

A3 & OBEYA

USNH LEAN

2022 VIRTUAL LEAN SUMMIT

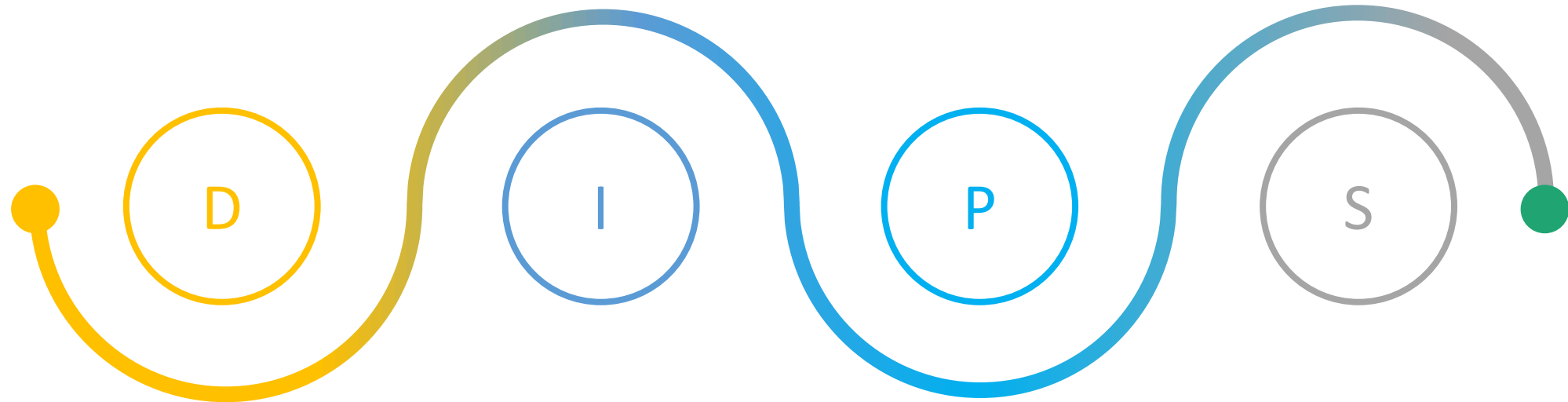
FRIDAY, SEPTEMBER 23, 2022 - 1:00PM TO 2:30PM

Subbu Venkat, Lean Sensei

B.E., MS, MBA, LSSBB, CPHQ, CMQ-OE

Session Description

How to utilize A3 thinking to enable sustainable change and critical thinking at all levels of the organization, especially in the frontline?



Design

How to design Obeya?

Implement

How to implement Obeya?

Problem Solve

How to Problem Solve in Obeya?

Sustain

How to Sustain the Obeya?

Design - Obeya



Design - Obeya



What is Obeya?

Japanese for “Big Room”. For increased collaboration between Teams/Departments. Connects strategy to execution (operations).

What is the intent of Obeya?

Dedicate time and environment wherein teams can visualize the problems and come to consensus for experimentation.

People

Obeya Master – Organizer of the space in alignment with the organization structure and the context to ensure logical/practical flow.

Process

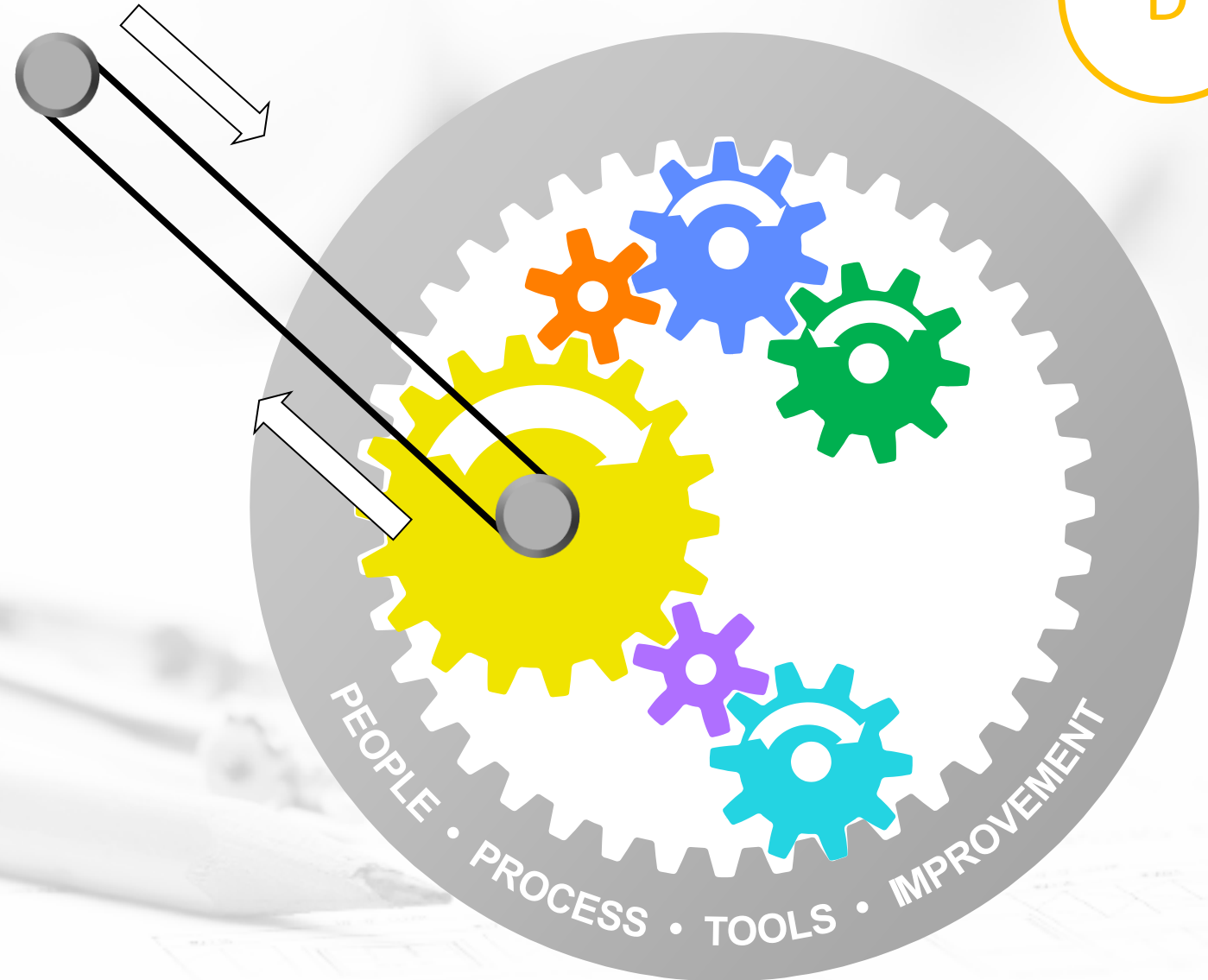
Structured time when Teams can learn and act real-time on improving KPIs.

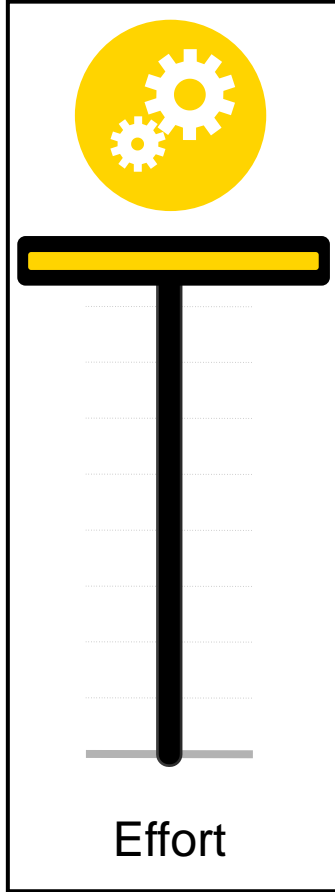
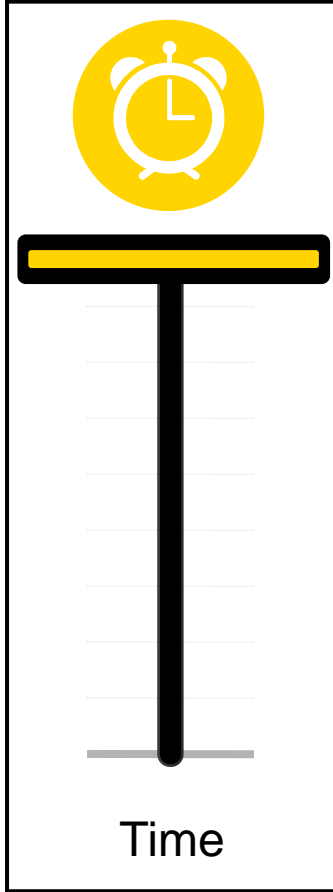
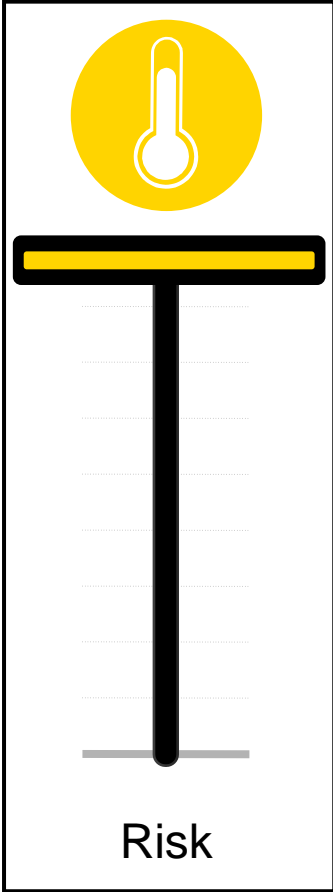
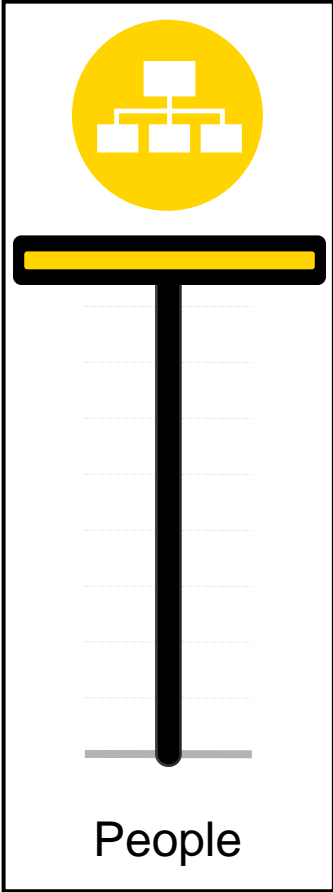
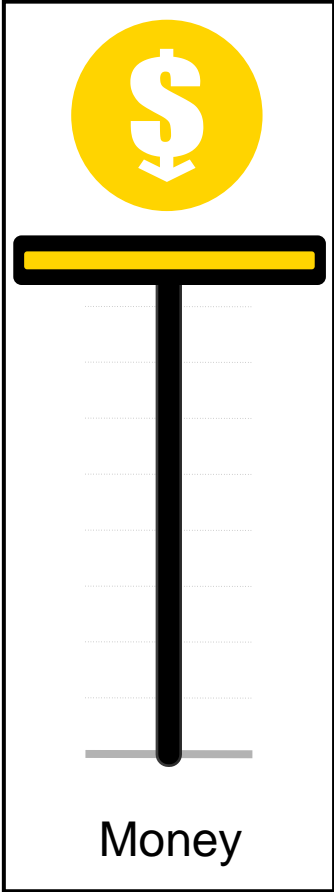
Tools

A3 – A process that structures effective and efficient dialogue and fosters understanding followed by the opportunity for deep agreement.

Improvement

Through consistent and structured cadence make gradual improvements based on scientific analysis and experimentation.

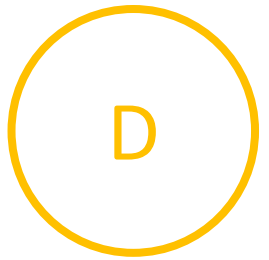




Simple Visualization

What is the problem we are trying to solve?

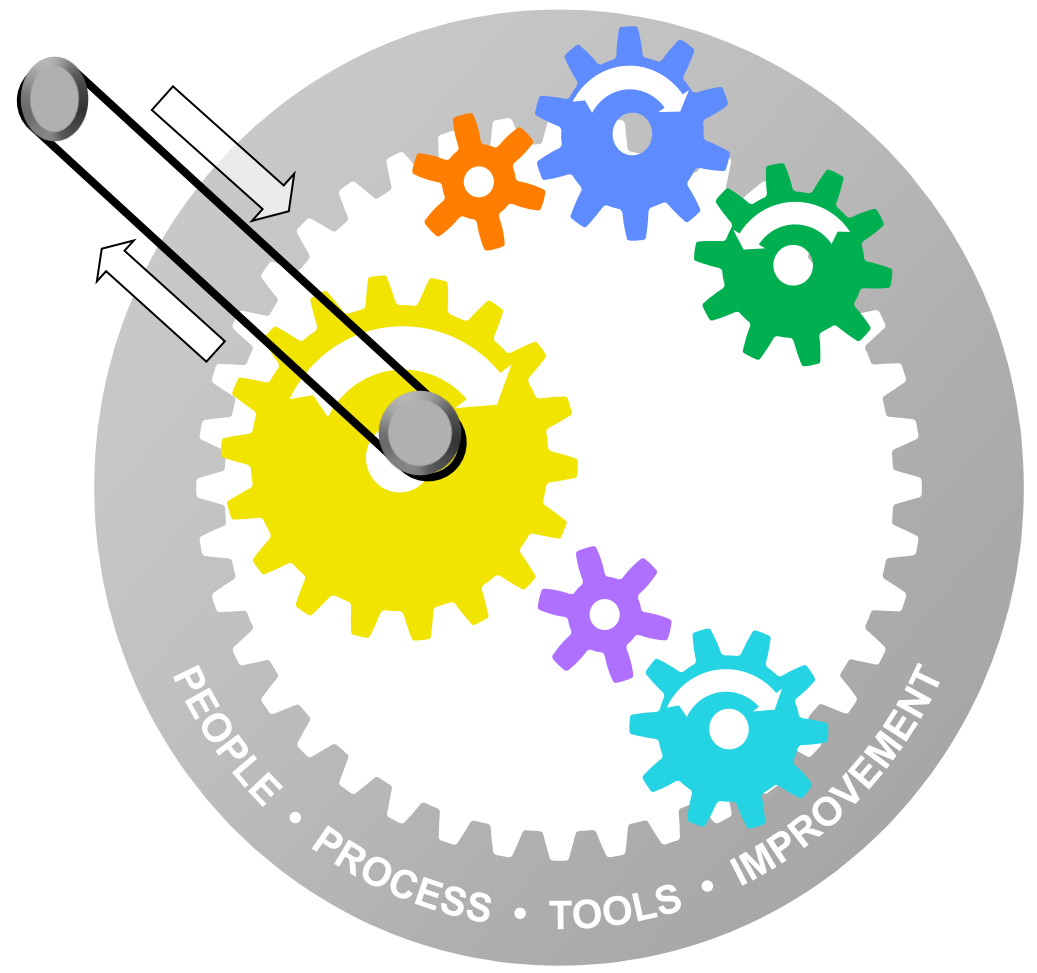
Design – Obeya – Famous Examples



Bridge of the Starship Enterprise



NASA's Johnson Control Center



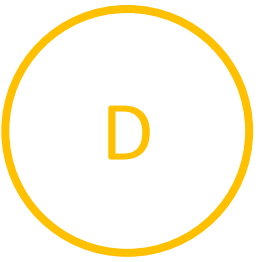
Design – Obeya – Healthcare Example



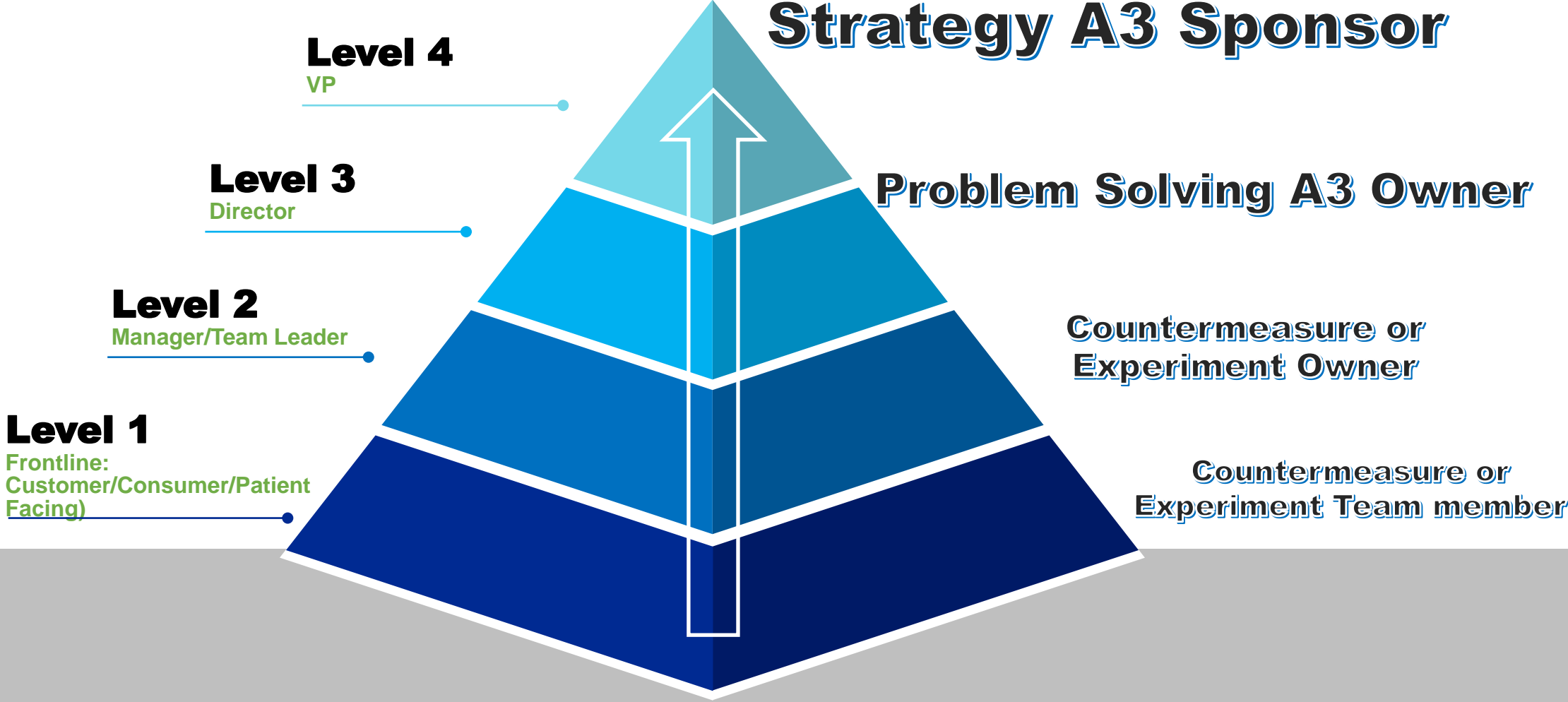
True North & System Strategy, Hospital A3, Service Line A3's, Problem Solving A3's, VSM Maps and KPI's.



Design - Obeya



Implement - Obeya



Implement - Obeya



Strategy A3 *(Fiscal Year)*



Problem Solving A3



Countermeasure

Strategy Deployment
Hoshin Kanri or X-Matrix

Identify KPI's
Leading and Lagging with owners

Capture Current State
What is the current performance?

Determine Future State
Where do we need to be to meet the Strategic Goals?

Gap Analysis
How much is the Gap? What are the Gaps?

Pareto
Prioritize the Gaps

Countermeasures
What are the Countermeasures?

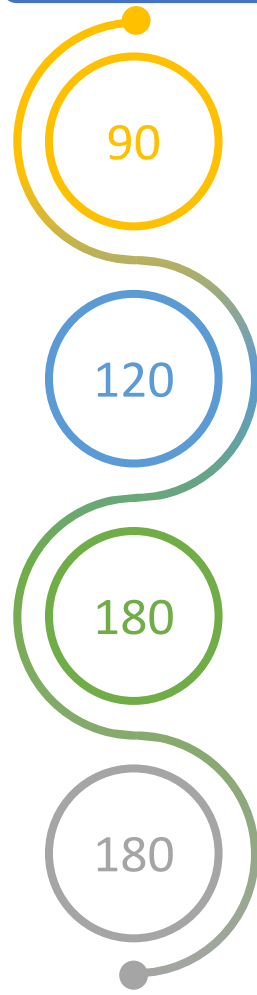
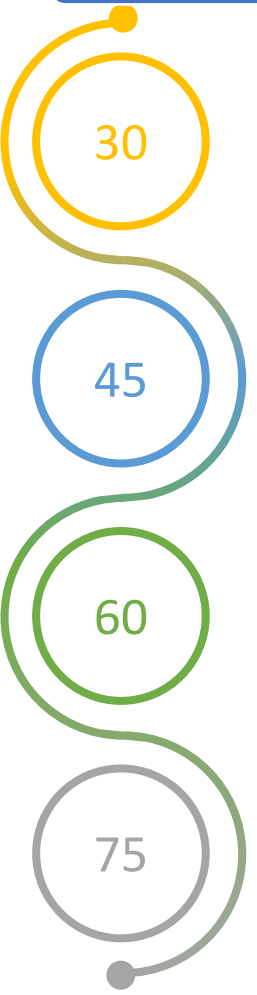
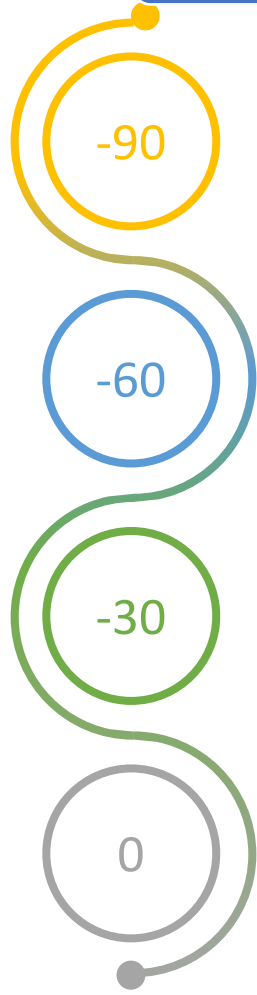
Team Formation
Frontline Teams

Experiments/Pilots
What is the experiment?
How long to experiment?

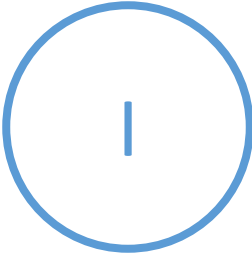
Measurement
Are we seeing improvement?

Best Practice
Is it a Best Practice?

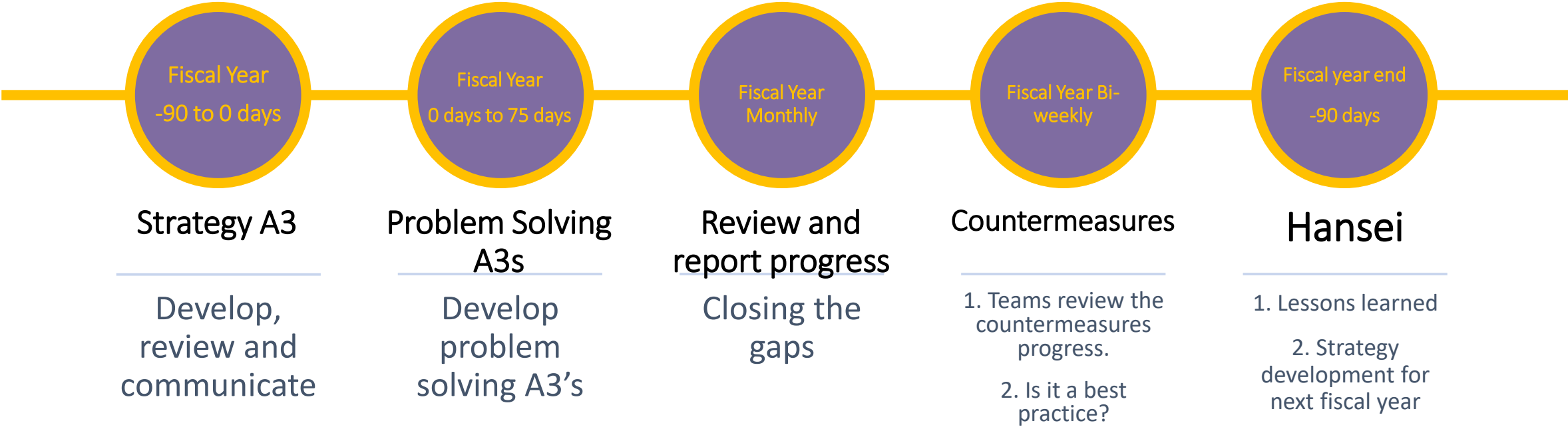
Spread
Are we ready to expand to other teams?



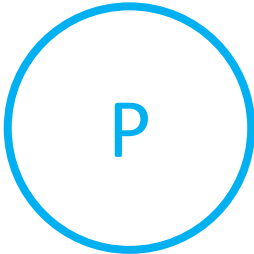
Implement - Obeya



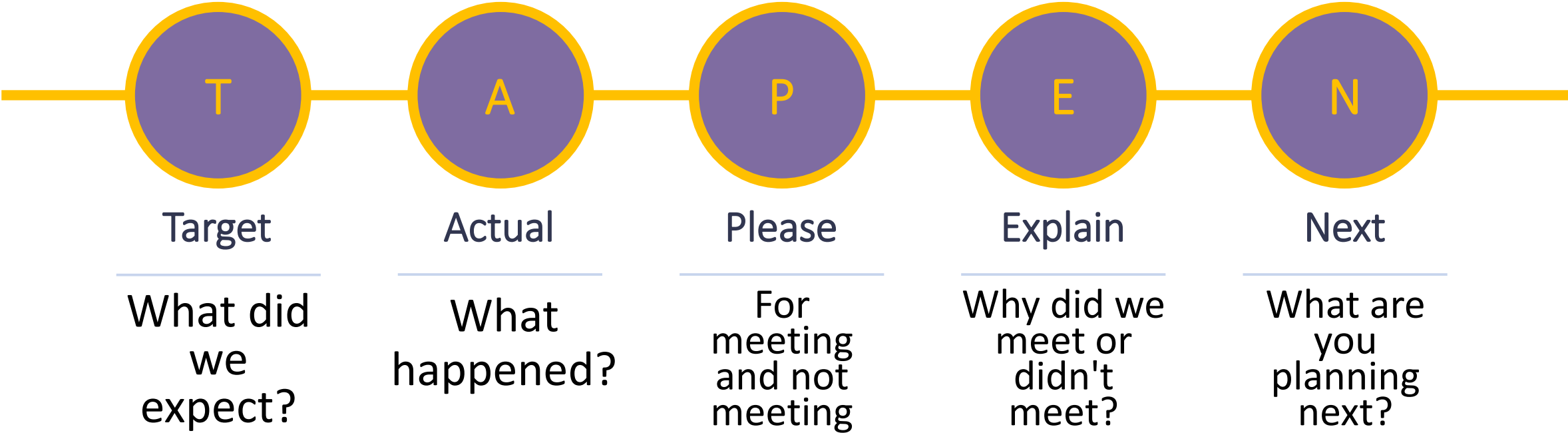
Cadence



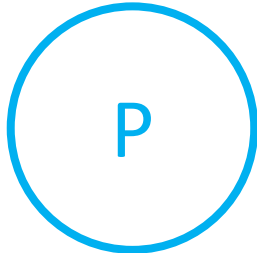
Problem Solve - Obeya



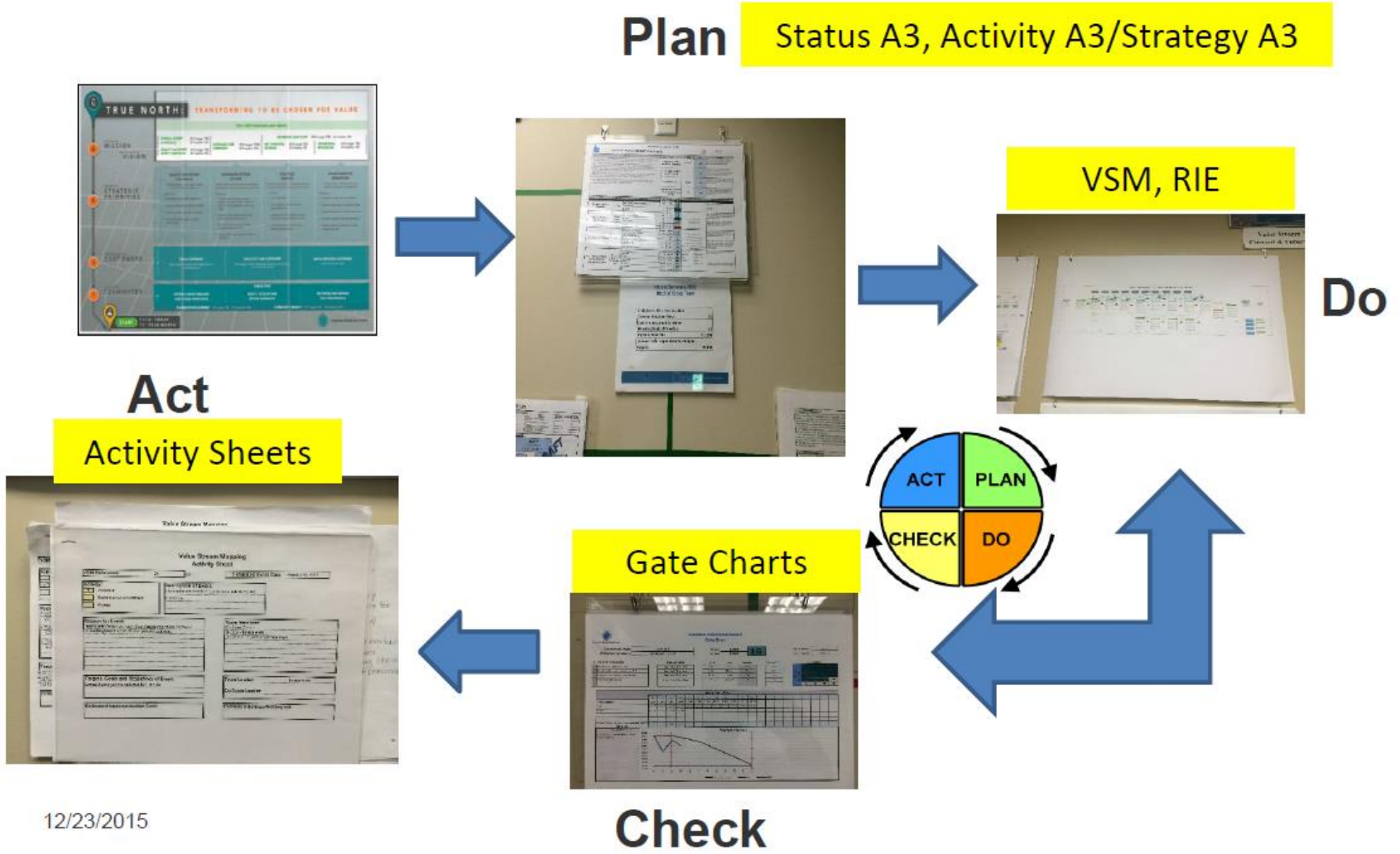
Countermeasure owner and/or team member uses TAPEN to report to Champion/Sponsor at Obeya



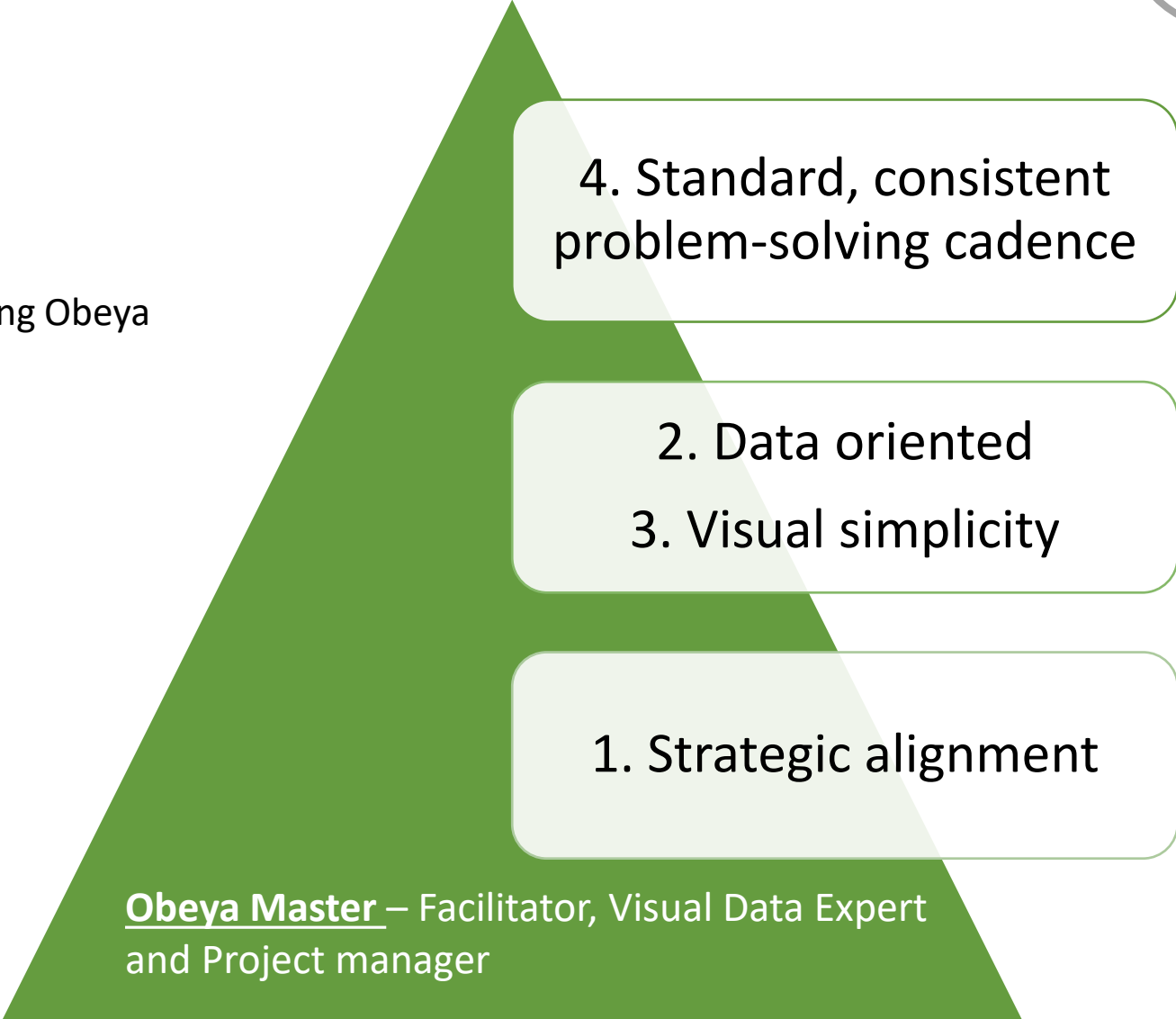
Problem Solve - Obeya



Example

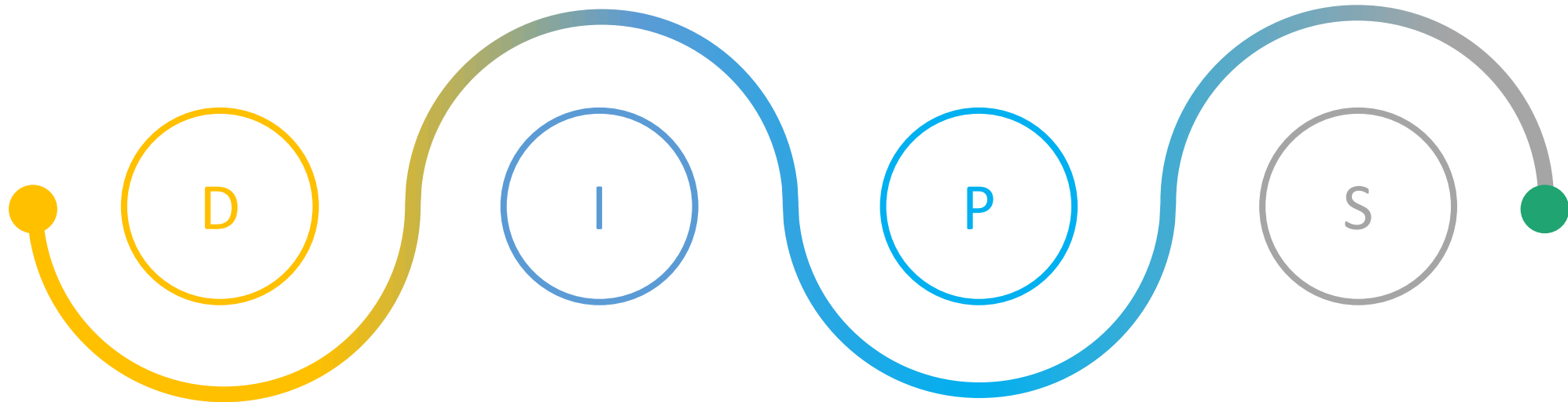


Sustain - Obeya



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Questions

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