

***Lean-By-Doing*SM**

GBMP's commitment to supporting a growing continuous improvement culture in the Northeast has engendered new Lean learning products to provide a greater depth of understanding of TPS countermeasures.

As every countermeasure is a means for closing the gap between the current condition and an ideal condition of one-by-one production with perfect quality, GBMP's new Lean-By-DoingSM workshops have been developed to enable participants to first better understand and visualize the ideal (True North), and then see the current condition through new eyes. Created by GBMP's newest employee, ¹Lesa Nichols, our Lean-By-DoingSM workshop series is designed to take experienced Lean practitioners to a new level of understanding of TPS countermeasures and the principles behind them.

Targeted to *your* organization's Lean leaders, these intensive workshops are conducted on actual shop floors with limited class size to guarantee extensive one-on-one learning between teacher and student. GBMP will offer public as well as private workshops at selected sites, providing focused learning opportunities that cannot be achieved in large class settings.

Standardized Work

While many shop floors are decorated with work combination sheets, standardized work layouts and process capacity charts, these rarely reflect the actual work, do not prevent unneeded investment and facilities, don't provide flexibility for volume changes, and therefore are not helpful to factory team members or managers. Often characterized as the foundation for TPS, standardized work represents management's commitment to enable every team member to excel. Standardized work creates a clear, doable baseline for worker activities based upon customer requirements, protecting improvements that have already been made and stimulating creativity for more improvements. It is the foundation for kaizen. If your standardized work process does not accomplish that, this three-day workshop is for you.

The hands-on workshop revisits this countermeasure from the standpoint of the operator to create a visual mechanism that clarifies the work at a glance and gives meaning to "the charts." Participants are engaged to customize these visual guides to the actual circumstances before them. Students will learn how to describe a repeatable process both for production and non-production tasks, engaging the experts on the floor to create a best current way to do each task. Depending upon venue, GBMP will also offer a specialized workshop on standardized work for office and transactional type work.

Problem-solving

The basic tools of problem solving, such as 5 whys and problem funnels are among the first countermeasures applied by Lean implementers. But too many times, corrective action is not lasting and effective. And more critically, too many problems are not even identified, remaining as annoyances to workers and creating instability in the process. Without a broad-based, continuous problem-solving environment, work standardization cannot be maintained and kaizen will be stymied. GBMP's hands-on problem-solving series links the problem-solving process to basic TPS principles to create a problem-solving culture in which problem identification and elimination is a passion for all employees and managers alike. Students will learn:

- How to effectively engage all employees in fundamental problem-solving practices,
- How to visualize standards and problems to "make problems ugly" in order to support persistence and stimulate speedy resolutions
- How to manage a network of problems to provide on-going problem-solving support and identify priorities for resource allocation.

¹ Lesa joins GBMP after 20 years with Toyota North America. Some of her principal responsibilities at Toyota included: Successful creation of new and modified methods for effective implementation of the Toyota Production System (TPS) at North American Toyota plants and certain suppliers. This work included Standardized Work, problem solving, short and long term Kaizen for worksite leaders. When needed, Lesa identified operational issues at plants; recommended corrective strategy and led implementation teams. In addition, she specialized in at-the-worksite support and coaching, utilizing her experience gained as a production manager within Toyota's Georgetown, Ky. Power train plant

Jidoka

Managing quality at the source is one of two pillars of TPS, yet it is also one of the least well understood TPS principles. This is because conventional production management has historically removed the responsibility for quality from the floor and transferred it to staff functions. Workers are frustrated with problems they observe, but become accustomed to them if they are not addressable. These silent killers undermine process stability and worker morale. While Poka-Yoke devices and automation may be present on your shop floor, the spirit of Jidoka may be missing. GBMP's three-day floor-based training will target a specific workplace location, to demonstrate and practice the both the technical and cultural aspects of Jidoka. This workshop is recommended for Lean leaders who are seeking broader workforce participation and better sustainment of continuous improvement.

Process Assessment

Even when good standardized work exists, there are frequently pre-existing conditions at an operation that limit its ability to provide high quality and productivity. Based upon extensive assessment tools developed at Toyota, this one-day workshop provides participants with a simple but thorough process for assessing readiness of any work center to provide high quality products in a worker-friendly process. Students will receive brief instruction with a set of evaluation instruments and will then go to the floor to observe and understand a wide range of current operating conditions at a specific work center. This workshop is an excellent primer for first line supervision and engineers as well as for top managers who "go to Gemba", but are seeking guidance on where to look for improvement. As an extension to process assessment, GBMP will also offer advanced workshops for assessment at department and plant levels.

Managing the Improvement Center

Facilitation of Lean learning and practice is critical to supporting employee improvement efforts, and often must be accomplished in early stages with stretched resources. When facilitation falters it may be taken by workers as a signal that management does not support improvement, when the *actual* problem may arise from organizational practice within the improvement center itself. Getting the most out of your staff support for operational excellence is a key to continuous improvement. To improve the quality and productivity of your shop floor, first improve the supporting mechanisms within your office of operational excellence. This workshop is based upon lessons learned at the Toyota-related facilities worldwide, and will be customized to the needs of each client site, accounting for company size and geographic distribution of manufacturing locations.

Lean Supplier Development

Toyota's approach to development of its suppliers parallels internal efforts for employee development. The practice is radically different from conventional methods, requiring a level of collaboration that is not initially comfortable to either customer or supplier. GBMP's Lean Supplier Development process will guide an inter-company and cross-functional team through a transition from leveraged supplier obedience to mutual respect and shared goals and understanding based on the same True North principles that guide internal operational development. This is a progressive process, customized to the current condition at each site but utilizing the same techniques learned in **Managing the Improvement Center**.

For more information on any of GBMP's new Lean-By-DoingSM workshops, contact us at (617) 287-7648.



www.gbmp.org