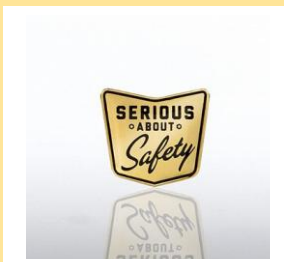




Stop and question:
“Is this the best way of doing things?”

Small changes can make a big impact.

“Quality begins and ends with Safety” – from a Japanese proverb



Individual Highlights:

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The 1st S in SQS: “Safety”

-by Jay Watson

'Safety is a Value' in the organization

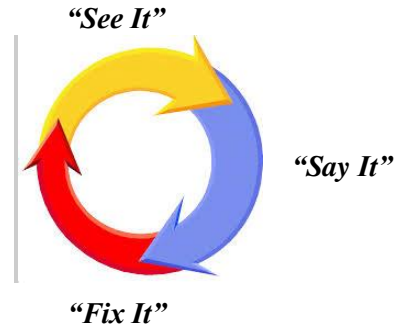
In my travels around the country mentoring operations managers, the conversation will ultimately come into safety. One Manager told me a unique saying they use at his site: “Safe Money”.

I had thought about Safety like this before, but not this succinctly.

I know a safe operation is an efficient operation and that a safe operation is a productive operation, but after “leaning” out the causation chain – it, indeed, boils down to those two words: safe money.

If you can get your team to focus on conditions and behaviors that lead to safe operations, you avoid risk and make more money. It’s that simple.

The other practice I like around the elements ‘conditions and behaviors’ is the “See It, Say It, Fix It” approach.



When someone, anyone, sees an unsafe behavior or condition, they say something to Management so that preventive actions can be taken. Also, fix it immediately so no one gets hurt in the meantime.

Safety is enforced through starting every meeting with a safety tip, daily walk-about looking for “ugly and obvious” – things in the aisle ways, trash, oil spills and the like, and a continuing and active 5S initiative across the entire facility...

Employees should lead the monthly safety meetings if possible and success should be rewarded and celebrated periodically with everyone!

Business Case for Safety

<https://www.osha.gov/dcsp/products/topics/businesscase/benefits.html>

Risks and Benefits

<https://www.rit.edu/~w-outrea/training/Intro/RisksBenefits.pdf>

Thank You!

We are starting our 6th year in publication and have over 50,000 clicks a month on the free lean site, so thank you very much – and never stop improving! (w/ apologies to Lowes’)



Order Up a 'KATA' Sandwich (... and hold the kukumber!)

- by Denny Holder

Combine these three lean concepts for an outstanding performance!

Incorporating lean thinking practices, this award winning long distance runner manages to outperform and outpace others by improving her routine (Kata) and ultimately her performance a little bit, in a little way – each and every day!

She uses a three part plan comprised of 5S, the Kata itself and Standard Work.

Our runner lays out (sorts and sets back in order) her clothes and running gear the night before so race preparation time can be shortened and warm-up routine can begin with less stress.

5S... describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardization, which builds understanding among employees of how they should do the work.

Our runner determines the exact sequencing for the event. For example, she determines exactly when to use the restroom before the start of the race. Even the kind, size, and flavor of gum to use during the run are considered. The type of running shoe and the size, shape and amount of water to carry are part of the design elements of the routine or Kata.

KATA... By practicing in a repetitive manner the learner develops the ability to execute those techniques and movements in a natural, reflex-like manner. Systematic practice does not mean permanently rigid.

The goal is to internalize the movements and techniques of a kata so they can be executed and adapted under different circumstances, without thought or hesitation.

She has a standard way of 'cooling down' after crossing that finish line. Finally, our role model denotes what worked well and what to improve upon for next time.

Standard Work... By documenting the current best practice, standardized work forms the baseline for kaizen or continuous improvement.

Betterment, believe in it!

It's not about having the skill to do something. It's about having the will, desire & commitment to be your best. -Robert Hernandez



Besides her wall of medals (above), this athlete has also shed over 120 pounds the last few years! THAT'S ONE AWESOME LADY!



“What’s the deal with productivity??” - Jerry Sienfeld



NO secret - - - the entire process is remarkably easy and you can get everything ready in about 15 to 30 minutes. Article goes over each step in detail, but here's the general outline:

Figure out your goals.

Start with no more than three, and add a fourth goal after three weeks if you can handle it.

Set daily minimums for each goal. Things like "I will run one mile" or "I will put away 10 stray items" work better than setting a time limit.

Set your boundaries and rules. Because this process expects you to work *every single day*, you have to figure out what you're going to do when you're sick, on vacation, or just find yourself in a situation where you won't be accomplishing your goal that day but don't deserve the punishment of a broken chain.

Print out a calendar for each goal and label it with that goal. I prefer a series of monthly calendars because there's more room to make a big X, but traditionally "Don't Break the Chain" uses one year-long calendar. Either way, put these calendars up on your wall where you'll see them regularly.

Buy a fat red marker, or any marker—the fat ones just make bigger and more rewarding Xs

Learn more at:

<http://lifehacker.com/5886128/how-seinfelds-productivity-secret-fixed-my-procrastination-problem>



10 Case Studies for Lean Thinkers

1) Jaguar – Automobile Manufacturing

<http://businesscasestudies.co.uk/jaguar/lean-production/#axzz2obKXTFaN>



2) General - Hospital Administration

<http://www.hpp.bz/leancasestudies.php>

3) Lean Healthcare

http://cl.kaizen.com/fileadmin/DATA/kaizen_es/Art%C3%ADculo%20Lean%20Healthcare%20Group.pdf

4) New Business Startup

<http://leanstartup.pbworks.com/w/page/15765211/Case%20Studies>

5) Lean Manufacturing – Kaizen Events

<http://www.systemsquality.com/id21.html>

6) Waste Water

<http://focus.ergon.com/case-studies-in-business-improvement-kaizen-at-bunge%E2%80%93ergon-vicksburg-llc2011>

7) Kaizen Blitz !!

<http://www.filewiz.co.uk/wwbs/case17.pdf>

8) Kaizen at Toyota

<http://www.e.okayama-u.ac.jp/~kshimizu/downloads/iir.pdf>



TOYOTA

9) Lean Thinking in Construction

http://www.constructingexcellence.org.uk/downloads/clip/Lean_Examples.pdf

http://en.wikipedia.org/wiki/Lean_construction

10) Several project examples from a Consulting Firm

<http://www.pracc.co.uk/accelerate/pages/case-studies.php>



When it comes to Continuous Improvement ... *“I Know a Guy!”*

Management coach Jay Watson visits Eric Soler, Supervisor - Ports America Bayonne Auto Terminal (BAT) and Jason Winter, Ports America Regional Director [... and Ports' first certified Green Belt] to conduct Process Excellence sessions with their terminal operations staff members.

Team leader training, whether in the JDI/A3 format, Kaizen, or Green Belt model is focused around the DMAIC phase gates and foundational operational excellence ideals of 'safer, better, faster'.

Lean Six Sigma (L6S) workshops are performed at the terminal location ("Jersey Shore" aka Gemba) easing travel and expense costs and service/production scheduling concerns.



Da Jersey Boyz: Eric Soler (l), Jay Watson (c), Jason Winter (r)

A3 and Kaizen incorporate 'DMAIC' Thinking

A foundational element of continuous improvement, the 'JDI' or Just-Do-It thought process addresses everyday issues requiring immediate action through a standardized systemic approach. Simple little problems and nagging concerns are resolved utilizing this "A3" [larger paper size] format through the application of a 5-phase thought acronym entitled DMAIC. A bias for action is achieved by following these steps: Define the Situation, Measure the Current Condition and Establish a Goal, Analyze the Root Cause, Implement Improvements and Control the Improvements.

This step-by-step process involves a small team of 2 or perhaps 3 people investigating problems or needs within a very short timeframe, a few hours or a couple of days. They investigate problems, root causes and then create and test plans for resolution. This approach is not overly complex and can be applied to most business processes.

To learn how to identify and resolve issues more efficiently, review the form and power point material under the training tab entitled – [A3 THINKING](#)

Problem issues or projects of a larger scope/business impact may require a "Kaizen" (Good Change) approach. This rapid improvement event also follows the DMAIC methodology and usually involves a cross-functional team of 4 to 7 people working 3 to 7 days for resolution.

To learn more about Kaizen, find this introductory power point material under the training tab entitled – [KAIZEN TEAM PRIMER](#)



Back-cover Op Ed

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**Employ
Improvement
Initiatives!**
(Hope is not a strategy)

We're on the Web!

See us at:

www.freeleansite.com

“Take 5” for Twitter!

- by Jay Watson

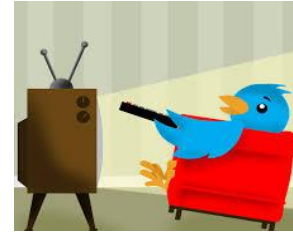
Hope you can take 5 minutes a day and checkout my twitter page about “change” (for the better).

There you will discover over a thousand contacts (ideas, articles and sayings) on continuous process improvement, lean thinking, operational excellence topics and inspirational ideas on leadership.

Please pass the page on - making the information useful to others.

Thanks!

-jaybird



Follow me on twitter ...

<https://twitter.com/freeleansite>

Obama's mid-term K.P.I. Score: (What ???! - It's not working?)



After 5 years, 12.8 million Americans are unemployed, 8.2 million cannot find enough work, and 1.1 million have given up looking for work altogether.

Unemployment still remains at least 8 percent ... (really)

Additionally, 32 million adults in the U.S. can't read. That's 14 percent of the population. 21 percent of adults in the U.S. read below a 5th grade level, and 19 percent of high school graduates can't read.

[The current literacy rate isn't any better than it was years ago!](#)



FAILED STIMULIS: since Obama took office, 6.3 million Americans have fallen into poverty.

[2010 U.S. Census data](#), the most recent available, showed that [46.2 million Americans were living in poverty](#).

Worse still, child poverty has increased, [rising to 21.6 percent](#).

Besides the “Obama Care” fiasco, other failures include: Stimulus package deals: QE I, II, III, the NSA Spying fiasco, IRS scandal, Phony MIA arrival ceremonies, Public Education performance (above), Cash for Clunkers, Gun running to Mexico, Run Away National Debt, Highest Food stamp distribution ever, Benghazi security, TSA mishaps, Illegal Immigration, ...

About Our Approach ...

Free Lean Enterprise materials on the internet!

(Whatz your excuse now?)

