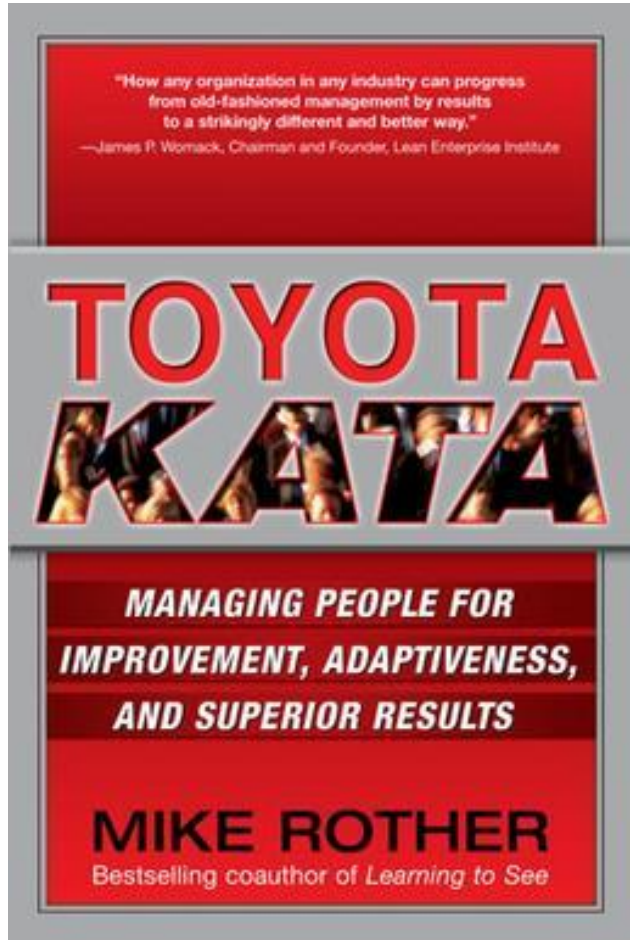


# Tack Time? What?

A hybrid process analysis framework for teams without Takt and Planned Cycle Time on their minds.

Steve Medland  
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# First, a little history . . .




Process Analysis and Target Condition forms used since the introduction of Toyota Kata have not been appropriate for all environments. Examples below show the issues we have run across in the past. A hybrid structure has been developed over the years that may be useful to some organizations.

MFG  
 Process  
 Analysis –  
 Some  
 areas not  
 useful and  
 confusing  
 for Non-  
 MFG  
 learners

TARGET CONDITION PLANNING FORM (Manufacturing)		Process Metric	Outcome Metric
Process	Challenge	Achieve-by Date	
<p><i>Step 1: Fill in current condition data</i></p> <p>Current Condition</p>		<p><i>Step 2: Fill in what you will keep the same</i></p> <p><i>Step 3: Fill in what you want to change</i></p>	
1	<p>Takt time</p> <p>Pc/t</p> <p># of Shifts</p>	?	
2	<p>Process steps, sequence, times</p> <p>Batch size. Where WIP.</p> <p># of Operators</p> <p>% exit cycle fluctuation</p> <p>Other observations about the current pattern</p>	<p>↑</p> <p>?</p> <p>↑</p>	
3	Equipment capacity		
4	# of Operators (calculated)	?	
5	Actual output / shift		
	Overtime		

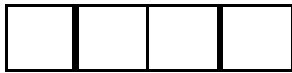
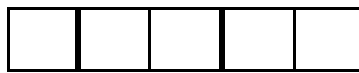

Services or General Process Analysis – Operating patterns dominate the form

TARGET CONDITION PLANNING FORM (General)		Process Metric	Outcome Metric
Process	Challenge	Achieve-by Date	
<p><i>Step 1: Fill in current condition data</i></p> <p>Current Condition  Target Condition</p>		<p><i>Step 2: Fill in what you will keep the same</i></p> <p><i>Step 3: Fill in what you want to change</i></p>	
Task unit and time to complete	?		
Current operating patterns	↑		
Equipment capacity	?		
Number of people required	?		
Performance data			

VERY  
General  
Process  
Analysis –  
Maybe too  
general?

TARGET CONDITION PLANNING FORM (Other)		Process Metric	Outcome Metric
Process	Challenge	Achieve-by Date	
<p><i>Step 1: Fill in current condition data</i></p> <p>Current Condition</p>		<p><i>Step 2: Fill in what you will keep the same</i></p>	<p><i>Step 3: Fill in what you want to change</i></p>
?		?	
<p>Wide open format often leads to soft analysis, poor metrics, and weak Target Conditions.</p>			

Hybrid  
Process  
Analysis  
Structure.  
Try this in  
services  
or when  
Takt time  
is not  
present.

<b>Focus Process:</b>		<b>Challenge:</b>
<b>Target Condition</b>	<b>Actual Condition Now</b>	<b>PDCA Cycles Record</b>
<p>Block Diagram</p>  <p>(Target pattern of work)</p>	<p>Block Diagram</p>  <p>(Current pattern of work)</p>	
<p>Target Process Characteristics</p> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <p>(Things we want to be true by <u>xx/xx/xxxx</u>)</p>	<p>Current Process Characteristics</p> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <p>(Current facts about the process not captured in the Block Diagram)</p>	
<p>Target Metrics</p> <p>(What the metrics are expected to be by <u>xx/xx/xxxx</u>. This could include cycle or service times.)</p>	<p>Current Metrics</p> 	<b>Obstacles</b>

# Where has this worked well? A couple of examples

- Health care – Patient care quality metrics (Pressure ulcers, infections acquired at the healthcare facility)
- SAAS – STP (Straight Through Pass) Number transactions went through the system without any human intervention necessary
- Small hospital Emergency Room – Staffing WILL BE one Dr and three nurses, demand will be highly variable. Process characteristics, patterns of work dominate the conversations and opportunities.