Quick Win Waste Walk: Engaging Front-line Staff in Lean is an Investment in Talent
Heidi Miksanek

Disclosures
Relevant Financial Relationship(s): Nothing to Disclose
Off Label Usage: Nothing to Disclose

Objectives
- Discuss Lean, value, and types of waste
- Coaching for problem solving
- Do-it-yourself (DIY)
  Quick Win Waste Walk (QWWW)
Agenda

• QWWW Background
• DIY – getting started
• The QWWW Presentation
• The Coaching Presentation
• Then what happens?
• Share Examples
• Share Lessons Learned
• Why do a Waste Walk? “What’s in it for me?”

QWWW Background

• I’m a copy cat

What’s a Quick Win Waste Walk?

• One hour of FUN!
“The only way to free up time to do more important work is to begin to chip away at the sources of firefighting and rework that are generating unplanned work.” – Michael Orzen

Objective Check: Discuss Lean, value, and types of waste
Value

Define **VALUE** in your process, through the eyes of the patient or customer (what would they pay for?)

**INCIDENTAL WORK** does not add value but is required in order to fulfill the patient/client request (regulatory, legal, etc.)

**WASTE** is anything that consumes resources but does not add value

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Types of Waste or Non-Value Added Work

<table>
<thead>
<tr>
<th>Motion without adding value</th>
<th>Examples</th>
<th>Potential Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movement</td>
<td>Searching / reaching for needed tools, files, or supplies</td>
<td>Non-ergonomic / un-organized work area</td>
</tr>
<tr>
<td></td>
<td>Extra clicks/keystrokes</td>
<td>Inefficient workstation</td>
</tr>
<tr>
<td></td>
<td>Moving between applications to get the needed information</td>
<td>Poor Point-of-use-storage system</td>
</tr>
</tbody>
</table>
### Reprioritization

<table>
<thead>
<tr>
<th><strong>Examples</strong></th>
<th><strong>Potential Causes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>STAT</td>
<td>Perceived urgency</td>
</tr>
<tr>
<td>The squeaky wheel gets the oil</td>
<td>Lack of good time management skills or poor planning</td>
</tr>
</tbody>
</table>

**Last-in, First-Out (LIFO)**

- STAT

### Transportation

<table>
<thead>
<tr>
<th><strong>Examples</strong></th>
<th><strong>Potential Causes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel of samples / specimens</td>
<td>Inefficient workplace layout</td>
</tr>
<tr>
<td>From draw site to central processing lab to testing lab</td>
<td>Islands of like instruments vs. work cells</td>
</tr>
<tr>
<td>Within a lab</td>
<td></td>
</tr>
<tr>
<td>Carrying documents to and from shared equipment</td>
<td></td>
</tr>
</tbody>
</table>

### Inventory and Supplies

<table>
<thead>
<tr>
<th><strong>Examples</strong></th>
<th><strong>Potential Causes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>More or fewer supplies than needed</td>
<td>Large reagent lot sizes</td>
</tr>
<tr>
<td>Long lead times for supply replenishment</td>
<td></td>
</tr>
<tr>
<td>Re-stock / Re-order not based on consumption</td>
<td></td>
</tr>
<tr>
<td>Mis-utilization of skills</td>
<td>Examples</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>People seen as a source of labor only and not recognized as true process experts</td>
<td>Cross trained staff assigned to only one task for the day, Improvement ideas not listened to, or acted upon, Staff not engaged in continuous improvement activities, Not taking advantage of people’s expertise</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Waiting</th>
<th>Examples</th>
<th>Potential Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idle time created when material, information, people or equipment is not ready</td>
<td>Tray of specimens waiting for available tech or instrument, Waiting for... (Faxes / email, System to come back up, A handed off file to come back, Approvals, Meetings)</td>
<td>Non-continuous flow (i.e. hand-offs), Large batches, Push system, Excess WIP due to large batches, Equipment problems downstream</td>
</tr>
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<table>
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<tr>
<th>Over-processing</th>
<th>Examples</th>
<th>Potential Causes</th>
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<tbody>
<tr>
<td>Efforts that create no value from the customer’s standpoint</td>
<td>Excessive incubation, overly sensitive instrumentation, Performing testing that is not specifically requested by client, Redundant data entry, Unnecessary procedures</td>
<td>Silos of work, No visual controls, No standard work</td>
</tr>
<tr>
<td>Over-production</td>
<td>Examples</td>
<td>Potential Causes</td>
</tr>
<tr>
<td>-----------------</td>
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</tbody>
</table>
| Generating more information than the customer needs right now | • Upstream process step working at a faster pace than the downstream process requires  
• Making extra copies | • Unbalanced processes  
• No visual controls |

<table>
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<th>Defects</th>
<th>Examples</th>
<th>Potential Causes</th>
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</table>
| Work that contains errors, rework, mistakes or lacks something necessary | • Missing or inaccurate information  
• Blood samples that undergo testing but have not been in-handled  
• Retest, redraw or result revision that could have been avoided | • Non-standard work  
• Poor instrument maintenance  
• Degraded samples  
• Missing information |

**Waste Walk Time To the Bat Cave**
Write down your observations on your grid during your waste walk.
Ready to prioritize some **Quick Wins (QW)** from the identified waste in an Impact/Effort Grid?

<table>
<thead>
<tr>
<th>Big Impact</th>
<th>Easy to achieve</th>
<th>Difficult to achieve</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUICK WINS</td>
<td><strong>Big Goal</strong> (future project opportunities that may take &gt; 2-3 weeks)</td>
<td></td>
</tr>
<tr>
<td>Or Just-Do-Its</td>
<td>Some Value, Lower Priority</td>
<td>Not Worth Doing</td>
</tr>
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The Coach

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Changing Roles for Leaders/Managers

Where are you in your journey to being an effective coach?

Planner
Traffic Officer
Firefighter
Problem Solver
“Hero”

Facilitator
Resource Allocator
Conductor

“Opportunity”

problem
aSituation

Coaching Starts with Listening

True or false?
We speak at 125-150 WPM
We listen & comprehend at 600 WPM

How To Improve Your Listening Skills
https://www.youtube.com/watch?v=D6-Mi6fr1e8
Types of Listeners
• BEST ACTOR/ACTRESS in a listening role
  • Act like they are listening
• THE WATCH WATCHER
  • Seems to always be in a hurry to get somewhere more exciting
• THE FACT CHECKER
  • Dreams of being on Jeopardy! Always looking for an opportunity to correct you, and not in the form of a question
• GREAT AT LISTENING… to their own voice
  • Just waiting for you to take a breath so they can talk about what they were thinking about two minutes ago
• MEDIAHOLIC
  • People can be smart, phones are inanimate objects
  • “That’s nothing compared to what happened to me…”

Take the Closed-Mouth Listening Challenge

“Coaching” Questions (CQ) vs. Leading Questions

CQ
• What do you know about the types of waste you observed?
• Why do you think it is a problem?

CQ in Disguise
• What do you think would happen if you tried xyz?
Yes or No Questions vs. Thinking Questions

Yes or No
- Is **e**fg causing **x**yz?
- Is **x**yz happening because of **a**bc?

Questions you don’t know the answer to:
- What do you know about what is happening now with **x**yz?
- Why do you think **x**yz is happening?
- What should be happening with **x**yz?
- What do plan to try to address **x**yz?
- Why do you think **a**bc will fix **x**yz?

Target Condition

Current Condition

Staff identifies an opportunity → Informs manager → Manager solves problem

Target Condition

Staff identifies an opportunity → Informs manager → Manager **LISTENS** and asks coaching questions → Manager solves problem!

PDSA Problem Solving Roles

- **Front-line** = Problem solvers
- **Manager** = Coach
  - Plan…to **LISTEN** and ask coaching questions to foster a problem solving culture
  - Do it…ask questions
  - Study…by reflecting on if staff are solving more problems on their own
  - Act…less traditional manager style to a coaching leadership style

Manager solves problem
Coaching: Key Take-a-ways

- It’s about them
- It’s about listening
- It’s about listening to grasp their understanding of the current situation
- It’s about asking open ended questions for them to fully grasp the situation
- It’s about getting them to think and solve problems for themselves

Then what happens? Go to the Gemba.

Gemba – Micro Initial Processing Lab
This is employee engagement!

Quick Win Overachievers Award goes to...

I'm smiling on the outside but crying on the inside because it's so hard to find what I need to do my job. Help.

But I sit at a desk all day.

Before

The drawers, forget about it...
I tell people I got a knee injury playing professional soccer.

After

...and it took our good facilities day crew less than 10 minutes to switch the sides!!

The drawers, forget about it...

Lessons Learned Testimonials, etc.

<table>
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<tr>
<th>Quick Win Lessons Learned</th>
<th>What went well, what did you like?</th>
<th>What didn't go well or could have been improved?</th>
</tr>
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- The fact that the goal was to be a quick win, and not have to focus on things hard to tackle.
- Actually liked that someone came to check-up, and follow-up with groups. It was nice trying to get something solved that affects us long term and is good for us.
- Firefighter vs. coach
Why have a QWWW?
“What’s in it for me?”

References

How To Improve Your Listening Skills. You Tube. https://www.youtube.com/watch?v=06-MtLfh1t8
Verble, David. Coaching Problem-Solving in Huddles and Team Meetings. Lean Enterprise Institute. 8 September 2015.

My real-world experiences. Miksanek.Hedi@mayo.edu

Let's check, did I cover everything?

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