

Management training: Lean Leadership 2018

Session 6: Support Daily KAIZEN

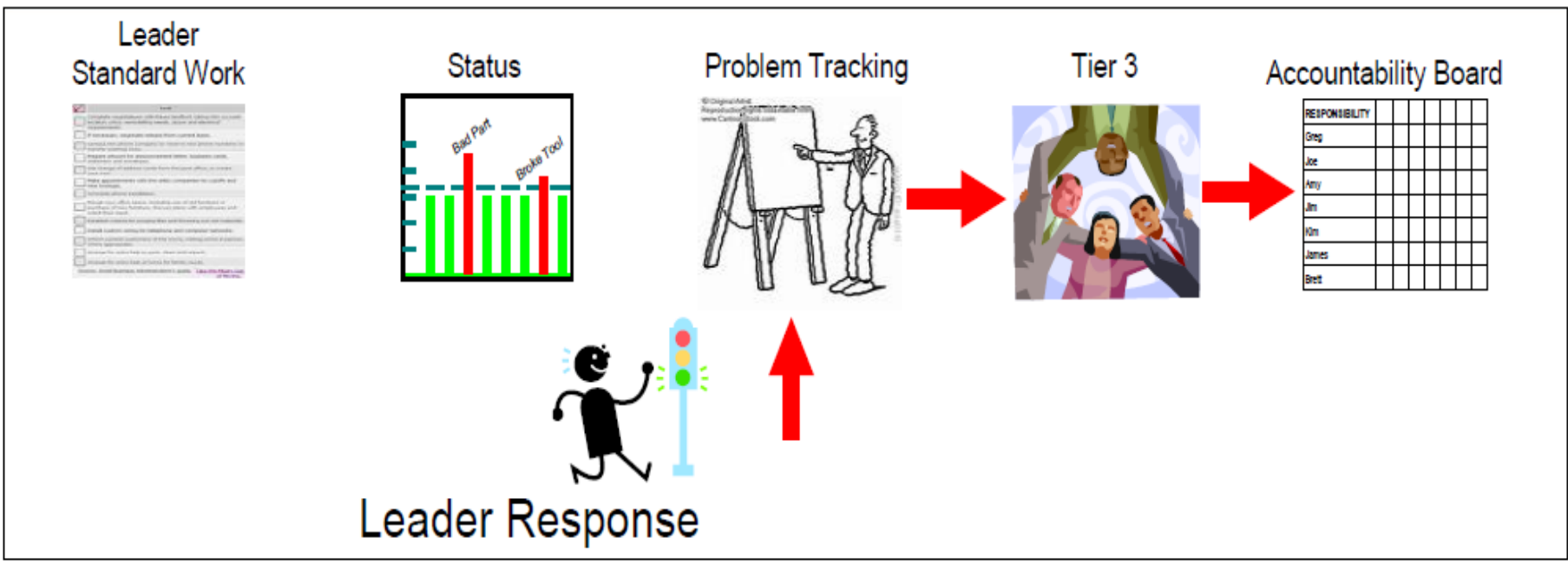
**Ringo Ng
November 14, 2018**

Version: 4(German Chamber)

Support Daily KAIZEN

Lean Daily Management (Element overview)

- Sustains Proper Behaviors
- Effects All Levels of Management



What Should I Do?

1. Go and see – learn from the workplace
2. Make the workplace visual
3. Developing people
4. Teach staff to see, create solutions and improve
5. Developing your own standard work
6. Never stop improving
7. Be accountable



What you cannot see, you cannot manage!

Daily accountability-Huddles

- Daily huddles are a key part of daily management.
- Daily huddles are team or cross-functional group meetings focusing on process status, identification of challenges
- Benefit: Enable the team to raise and address issues as they occur, preventing larger problems from developing.
- Huddles typically occur at the visibility wall at the same time each day.

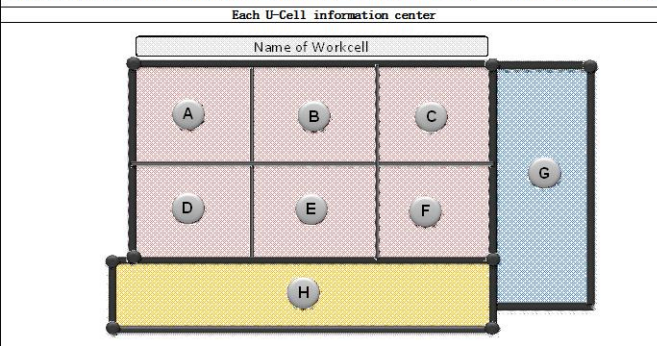


Support Daily KAIZEN

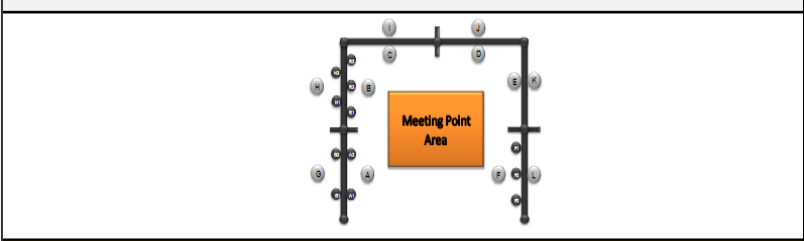
Visibility Wall

- A visibility wall is an essential element of Lean Daily Management. It provides a permanent location to easily view the work of the organization
- Posting categories include quality, cost, delivery, safety and morale.
- Each wall has a statement of purpose, a communications section for unit activities and improvement ideas or projects.

Manufacturing Floor Management at Testo AG (Instruments) – Floor Status Board



Glass Wall Management at Testo Instruments (BU Instruments)



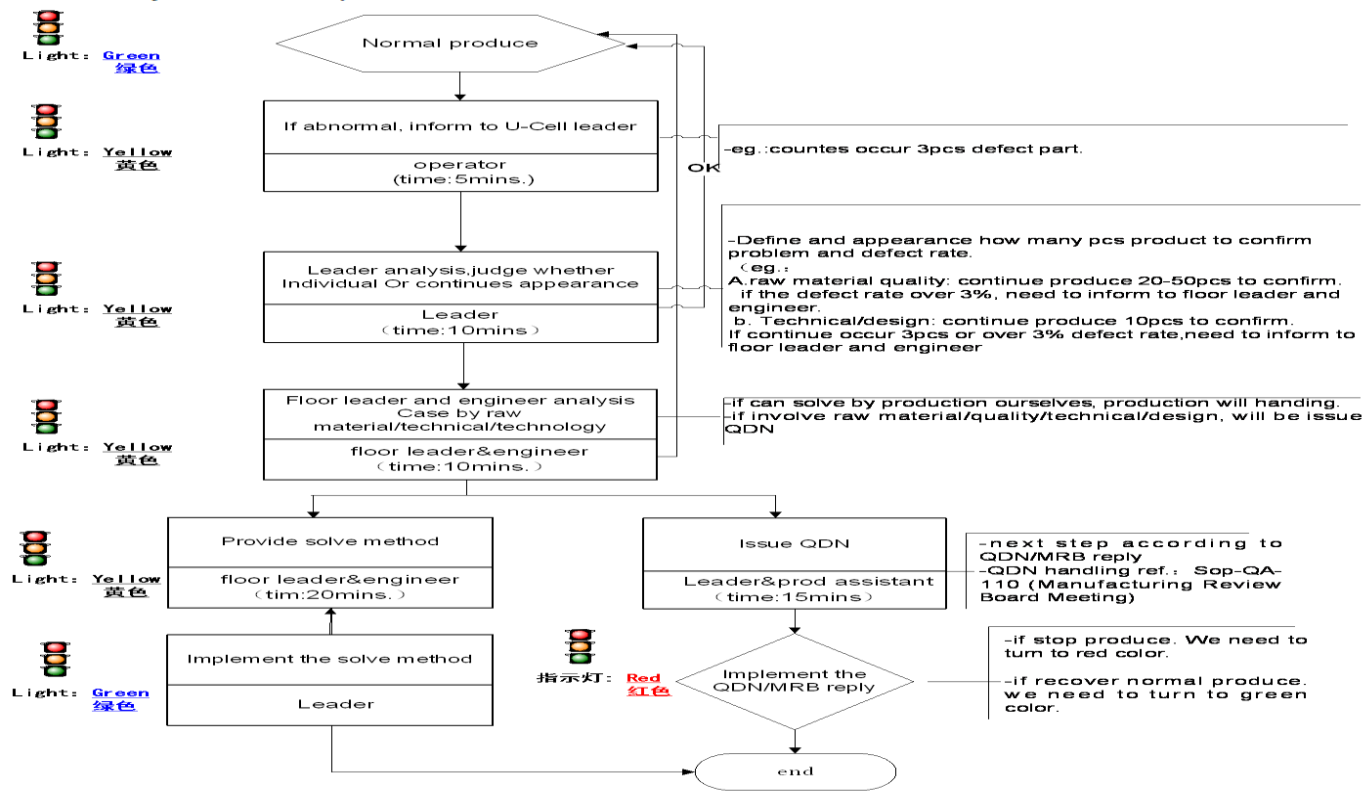
Floor	Position	Headline	Headline (Chinese)	Board Owner		Content
				Function	Name	
2nd, 3rd & 4th Floor	A	QDN	品质/数量异常通知书	QA-Floor Leader	2nd Floor: Channing Wang 3rd Floor: Lingyan Tao 4th Floor: David Peng	A
	B	Weekly Output Status	每周产量状况	PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	B
	C	Daily Demand	日常需求	SON-Team Leader	Kate Wang	C
	D	Operator information	员工信息	PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	D
	E	OQC	成品品质控制	QA-Floor Leader	2nd Floor: Channing Wang 3rd Floor: Lingyan Tao 4th Floor: David Peng	E
	F	Capability Study	制程能力研究	QA-Floor Leader	2nd Floor: Channing Wang 3rd Floor: Lingyan Tao 4th Floor: David Peng	E
	G	Floor Status Board-Information	楼层状态栏-信息	PROD-Floor Leader	3rd Floor: Ann Lai 4th Floor: Zouli Hao	G
	H	Short Material Status	缺料状况	PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	H

Floor	Whiteboard	Headline	Headline (Chinese)	Board Owner		Position	Content	
				Function	Name			
3rd & 4th floor	A	Floor Information	楼层信息	BU-Manager	Kenny Zhu	A1	Floor Goal-hour Communication Guideline for meeting	
				BU-Manager	Kenny Zhu	B2	Floor Information	
		B	Production States	生产状况	PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	B1	1. Operator Performance 2. Operator Attendance 3. Operator Skill Chart
				PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	B2	Accident Status	
				PROD-Floor Leader	2nd Floor: Ann Lai 4th Floor: Zouli Hao	B3	Production Floor Pair Yield	
		C	Material States	物料状况	PUR-Team Leader	Jahn Wan	C	Material Status
		D	Quality Deviation (QDN) States	品质异常状况	QA-Floor Leader	3rd Floor: Lingyan Tao 4th Floor: Lingling Zhang	D	QDN-Review
		E	Process Improvement States	流程改善状况	PJM-Manager	Owen Yu	E	Process Status Review
		F	Quality Services States	品质服务状况	QA-Floor Leader	3rd Floor: Lingyan Tao 4th Floor: Lingling Zhang	E1	Warranty Rate Review
				QA-Floor Leader	3rd Floor: Lingyan Tao 4th Floor: Lingling Zhang	E2	Quality Activities → Customer Complaint → Product Audit	
				PJM-Manager	Owen Yu	E3	Medication Request (MR)	
		G	Internal Material Flow	内部物料流	WH-Team Leader	Katherine Tang	G1	Internal Material Flow - Turn Back Cash
			生产通知栏	PROD-Manager	Rinze He	G2	Production Notice Item	
	H	Safety & Suggestions	建设性意见区	BU-Manager	Kenny Zhu	H1	Suggestion Board area	
			5S安全承诺	PROD-Manager	Rinze He	H2	5S Safety Promotion	
	K	Continual Floor Improvement Activities	楼层持续改善活动	PROD-Floor Leader	2nd Floor: Joy Lin 3rd Floor: Ann Lai 4th Floor: Zouli Hao	K		
	L	OQC Activity	品质管理活动	PROD-Manager	Rinze He	L	OQC Activity	

Support Daily KAIZEN

Andon (Signal to identify abnormalities)

- A signal to notify management and support personnel of a safety, quality, or process problem
- The signal helps the team determine the root cause of the abnormality, defect, or delay in order to prevent a re-occurrence



Total processing time: 60Minutes

Support Daily KAIZEN

Problem Tracking

- Methodology to track issues that cause variation from a safety, quality, cost or delivery standard

unit #	Time in	issue
12-Sub-09 782	5:30	
39049 (Lubrication)	1:15	- chip in CW on LS, possibly on LS Bracket Air Battery Box when
39050		- Low engine oil - missing engine full gauge plug. - Adjust fuel tank inward - R/w extension tube - missing sentry seal on L/R torque hub
17-Sub-09 39051	5:30	- install on primary LS dables, to weld repair - PAINT for vehicle on wire crossmembers
39052	6:45	- Secondary rest pad loose - Secondary lift cylinder hoses fitted

QUALITY			
	ASSEMBLY	FABRICATION	PAINT
	ASSEMBLY SERVICES		
ISSUE	TRAINED	UNTRAINED	
2 clamps base in axle (Top many times in area)	Y	N	
Bolt on starter loose (Supplier)	N	N	
Reel 7" cable base in rear axle solenoid (Self check)	N	N	

Total: 12 Open: 1 Resolved: 9 Dropped: 2

Status: From:

Issue ID	Description
Diff 7854	Should this subclass FileAttachmentCommentBlockModel instead
Diff 7887	This looks like it'll interfere with the diff viewer.
Diff 7888	Can you include a comment block describing this?
Diff 7889	The function you provide is the same signature as _addComm

Keep in Mind.....

- The Visibility Wall is not in itself the goal – the discussions, actions and accountability are what is important
- PDSA (Plan, Do, Study, Act) – keep pressure on your team to get out and try implementing improvement ideas.
- The more people informed and trained in changes made, the better chance that changes will be sustained
- If the team is stuck, go back to the purpose statement and process steps for direction

end

Thank you!