

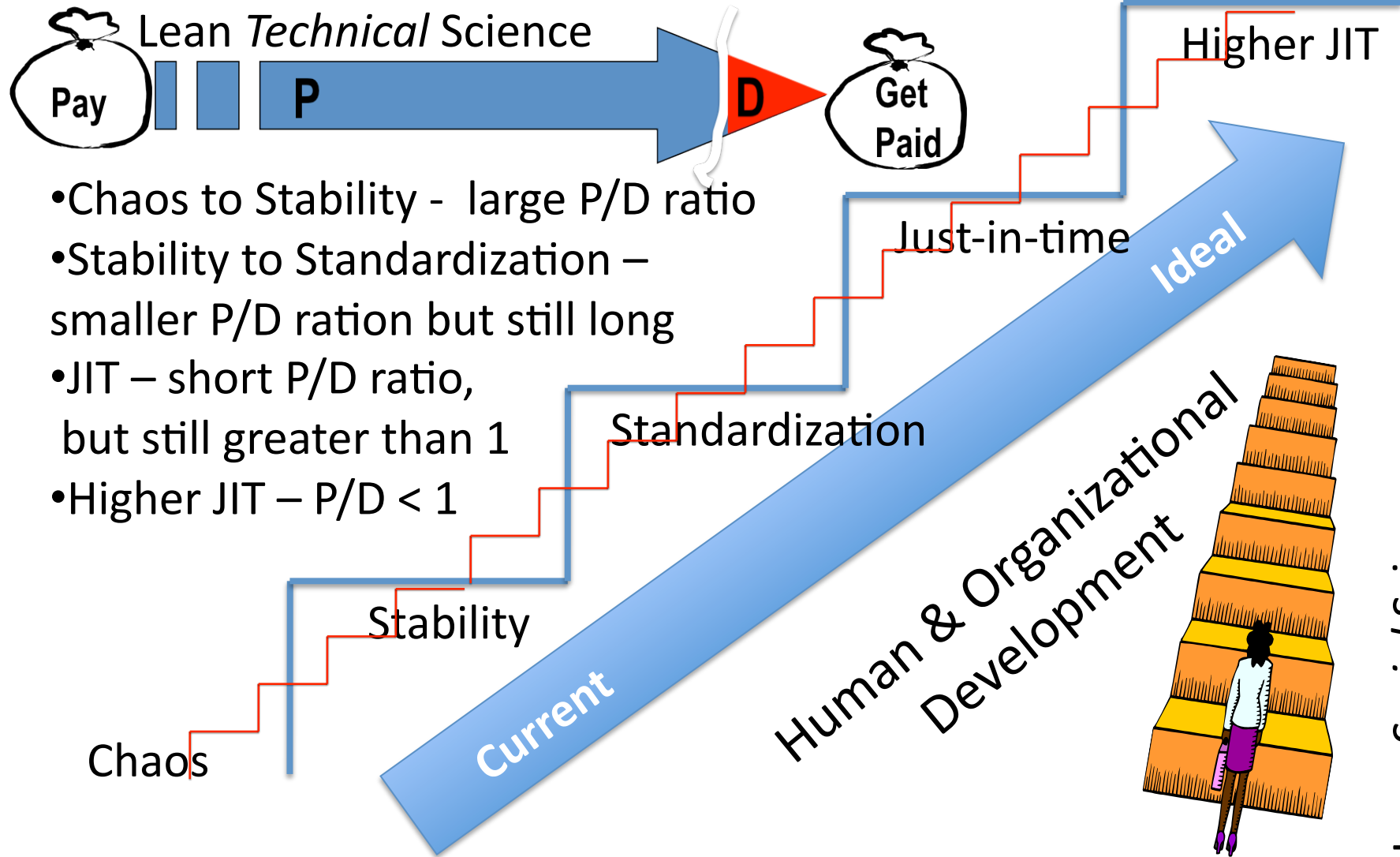
10 Tips for Engaging Your Entire Workforce



What percent of your workforce comes to work every day with a plan to solve a problem or with an idea to make an improvement?

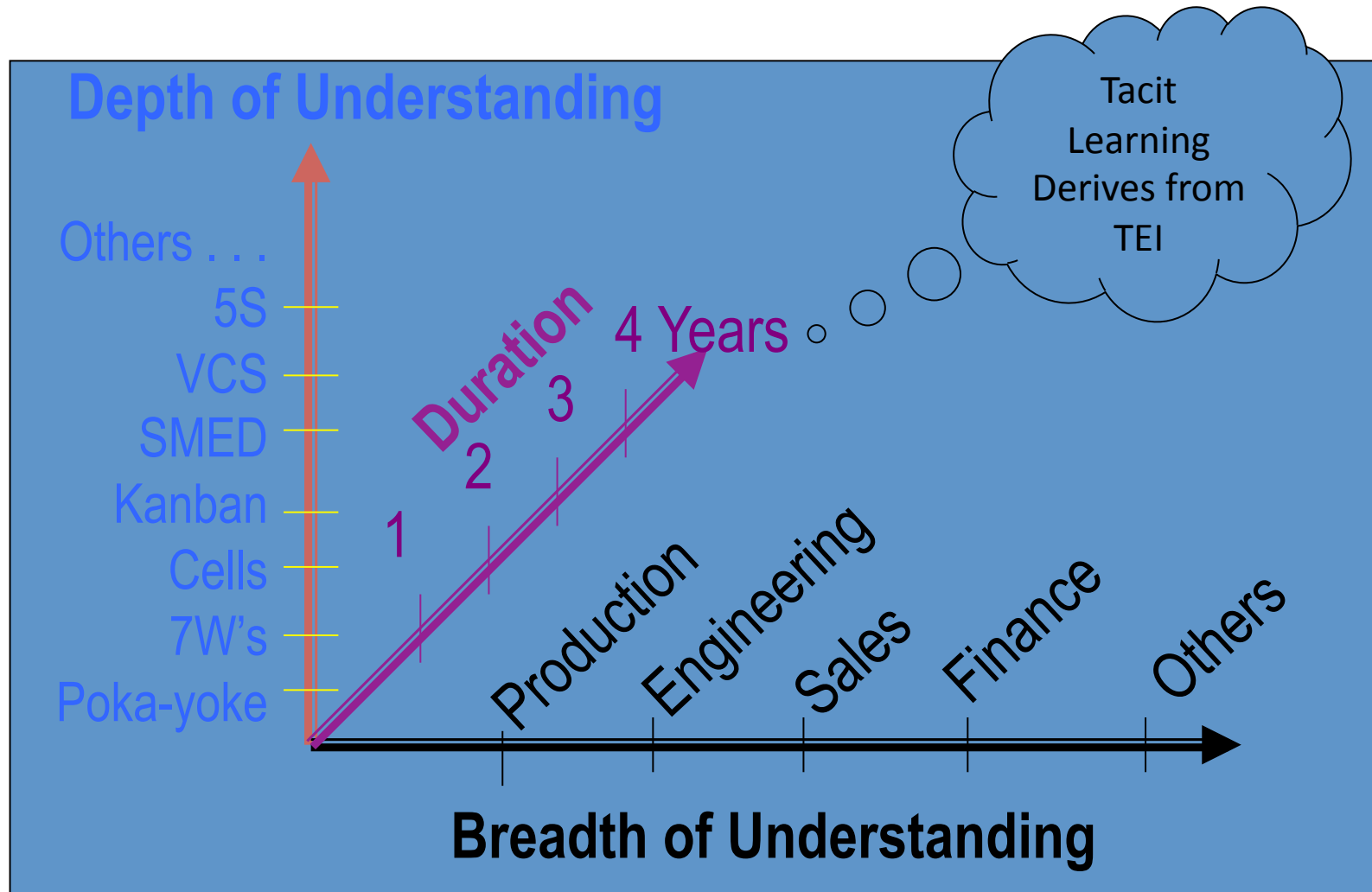
5%? 10%? 20%?

System Maturity Perspective

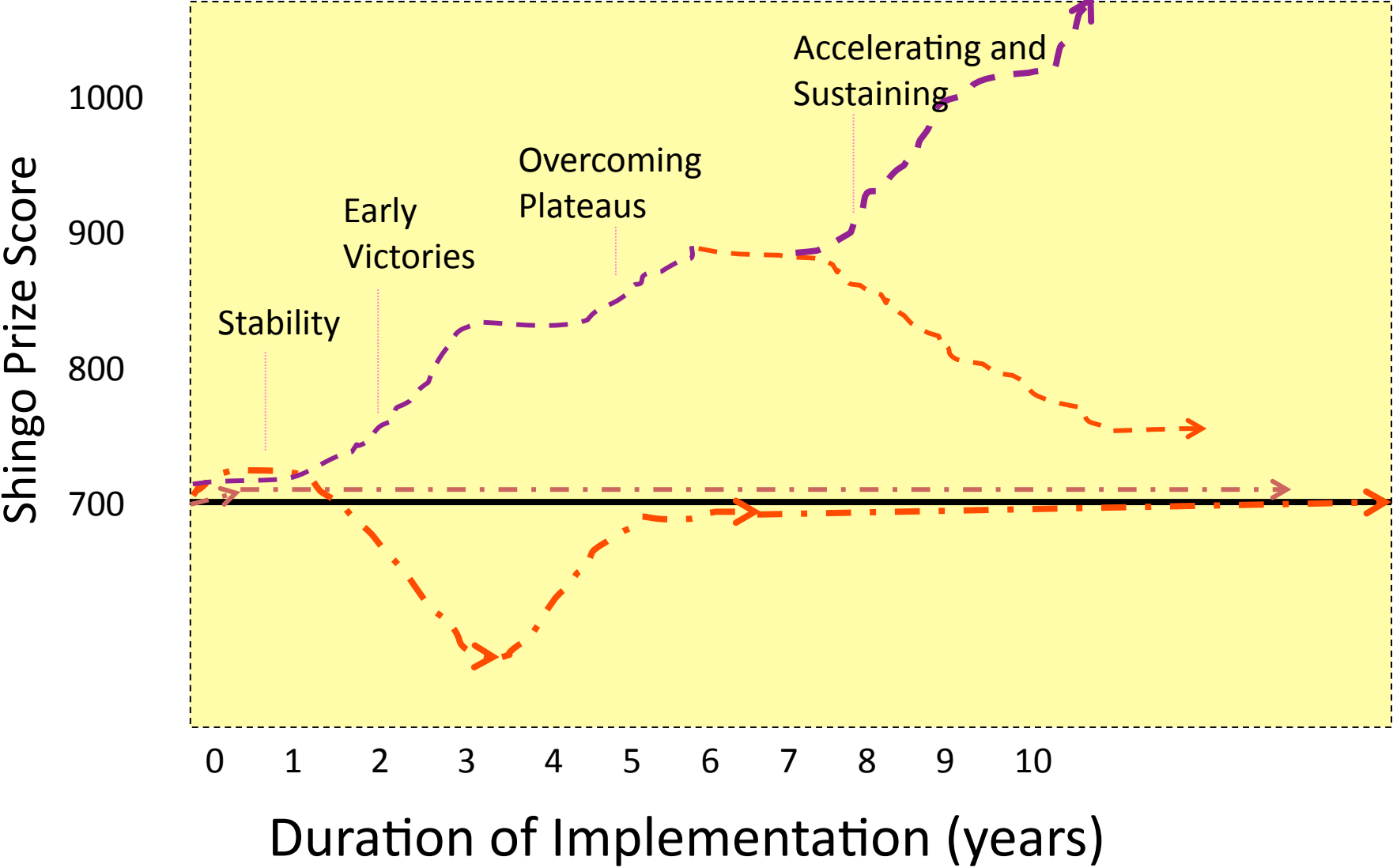


- Chaos to Stability - large P/D ratio
- Stability to Standardization – smaller P/D ratio but still long
- JIT – short P/D ratio, but still greater than 1
- Higher JIT – $P/D < 1$

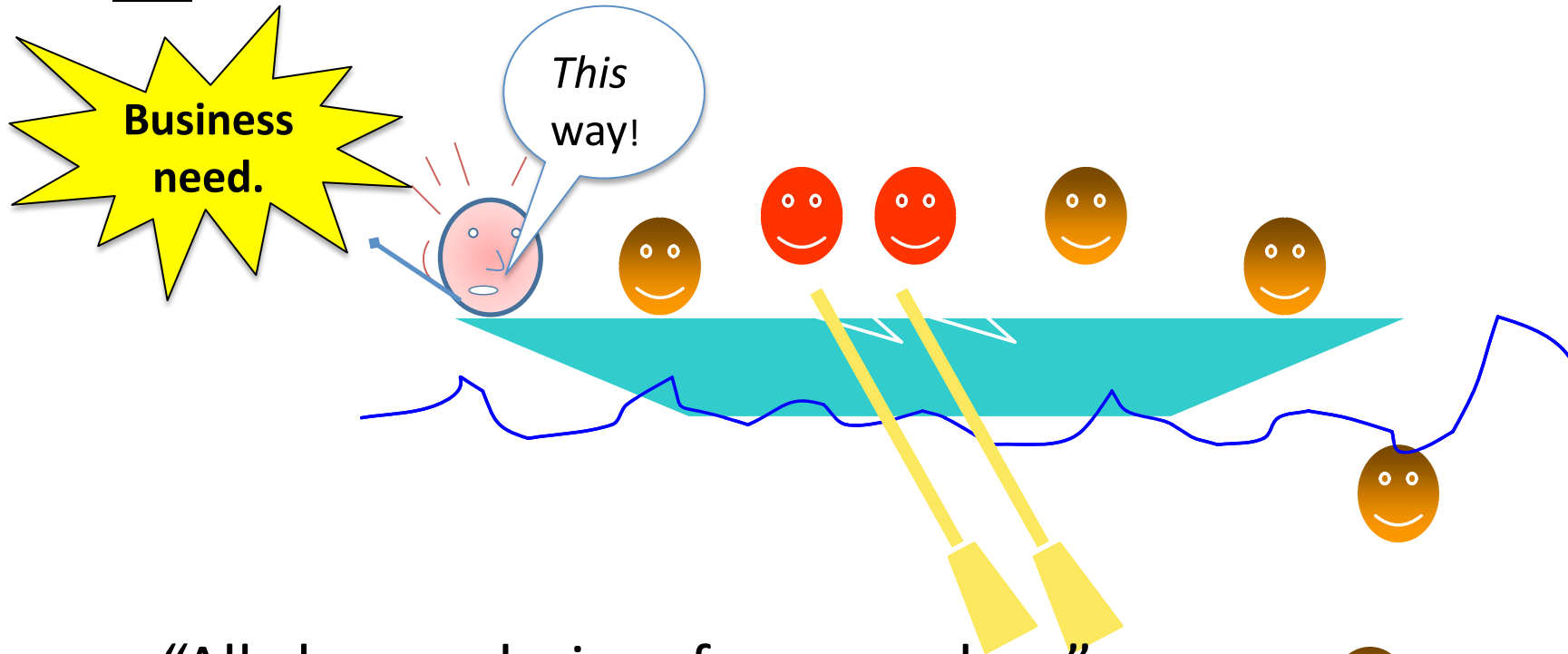
Tacit Learning Progression



Lean Implementation Scenarios



1. Articulate the need.



“All change derives from need . . .”

Taiichi Ohno, *Father of Lean*

“Action derives from emotion . . .”

“99% of objection is cautionary . . .”

Shigeo Shingo

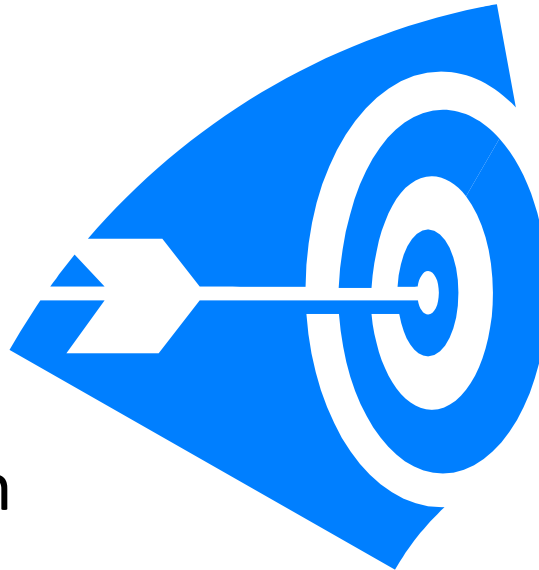
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2. Focus on burdens first.

Muda

7 Wastes

- **S**torage
- **T**ransportation
- **O**ver-production
- **P**rocessing
- **M**otion
- **D**efects
- **W**aiting



3 M'S

Mura

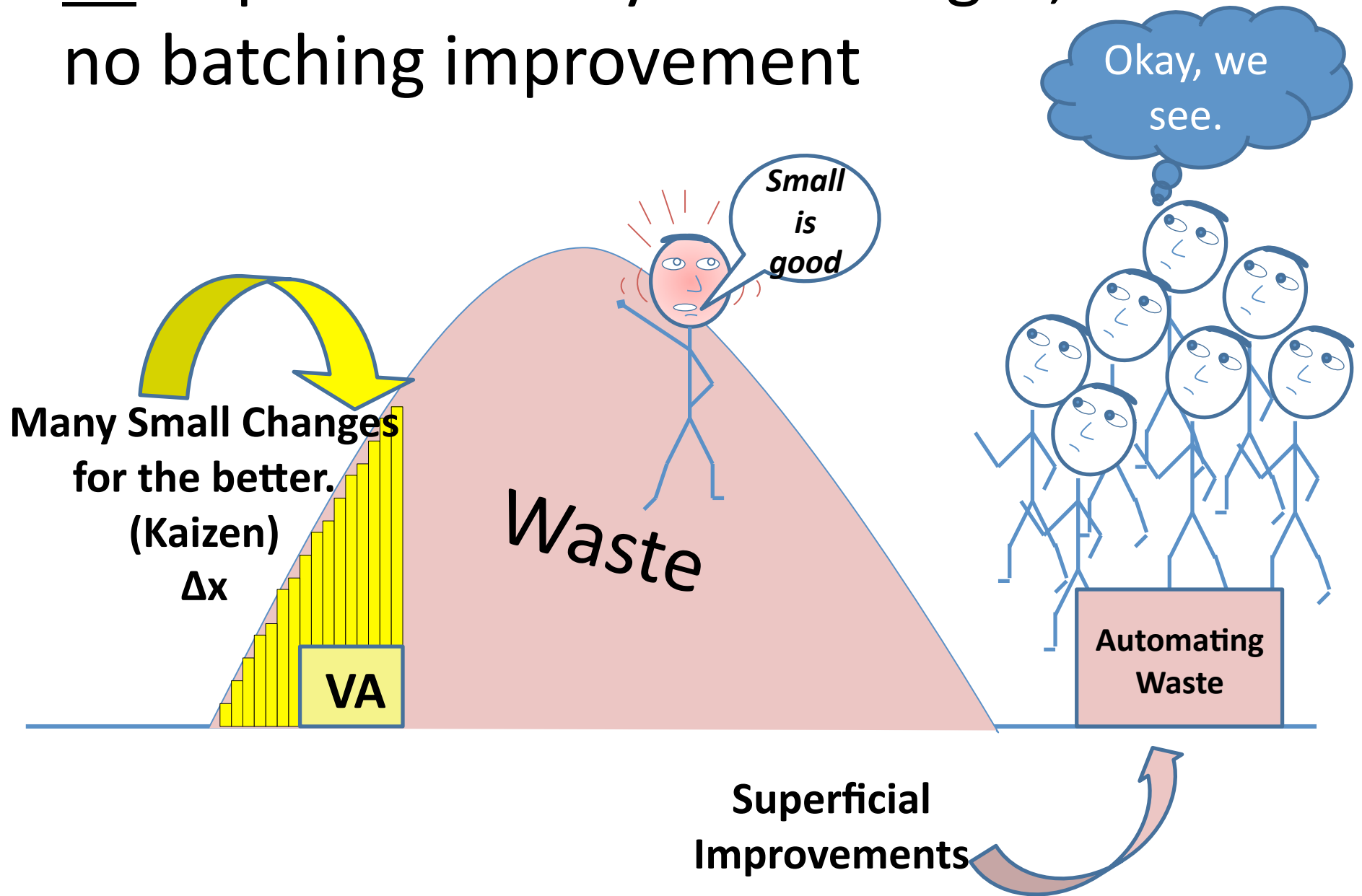
Unevenness or inconsistency.

Muri

Strain or Over-burden

“The order of improvement must be easier, better, faster, and then cheaper” – Shigeo Shingo

3. Emphasize many 1x1 changes, no batching improvement



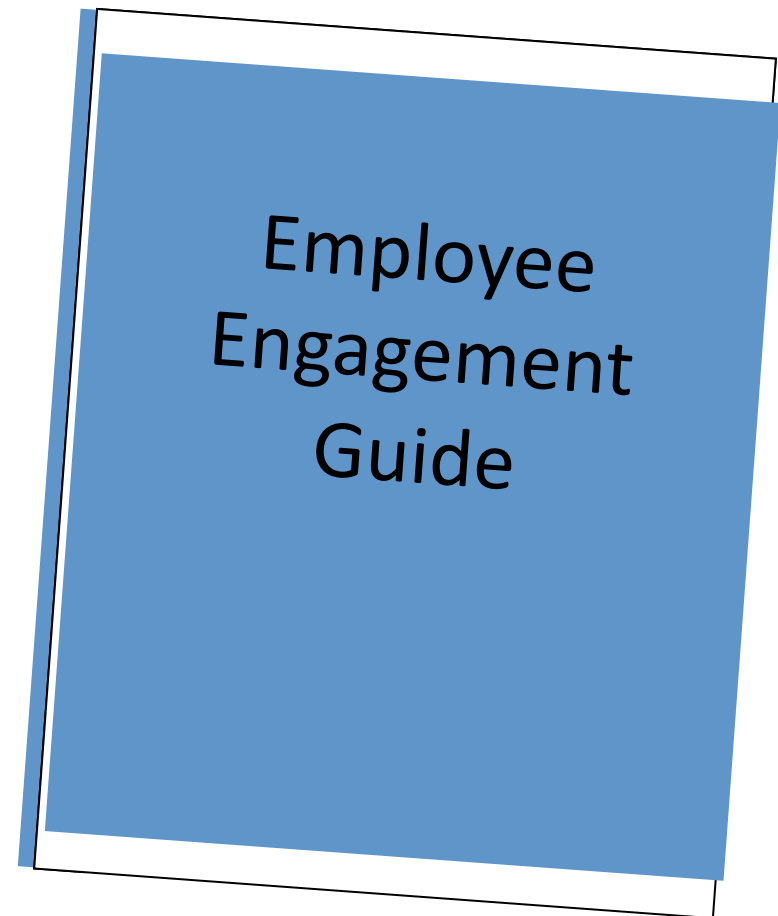
4. Scrap the idea rejection system.

- Locked suggestion box. Suggestions not expected.
- Long or no-feedback loops.
- “Blue Ribbon” team to evaluate.
- Infrequent evaluation.
- Cost-savings-only based, cash payout
- Focus on “work”, time per piece.
- A great way to dis-engage.



5. Clarify engagement.

- 5W1H
- Team Activities
- Eyes on Quality
- Ideas
- Health
- Safety
- Ergonomics
- Attendance
- Community Service



6. Learn tools by *doing*. Learning "How to . . . "

Identify reliable methods.

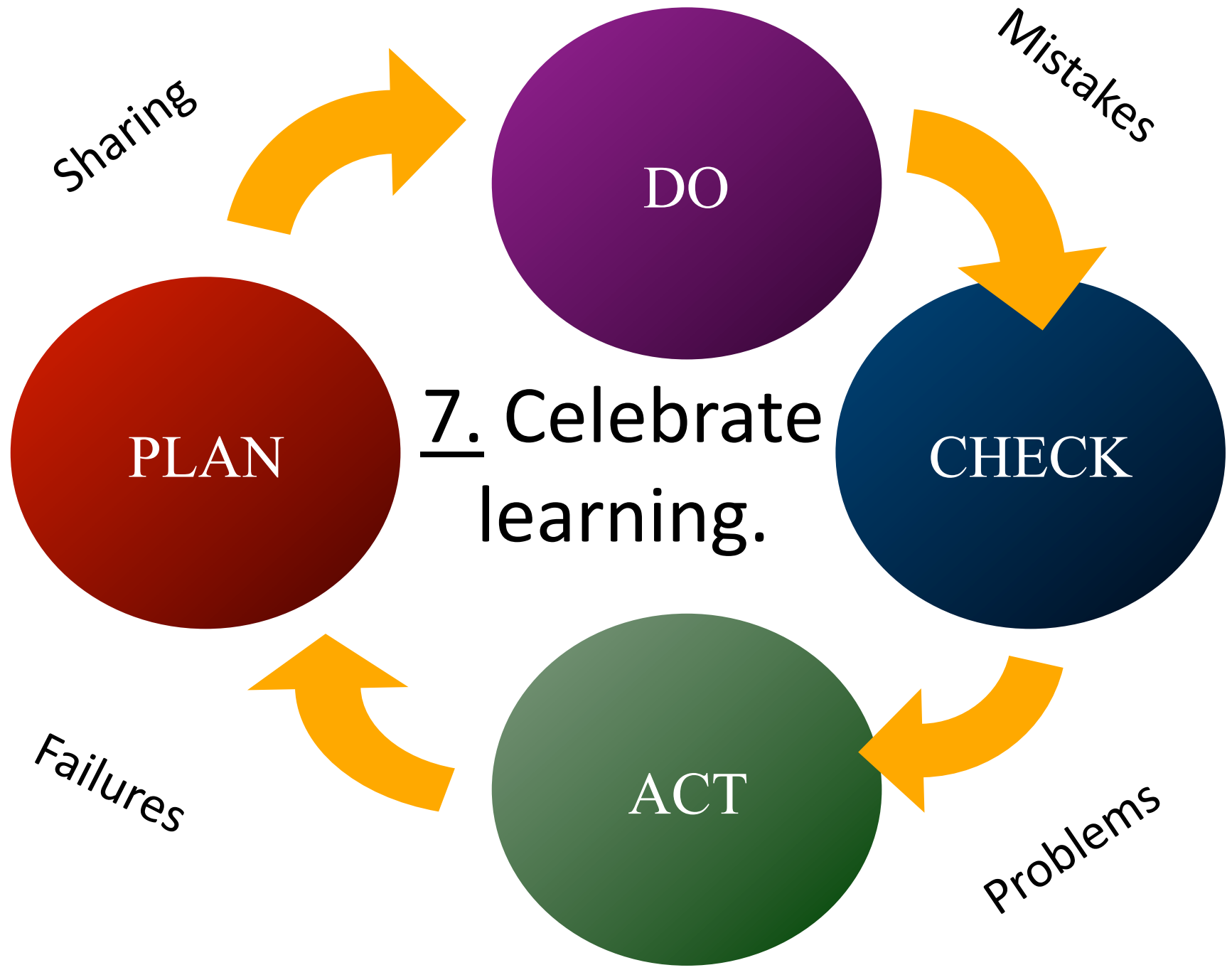
10%

... a reliable environment.

40%

50%





Sharing

Mistakes

DO

PLAN

7. Celebrate learning.

CHECK

Failures

ACT

Problems

8. Make sure your facilitator is credible.

- No snobs or geniuses.
- Have walked the talk.
- Have done the job.
- Communicate in two directions.
- Respects every individual.
- Creates trust.

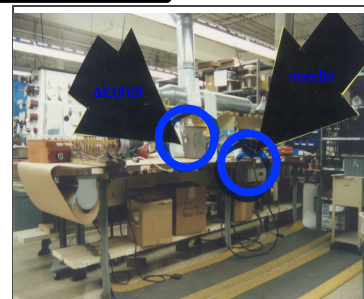


9. Celebrate Engagement

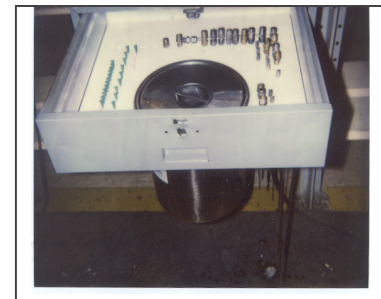
1. Clear boundaries for improvement. Emphasis on “small changes for the better.”
2. Company-wide training and participation.
3. Participation by department measured at point of use.
4. Before and after photos/ descriptions noted at point of use.
5. Weekly walk-around by management to celebrate.



Suggestion Implemented



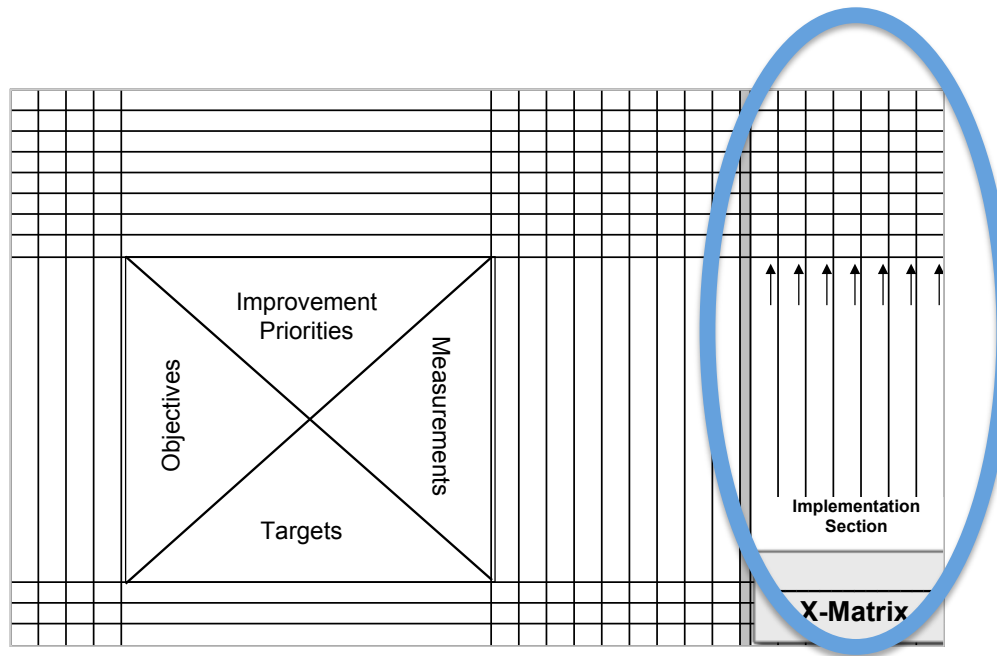
Before: Epoxy bench needles and alcohol were in unsafe and awkward area creating strain and danger for operators.



After: Epoxy team designed pullout drawer that houses both alcohol and epoxy needles for easy, safe use. Bench top now free for assembly.

March, 2003

10. *Plan* to deploy many with your strategy deployment.



Many hands make light work

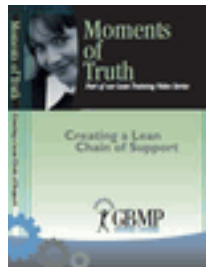
--John Heywood

10 Tips

- Articulate the need.
- Focus on burdens first. Emphasize many 1x1 changes, no batching improvement.
- Scrap the idea rejection system.
- Clarify engagement.
- Learn tools by *doing*.
- Celebrate learning.
- Make sure your facilitator is credible.
- Celebrate engagement.
- *Plan* to deploy many with your strategy deployment.

About GBMP

- Hands on workplace improvement coaching and mentoring.
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