

Operations Excellence

through

TPM & Lean (TPM³)

12 December 2012

Developing Competent & Engaged Production Team Leaders



Presentation by:
Larry Mazza
CTPM Victoria Director

Welcome & Outline of Presentation

Developing Competent & Engaged Production Team Leaders will cover the following:

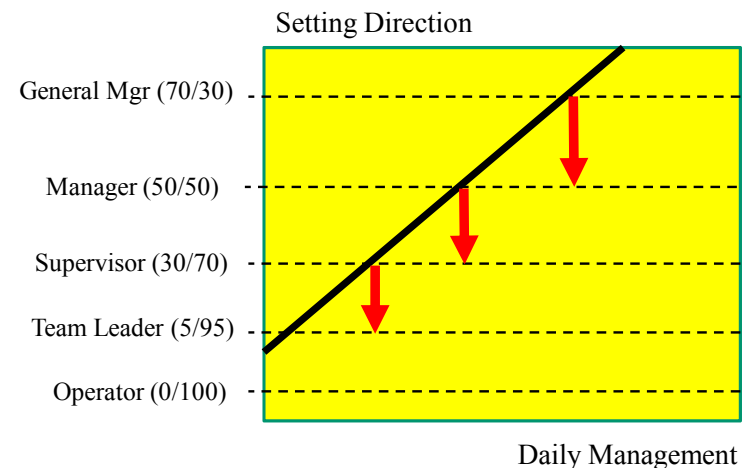
1. Willingness & Desire to Lead
2. Six Key requirements for Production Team Leaders
3. Having the right Production Leadership Structure



“If your Frontline Leaders aren’t effective, all managers in the Leadership Chain find themselves managing down a level.”



Daily Management Vs Setting Direction



1. Willingness & Desire to Lead

**ACI Plastic Packaging
(now Visy Packaging)
Drouin Story**



i2e insights to
excellence

Learn from the best in the business

1. Willingness & Desire to Lead

- Leadership is often the difference between success and failure.
- It starts at the top, but ultimately it is the frontline leaders that provide the day to day instruction and support (or lack of) to production employees.
- Focus of leadership;
 - *developing (or growing) people*
 - capable of *continually improving* to achieving greater results



1. Willingness & Desire to Lead

- Desire for the Job Vs Willingness to ***truly Lead***
- ***Essential*** capabilities;
 - ***Desire*** to lead
 - ***capacity*** and ***willingness*** to learn.*
- ***10% natural talent***, 90% learned through effort, on going training & practice.*



* Adapted from
Jeffrey K Liker & David P Meier
“Toyota Talent – Developing your people The Toyota Way”

Principle 9:

***“Grow Leaders Who
Thoroughly Understand the Work,
Live the Philosophy,
and
Teach It to Others”***



Jeffrey K Liker

“The Toyota Way – 14 Management Principles from the Worlds Greatest Manufacture”

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2. 6 Key Requirements for Production Team Leaders

The Five needs of a Supervisor

1. Knowledge of the Work
2. Knowledge of Responsibility
3. Skill in Instructing
4. Skill in Improving Methods
5. Skill in Leading.

The Roots of Lean

Training Within Industry: The Origin of Japanese Management and Kaizen



Jim Huntzinger

2. 6 Key Requirements for Production Team Leaders

CTPM has expanded on the original five needs and created a framework of 6 attributes for Production Team Leader development:

1. Knowledge of Responsibilities (Policies & Procedures)
2. Knowledge of Work (Base Skills)
3. Skill in Instructing (Teaching Skills)
4. Skill in Improving (Mastery Skills)
5. Skill in Leading (Leadership Skills)
- 6. Skill in Team Work (Team Skills)**

Knowledge of Responsibility (Policies & Procedure)

A Frontline Leader requires an understanding of the companies and specific work area;

- Policies & Agreements
- Rules & Regulations
- Schedules (*both internal & external customers*)
- Interdepartmental relationships
- Level of authority
- Goals/Targets/Measures



so they can confidently convey and ensure all team members responsible to him/her are compliant.

Knowledge of the Work (Base Skills)

A Frontline Leader requires a ***practical*** knowledge of the work for their Production Area including all;

- Materials
- Machines and tools
- Methods of Manufacture (*How things are made*)
- Processes/Standard Operations
- Products/Value Adding Activity



and be able to competently perform all the work to achieve maximum efficiency at low cost.

Skill in Instructing (Teaching Skills)

A Frontline Leader requires the ability ***to teach*** and thus transfer knowledge and skills to their team members including;

- Base Skills (*how to do the work*)
- Mastery Skills (*how to improve the work*)
- Team Skills (*how to work as a team*)
- Problem Solving (*how to close the gap to standard*)



ensuring that team members understand and carry out their work accurately, safely, conscientiously and at minimum cost.

Skill in Instructing (Teaching Skills)

Adult Learning – Four Step Method

Steps	TWI	P-D-C-A Cycle	CTPM
Step 1	Prepare the Student	Plan	Education
Step 2	Present the Operation	Do	Demonstration
Step 3	Try-out Performance	Check	Practice
Step 4	Follow-up	Act/Adjust	Reflection

Skill in Improving Methods (Mastery Skills)

A Frontline Leader requires the skills to conduct ***Pro-active Improvement*** activities using a Scientific method such as the Plan, Do, Check, Act cycle. This includes;

- Analysing data and information
- Making observations
- Simplify work
- Reducing or eliminating losses and wastes
- Applying Prevention at Source
- Assist in establishing a Visual Workplace,



Continually improving Site Key Success Factors & Goal Alignment Measure.

Skill in Leading (Leading Skills)

A Frontline Leader requires the skills to lead their team members on a daily basis. This includes the;

- Ability to translate company goals and objectives
- Give respect and ensure the well being of individuals
- Leading and facilitating of continuous improvement teams
- Ability to assess a situation and seek assistance if needed
- and leading by example in safety practices, behaviour and work ethic,



But above all continually develop, motivate and inspire their operators to continually improve and achieve greater results

Skill in Team Work (Team Skills)

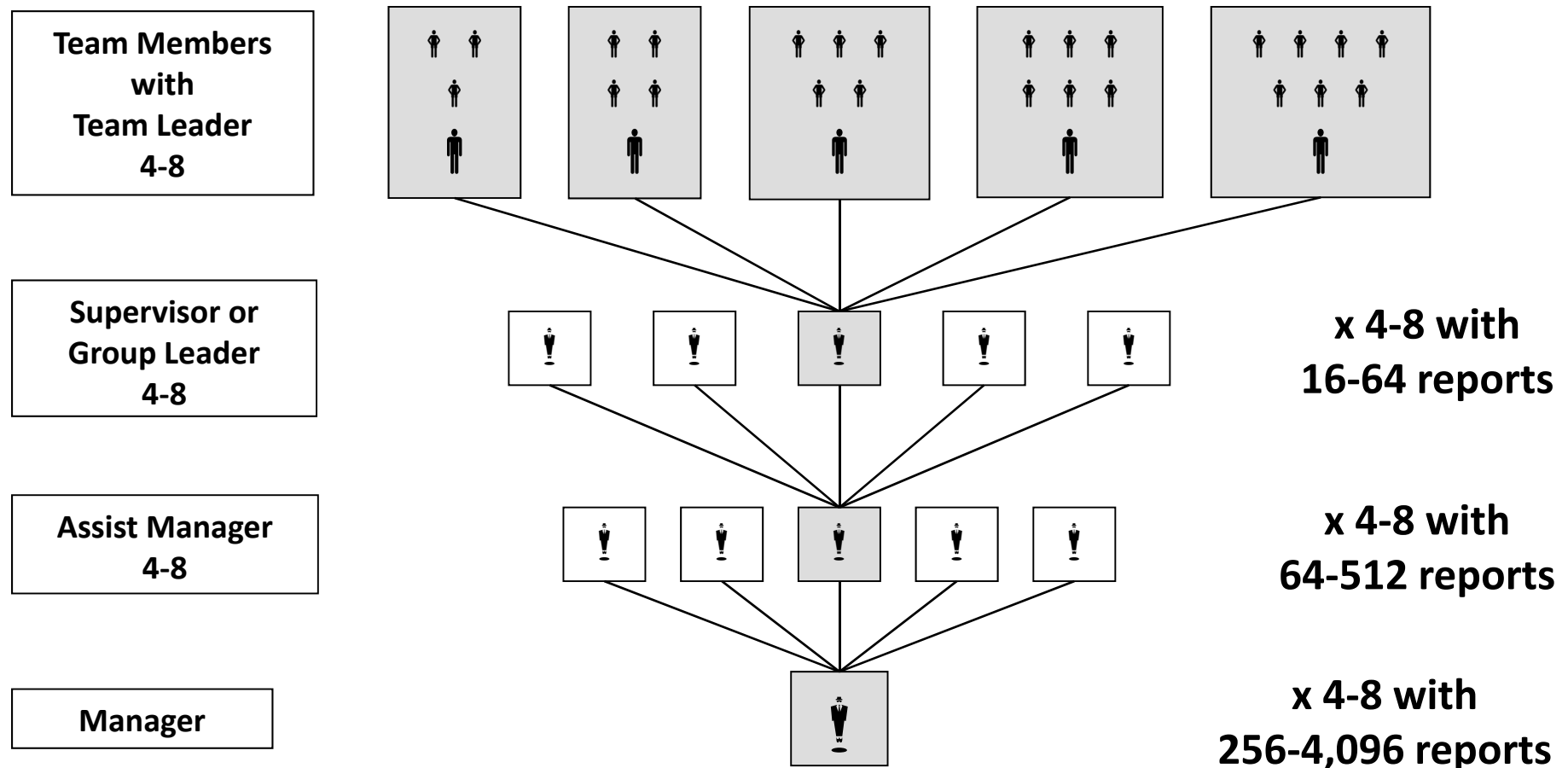
A Frontline Leader requires team work skills. This includes;

- Being an Effective Team Member
- Running Effective Meetings
- Presentation Skills
- Dealing with Difficult People
- Conflict Resolution
- Negotiation Techniques
- Appreciation of Individual Strengths & Weaknesses
- Giving & Receiving Feedback
- Planning & Prioritising
- Decision Making & Problem Solving



3. Having the right Production Leadership Structure

Organisation Structure that supports Area Based Teams of 4-8



Adapted from: The Toyota Way by Jeffrey K Liker

Fig 16-2. Typical Toyota Organisation – assembly operation at Georgetown USA

Question 3.

Does your company have the 4-8 model structure to support people development?

- a) Yes
- b) No

Key Learning's

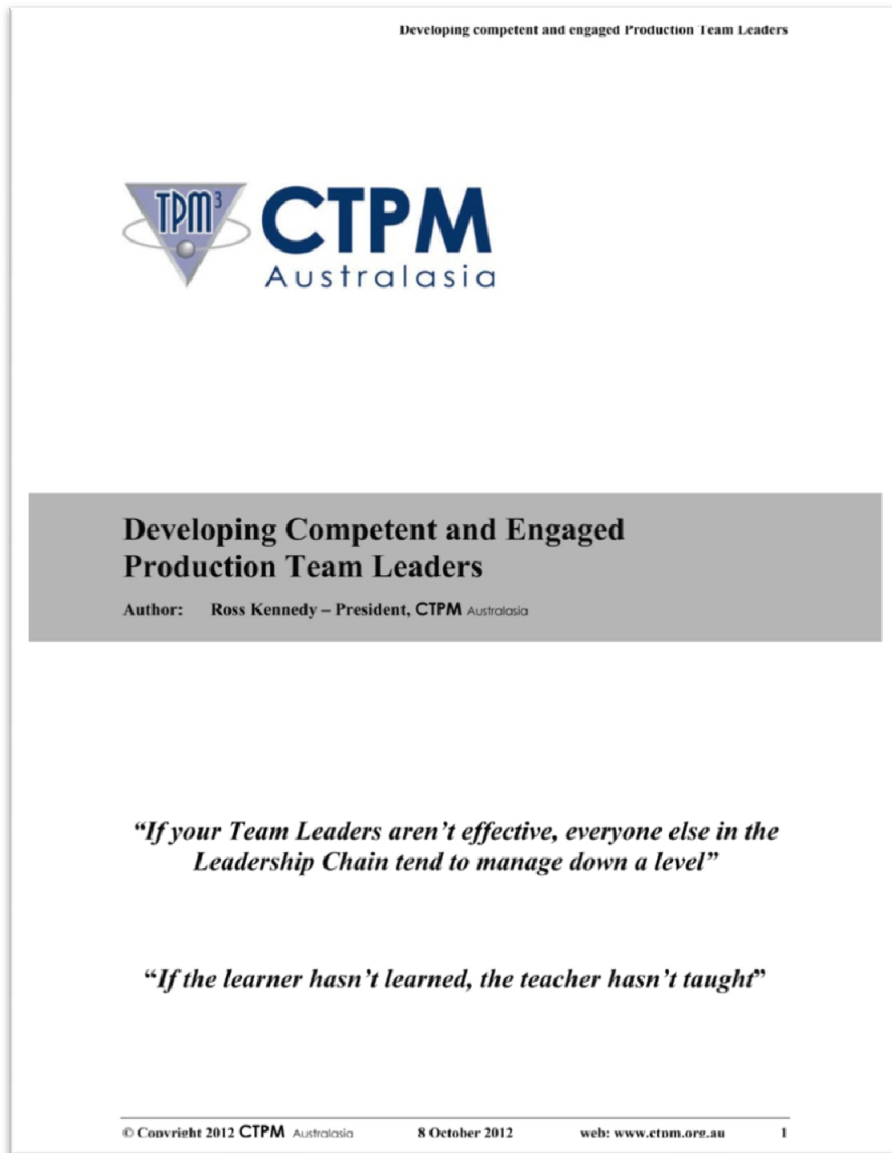


Production Team Leaders must;

- have the desire to lead people
- have the capability and willingness to learn
- Develop all 6 key capability (Knowledge of work & responsibilities, Skills in Teaching, Improvement Methods, Leading and Team Work)
- continually develop operators and themselves
- be responsible for no more than eight people (teams of 4-8 model) .
- Lead by example....

“Learn It, Love It, Live It”

Reference Paper



www.ctpm.org.au

Products

Downloads

Any Questions Please?

