

Hi, my name is Paul,

I'm here to present to a couple of things, the first is how we arrived at the present Lean Steering / Subcommittee structure. The second is to show you an example of waste and challenge you to go back to your workplace and find your own and get rid of it. I'm not going to embarrass myself in front of my colleagues and I don't want to embarrass any of you so I will pick an example that literally came to my door.

The journey to lean is just that -- a journey.

But in our quest for ISO certification we gained a POLICY (*hold up by hand*) and OBJECTIVES (*hold up by hand*): / Customer satisfaction, People, Quality, Profitability, I crossed out the bottom one here because that was not one of the original objectives; we added that one during our attempt to get ISO 14000 certified.

And after a time we even got all the employees to memorize them, and the ISO auditors were happy, but we did not live happily ever after.

In November of 2005, at Frank's request, an "Accounting for Lean Team" was established.

I going to read some notes I grabbed from some actual minutes right now...

* In December of 2005 the team decided that we should have "Performance Measures" that support the company's strategies and objectives

* A quote from a meeting in January 2006, "We agreed we are only in the early stages of Lean". The team came up with a "To Do List" for our lean journey which is a kind of map to the future. I have a latter copy right here. Could you do me a favor and read what it says right here... hand a copy to someone. (*It says "Not Easy"*)

* And by March the team was renamed the "PSC (Lean) Steering Committee" and was reviewing the metrics to put up on the dashboards that you can see throughout the plant.

* So by April the committee was walking through the dashboards for PSC and, I quote, "Some of the data was actual". They were also seeking to enlist people who could supply them with the "numbers" in a timely fashion. They were trying to grapple with making the myriad of machines into "value streams", a word that was not in my vocabulary at the time.

* By May a study of the complex product offerings showed that the primary 4 value streams could easily be made into 10 and possibly another 20 and all had serious equipment overlap.

This led to a summer of discussions of what do we want from the VS owners, what do we want from the future VS managers, coming up with a plan to get to the desired state, job descriptions ... it was a summer and fall ... and winter of searching, grappling with a myriad of issues such as

- Preventative maintenance
- Kaizen events
- 5 S events
- Spider boards
- Getting work instructions for cleaning and sustaining
- Lean Book Club
- Reducing work in process
- Moving parts from one value stream to another
- Throw in a crisis in OTD
- AND really, how many working Value Streams do we actually want
- AND a new organizational chart to go with it.

Does any part of this story sound familiar? Can you relate to any part of the meandering and angst that occurs as one moves into only semi-understood territory?

So from my perspective, we were tracking metrics for objectives but didn't seem to have the right tool to change them.

We had a lot of 6 sigma projects and Lean events but many were outside of the Steering committees knowledge and we had little influence on their direction and impact.

So one day this spring my boss and I were lamenting together about what we would need to get this whole thing working better. It was one of those "why don't we just ...kind of moments"

And in the space of 20 minutes we came up with this. (Show chart)

PROS:

- Steering committee steers
- Sub-committees are the places to get more employees involved in goals and lean thinking
- Sub-committees are the CNS for ongoing projects which accomplish things.
- Bylaws set up procedures for terms that establish both continuity and ability to change
- Dashboard numbers originate from proper and authoritative source
- Sub-committees have more expertise and focused charter
- Sub-committees provide detailed incremental steps on how to achieve TC's long term goals
- Sub-committees work with Value stream owners to determine projects beneficial to goals
- Projects are pulled from below
- Sub-committees might find that existing metrics are not readily influenced by employee behavior
- No rouge events or programs
- AND subcommittees become the weight of change and improvement.

One of the rules of LEAN is to create a culture of continuous improvement.

Now for my example of WASTE:

Show how there is a quality map product that can withstand immersion in water

Talk about ordering 7 maps, 6 different kinds.

And how 3 arrived one day after work and I thought that that was kind of stupid that they came in 3 separate envelopes. But was I in for a surprise for the very next day I got 3 cardboard boxes with the rest of the maps.

Slowly display how they came.

Show chart of cost breakdown.

Ask what the other issue is here.....environment

So I just happen to have a part of their MISSION STATEMENT: "Inspiring people to care about the planet...promote natural and cultural conservation..."

Finally got a hold of a manager at the place and ultimately was told that it came down to:

"THEY DON'T DO MUCH THINKING DOWN THERE"

This is a very embarrassing statement to be made from a manager

Discuss for a bit and reveal the name of the company,

There is plenty of low hanging fruit out there and some of it has already reached the ground.

It is your job to change things because there is a lot out there that needs improving

I need your help to do this. I'd like you to say this sentence at the count of three in a low voice

(Show sentence # 1) 1... 2... 3... I would like to make the sentence have more impact

I made a small change to the sentence...It says the same thing... I added a space...

Read it now... (Show sentence # 2) 1... 2... 3... Anyone sense a difference? It's an important one.