Lean Daily Management Systems
Sustained Improvement through Employee Engagement

Iowa Lean Consortium
Des Moines, Iowa
Presenter: Brijesh (BK) Malhotra

October 30th, 2019
Session A4  11:00am – 12:15pm
Session C9   3:00pm – 4:15pm
Introduction …

- Senior Consultant at Productivity Inc. – 4 Years
- Director, Continuous Improvement – Hershey Chocolate – 3 years
- Wm. Wrigley Jr. Co. – Total 18 years - (USA, EU, Asia)
  - 6 Years as a E2E Supply Chain Director
  - 2 Years Global CI
  - 10 years in Plant roles
- Merchant Marine Engineer – 10 years
Objectives for today …

**Session Objectives:**
- Learning how to build an effective Daily Management Systems across your plant/organization.
- Understanding the connection between Daily Management, employee engagement, and efficiency
- Understanding how “leaders as coaches” build capability at all levels of the organization.

**The Problem Statement – The Why?**
- Business Need

**Reflections / Questions in your mind?**
- The What? Daily Management in a nutshell

**Tactics**
- What do I need to do differently to be successful?
- How does DMS help us become successful?

**Leadership Responsibilities and Behaviors**
- How can they best help add value?
I am working hard to make this happen …

- Are improvements being made only by experts?
- Are you unable to sustain gains beyond a few days?
- Are CI leaders unable to engage floor employees?
- Are your best resources busy fighting fires?
- Run, run, run ….. No time to make improvements!
- Low Productivity is chronic; inconsistent performance
- “Legacy” momentum, leadership credibility very low
Setting the organization up for success …

First Step:

✓ Are there meaningful goals to drive improvement?
✓ Is there a good line of sight?
✓ How are we making sure we will deliver consistently?
Strategy (Policy) Deployment

Aligns the Organization on solving what matters most
Provides a Sense of Purpose for all
Danaher Strategy Example …

What is the Annual Process to Drive Performance?

- What
- How
- How Much
- Who
- By When

- Strategic Plan/3-5 Year Breakthrough Objectives
- Develop Annual Breakthrough Objectives
- Determine Improvement Priorities
- ID Measures, Metrics and Key Resources
- Deploy Improvement Priorities with DBS
- Keep Score Monthly & Annually

Problem Solving Process

Converting our strategy into execution through Policy Deployment
Integrated goals across the organization …

All functions, departments, processes and people must constantly improve
The Strategy Deployment Cascade
Create a Compelling Business Need (CBN)
The Catchball – Employee Engagement 101

- **TOP DOWN**
  - Proposed objectives and milestones are presented
  - Employees:
    - construct their own initiatives and milestones
    - give constructive feedback
    - present new facts and information

- **BOTTOM UP**
  - Proposed initiatives / plans & milestones are presented
  - Managers
    - give constructive feedback
    - present new facts and information
    - revise their own Matrix

- The result of catchball is team alignment at the operational level through the chartering, linking, and networking of teams
CBN* targets shoot for stretch improvements across all categories

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>3-year goal</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety</strong></td>
<td></td>
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</tr>
<tr>
<td>DART rate</td>
<td>3.52</td>
<td>0.52</td>
<td>▪ 25% reduction from Plant / Unit XYZ best performance (0.69 in 2012)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ 2nd best in network, Monterey (0.11)</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumer complaint ratio</td>
<td>2.40</td>
<td>1.7</td>
<td>▪ Surpass Plant / Unit ABC becoming number 4 in the network</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lbs / labor hr</td>
<td>5.30%</td>
<td>3.2%</td>
<td>▪ 50% YoY reduction in stops</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ 30% reduction in breakdowns</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ 50% reduction in changeover time</td>
</tr>
<tr>
<td>Waste &amp; overweight</td>
<td>124.93</td>
<td>152.79</td>
<td>▪ 40% reduction in In-Process defects</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ 25% reduction in Re-work</td>
</tr>
<tr>
<td><strong>Delivery</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case fill rate</td>
<td>97.3%</td>
<td>98.5%</td>
<td>▪ Return to 2010 level sustained 98.5% case fill rate for the full year</td>
</tr>
<tr>
<td><strong>Engagement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement score</td>
<td>46.7%</td>
<td>65%</td>
<td>▪ 11% annual increase by focusing on low performing categories</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Surpass 2014 US manufacturing score of 54.2%</td>
</tr>
</tbody>
</table>

*CBN – Compelling Business Need
Principles of Strategy Deployment

From vision to daily work

- Can every member of your organization explain the strategic objectives?
- Can they describe the link between their daily work and the strategic objectives?
- Does everyone understand the metrics they are working to improve?
- How do we progress beyond our daily work?

A strong Daily Management System helps execute to achieve this “line of sight” ……
Strategy Deployment is great but ….

Culture eats strategy for breakfast.

- Peter Drucker
So let’s check a few “culture” boxes first..

Lean is a culture, not a set of tools

✓ Serve value adding process owners – improve their work life
✓ Push decision making, ownership down to workplace
✓ Build capable, autonomous leaders in the organization
✓ Build a larger Problem Solving community through standards, tools

✓ Embed real time analytics into Daily Work flows
✓ Stay laser focused on measures that matter
✓ Communicate information in an easy, visual way

✓ Rewards and recognition
DMS aligns to Change Management Process framework

**Key elements of Daily Management**

- **Daily Management**
  - Daily Huddle, Measurement of Leading Metrics
    - Check Deviations from Standard
    - 2-Way communication with Process owners
    - Collect information for top issue resolution
  - Cross functional team 100% accountable to drive improvements
    - Problem Solving, Setting / revising Standards
    - Request additional resources as needed
    - Trialing, teaching, coaching Process owners

- **Ownership Accountability**
  - Standards define “CBP” of executing a task
    - Progressively Sustain improvements
    - Help teach and coach Process Owners

**Tools / Methods**

**Resources**

**Daily Direction**
Daily Management focuses teams on creating loss-focused action plans

Enhances communication and leverages metrics...

- Tight consistent agenda
- Loss-focused metrics
- Data driven prioritization & planning
- Visual boards
- Clear delineation of responsibilities

...To create a daily plan to achieve performance targets

- Consistently communicated
- Loss focused and data driven
- Creates accountability
- Allocates resources effectively

PRODUCTIVITY
Enterprise in motion
From Reactive to Proactive …..
Lean is a 80% cultural, 20% tools

- Undefined goals
- Reacting / Fire fighting
- Problems are hidden, no data
- Few experts solve problems
- Blame, disengagement
- Tribal knowledge
- No room for new ideas, change

- Measureable Objectives
- Proactive management
- Managing to standards
- Problems are visible
- Data-based problem solving
- Leaders on floor solving problems
- Everyone is engaged in solutions
Leadership at all levels drives results by linking daily work "standards" to business imperatives..

Important to connect and monitor measurable metrics at all levels ......

**ENTERPRISE LEVEL**
- ✔ Customer Satisfaction
- ✔ Margin, Free-Up Cash Flow
- ✔ Preferred Employer of choice

**MID MANAGEMENT**
- ✔ Safety, Quality
- ✔ On time Delivery, Project Mgmt.
- ✔ After sales service
- ✔ Integrated Leadership

**FIELD OPS**
- ✔ Safety, Quality
- ✔ Reduced downtime, rework
- ✔ Workplace organization
- ✔ Lean improvements
- ✔ Skills, Employee engagement

Shared Standards
Flexible Implementation

Tier One Evaluating Outcomes
- Outcome-based measures that align most directly with organizational goals and strategies
- Most relevant to organizational leaders as a means to assess overall performance
- Primary audience is the executive team and Board of Directors
- Reported quarterly or monthly

Tier Two Diagnosing Variation
- Process-based measures that inform the cause and scope of potential variation in tier one metrics
- More closely aligned with daily operations
- Primary audience is the director level
- Reported monthly or weekly

Tier Three Understanding Daily Operations
- Detailed process measures directly aligned with daily operations
- Regularly reviewed by local leaders and operators in order to develop daily and weekly action plans that will influence tier two and tier one metrics
- Primary audience is the manager level
- Reported weekly or daily

Flexible Implementation

MONTHLY

WEEKLY

DAILY
Huddles and Boards …..

• General Principles:
  – Located where the work takes place
  – Organized into few macro topics with PDCA
  – Reviewed, information updated on each shift by the employees
  – Review is led by Supervisor (good), Employee (better), Employee Rotation (best)

• Metrics must be relevant to the problems on the floor:
  – Safety and Quality status & problems
  – Productivity constraints & problems
  – Inventory Control
  – Process Improvements
Daily Accountability

• DMB’s allow anyone to know how the team is doing & what needs to be worked on:

• …what went right today, what went wrong?
• …what did we learn today?
• …what are we going to do tomorrow to make it better?
• …what help do we need?
### DDS Defect Handling CIL

<table>
<thead>
<tr>
<th>BU Meeting Health Check</th>
<th>RCO</th>
<th>Defect Handling</th>
<th>CIL</th>
<th>C/L</th>
</tr>
</thead>
<tbody>
<tr>
<td>% difference of actual vs. target duration for C/Os</td>
<td>% CIL tasks completed</td>
<td>% C/Ls checked vs. % C/Ls on target</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
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</tr>
</tbody>
</table>

### Operational Area review board displays trends for key metrics

<table>
<thead>
<tr>
<th>Team Lead Meeting Health Check</th>
<th>MTBF</th>
<th># Breakdowns</th>
<th>Waste</th>
<th>Overweight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operator Huddle Health Check</th>
<th>Unplanned DT as % of scheduled time</th>
<th>Planned DT as % of scheduled time</th>
<th>C/O as % of scheduled time</th>
<th>OEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
<td>Follow ups:</td>
</tr>
</tbody>
</table>
Dashboard records historical data for key metrics and tracks progress toward meeting targets

### Line 1 Metric Dashboard

#### In Process Measures

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Time Spent on Changeovers</td>
<td>hours</td>
<td>Standard Hours</td>
<td>38</td>
<td>25</td>
<td>42</td>
<td>4</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Time Scheduled for Changeovers</td>
<td>hours</td>
<td>(Standard Hours)</td>
<td>32</td>
<td>21</td>
<td>36</td>
<td>4</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>Time Scheduled for Changeovers</td>
<td>hours</td>
<td>(Using 2014 Avg durations)</td>
<td>51</td>
<td>36</td>
<td>56</td>
<td>5</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Defects Found</td>
<td>count</td>
<td></td>
<td>37</td>
<td>28</td>
<td>20</td>
<td>22</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Defects Fixed</td>
<td>count</td>
<td>Defects Found</td>
<td>9</td>
<td>19</td>
<td>13</td>
<td>11</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>% of Defects that were Fixed</td>
<td>%</td>
<td>100%</td>
<td>24%</td>
<td>68%</td>
<td>65%</td>
<td>50%</td>
<td>67%</td>
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<tr>
<td>% CILs Completed</td>
<td>%</td>
<td>100%</td>
<td>69%</td>
<td>89%</td>
<td>81%</td>
<td>90%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>% Centerlines Checked</td>
<td>%</td>
<td>100%</td>
<td>60%</td>
<td>97%</td>
<td>100%</td>
<td>85%</td>
<td>92%</td>
<td>84%</td>
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<tr>
<td>% Centerlines on Target</td>
<td>%</td>
<td>100%</td>
<td>48%</td>
<td>72%</td>
<td>93%</td>
<td>95%</td>
<td>90%</td>
<td>88%</td>
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</table>

#### Output Measures

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</thead>
<tbody>
<tr>
<td>MTBF Wrapping</td>
<td>min</td>
<td>TBD</td>
<td>1.97</td>
<td>1.90</td>
<td>3.08</td>
<td>3.51</td>
<td>2.62</td>
<td>2.46</td>
</tr>
<tr>
<td>MTBF Molding</td>
<td>hours</td>
<td>TBD</td>
<td>2.60</td>
<td>2.00</td>
<td>3.36</td>
<td>2.72</td>
<td>1.09</td>
<td></td>
</tr>
<tr>
<td># Breakdowns</td>
<td>count</td>
<td>0</td>
<td>21</td>
<td>7</td>
<td>4</td>
<td>8</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>OEE 2</td>
<td>%</td>
<td>&gt;100%</td>
<td>65.8%</td>
<td>54.7%</td>
<td>48.9%</td>
<td>48.5%</td>
<td>66.4%</td>
<td>34.5%</td>
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</table>

#### Training Progression - % Complete

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</tr>
</thead>
<tbody>
<tr>
<td>Defect Handling</td>
<td>%</td>
<td>100%</td>
<td>63.0%</td>
<td>67.0%</td>
<td>69.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CILs</td>
<td>%</td>
<td>100%</td>
<td>47.0%</td>
<td>49.0%</td>
<td>49.0%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Centerlines</td>
<td>%</td>
<td>100%</td>
<td>55.0%</td>
<td>69.0%</td>
<td>69.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changeovers</td>
<td>%</td>
<td>100%</td>
<td>63.0%</td>
<td>63.0%</td>
<td>63.0%</td>
<td></td>
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#### Business Impact

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<tbody>
<tr>
<td>Waste USD</td>
<td>$195</td>
<td>$4,975</td>
<td>$2,498</td>
<td>$112</td>
<td>($19,331)</td>
<td>$12,260</td>
<td></td>
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<tr>
<td>Overweight USD</td>
<td>$593</td>
<td>$1,031</td>
<td>$2,982</td>
<td>$2,300</td>
<td>$2,591</td>
<td>$1,572</td>
<td></td>
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<tr>
<td>Direct Labor Efficiency Variance USD</td>
<td>($1,569)</td>
<td>$1,442</td>
<td>($1,140)</td>
<td>$2,323</td>
<td>($1,803)</td>
<td>$1,393</td>
<td></td>
</tr>
<tr>
<td>Changeover Time Reduced vs. Standard Changeover Time Reduced vs. 2014 USD</td>
<td>($1,515)</td>
<td>($1,176)</td>
<td>($1,325)</td>
<td>$0</td>
<td>($1,416)</td>
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<tr>
<td>Average USD</td>
<td>$3,446</td>
<td>$3,109</td>
<td>$4,117</td>
<td>$220</td>
<td>$4,824</td>
<td>$1,572</td>
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<tr>
<td>Total USD</td>
<td>($791)</td>
<td>$5,936</td>
<td>$3,162</td>
<td>$3,410</td>
<td>($18,543)</td>
<td>$13,809</td>
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<tr>
<td>Cumulative Total YTD USD</td>
<td>($791)</td>
<td>$5,145</td>
<td>$8,307</td>
<td>$11,717</td>
<td>$6,826</td>
<td>$6,983</td>
<td></td>
</tr>
</tbody>
</table>

Comments:
- Completed 5 changeovers and an allergen clean.
- Notifications entered for fixing remaining defects.
- CILs scheduled at standard times on each shift.
- Scheduling huddles to discuss CL completion in the first hour of production. This will help avoid misses on short runs.
- Lower OEE driven by weather related downtime and changeovers.
- Large waste positivity due to running Canadian items. We continue to trend very well on OW%.

Scheduling huddles to discuss CL completion in the first hour of production. This will help avoid misses on short runs.
Safety PDCA

• Near misses, Unsafe observations
<table>
<thead>
<tr>
<th>Metrics</th>
<th>Resp.</th>
<th>Goal</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
<th>W1</th>
<th>W2</th>
<th>W3</th>
<th>W4</th>
<th>W5</th>
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<tbody>
<tr>
<td>Production volume</td>
<td>Eduardo</td>
<td>↑ 45K</td>
<td>46</td>
<td>48</td>
<td>44</td>
<td>47</td>
<td>45</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliveries</td>
<td>Eduardo</td>
<td>↑ 50K</td>
<td>48</td>
<td>47</td>
<td>44</td>
<td>52</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Turnover</td>
<td>Patricia</td>
<td>↑ 30S</td>
<td>32</td>
<td>30</td>
<td>31</td>
<td>29</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>Renato</td>
<td>↓ 3$</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delays</td>
<td>João</td>
<td>↓ 2K</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defects</td>
<td>Marcos</td>
<td>↓ 0.5%</td>
<td>0.2</td>
<td>0.3</td>
<td>0.2</td>
<td>0.2</td>
<td>0.6</td>
<td></td>
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</tr>
<tr>
<td>Scrap</td>
<td>Marcos</td>
<td>↓ 0.3%</td>
<td>0.1</td>
<td>0.1</td>
<td>0.4</td>
<td>0.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corrective maintenance</td>
<td>José</td>
<td>↓ 2%</td>
<td>1.7</td>
<td>2.2</td>
<td>2.4</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of breakdowns</td>
<td>José</td>
<td>↓ 5</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory days</td>
<td>Camila</td>
<td>↓ 3</td>
<td>3</td>
<td>2.5</td>
<td>2.9</td>
<td>1.9</td>
<td>2.7</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>WIP</td>
<td>Camila</td>
<td>↓ 20K</td>
<td>32</td>
<td>22</td>
<td>21</td>
<td>19</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On time delivery</td>
<td>Camila</td>
<td>↑ 95%</td>
<td>98</td>
<td>94</td>
<td>96</td>
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</table>
How do I audit the DMB?

• Do actions specifically close the gap between actual & plan?
• Are metrics presented in a visual way & can be understood by someone outside the department?
• Are the metrics relevant to the problems and aligned through to all the process owners?
• Do employees from upstream/downstream attend the DMB check?
• Does peer coaching or teaching occur?
• Are countermeasures included in standards and communicated?
Quality - Right First Time PDCA

- Defects, Yield, Scrap, Errors

Daily Management
Customer Service PDCA
Productivity, Changeovers, Schedule Adherence

• Connects status of product throughput vs. plan

Non-Ops Examples:
• Finance – Good management of cash
• Human Resources – Open positions filled to meet staffing requirements
• Engineering – Capital projects closed on time to budget
Lean Improvements in Marketing

- Streamline the promotional events process
- Improve export campaign’s efficiency and effectiveness

Leadtime reduction from 3 weeks to 4 days for simple promotional packs

+ 2 major marketing campaigns/year

A new annual Marketing / Sales Calendar
Daily Management can be implemented in each Department: Customer Service – Laboratory – Marketing and Sales – HR – Finance …
Lean Daily Management in Laboratory

- Improve our Service to direct customers:
  - Improve overall efficiency in Chemical and Microbiological labs

Leadtime reduction from 20/30-days to 7-days

Released extra capacity in Lab eliminating outsourcing

Reduction of personnel turnover

Positive environment
Operational Excellence in Sales

- Review the Tender Process (Sales, Marketing, Finance, Quality) for Private Labels
- Optimize Product Development for Private Label products (R&D, Quality, Marketing and Sales)
  - Ongoing project

Leadtime reduction from 4-weeks to 2-weeks
Conversion Rate: +40%
Lean in HR

> The Challenge: reduce time spent in administrative activities (from beginning to the end of employee contract) to increase time available for Business and managers support.

- Creation of shared standards
- Reduction of anomalies and leadtime on payrolls
- Introduction of new software
- Full compliance to legislation for all contracts
- HR backup teams between sites
Role of Leadership ….

- Understand the customer, their needs for the foreseeable future
- Declare a “Compelling Business Need” with aggressive 2-3 year goals for improvement (Safety, Quality, Service, Cost, Employee Engagement)
- Cascade these goals as the only goals with which to measure organizational performance
- “Front load” top talent, $$, capital at every site to assist / deploy the methodologies
- Be accountable to the results, metrics directly linked to Lean results
- Institutionalize tools and terminology and apply them in daily work
Leadership behaviors …..
Build a Problem Solving culture of process excellence

The “right thing” to do?
Leadership in the field
Leaders as coaches, Servant Leadership
Growing and developing people

Know / understand the issues
Build standardized processes
Dedicate resources to problem solving
Focus on standard work
Linkage of all work to chronic losses
Leadership Behaviors - Servant Leadership

Invert the Org Chart, Build a Problem Solving culture

"You don’t have 200 people who work for you. You work for 200 people…"

Focus energy on solutions and adding value

"As we look ahead into the next century, leaders will be those who empower others."

William H. Dave II
Leadership Behaviors - Daily Management

Leadership must show daily routines that take care of the people who take care of the customers

Leaders as teachers, going into the workplace with purpose

Daily rigor, structured communication, and ever evolving standard work

Ensure that leadership aspirations are directly aligned with daily work

Translation
Gemba: *the real place.*
Process Excellence & Importance of Standards

Why improvements don’t stick?

What is a Standard? (or lack thereof)
A current best way to perform a task or deliver a service

“Without standards, there can be no improvement”

“Standards should not be forced down from above but rather set by working with the production workers themselves.”

-Taiichi Ohno
(founding father of the Toyota Production System)
Employee Engagement

There is a near perfect correlation between the performance of an organization and the demonstrated competence of the people in the roles to which they are assigned.

Put your best people in charge of leading your transformation process.

Carefully manage building capabilities in this changing environment.

---

<table>
<thead>
<tr>
<th>Question</th>
<th>Pulse Check</th>
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<tbody>
<tr>
<td>I understand the priorities &amp; action plan for the entire line and the tasks I need to complete during my shift</td>
<td>Strongly Agree</td>
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<tr>
<td>I receive sufficient support &amp; guidance from my supervisors to accomplish my tasks</td>
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<td>I feel part of a team: I have time to work with my peers and my supervisors to meet our Unit goals</td>
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<td>I have the tools and training I need to operate and maintain my equipment</td>
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<td>I know the primary causes of stops on my equipment and have a plan to address them</td>
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<td>I understand the Lean program and how it affects me</td>
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<tr>
<td>How much exposure have you gotten to the Lean program?</td>
<td>Significant – I have been actively involved in program activities</td>
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<tr>
<td>(Please circle appropriate response)</td>
<td></td>
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</table>

Comments:

What shift do you typically work on? Which line do you typically work on?
Q&A