

TPM & Lean Annual Forum

Operations Excellence in Action

Developing Good Leaders to support Operations Excellence

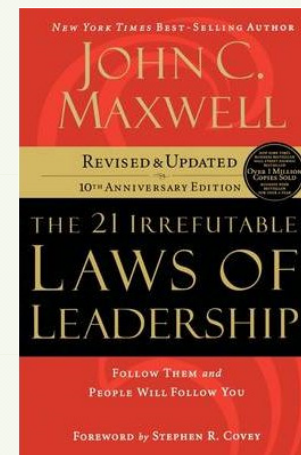
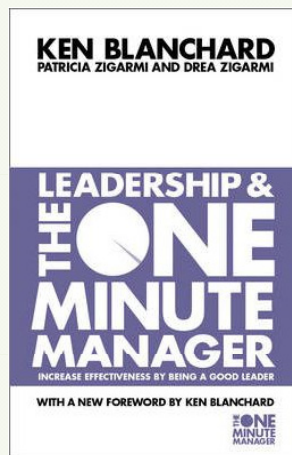
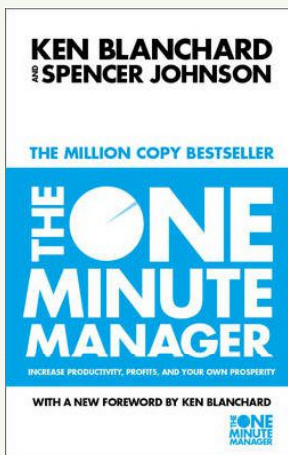
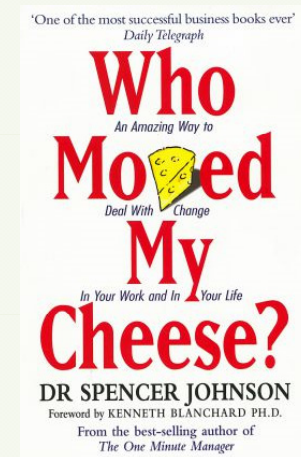
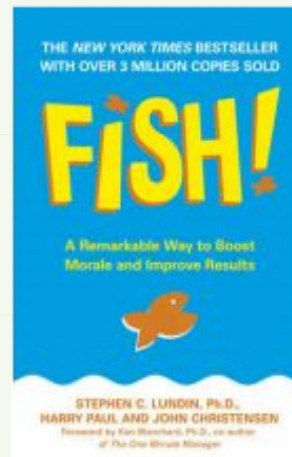
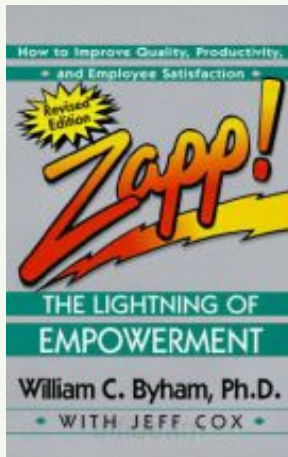


Presentation by:
Ross Kennedy
President CTPM



***“If your Team Leaders aren’t effective,
everyone else in the Leadership Chain tend to
manage down a level”***

Leadership is a big Topic



23,288 results

Keeping it Simple



Manager: Organises people to gets things done

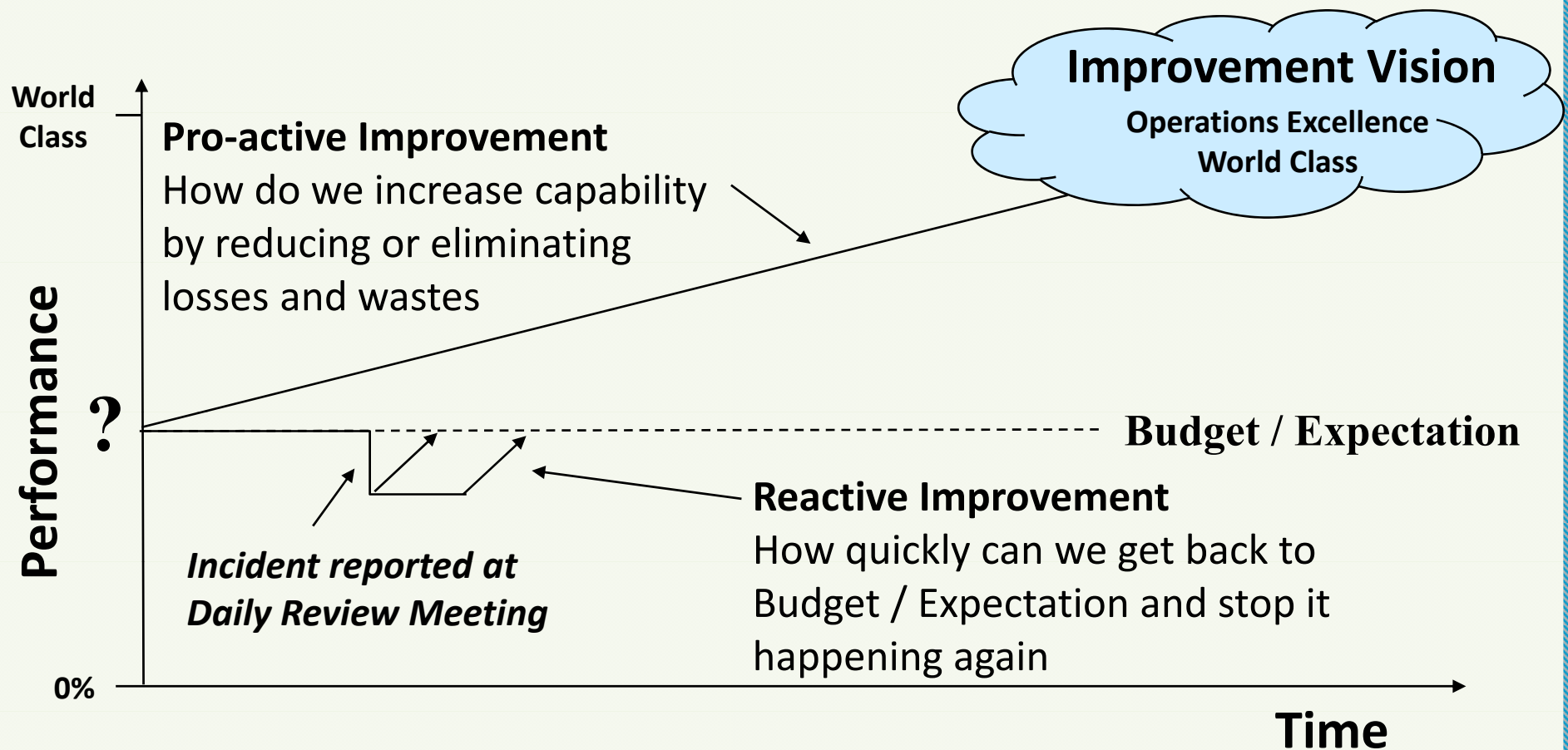
Leader: Takes people to new heights



2 Types of Improvement

Reactive – ensure you achieve Budget / Expectation

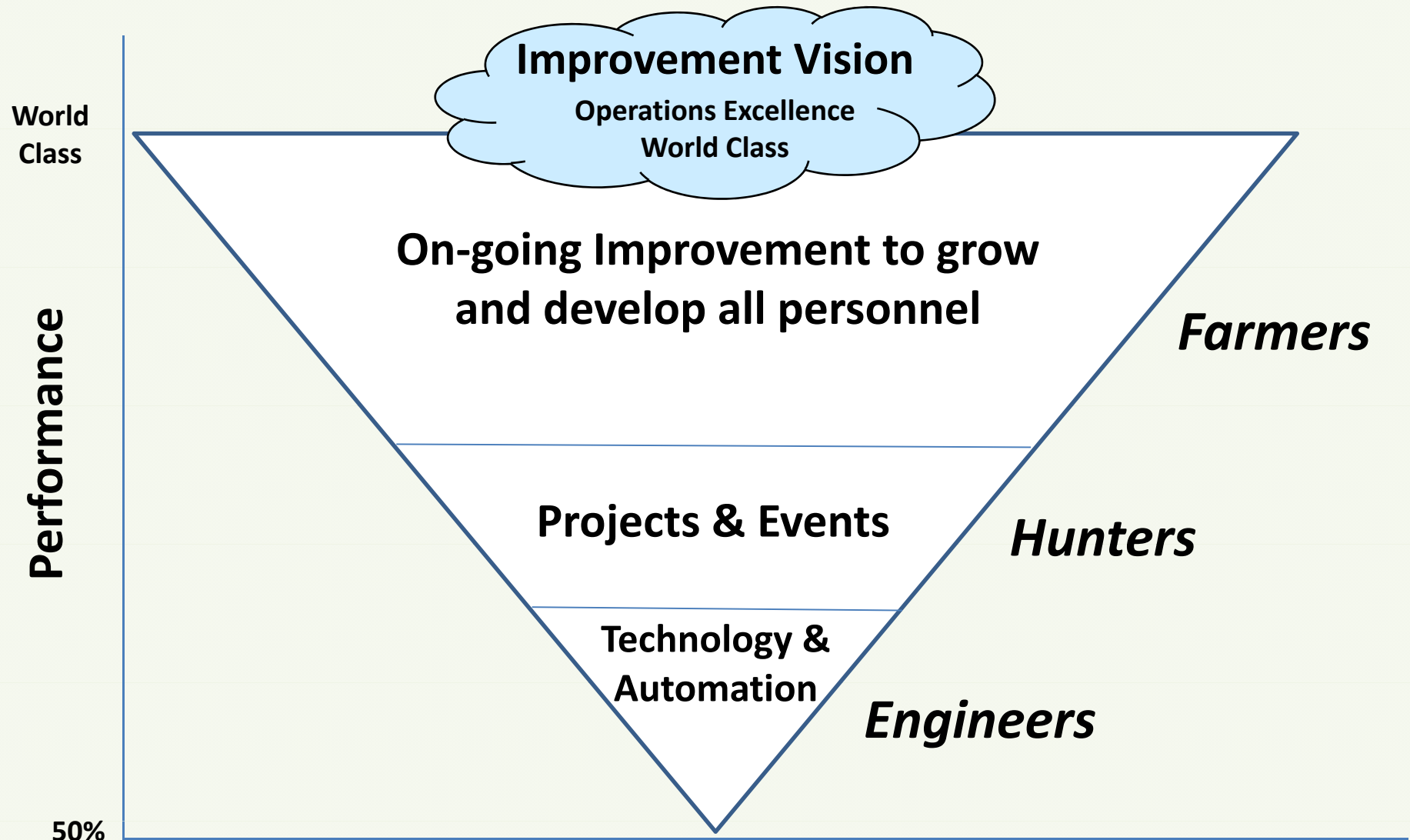
Pro-active – take you above current Budget / Expectation



Operations Capability Solutions

- 1. Technology & Automation Improvement**
- 2. Project & Event Improvement**
- 3. On-going Improvement focused on developing all people to identify and address problems at the earliest possible time while creating a workplace that stops problems from occurring**

Different Types of Leaders



Type of Leaders – Engineers





Type of Leaders – Hunters



- Short term thinking (events)
- Thrashing out the game
- Opportunity for quick tangible results if hunt is successful
- Hang trophy on wall to brag
- Sometimes misses the target and has collateral damage



Type of Leaders – Farmers

- Long term thinking
- Nurturing the growth of the entire crop or herd
- Weeding out the defects
- Pruning the waste
- Learning to deal with Nature (external influences)





Turning point in the development of Civilization

Moving from nomadic hunters to farmers



Leader: Takes people to new heights

What is Needed?



Clear Vision of where we are heading



Clear understanding of how we will get there



Discipline to monitor and learn from the journey

Leader: Takes people to new heights

Clear Vision of where we are heading



Operations Vision

what do want to achieve and by when

Operator Excellence Vision

What do we want our operators to be able to do

Operations Vision

How do we want to operate our plant

Leader: Takes people to new heights

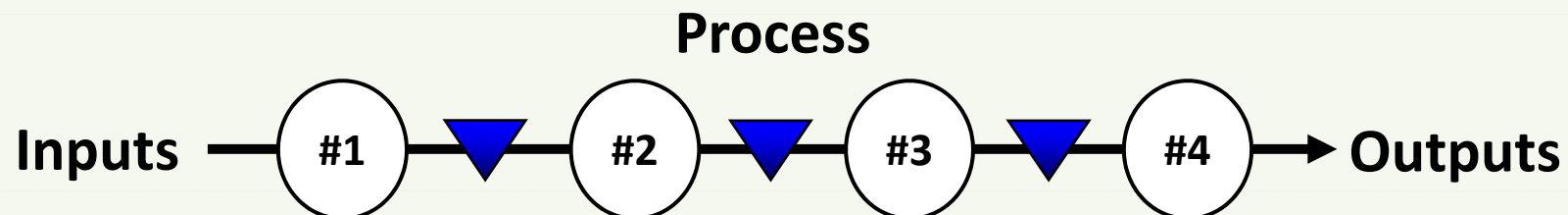


Clear understanding of how we will get there

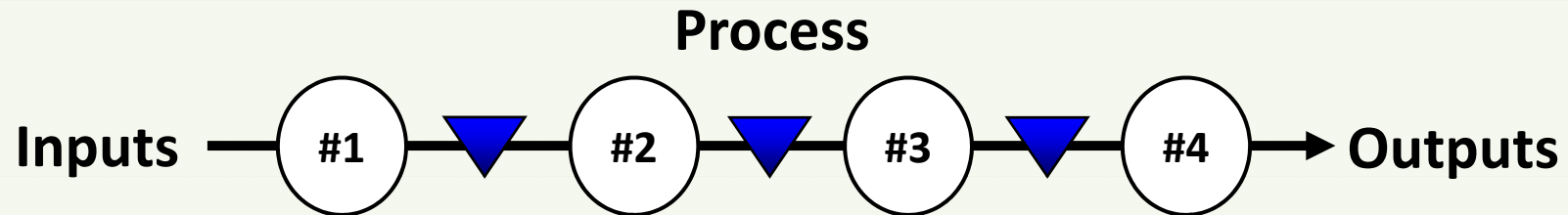
Operations Excellence can be approached Organically (people development focused) or Mechanistically (CI Tools focused).

Our learning is that Mechanistic approaches do not sustain

To achieve Operations Excellence you need to develop all your people so they are capable and motivated to take responsibility for their:



Leader: Takes people to new heights



Team Leader & Team Members

- Frontline Safety & Environment
- Frontline Quality
- Achieve the Production Plan
- Formal On-going Improvement
- Frontline Work Area Management
- Frontline Equipment Management
- Frontline Energy Management

Maint Support

- Breakdowns
- Preventive / Predictive
- Corrective
- CI Support & Training

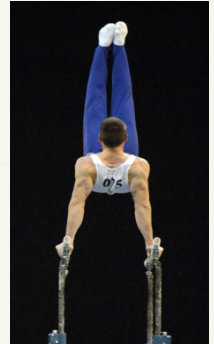
Quality Support

- Quality Problems
- SPC Audits
- Calibrations
- CI Support & Training

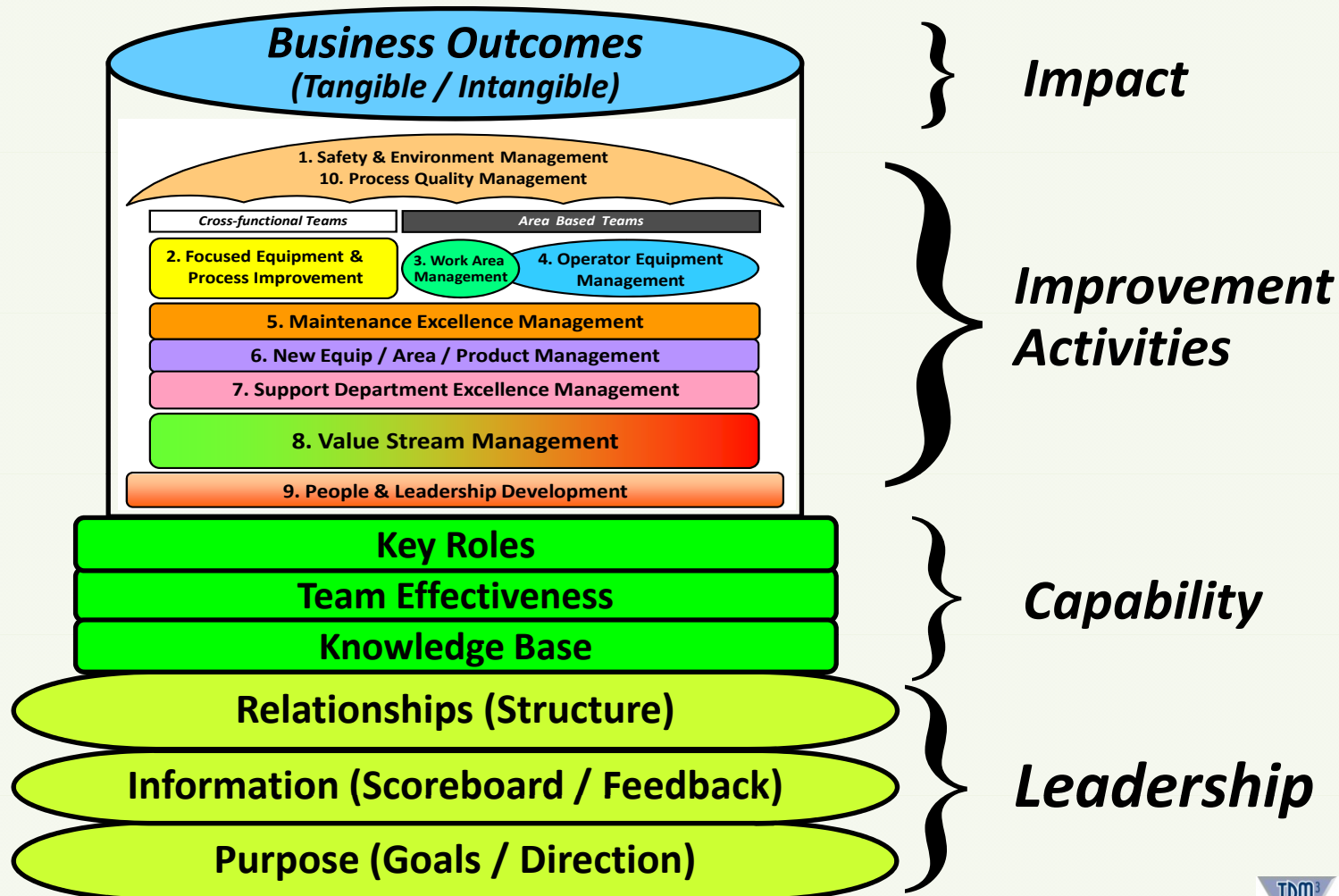
Understand and re-enforce that quality is never sacrificed for cost or expediency.

Leader: Takes people to new heights

Discipline to monitor and learn from the journey



5 Level Milestone TPM³ Excellence Award



Key Attributes of a Leader for Ops Excellence

Team Leader / Supervisor / Manager

- A commitment to excellence;
- A willingness and desire to learn a new way of thinking;
- A willingness and desire to learn a new way of leading;
- See their role as one of developing their people and creating future leaders, in other words, a desire to be a good teacher and long term thinker;
- Recognise that Safety First is a given, and that perfect quality and customer satisfaction are the most important focus of the company after safety; and
- Understand and re-enforce that quality is never sacrificed for cost or expediency.

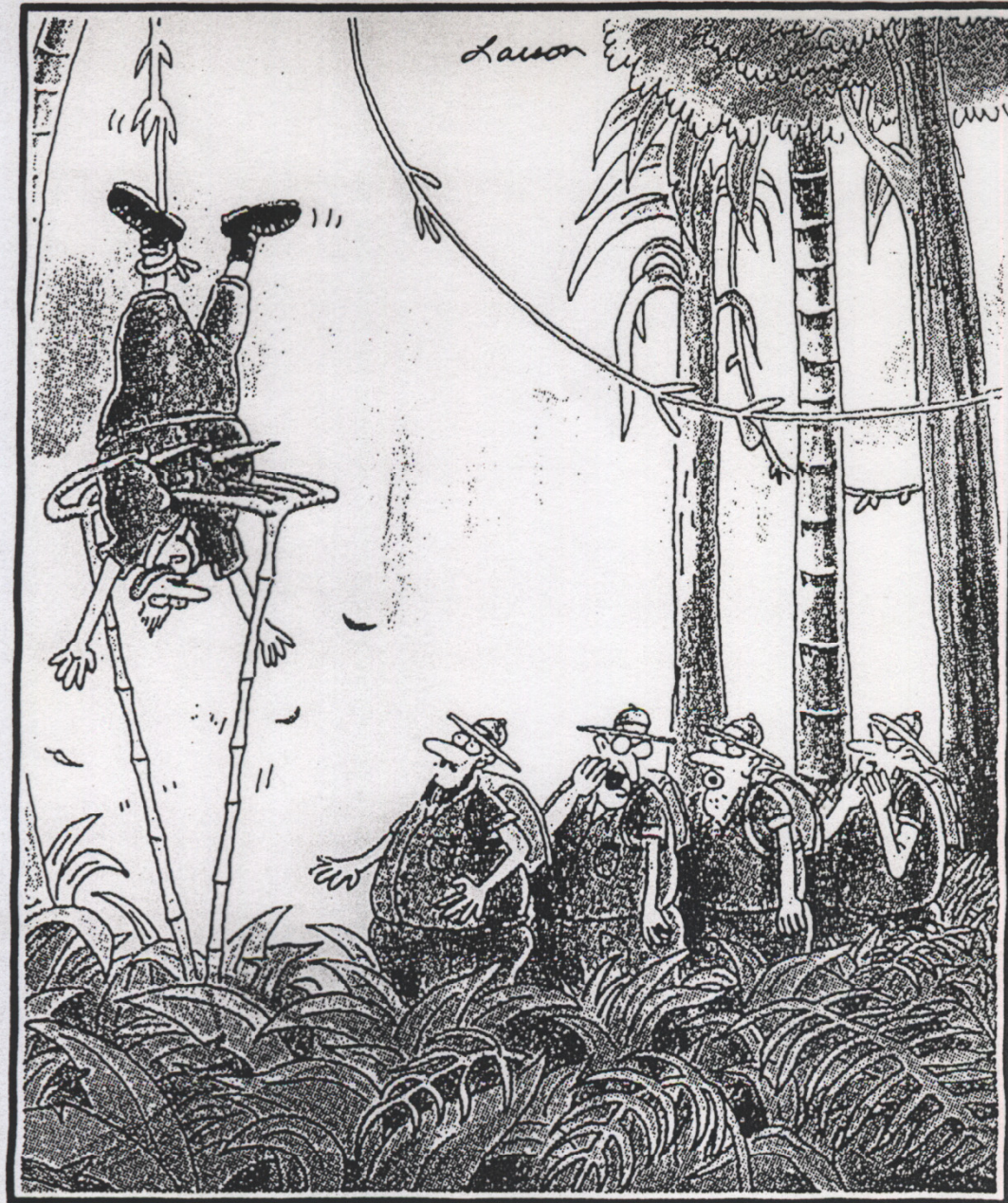


Selecting Leaders for Ops Excellence

Do not select Leaders just based on Charisma

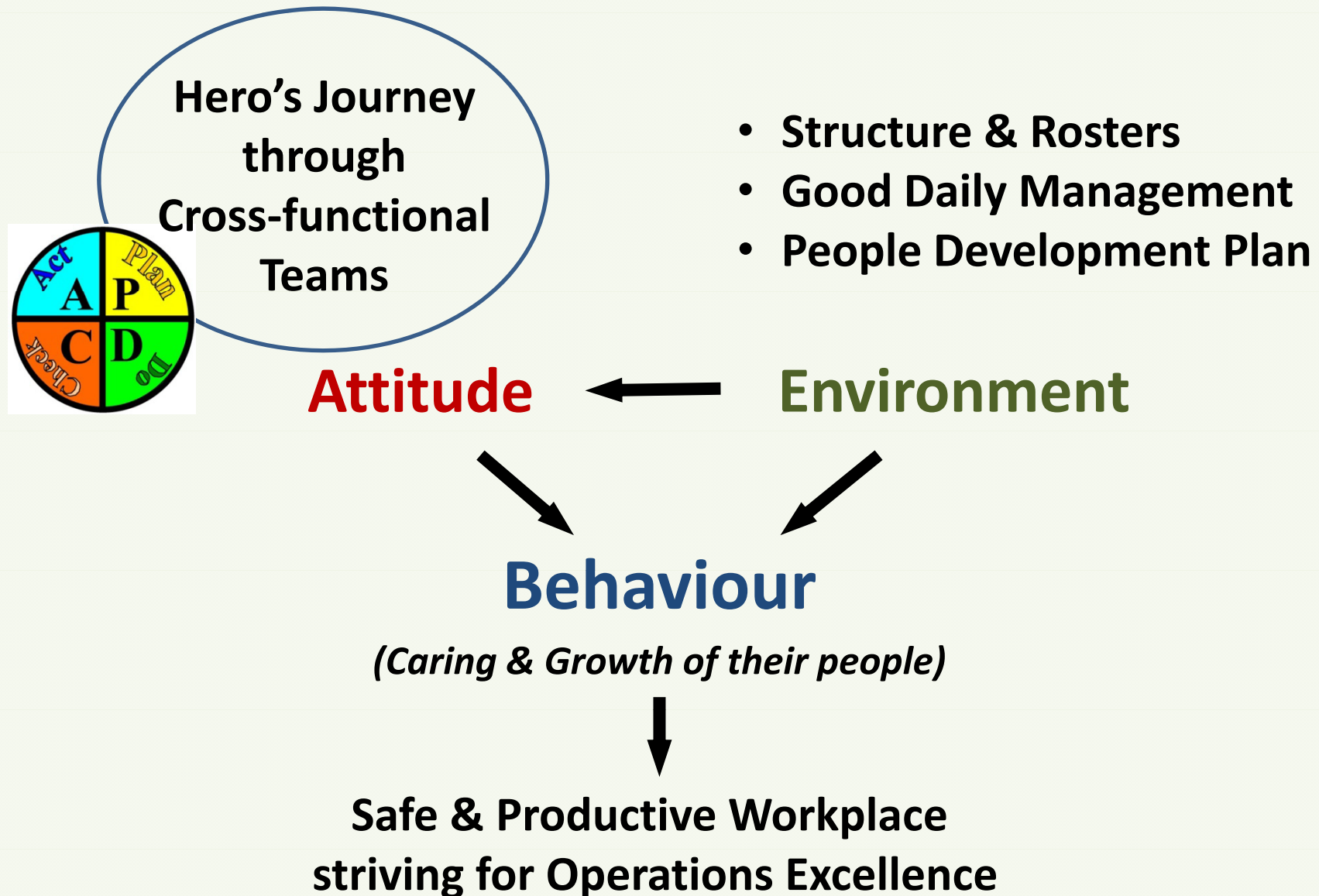
Select on the ability to repeatedly demonstrate their capability on the job:

- *understanding of the work*
- *understanding of Lean thinking*
- *good at getting to the root cause of problems as they develop their people*



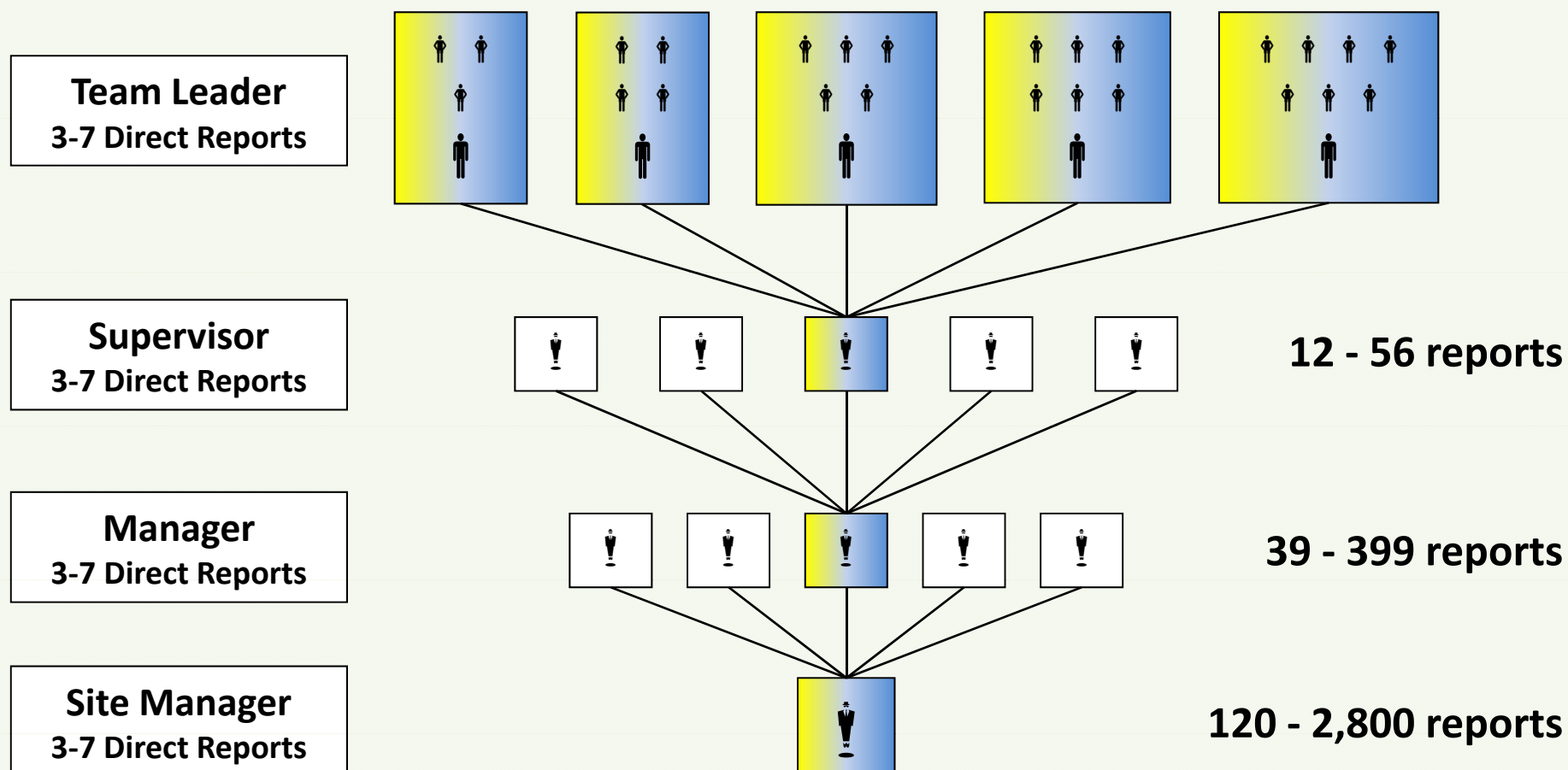
“That’s why I never walk in front.”

Getting the Environment Right



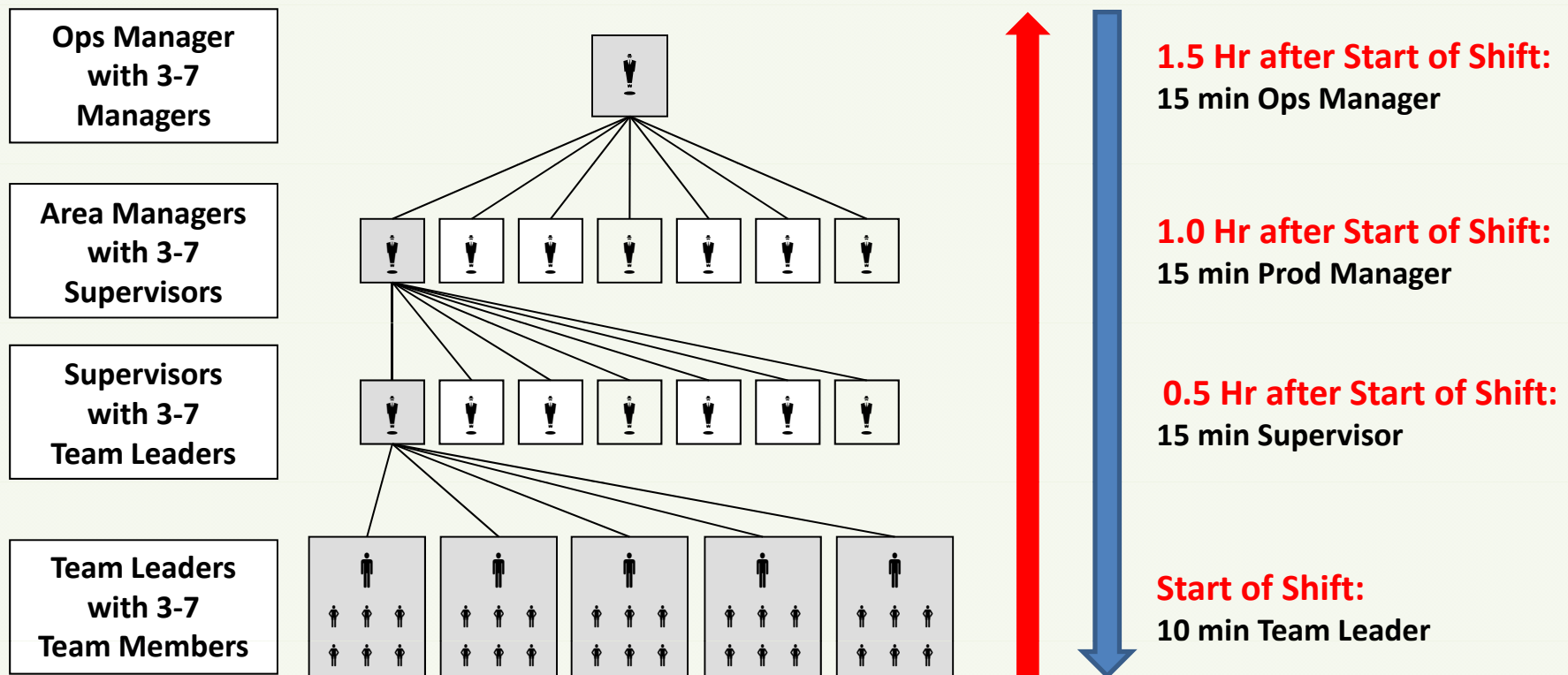
Structure & Rosters

The Need for the right Structure to promote the development of your People



The Need for Good Daily Management

- Effective **Daily Review Meetings** to set expectations and reflect
- Effective **Policies** to manage issues raised
- Effective **Frontline Problem Solving** to get to Root Causes



People Development Plan

It's all about the People



The more you continue to develop your people to:

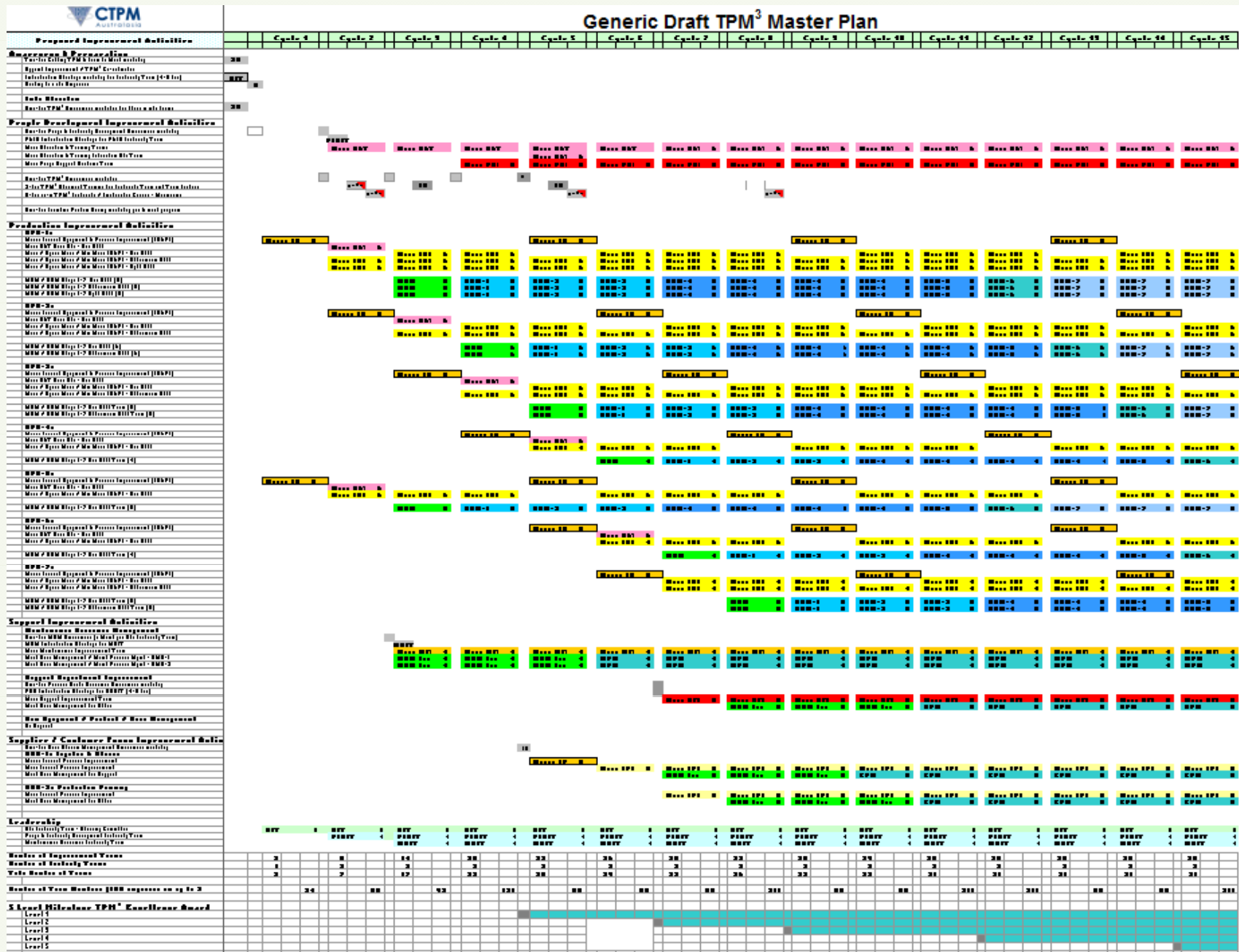
- **Problem Solve,**
- create a **Visual Workplace** so as to be able to see problems at the earliest possible time, and
- apply **Prevention at Source** to stop problems from occurring,

the quicker your organisation will be able to adapt and respond to an ever changing market, or be more **innovative** and become a market leader.

The Corporate Governance of CI
CTPM E-Tech Aug 2014

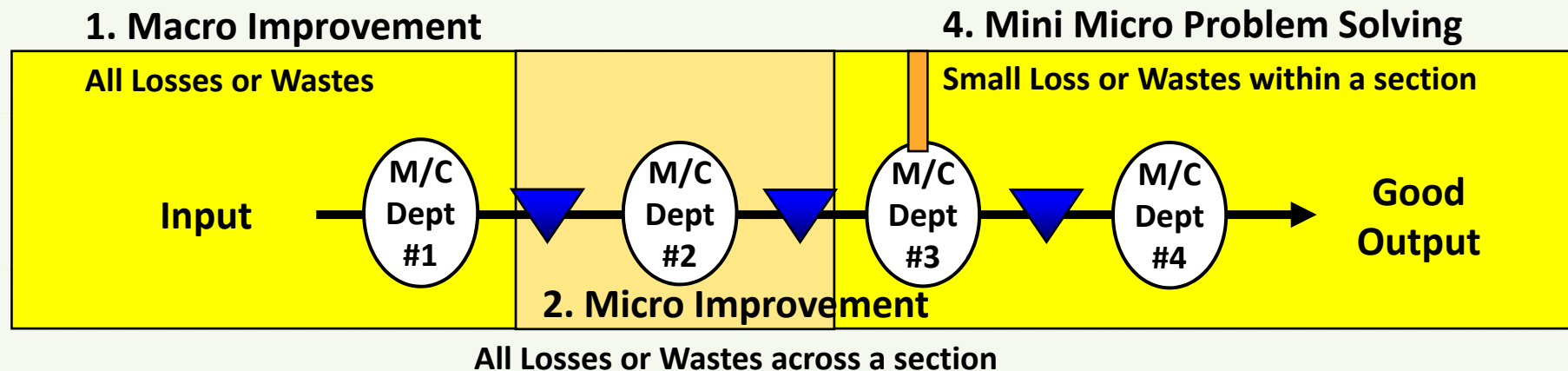


People Development Plan / Master Plan



The Role of Cross-functional Teams in developing future leaders

Defined Production Area / Defined Value Stream



OEE Losses:

Planned Downtime

Set-up / Transition Downtime

Unplanned Recorded Downtime

Reduced Speed

Minor Unrecorded Stoppages

Spillage

Yield Losses

Lead Time Wastes:

Transport

Inventory

Motion

Waiting

Over Production

Over Processing

Defects

3. Special Micro Improvement

Specific Loss or Waste



*Thank you
&
Question Time*