

Foundational Methodologies

When you are building a house you start with the end in mind. You can see the beauty of the final product as you envision the number of bedrooms, bathrooms and of course the location of the kitchen ... People will admire and perhaps envy the final product.

But before you can realize this vision you need to put in place the foundation. This is the same for implementing your Lean Methodologies or enhancing your Performance Excellence strategy.

Typically, when doing a transformation within an existing organization a leader has an mind blowing experience after visiting a well organized and very clean facility. They charge back and mandate the deployment of 5S+1 through-out the organization. This typically results in an extensive exercise that cleans the facility but does not accomplish any tangible improvements ... so the Lean initiative dies.

It is import that from the start we create respect for people and manage to get them engaged. Engagement can be many things to many people but the constant is that every human being wants to do a good job. Left without direction, people will attempt accomplishment in their own manner and set goals for themselves. However, The processes developed and the goals established may not complement what the organization has promised ... so we need alignment.

We need to make employee's understand how to identify "**Disturbances to Flow**" this where we create within them "Eyes for Flow" and "Eyes for Waste". For this we train our employee's to utilize a waste observation sheet and standing in their own Ohno circle.

But we need more foundational tools and then as the organization becomes comfortable with them then it becomes easier to augment the foundational tools with advanced methodologies as the organization becomes stronger and more agile.

The basic foundational tools consist of the following;

- **Waste Observation Sheet** ... to identify and quantify Disturbances to Flow
- **Hourly Run Board(s)** ... to set hourly goals and means to measure accomplishment
- **Total Productive Management** ... in addition to operator self checks, aid your desire for Distributed Accountability to insure that the process and area is maintained to your standards.
- **Daily Report-Out Board** ... this is key to success and
- Becomes the datum for Shift Start, Shift Exchange and Daily Management Report-Out to established KPI's. We Focus only on the previous 24 hours and the upcoming 24 hours

Where Lean Thoughts can become Reality

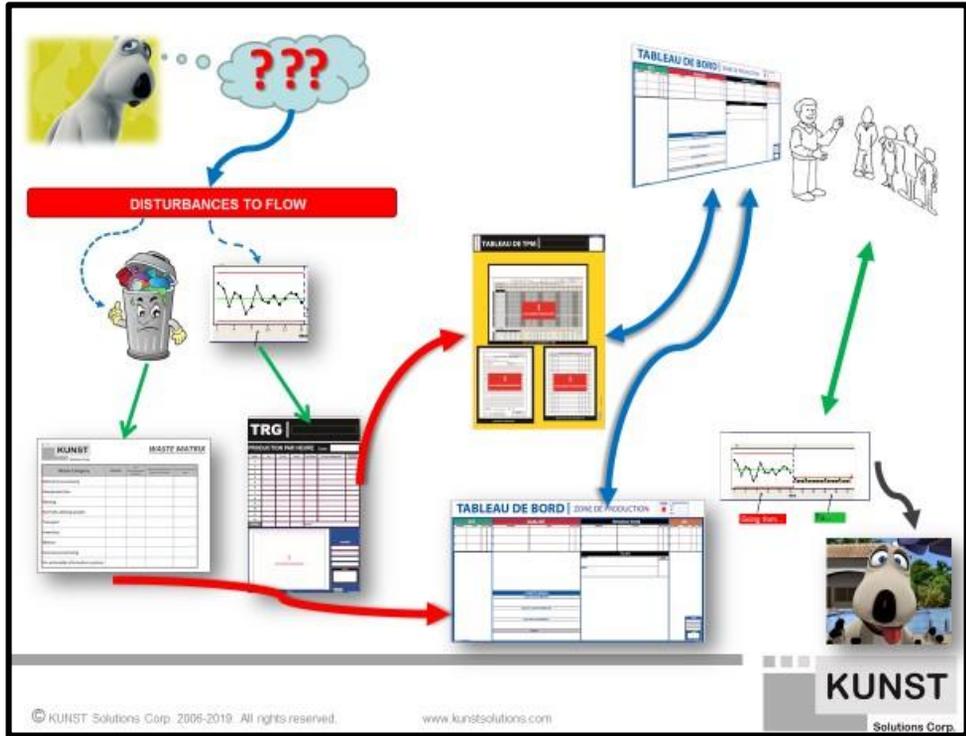
"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

Foundational Methodologies

It is important not to overthink the content of your foundational tools but rather that you just get started. In many cases it is worth making the investment of using a coach to get you started. If you use us we have all of the templates and effective training to get you started. Be prepared to see a 20-30 and perhaps a 50% improvement within a month.

The graphic flow-chart below shows how the attributes work together but the Daily Report-Out board is the center of attention.



With practice and the use of precision speaking a report-out can be completed within 10 minutes. The power of having the entire management team in attendance is that decisions can be made right on the shop floor without having to schedule another meeting, page the person or hope that someone else will solve the situation.

Once this base-line of communication is entrenched within the organization it becomes very easy to add additional reporting exercises. To get the leadership team away from “aisle management” start adding mini 5S audits, or have employee’s do mini-report-outs to the leadership team on a suggestion that they have implemented giving them acknowledgement of their contributions.

In addition the increased visibility of management on the shop floor demonstrates the commitment of management to the well being of employees and the vision to remain competitive.

Lean Thoughts