

Operations Excellence through TPM & Lean (TPM³)

13 March 2013

Engaging your people in Team Based Improvement



to reduce costs and increase productivity

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Welcome & Outline of Presentation

This Webinar will cover the following:

1. Purpose & Benefits of Cross-functional Teams
2. Purpose & Benefits of Area Based Teams
3. Getting the balance right

While engaging your people in Team Based Improvement



Setting the Scene
Key Learnings
Going Forward



so as to reduce costs and increase productivity

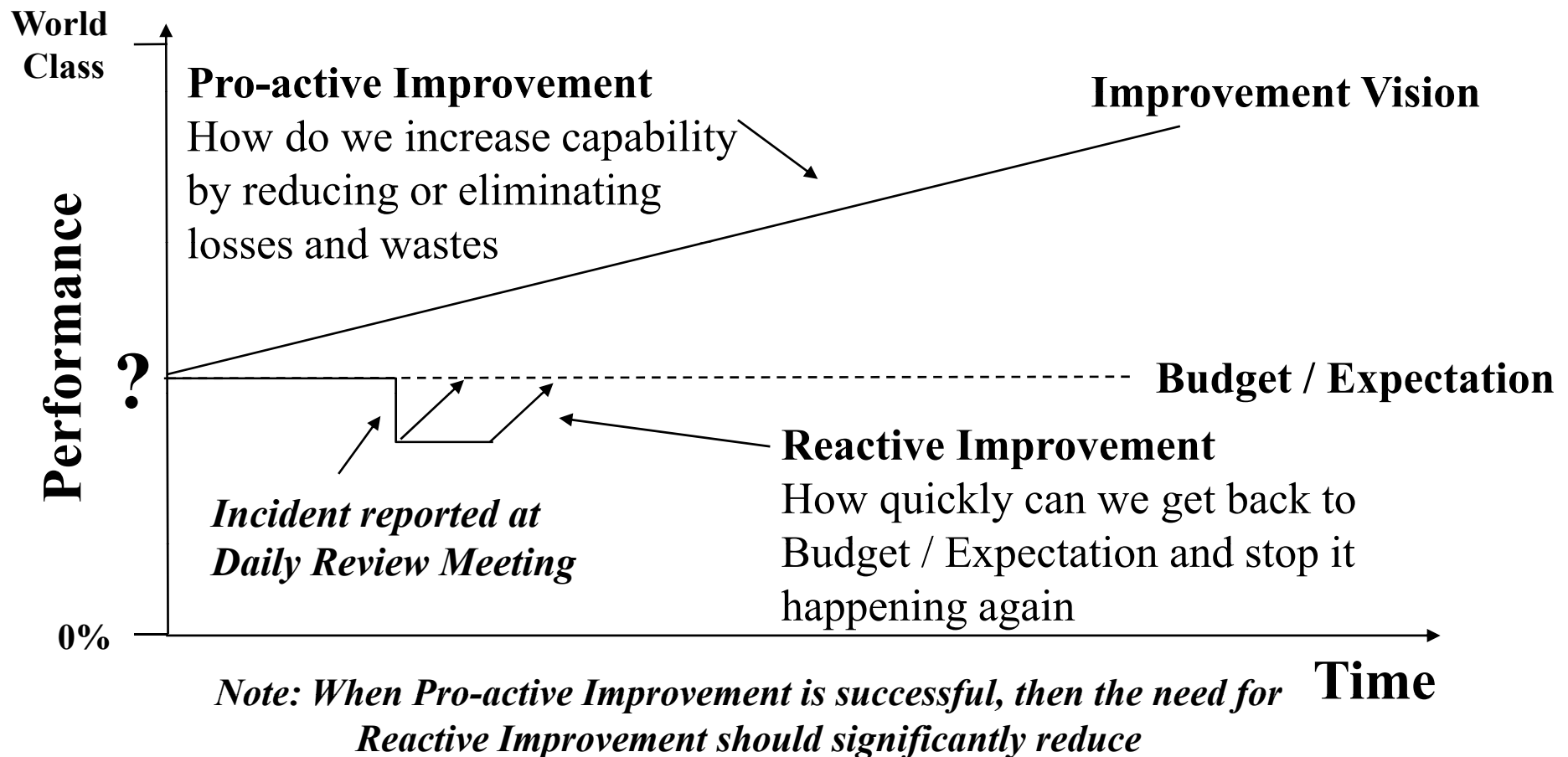
Setting the Scene

- A. The 2 Types of Improvement
- B. The Role of Site Management
- C. The 3 Ways to Pro-actively Improve

A. The 2 Types of Improvement

Reactive – ensure you achieve Budget / Expectation

Pro-active – take you above current Budget / Expectation



B. The Role of Site Management

**Achieve the Production Plan
& Satisfy the Customer**

Apply effective Reactive
Improvement

Pro-active Improvement

Pro-actively improve the way
they Achieve the Production
Plan & Satisfy the Customer

Improvement Vision to strive for

- Internationally recognised; Externally awarded; Clearly defined milestones

Good Coach with Development Plan involving all personnel at site

- 5 year outlook; Progressively engages all; Reviewed and adjusted every 3-4 mths

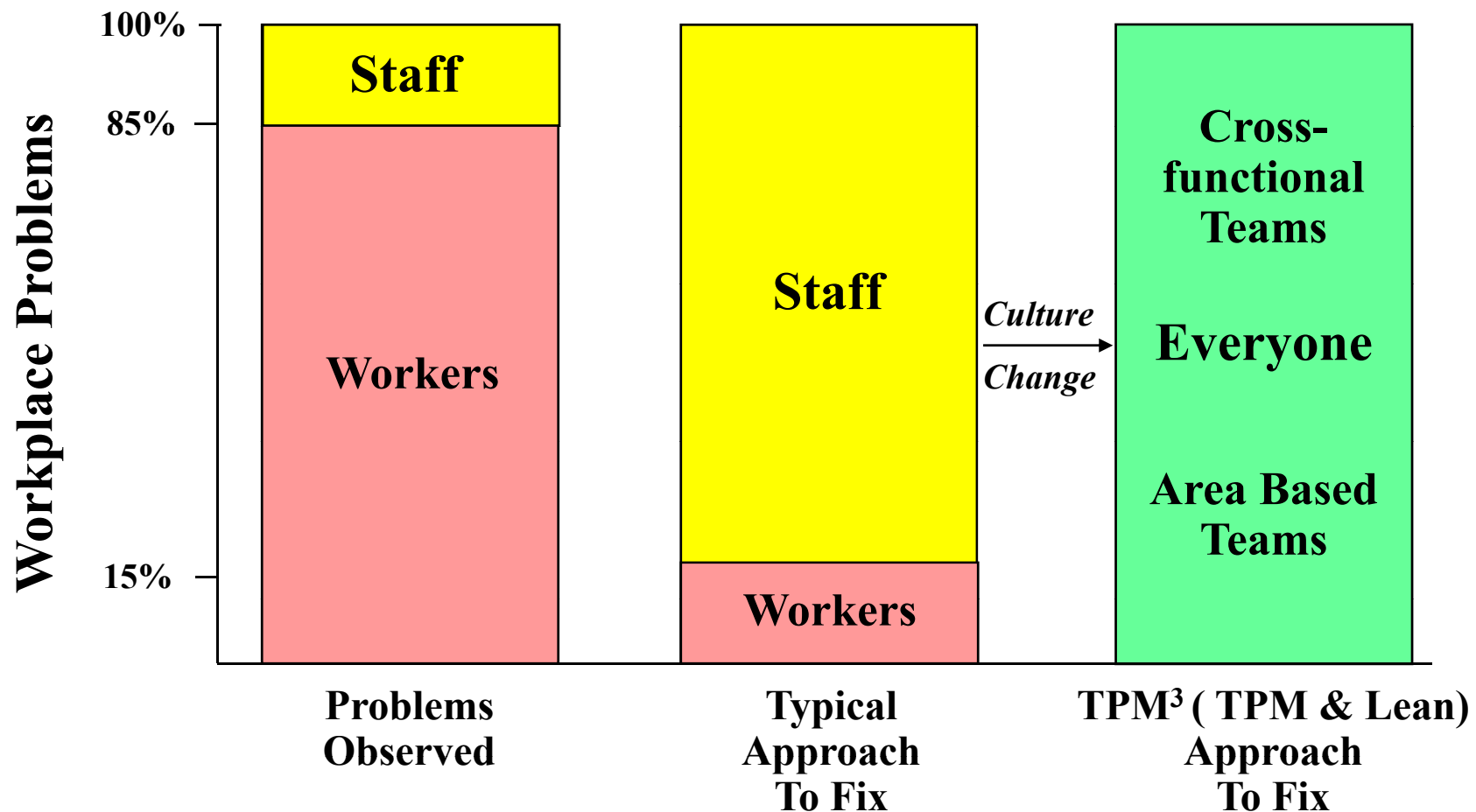
Discipline to follow the Development Plan

- Team supported with lots of fun; Weekly reflection and review; 12-14 week cycles with good recognition

C. The 3 Ways to Pro-actively Improve Operations

1. Technology & Automation Improvement
2. Project & Event Improvement
3. On-going Improvement focused on developing all people to enhance their Practices & Behaviors

Identifying and Addressing Problems in the Workplace



On-going Improvement involving Everyone

Identifying and Addressing Problems in the Workplace

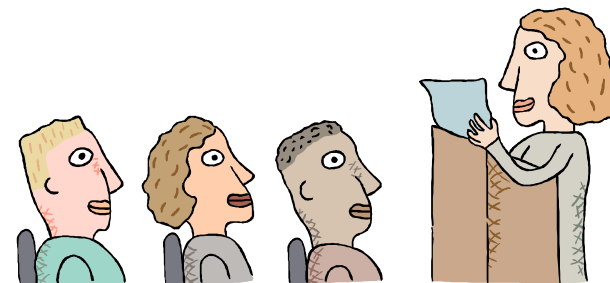
On-going Improvement involving Everyone

Cross-functional Teams	Area Based Teams
5%	5%
Problem Solving	Prevention at Source
Visual Workplace	

Where 5% = approx 2 hrs / week



Ask the Audience

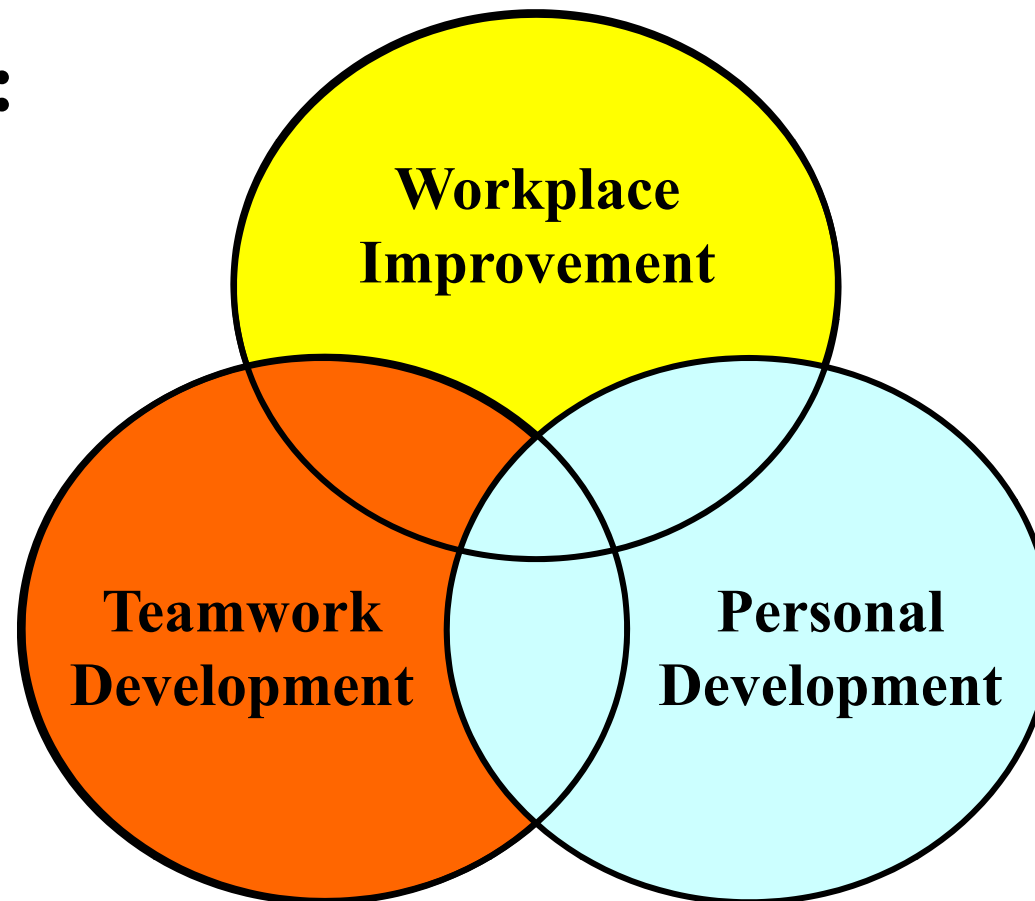


The Difference between Cross-functional Teams and Area Based Teams

	Cross-functional Teams	Area Based Teams
Focus	Defined Area / Value Stream or Loss / Waste	Defined Improvement Area
Make-up	4-8 members from Different disciplines	Team Leader and Direct Reports (4-8)
Support Resources	As required	Maint, Quality, Leadership Mentor
Skills	Develop Problem Solving skills	Develop 'Prevention at Source' skills
Impact	Understand losses / wastes and frustrations; improve technical issues	Improve Safety, Quality, Equipment Performance; address people issues
Meeting Time	1 to 1.5 hours at a regular fixed time	0.25 to 0.5 hour (can vary)
Activity Time	1 to 1.5 hours between meetings	1.5 to 2 hours total time per week
Culture Impact	Build relationships	Building team synergy
Life of Team	Up to 12-14 week cycle then disband	On going within 12 week cycles

1. Purpose & Benefits of Cross-functional Teams

Purpose:



Adults learn by Education, Demonstration, Doing and Reflection

1. Purpose & Benefits of Cross-functional Teams

Benefits:

- Bring together experience, talent and knowledge
- Develop a greater understand of the issues
- Normally does not require the plant to stop in order for meetings to be conducted
- Builds satisfaction and morale
- Creates greater understanding between departments
- Establishes acceptance of recommendations
- Promotes a learning environment
- Develops structured Problem Solving skills
- *Often produces better results than can be achieved individually*

2. Purpose & Benefits of Area Based Teams

Purpose:

To develop and unleash the full potential of all personnel

through

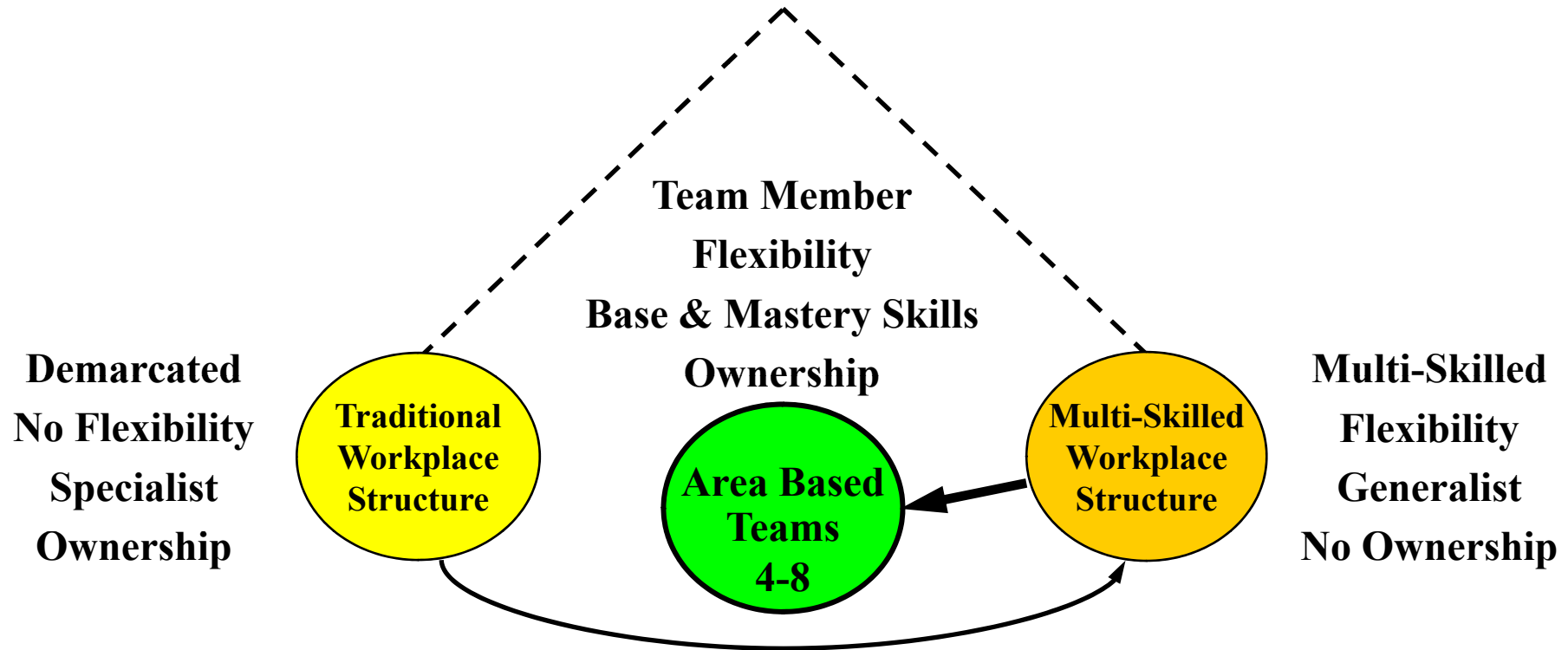
creating an environment that supports and nurtures on-going improvement and synergy

where

there is a common goal and purpose shared by all

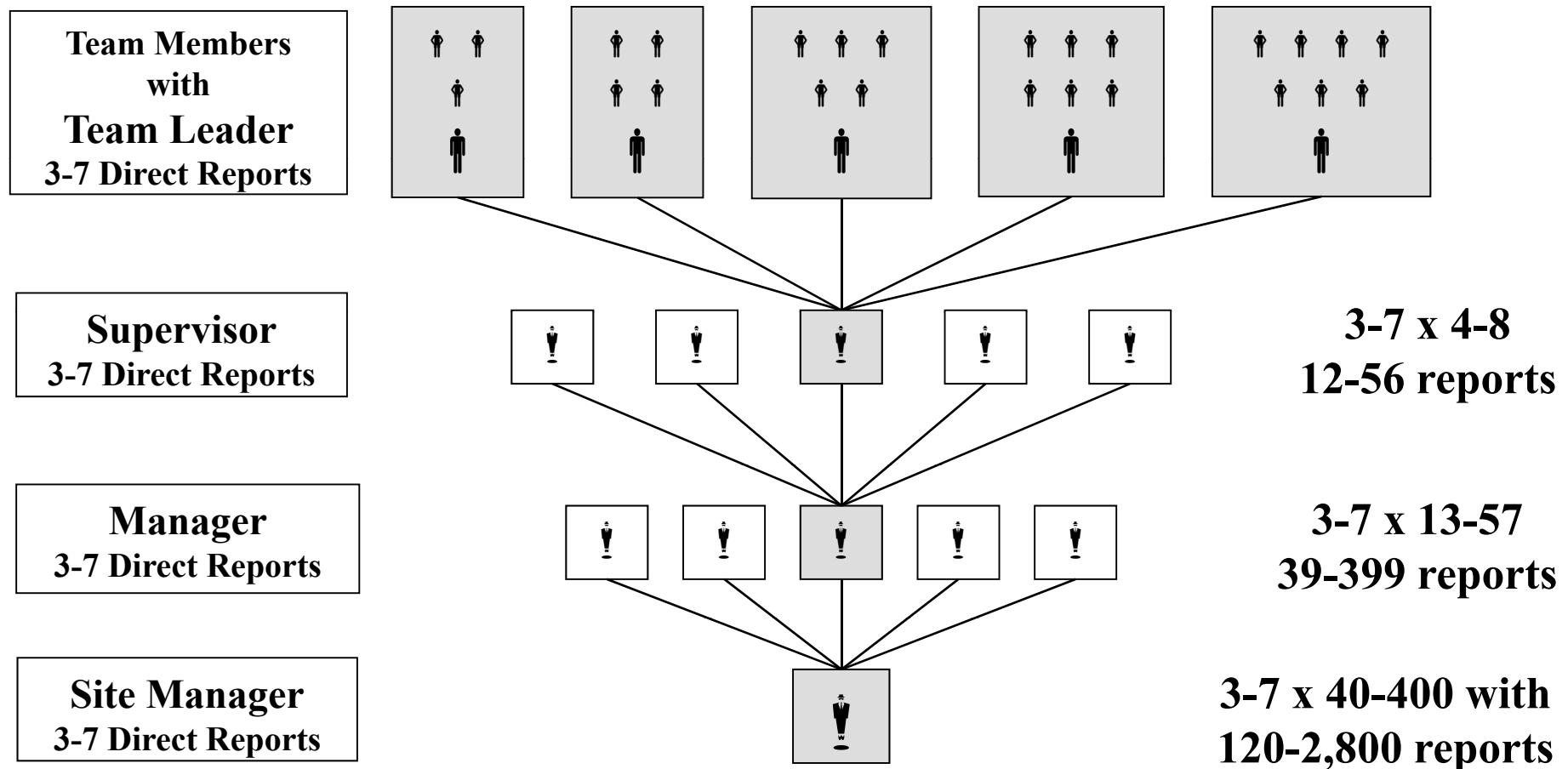
Labour is very expensive – we need to get the most out of our people

The Pendulum of Change



Area Based Teams create an ownership environment that has flexibility though Base Skills across the team and promotes the development of Mastery Skills and expertise through on-going improvement activities

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



Ask the Audience



2. Purpose & Benefits of Area Based Teams

Benefits:

So as to be able to:

- Monitor daily performance and instigate corrective actions to any losses or wastes
- Realise and maintain optimal Workplace conditions by setting, recording and monitoring the rules, standards & procedures and records
- Analyse above records to prioritise action to further improve workplace performance
- Conduct regular (daily) self-assessments of team member behaviours to promote Zero Breakdowns, Zero Quality Problems and Zero Accidents or Incidents

3. Getting the balance right

Suggested 3-5 year Goal or Vision for Team Based Improvement

Have all personnel at site engaged:

5% of their normal working time in Cross-function Team Pro-active Improvement activities to develop their Pro-active Problem Solving Skills; and

5% of their normal working time in Area Based Team Pro-active Improvement Activities to develop their Visual Management, Standard Work, Reactive Problem Solving and Prevention at Source skills.

Key Learnings



- **Set clear mandate and boundaries for each team**
- **Ensure teams do not extend past 12-14 weeks**
- **If issue being addressed requires a longer timeframe it is better to break the issue up into milestones of 12-14 weeks and acknowledge and celebrate each milestone**
- **Each team's activities should be broken up into 2 parts (determining what needs to be done, and doing it) with a mid-way presentation to gain agreement and a final presentation to capture learnings and acknowledge success**
- **It is the responsibility of Site Management (Leadership Team) to ensure all teams are successful – they achieve their mandate**

Going Forward



- Get your decision makers and key employees on the same page through Education & Training
- Establish a Site Leadership Team to develop an agreed way forward using 12-14 week cycles of on-going improvement
- Start with a few Cross-functional Teams in significant pilot areas or value streams to understand and address losses and wastes
- Once gains are achieved introduce Area Based Teams to sort out the work area then care for their equipment and processes
- Cascade across the site at a rate that supports your Business Plan while addressing your resource and support constraints

Preparation for Production Area Based Team Improvement

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Preparation for Production Area Based Team Improvement

Edition 1

Many sites introduce improvement such as 5S into their Production areas only to be disappointed as improvements do not sustain. CTPM has addressed this issue by first establishing Area Based Teams with good ownership to their workplace, then through an inductive process of emotive questioning mapped out an engagement approach to improvement. This approach not only results with a sustained results but more importantly a workplace where standards are agreed and respected across all shifts.

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Question Time

