visible:

- Done:**
  - ENHC075: Notification on Comment Reply (Priority: ★★★★, Due Date: 1.0 Days)
  - ENHC073: Lane Subscription/Unsubscription (Priority: ★★★★, Due Date: 6.0 Days)
  - DEF718: Card Focus not working in IE8 (Priority: ★★★★, Due Date: Days)
  - TASK174: check queries with in clause (Priority: ★★★★, Due Date: Days)
  - ENHC16: Arrow/ Hand Pointer on clickable rows th... (Priority: ★★★★, Due Date: 1.0 Days)
  - ENHC63: Merge cycle,wait,work and blocked time i... (Priority: ★★★★, Due Date: 10.0 Day)
  - DEF722: Edit card popup not coming up on card hi... (Priority: ★★★★, Due Date: Days)
  - DEF727: Due date timestamp shows as 000000 (Priority: ★★★★, Due Date: Days)
- Code Review (1/5):** UST539: Tag implementation in SwiftKanban (Priority: ★★★★, Due Date: 02-Sep-2013, Estimate: 20.0 Day)
- Automation Review (0/5):** No tasks listed.
- Dev Complete:**
  - UST535: Calendar View Implementation (Priority: ★★★★, Due Date: 0 Days)
  - TASK168: PERF: Combine .css files into one single... (Priority: ★★★★, Due Date: 2.0 Days)
  - UST546: MixPan (Priority: ★★★★, Due Date: Days)
  - DEF719: Add ca Widget (Priority: ★★★★, Due Date: Days)
  - DEF720: deleted item should not be editable via ... (Priority: ★★★★, Due Date: Days)
  - DEF728: Add ca open o (Priority: ★★★★, Due Date: Days)
  - ENHC69: Removing notification icons when a user ... (Priority: ★★★★, Due Date: Days)
  - DEF725: CFD du number (Priority: ★★★★, Due Date: Days)
- In-Prog:**
  - CDEF171: Clean u the use (Priority: ★★★★, Due Date: Days)
  - DEF746: MixPan (Priority: ★★★★, Due Date: Days)
  - DEF719: Add ca Widget (Priority: ★★★★, Due Date: Days)
  - DEF720: deleted item should not be editable via ... (Priority: ★★★★, Due Date: Days)
  - DEF728: Add ca open o (Priority: ★★★★, Due Date: Days)
  - ENHC69: Removing notification icons when a user ... (Priority: ★★★★, Due Date: Days)
  - DEF725: CFD du number (Priority: ★★★★, Due Date: Days)

# SwiftKanban

## Visual Management – Marketing

Marketing Board > Kanban Board

Search | Refresh | 12 | 38 | Grid | ? | Help | User

▼ Deliverables

Deliverables Backlog (5/15)	Prioritized (2/10)	In Progress (7/10)	Review
<b>WEB104</b>  Setup Videos for Digité and SK Mahesh Singh, Nishanth Mittu, Aarif Khan Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>WEB103</b>  SK Website Upgrade Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>WEB92</b>  SwiftALM thumbnail on digité.com Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> 0 Days	<b>UST137</b>  Daily TODO Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> 0 Days
<b>UST202</b>  Identify all possible visitor activity t... Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>UST201</b>  Define Sales-side Lead scoring activitie... Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>UST198</b>  Infusionsoft Database Reorg and Segments... Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>WEB93</b>  SwiftSync page update on digité.com Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> 0 Days
<b>CMP12</b>  Thoughtworks comparison Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> 0 Days		<b>UST195</b>  StreamSend data analysis prior to B2B Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> 0 Days	<b>WEB102</b>  Digité Website Revamp Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days
		<b>BLOG7</b>  Unified Blog Deployment Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>MAIL28</b>  Review and fix all mailers Text Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days
		<b>UST200</b>  Test Infusionsoft Survey capability - lo... Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days	<b>WEB91</b>  Website Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days
			<b>MAIL29</b>  Brochure cleanup Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days
			<b>UST199</b>  Standard full tag Priority: Due Date: Estimate <span style="color: #f0ad4e;">★★★</span> Days

# SwiftKanban



## Visual Management – Planning the Thanksgiving Party!

Projects > My Big Fat Indian American Thanksgiving! > Kanban Board

Real Thanksgiving Food!

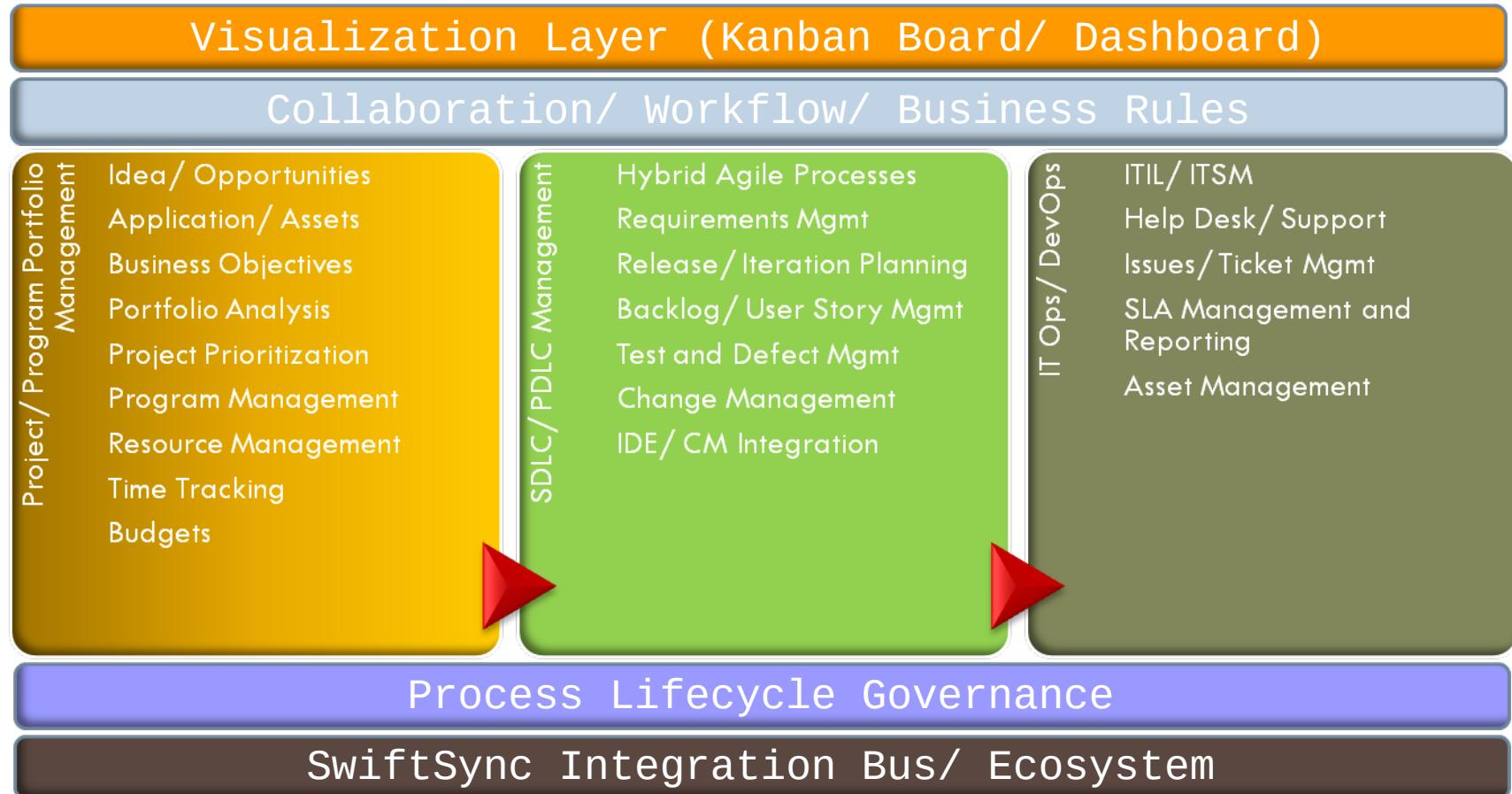
Ready	Procure/ Plan/ Order		Sauté/ Roast/ Bake	
	In-Progress	Completed	In-Progress	Completed
	REQ3 Cranberry & Orange Sauce  Priority: Due Date: Estimate ★★★ 0 Hours	REQ5 Green Beans Casserole  Priority: Due Date: Estimate ★★★ 0 Hours	REQ2 Baked Mashed Potatoes  Priority: Due Date: Estimate ★★★ 0 Hours	
	REQ4 Throwdown Pumpkin Pie  Priority: Due Date: Estimate ★★★ 0 Hours		REQ1 Herb-Crusted Turkey, Brined w/ Apple Cid...  Priority: Due Date: Estimate ★★★ 0 Hours	

Thank Goodness There's Indian Food!

Ready	Procure/ Plan/ Order		Prep	In-Progress
	In-Progress	Completed		
UST5 Roti (Indian flat bread)  Priority: Due Date: Estimate ★★★ 0 Hours	UST1 Australian Lamb Puffs - Indian style!  Priority: Due Date: Estimate ★★★ 0 Hours		Marinate/ Grind Spices/ Slow-cook Curry	
UST4 Rice Biryani  Priority: Due Date: Estimate ★★★ 0 Hours			In-Progress	Completed
			UST2 Chicken Tikka Masala  Priority: Due Date: Estimate ★★★ 19-Dec-2012 0 Hours	
Boil/ Soak/ Sauté				
In-Progress				
Completed				

# Lean/ Agile ALM Stack

10



# Key Customers

11





# Over to Randall...



# INTRODUCTORY WEBINAR



By Randall Benson

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# HERETICAL IDEAS?

1. Little change in 30 years
2. Most doing Lean backwards
3. Cost of backwards is staggering
4. New technologies change the game
5. We can rethink some Lean precepts
6. Zero to Lean in 30 days
7. Five straightforward steps

A photograph of a woman with short blonde hair, wearing a red, white, and black horizontally striped polo shirt. She is adjusting the collar of her shirt with her right hand. The background is a blurred indoor setting with a window showing a view of water and buildings.

It's About  
Becoming Lean

# Lean

Creating and sustaining an uninterrupted flow of customer value ...

... by involving everyone in the elimination of any waste that impedes that flow ...

... and ultimately all waste in every form

## You're Lean when:

You're managing daily operations with Lean principles.

and

You're improving continuously.

Non-mfg



Services  
Hi-tech  
Healthcare  
Government  
Non-profit  
NGO's



Becoming  
Lean



We're limited by factory-floor heritage ...



... and the tyranny of the orthodox

Waste  
Reduction  
Events

*Endless Waste*



# Orthodox Lean

Eliminate Waste

Organize Workplace

Co-locate



Flow

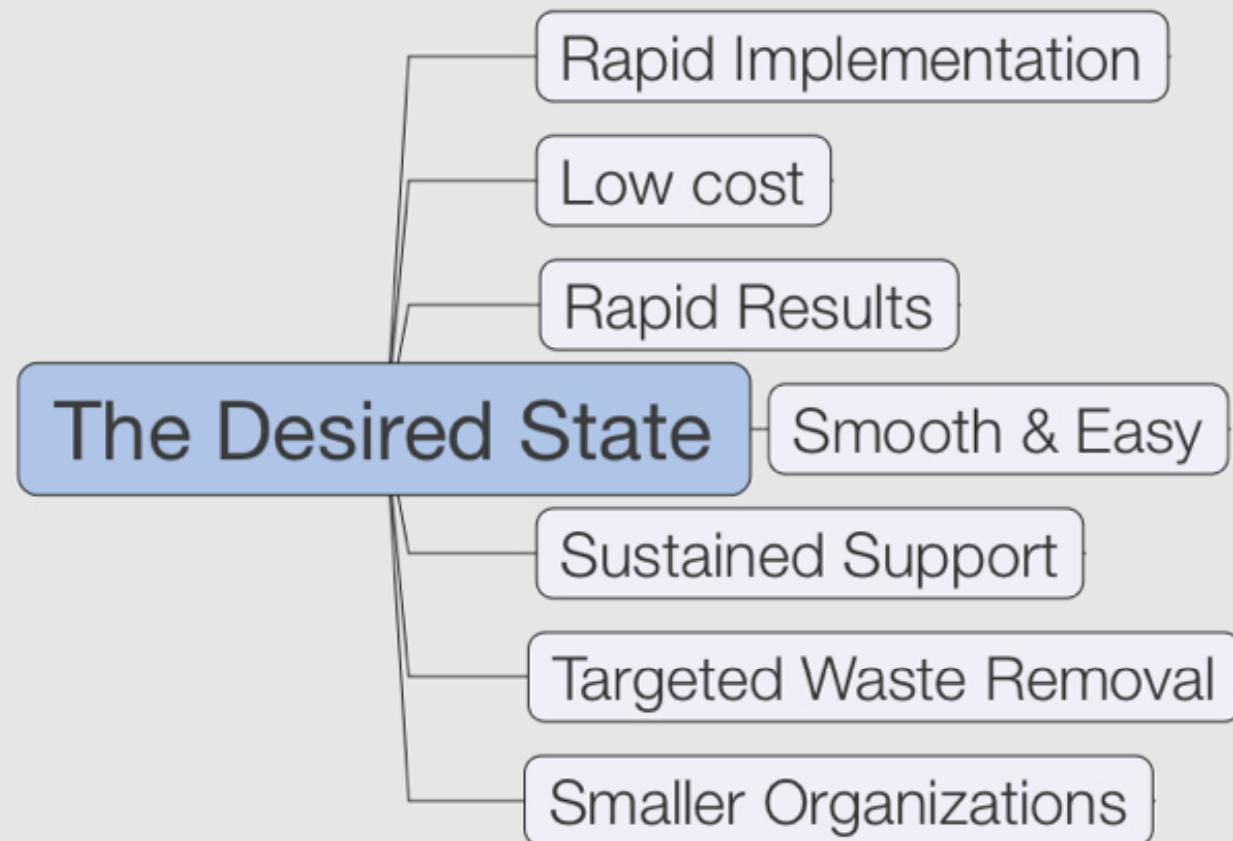
# Ted's Story

18 months, \$1.5M, endless activities, but...

<b>Planning Process</b>	
Launching Teams	Internal Consultant Certification
In-Depth Training	Metrics & Dashboards
Factory Tours	<b>Value Stream Mapping</b>
Waste Assessments	Waste Elimination Opportunities
Lean Project Office	<b>Kaizen Blitzes</b>
Process Walks	<b>5S Workplace Organization</b>
Voice of the Customer	A3 Problem Solving
	<b>Project Management</b>



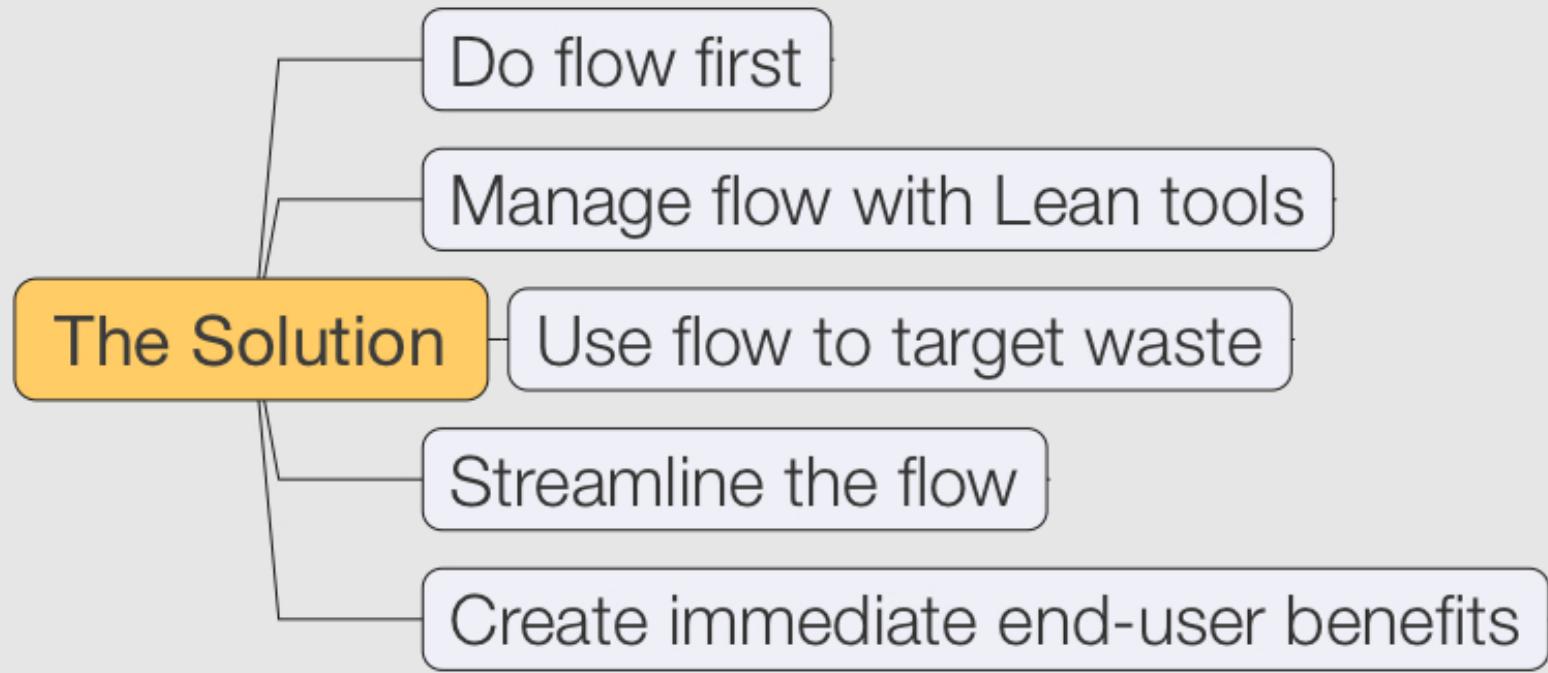
- Not running daily operations with Lean principles
- Bottom line results not showing up



# Could we go from zero to Lean in 30 days or less?



This requires a new approach ...  
purpose-built for non-manufacturing ...  
using new technologies.



Flow

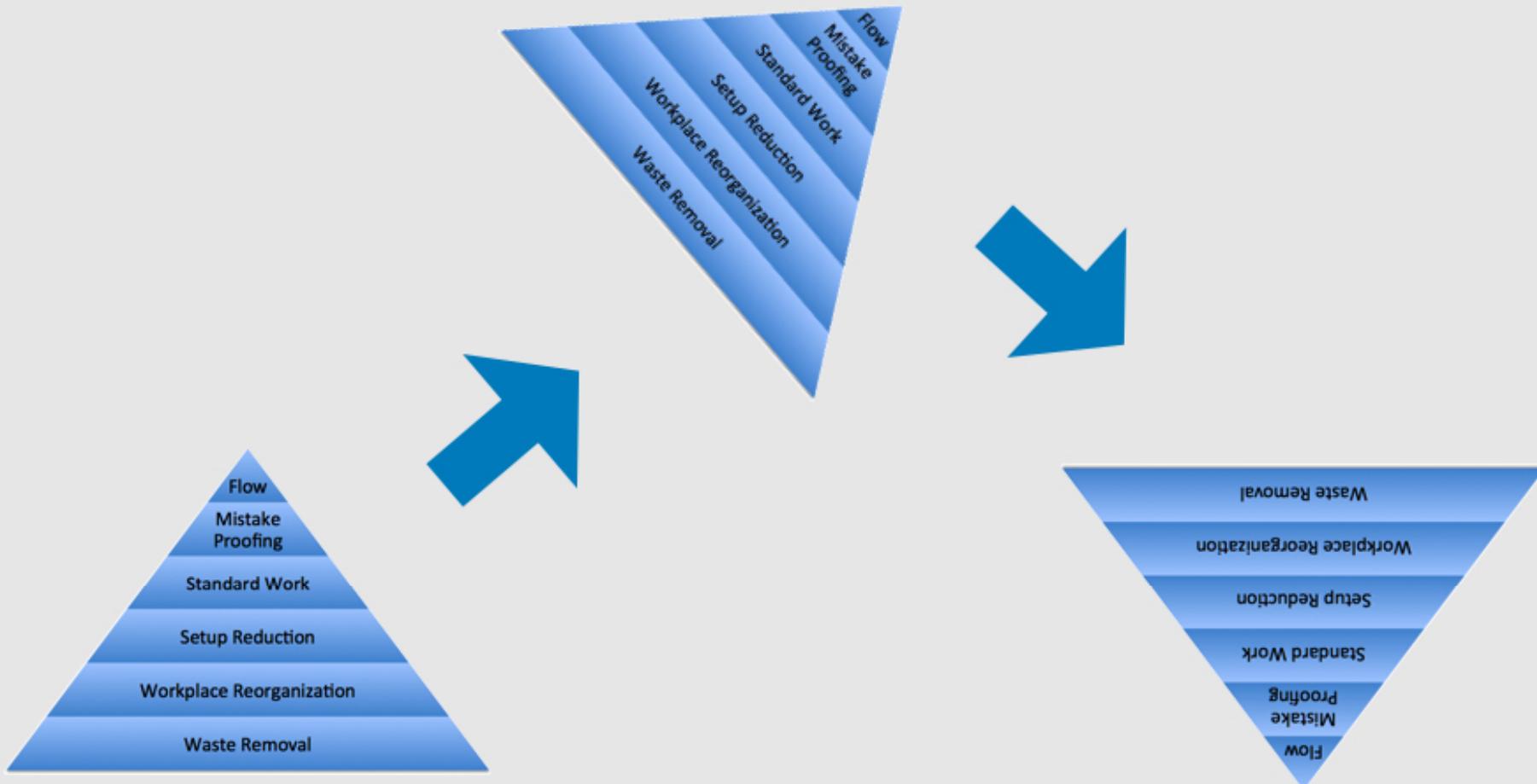


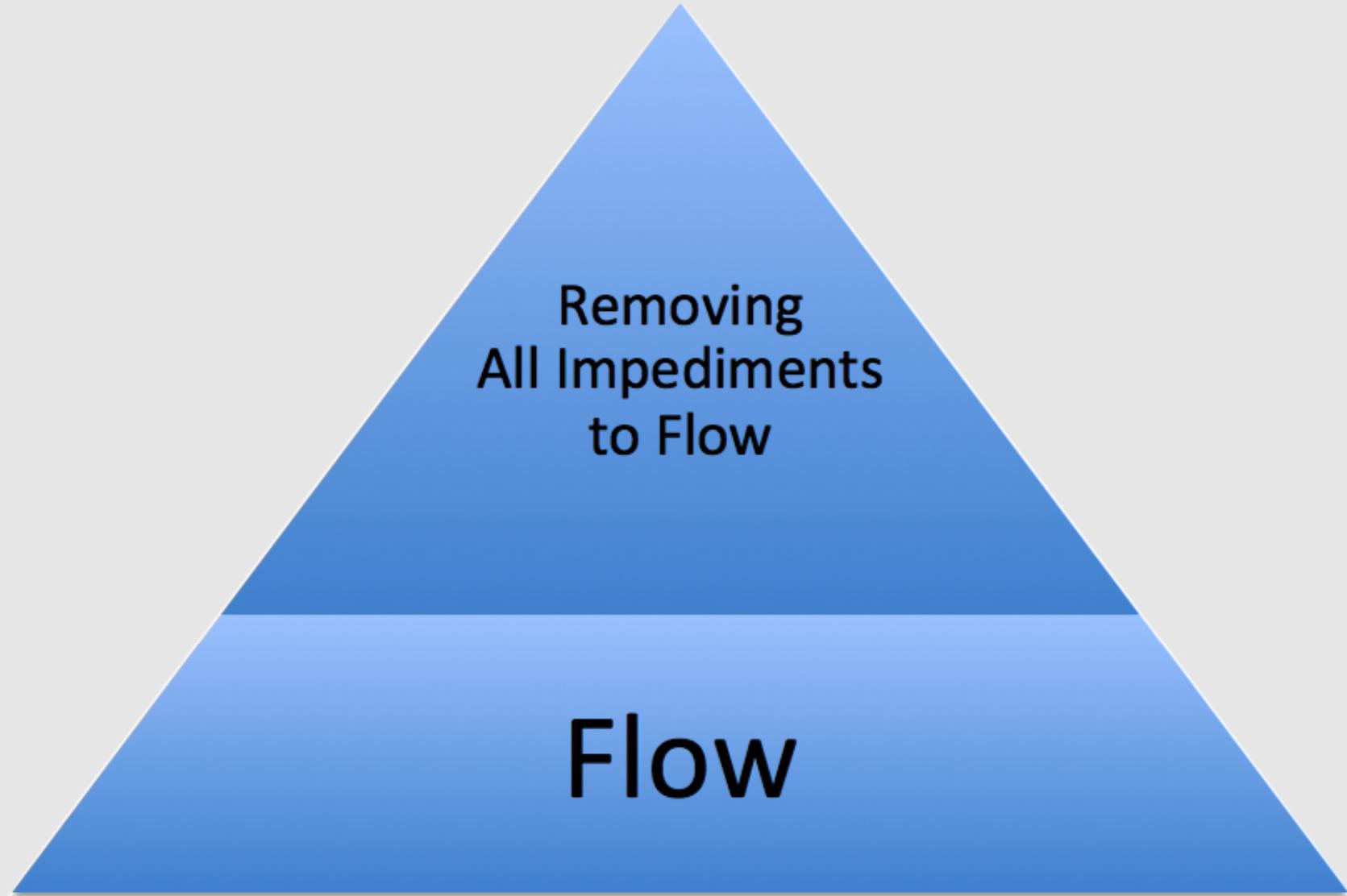
Eliminate Waste

Organize Workplace

Cross-coordinate



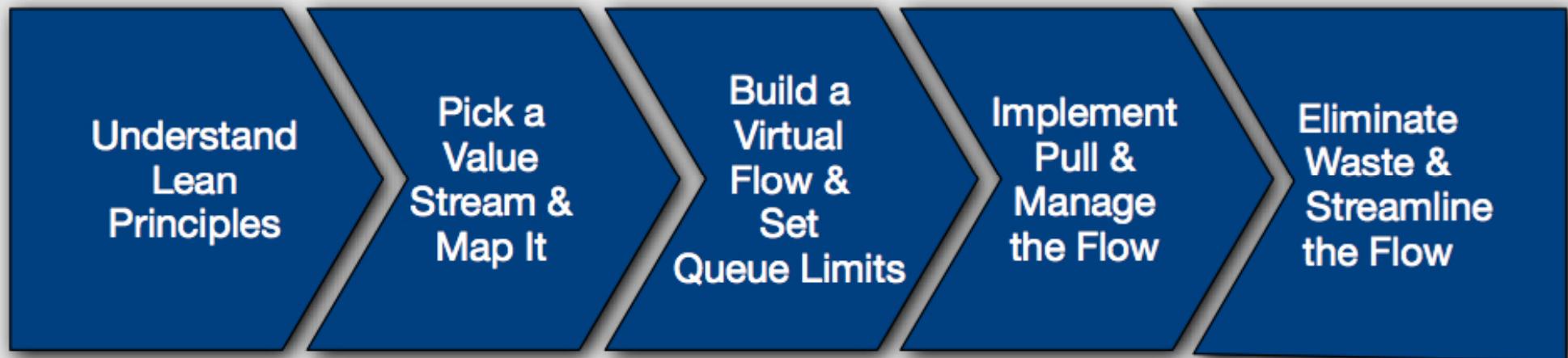




The technical breakthrough than enables flow-first is the virtual kanban board.



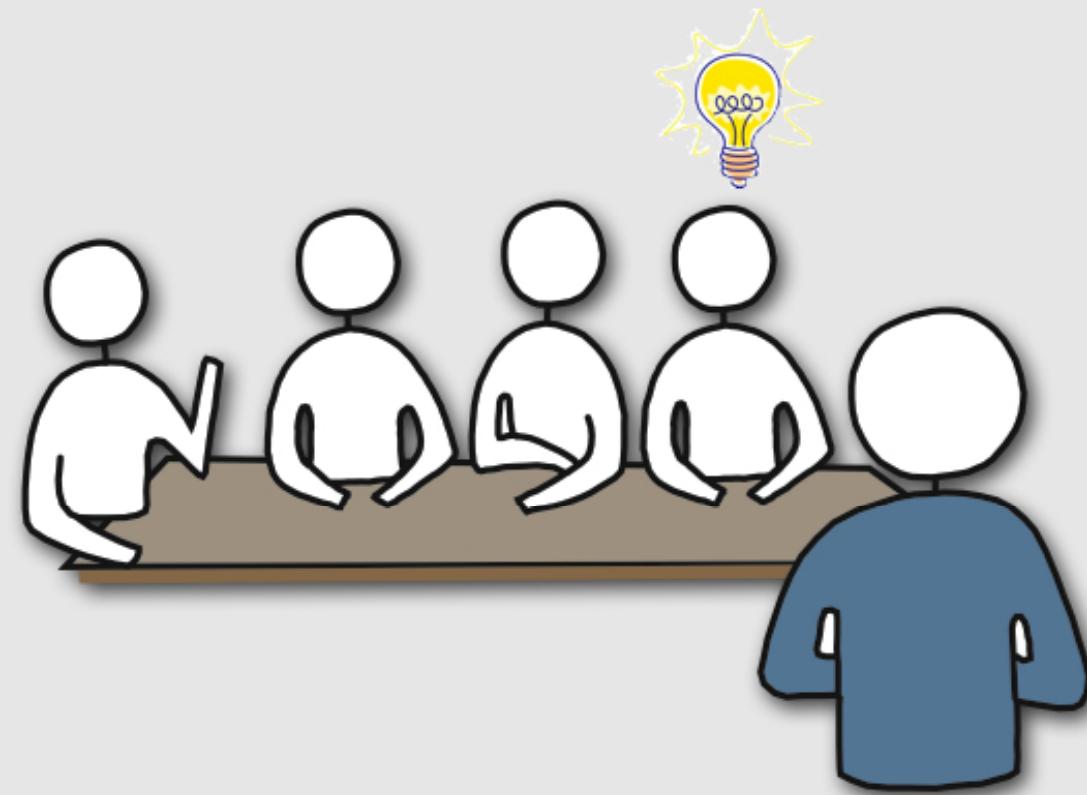
# Follow a series of simple steps.



# 1. Understand Lean principles.



Conference-room simulation is faster and more effective than classroom training.



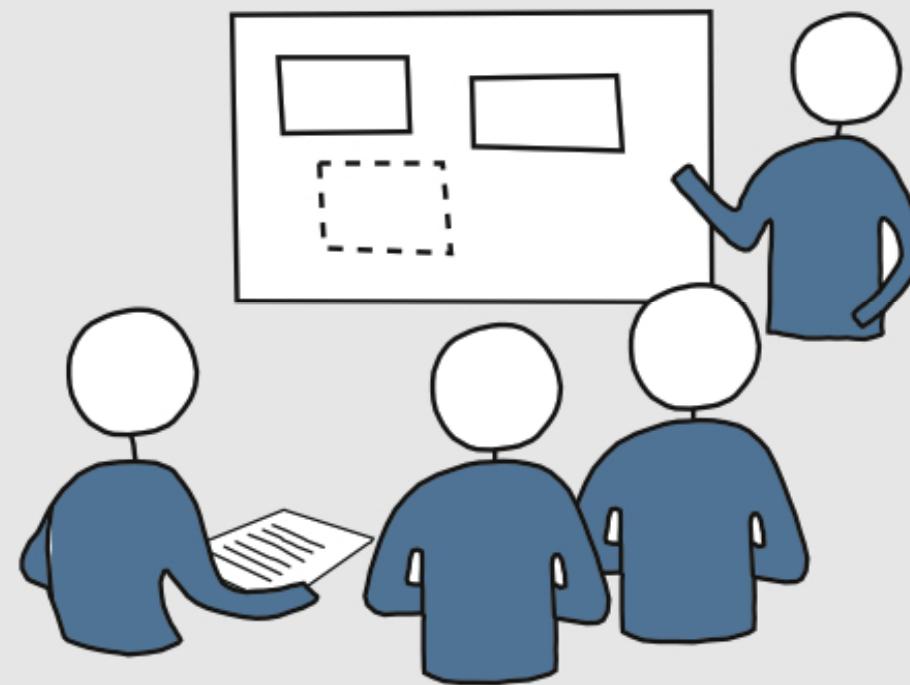


	1	2	3	4
Gram/Time	36.34	28.17	24.61	6.25
T-Tot	11.32	8.88	5.51	2.70
Dust/Time	2.01	1.45	1.47	1.47
WIP	53	45	18	6
Output	54	32	28	17
Time/File	41.60	35.00	26.64	28.00
Vk %	15%	10%	>50%	>50%
Quality Pol.	32	9	1	0
Research	—	—	—	—
Efficiency	some error			
TAKT	Y	26.00	28.00	25.00

# A LeanNow Simulation Scoreboard

Category	Phase 1	Phase 4
Throughput Time	20:12	2:45
Rush Time	2:46	1:38
WIP	74	8
Time per File	112 sec	26 sec
VA%	10.0%	50% +
Backlog	90	10
Rework	High	Low
Quality Issues	18	3
Effort	High	Very Low

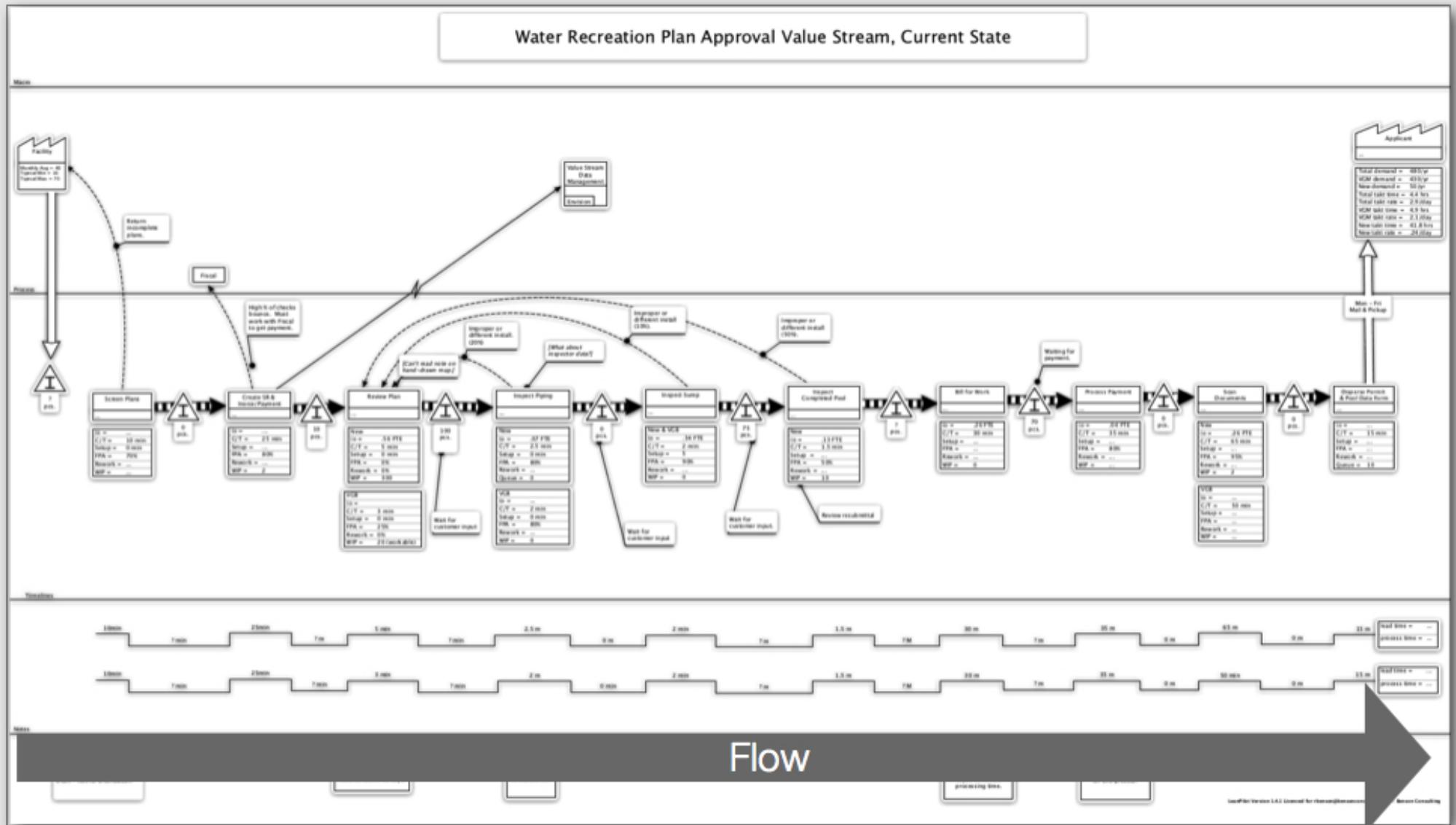
Apply the ideas from the simulation to  
your own business processes.



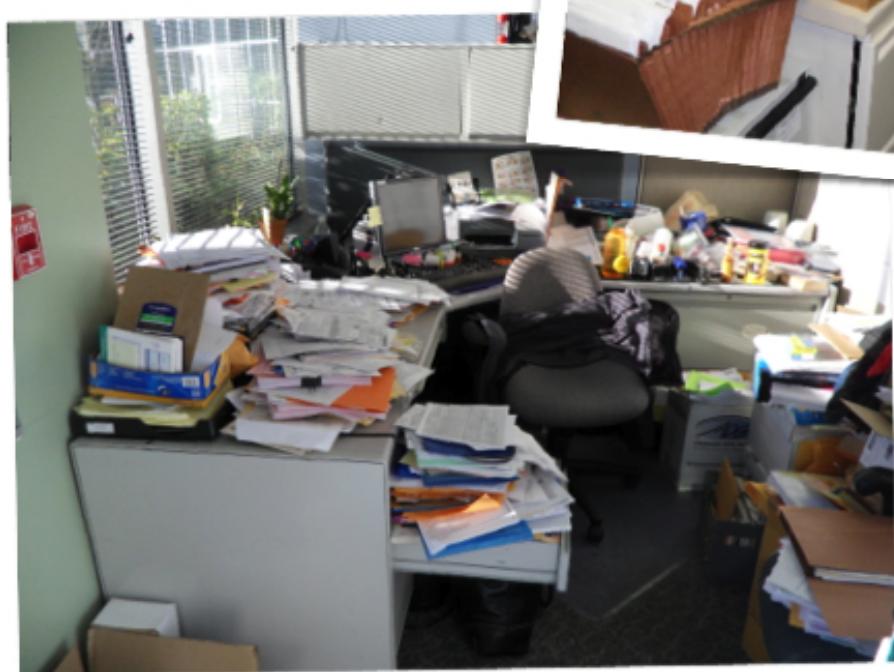
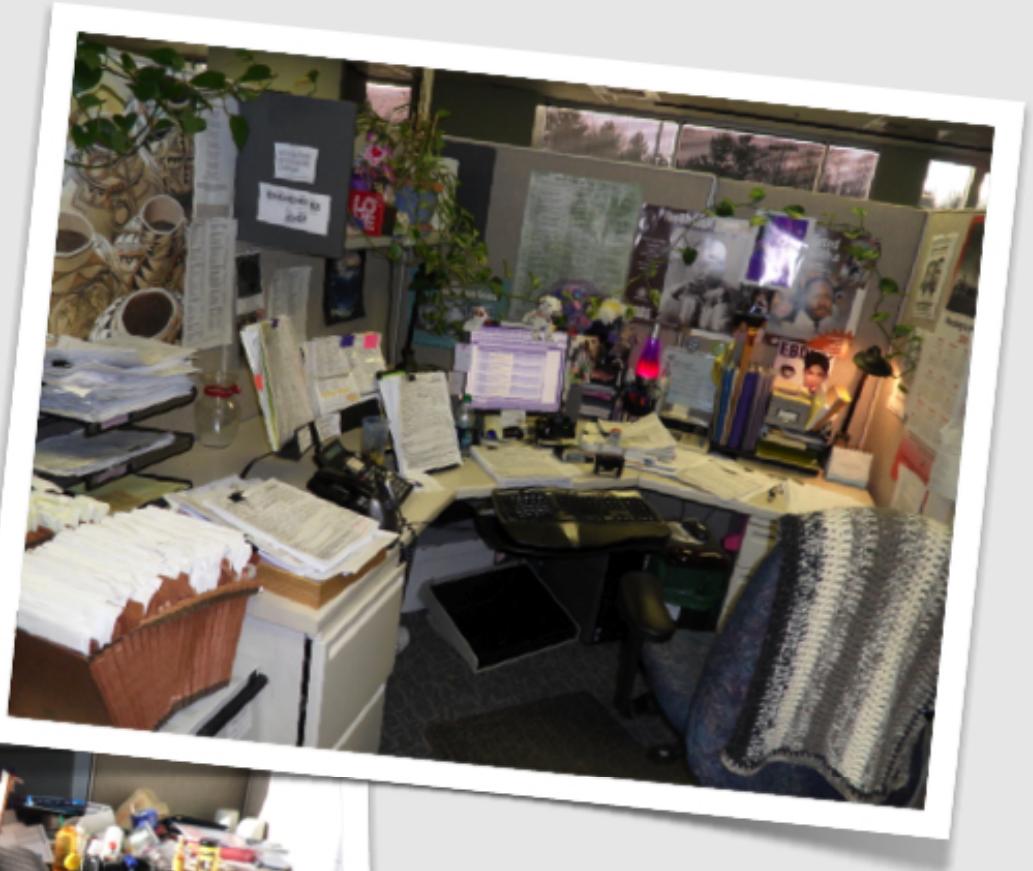
## 2. Pick a value stream & map it.



# A Value Stream is the end-to-end creation of a useful outcome.

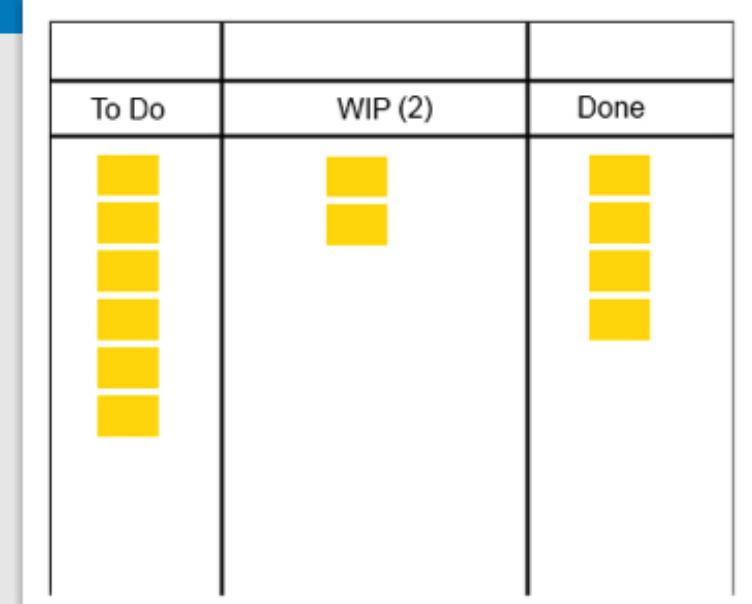


# Creating visible flow can be a challenge!

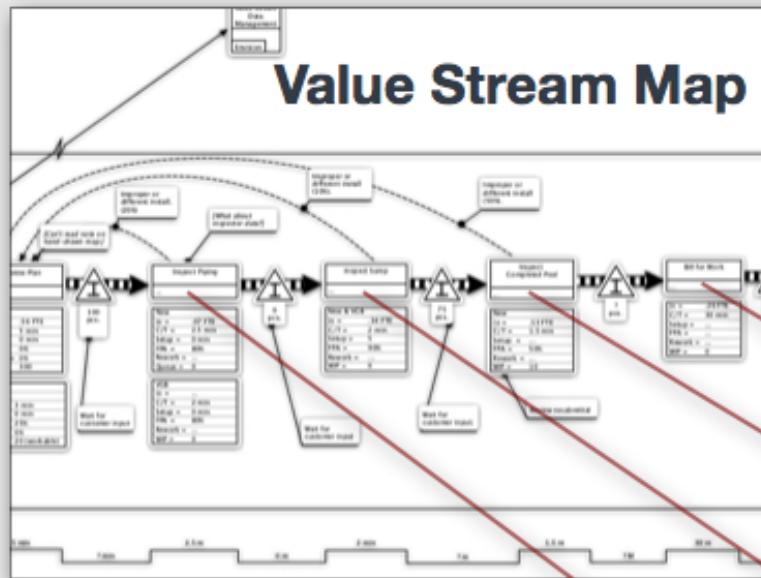




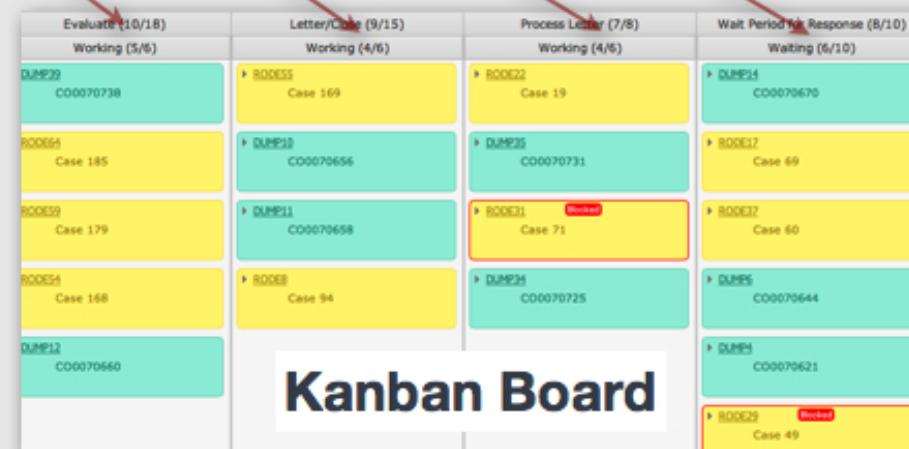
### 3. Build a virtual flow & set queue limits.



# Visualize actual flow with a kanban board.

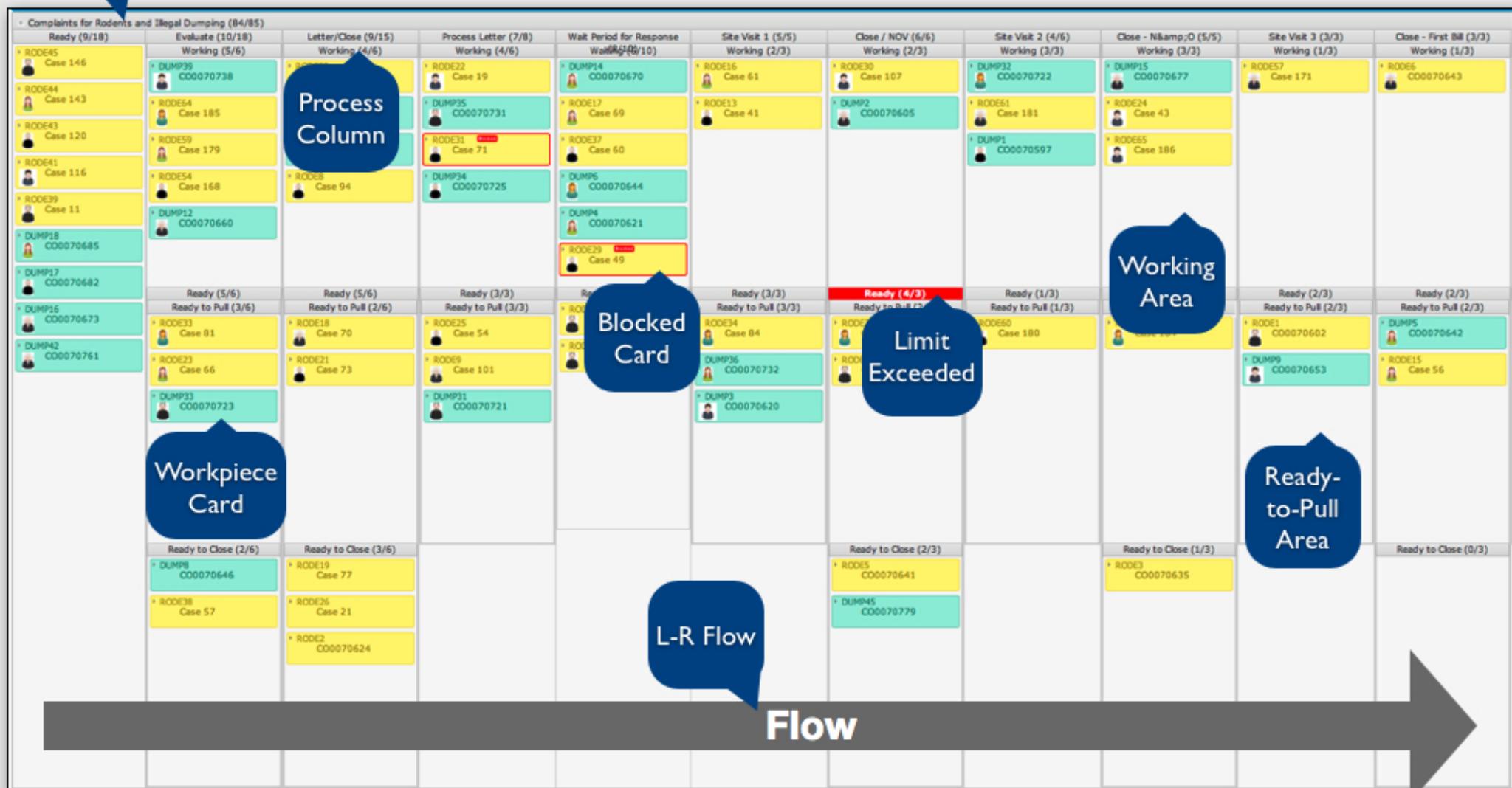


Use the map to make the board.



# Visualize and manage the flow with a virtual kanban board.

Value Stream



To do flow first, you need minimum viable flow (MVF).

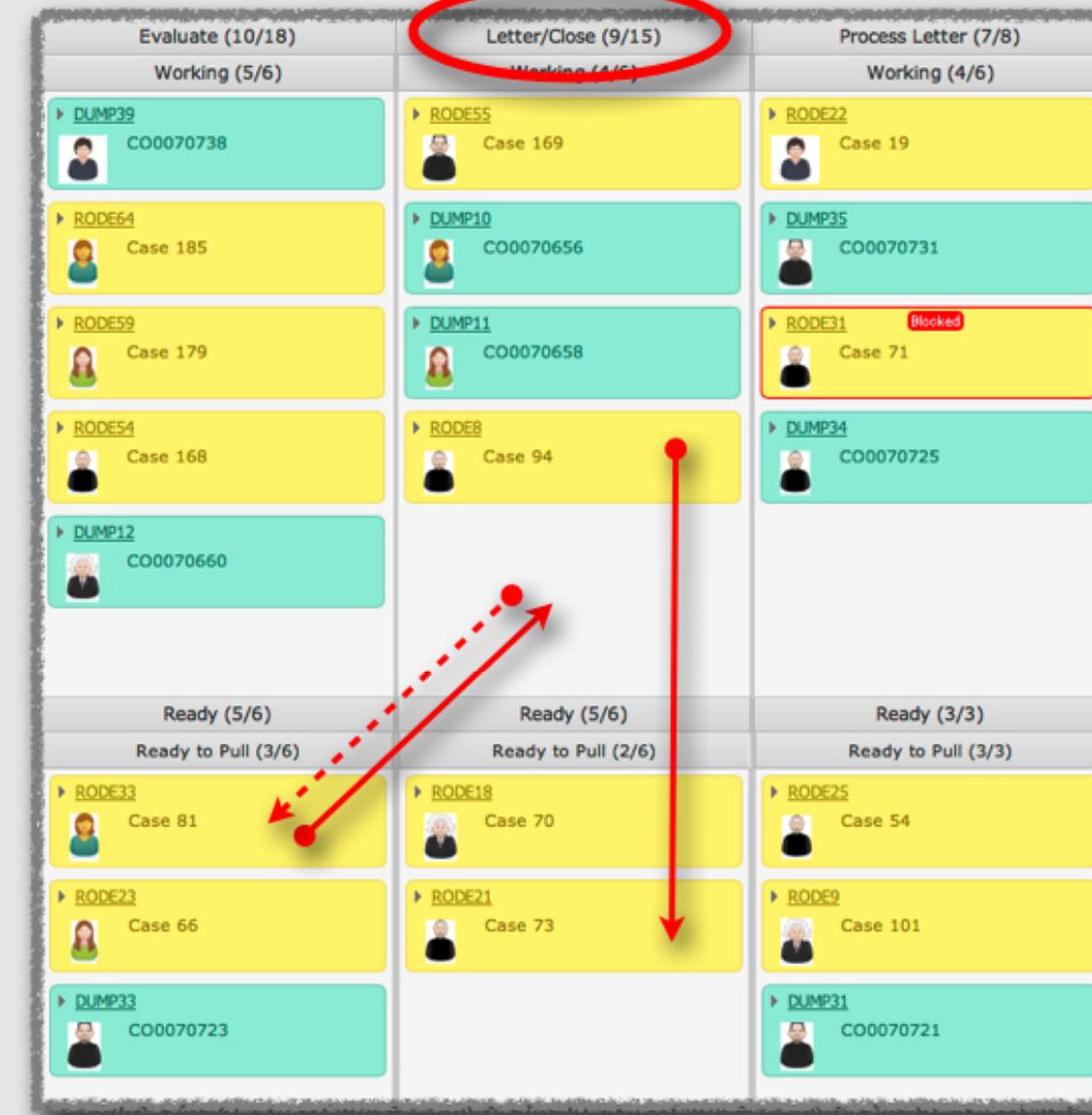
You don't have to  
be proud of it.



## 4. Implement pull & manage the flow.



# Use pull to manage flow.



# Hold the backlog at the front & release to WIP

Action	Sr. No.	ID	Card Type	Title	Priority	Current Queue	Rank	Estimates (Days)	Class Of Service	Size	Release
Add to Board	1	RODE11	Rodents	Case 98	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	2	RODE28	Rodents	Case 108	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	3	RODE32	Rodents	Case 75	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	4	RODE40	Rodents	Case 46	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	5	RODE42	Rodents	Case 119	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	6	RODE46	Rodents	Case 152	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	7	RODE47	Rodents	Case 154	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	8	RODE48	Rodents	Case 153	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	9	RODE49	Rodents	Case 155	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	10	RODE50	Rodents	Case 156	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	11	RODE51	Rodents	Case 158	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	12	RODE52	Rodents	Case 162	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	13	RODE53	Rodents	Case 163	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	14	RODE56	Rodents	Case 170	Medium	Backlog			Standard Class	M	Not Yet Identified
Add to Board	15	RODE66	Rodents	Case 189	Medium	Backlog			Standard Class	M	Not Yet Identified



Customer or  
Upstream



Customer or  
Downstream

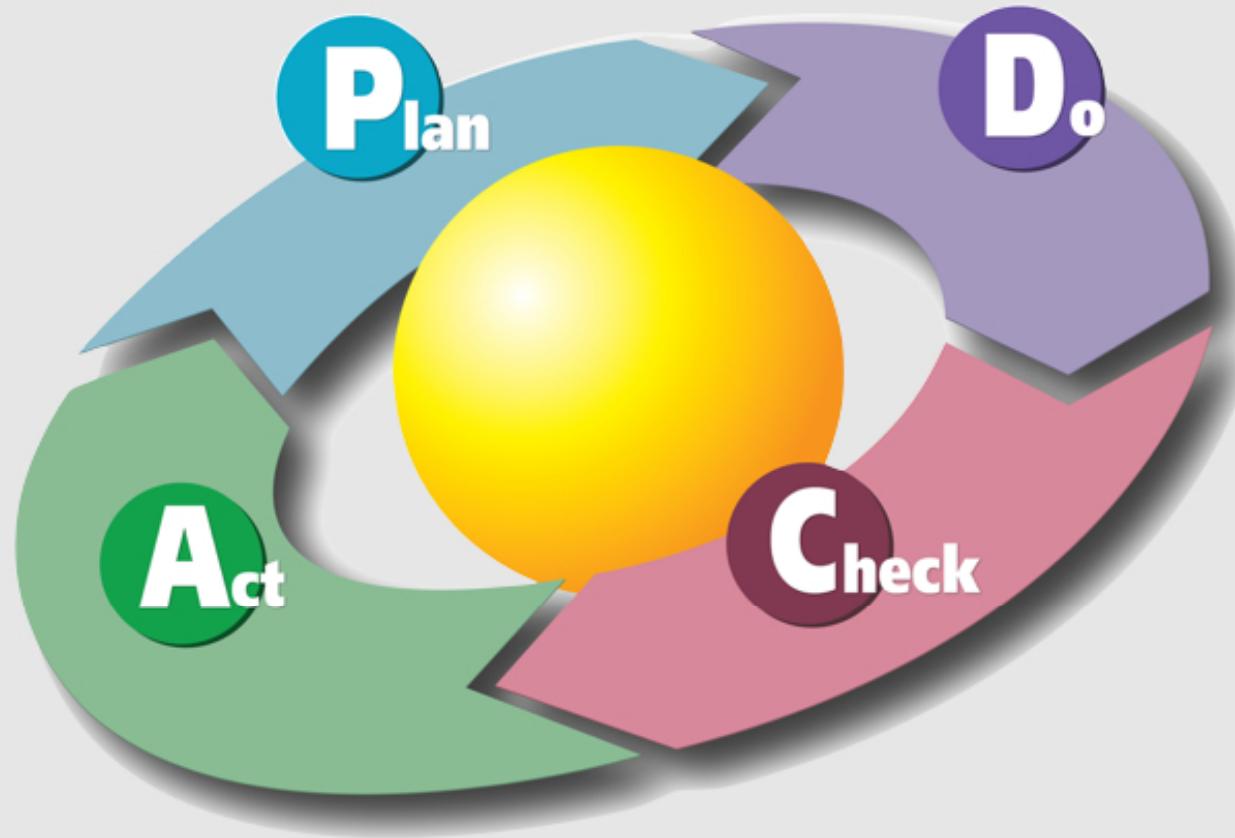
# What do managers do?



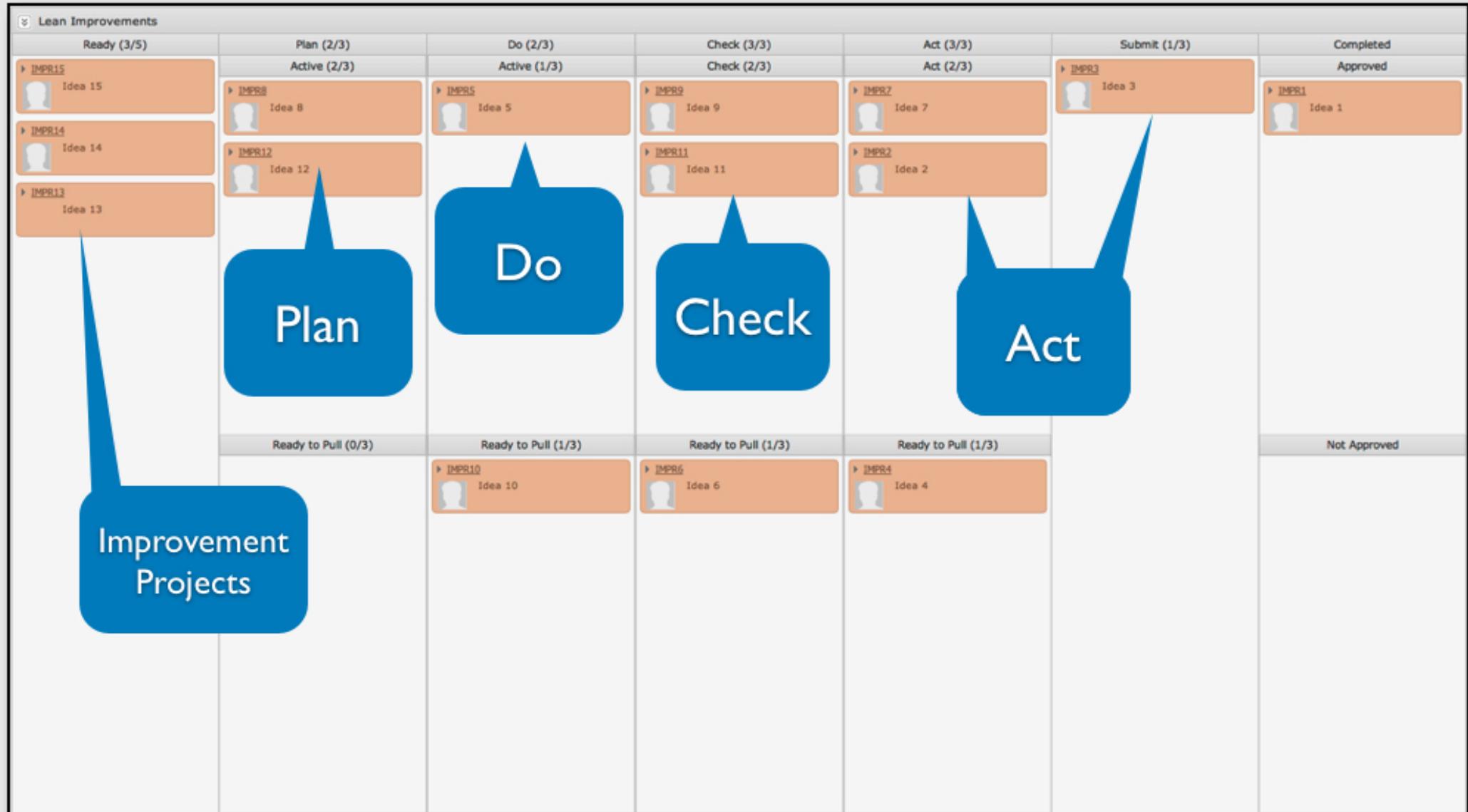
## 5. Eliminate the waste & streamline the flow.



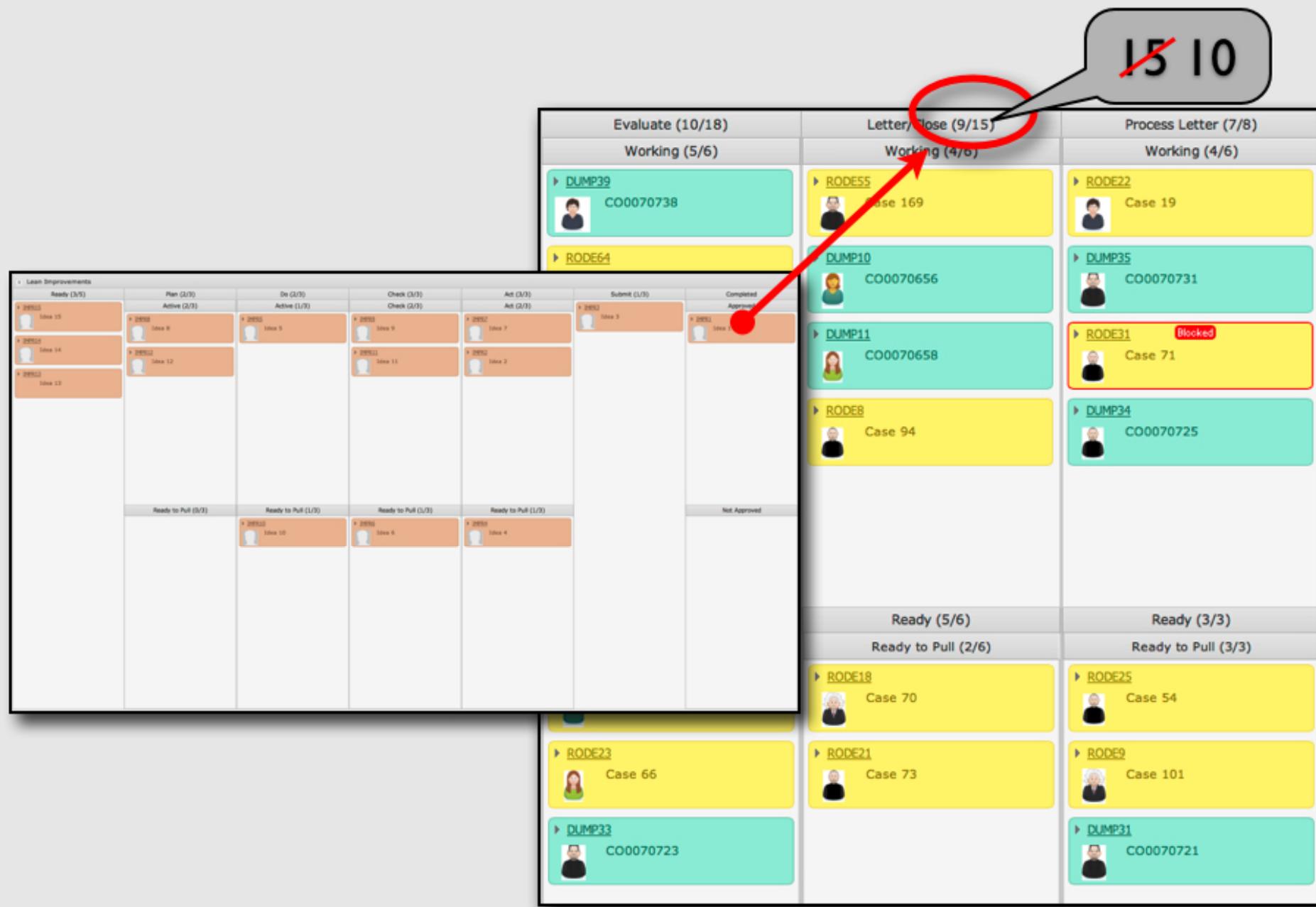
# PDCA Improvement Cycle is Critical



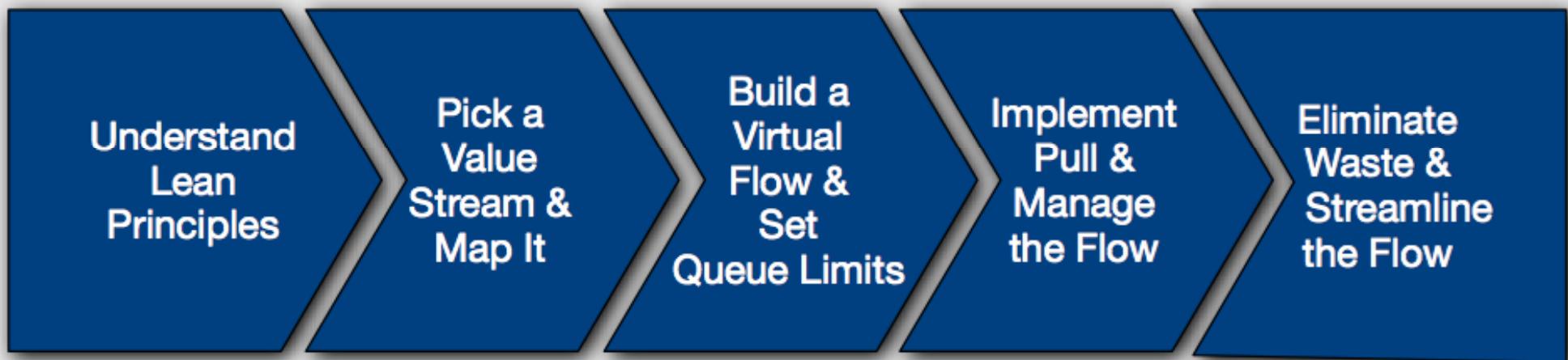
# Use kanban boards for improvement projects.



# Streamline the Flow



# Would these five steps work for your organization?





**LeanNow is a rapid approach to go from zero to Lean  
while achieving remarkable bottom-line results.**



**LeanNow**

Flow First

Virtual Kanban Boards

Using Flow to Target Waste

Removing Waste to Tighten Flow

Tightening Flow for Awesome Outcomes



# Q&A

- Please ask a question using the Q&A Box on the bottom right of your screens.
- Host will ask questions in the sequence in which question is received.
- Thank you for your help and cooperation!!



# Thank You!

Randall Benson

Visit us at -

[www.lean-now.com](http://www.lean-now.com)

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