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UK/US SHINGO SUMMIT

2009

16-18 JUNE

Growing From Within: What to do when the Consultants have gone.

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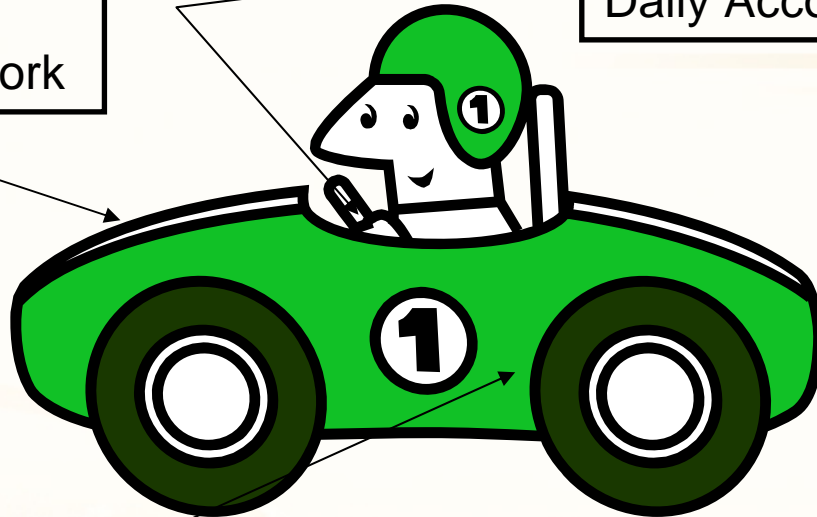
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Making lean management go!

Engine:
Leader Standard Work

Accelerator & Steering Wheel:
Daily Accountability Process



Transmission:
Visual Controls



Fuel:
Leader Discipline

Engine: Standard Work for Leaders



- Management's commitment to backing up words with actions.
- Setting the standards of expected behaviours for leaders in a lean environment.



Standard Work for Leaders....

- Layered, from the bottom up....
- Team Leader..
 - Supervisor
 - Area (or Value Stream) Manager
- Important element in focusing on the 'Process'.



Leader Standard Work...

- Team Manager Standard Work might include:
- Checking & confirming labour plan
- Leading a team 'start-up' meeting (5-10 mins)
- Gemba Walk with Supervisor.
- Monitor Standardised Work in each station. Check compliance and realign to standard.

It travels with the Leader!



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Leader Standard Work...

- Plant Manager Standard Work might include:
- Review Performance trend charts.
- Lead weekly performance / improvement review meeting.
- Verify leader's standard work.
- Gemba Walk each VSM with manager, weekly.
- Listening to an Improvement Project team present results (using an A3 or similar)
- Spending time on the floor.

It travels with the Leader!



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A-3 Thinking

Title: What are you talking about?

Owner / Date:

1. Background

Why are you talking about it?

2. Current Conditions

Where do things stand today?

* Show visually using charts, graphs, drawings, maps, etc.

What is the problem?

3. Goals / Targets

What specific outcomes are required?

4. Analysis

What is the Root Cause of the problem?

* Choose the simplest problem-analysis tool that clearly shows the Cause-and-Effect relationship.

5. Proposed Countermeasures

What is your proposal to reach the future state, the target condition?

How will your recommended countermeasures affect the Root Cause to achieve the target?

6. Plan

What activities will be required for implementation and who will be responsible for what and when?

What are the indicators of performance or progress?

* Incorporate a Gantt Chart or similar that shows actions / outcomes, timeline, and responsibilities. May include details on specific means of implementation.

7. Follow up

What issues can be anticipated?

* Ensure ongoing PDCA

* Capture and share learning.

A3 Thinking: Leader's Questions

- What is the problem or issue?
- Who owns the problem?
- What are the Root Causes of the problem?
- What are some possible counter-measures?
- How will you decide which counter-measures to choose?
- How will you get agreement from everyone concerned?
- What is your implementation plan – who, when, what, where and how?
- How will you know if your countermeasures work?
- What problems might occur during and after implementation?
- How will you capture and share the learning?



Daily Accountability: Managing Improvement Activity.

Duration of task	Typical focus	How managed
1 to 5 days	Fix an immediate problem, implement a simple improvement, simple cause analysis	Daily task assignment board; follow-up at daily meetings.
6 to 30 days	Problem-solving process for more complex cause analysis, solution or recommendation.	Via A-3 visual project plan. Review at weekly project session.
30 to 90 days	Longer-term or more complex problems or opportunities.	Via A-3 visual project plan. Review at weekly project session.



Case Study 1

- A Manufacturing Business that is fairly 'lean mature'.



The 'Power' of the Gemba Walk

- Form part of senior managers Standard Work.
- Forms part of the 'agenda' for Lean Steering Committee meetings.
- Take place on a regularly scheduled basis.
- Start at the top (CEO) and work down as the Senior management learn to see in a 'lean' way.
- Adopts a 'Master & Student' approach. Teaches how to see in new ways.



Transmission: Visual Controls



- Maintenance of Visual Controls should be seen as:
 - Vital
 - Expected
 - Something that requires regular review
 - Leading to Action!



Visual Management



3 Rules of Gemba Kanri

- Understand the Business Objectives and Cascade to the Correct levels in the Organisation
- Localised Visual Management Charting Performance to Target (KPI's)
- Action plans / Continuous Improvement Activities focussing on Performance Improvement to target (A-3 or similar).



Case Study 2

- An organisation that has failed to sustain a lean transformation



Accelerator & Steering Wheel: Daily Accountability



- Ensure that daily accountability meetings form part of all Leader's Standard Work.
- They should be:
 - Brief – no more than 15 minutes
 - Conducted standing up.
 - Located at the Gemba
 - Have a clearly defined agenda driven by the Visual Boards.



Examples of Simple Daily Routines Ensuring Discipline to Standard



Shift 'Gemba Kanri' Cell Audit Sheet

Machine :	Shift :	4P/TPM :	Date :
Time of Audit	9.30am and 9.30pm		2.00am and 2.00pm
Auditors :	4P / TPM Tech & Core Team Member		4P / TPM Tech & SNR 4P
Key Audit Function	Audit - Set Key Actions and Responsibility		Audit - Confirm 1st Audit Actions Completed
Count Boards Up to Date and Last 2 Hours on Target	☺	☹	☺
If Above Item Not on Target Corrective Action			
Cell Data Recorded Correctly (D/time / Rejects)	☺	☹	☹
If Above Item Not on Target Corrective Action			
Cell Housekeeping to Unit Standard	☺	☹	☹
If Above Item Not on Standard Corrective Action			
TPM Boards to Date Clean & Checks Completed	☺	☹	☹
If Above Item Not on Target Corrective Action			
Quality Alert Present for Bag Type (If Required)	☺	☹	☹
If Above Item Not on Target Corrective Action			
All Items For Next Roll / Product Change in Place	☺	☹	☹
If Above Item Not on Target Corrective Action			
Standard Work Method Displayed and Worked to	☺	☹	☹
If Above Item Not on Target Corrective Action			
4P End of Shift Sign Off	SNR 4P Shift Sign Off		Audit Sheet To Manager

Audit Item

Audit Frequency

Audit Result

Sign Off

Corrective Action

CAPDo

1. Check:

The current status using the Patrol sheets.

2. Act:

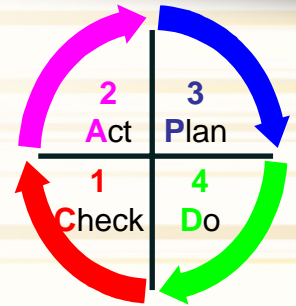
To immediately solve today's problems or put in effective containment actions.

3. Plan:

A permanent solution to eliminate recurrence.

4. Do:

Implement the permanent solution and change the standard.



Example:
4P Plant Gemba
Patrol Sheet

Standardise
 &
 Visualise

Implement
 and make obvious
 (quick to check)

Plant		Daily Patrol Sheet				
Supervisor: A. Supervisor		Date: 9 th September 1999				
Sketch/Picture:						
No	What Varies?	How?	Standard		Result	
			Required	Actual	OK	NG
1	Safety - Machine guards and stop buttons.	Check that all guarding is serviceable and secure. Check that all emergency stop buttons are working.	Guarding is safe and isolation switches are working.			
2	Clean & Check Sheets	Ensure that the clean and check sheets are up-to-date and filled in correctly.	Daily checks are complete and the operator has signed to confirm.			
3	M/C Downtime	Ensure that the downtime log for each machine is up-to-date and filled in correctly	All entries are complete and the operator/maintenance member has signed to confirm.			
4	M/C Downtime & Corrective Action	If there is excessive downtime check that a reason has been given and that a corrective action has been identified. Follow-up corrective action.	Corrective action is underway for special cause downtime.			
5	Changeover Standard	Check that the changeover log is up-to-date.	The previous changeover time and comments have been logged.			
6	Changeover Standard & Corrective Action	If the time is over the target check that a reason has been given and that a corrective action has been identified. Follow-up corrective action.	Corrective action is underway for non-standard changeover times.			

Case Study 3

- A Service Industry business that is just starting its lean journey.



Fuel: Leader Discipline



- What sustains a lean management system?
 - YOU!!
 - And the example you set by your disciplined adherence to the system you've put in place.
- Discipline in organisations is always a domestic product, never an import!



Leading in a lean environment

- Focus on the process – stabilise it, standardise it, and improve it by:
 - Exposing the problems
 - Eliminating them
 - And repeating the cycle over and over.
- So Visual Controls make it easier to see the status of your process and the nature of the problems
- Standard Work for leaders is intended to ensure that the visuals are, firstly, maintained and secondly acted upon.



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Fuel: Leader Discipline



- What should you do?
 - Rely on Leader Standard Work.
 - Maintain the Visual Controls.
 - Conduct Gemba Walks regularly with your subordinates.
 - Keep Yourself Honest / Assess your progress on a regular basis.
 - Insist that if a problem is big enough to warrant attention, there should be an A3 document completed.

