

Building the Fit Organization

Presenter: Dan Markovitz



Let's Deal With The Work

March 17-18, 2016 | Las Vegas

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1. **Commit to improvement.**
2. Increase value. Don't cut costs.
3. Think horizontally.
4. Standard work.
5. Visual management.
6. Coaching.

New York, NY Change

Sort: Default ▾ View: Grid ▾ My Shortlist (0) ▾

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- Show only**
- Available nearby
 - New items
- Price**
- Up to \$25
 - \$25 – \$45
 - \$45 – \$100
 - Over \$100
- \$ to \$
- Category**
- Filing & Organization
 - Cash Boxes
 - Moving & Shipping Boxes
 - Security Safes
 - Magazine Racks
- More
- Brand**
- Displays2go
 - Safo



Suggestion Box With Lock And 2 Keys
\$11.62 from Displays2go



Employee suggestion box w/ Pocket (Small)
\$31.64 from Displays2go



Safo Customizable Suggestion Box, Grey
\$36.95 from 100+ stores
 Also available nearby
 ★★★★★ (3)



Suggestion Box - Corrugated Ballot Boxes 10 x 10 x 10" - 10/bundle
\$52.50 from ULINE



Acrylic Deluxe Locking Ballot/Suggestion Box
\$24.81 from Brochure Holders Only



Mahogany Suggestion Box For Countertop Use
\$34.08 from Displays2go Only



Buddy Products Suggestion Box with Paper Storage
\$50.95 from 5+ stores



Safo Suggestion Box - Black (Safo SAF-4232)
\$35.45 from SchoolOutlet.com



Deflect-o 79803 Plastic Suggestion Box with Locking Top, 13-3/4W x 3-5
\$47.97 from 50+ stores



Metal Locking Suggestion Box
\$63.35 from Allen Display



Customizable Wood Suggestion Box 10 12 x 13 x 5 34 Mahogany
\$55.95 from 50+ stores



Plastic Suggestion Box
\$11.25 from WeEsell

Simple Kaizen Submission



Name: Mary A. / Annette M.

Dept: Lunch ROOM

Date: 11/2/13

Before Improvement: What is the Present Issue or Problem? Water cooler hot lever is continuously broken.

After Improvement: Write your idea! Leave instructions on how to use the lever to prevent breaking.

Results: How did it make your job better? All employees can enjoy hot water for soups, hot chocolate during their lunch. Without worrying that it doesn't work.

----- Please Do Not Write Below - Submit Form To Your Supervisor -----

Assigned To:

Annette Martinez

Circle one:

Implemented

Not Approved

On Hold

Comment:

Nice!

Supervisor's Signature:

A large, stylized handwritten signature in black ink.

Date:

11/2/13

Idea Card:

Ideas / To Do / Doing / Completed



Date: _____ Idea By: _____

Problem: _____

Idea: _____

Expected Benefit: _____

Input Needed From: _____

CIRQIT [IDEA] CARD

OWNER _____ DATE _____

WHAT IS THE PROBLEM? _____

WHAT ARE POSSIBLE COUNTERMEASURES/IDEA(S)? _____

WHAT ARE THE BENEFITS? _____

WHO IS AFFECTED? _____



SIDE A

ASSIGNED TO _____
(if different than owner)

TARGET DATE _____
(optional)

WHAT IS THE IMPROVEMENT IDEA STATUS?

IN PROCESS ON HOLD

VERIFIED BY _____ DATE _____

OTHER POSSIBLE COUNTERMEASURES/IDEA(S)? _____



SIDE B

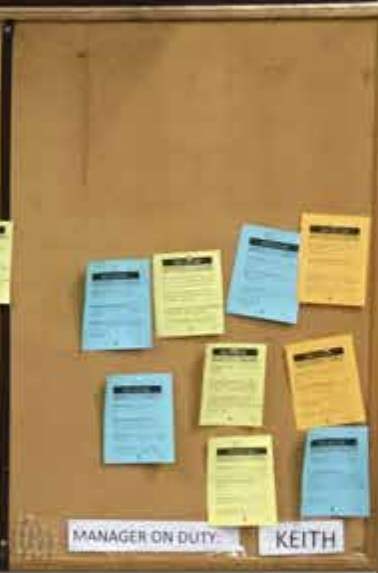
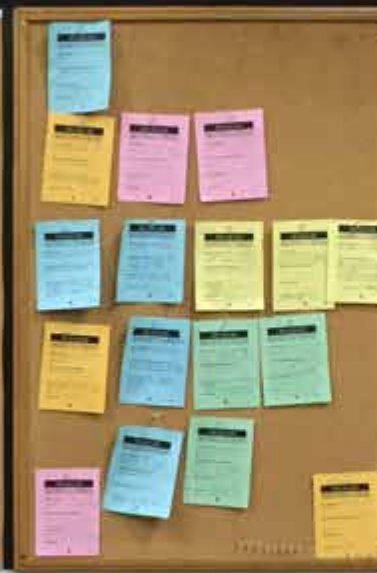
CIRQIT [IDEA] BOARD

NEW

TO DO

DOING

DONE



NEW IMPROVEMENT OPPORTUNITIES

→24

WORK IN PROGRESS

→23

METRICS

→24

'JUST DO IT'

S/Q PE EW EMS F

| | | | | |
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| [Card] | [Card] | [Card] | [Card] | [Card] |

□□
4+4 4+3

| | | |
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|----------------|----------------|
| [Metric Chart] | [Metric Chart] |
| [Metric Chart] | [Metric Chart] |
| [Metric Chart] | [Metric Chart] |
| [Metric Chart] | [Metric Chart] |



PICK CHART

High ↑

IMPACT

| | | | |
|--------|--------|--------|--------|
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| [Card] | [Card] | [Card] | [Card] |
| [Card] | [Card] | [Card] | [Card] |
| [Card] | [Card] | [Card] | [Card] |

LOW ↓

LOW ← DIFFICULTY → HIGH

PDCA

Plan-Do-Check-Act

1. Plan: Identify the problem, set goals, and develop a plan.

2. Do: Implement the plan on a small scale.

3. Check: Monitor and measure the results against the plan.

4. Act: Analyze the results, identify causes, and standardize successful changes.

CELEBRATE

| | | | | |
|--------|--------|--------|--------|--------|
| [Card] | [Card] | [Card] | [Card] | [Card] |
| [Card] | [Card] | [Card] | [Card] | [Card] |

746 KAIZEN WALL OF FAME

The wall features a grid of 746 posters, each representing a Kaizen (improvement) project. Each poster is titled "Single Kaizen Submission" and contains a mix of text, photos, and diagrams. The posters are arranged in approximately 10 rows and 75 columns. The content of the posters varies, showing different types of improvements and their implementation. The wall is set against a chain-link fence, and the entire display is supported by a white structure. In the foreground, there are two yellow cylindrical bollards and a yellow safety line on the floor.

“ Drive out fear, so that everyone may work effectively for the company.

- W. Edwards Deming





One Small Step

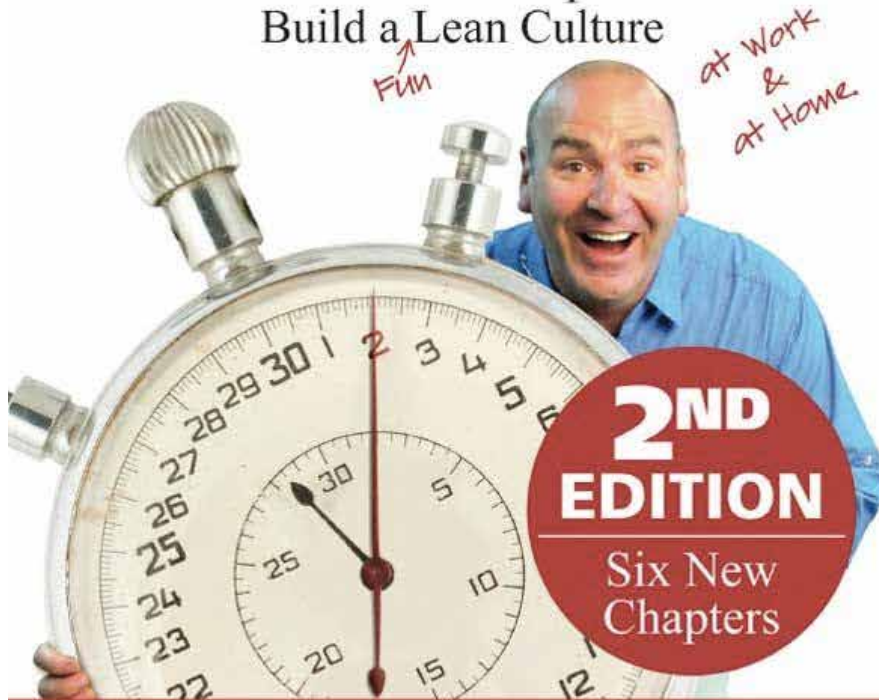
Can Change Your Life

The Kaizen Way

by Robert Maurer, Ph.D.

2 Second Lean™

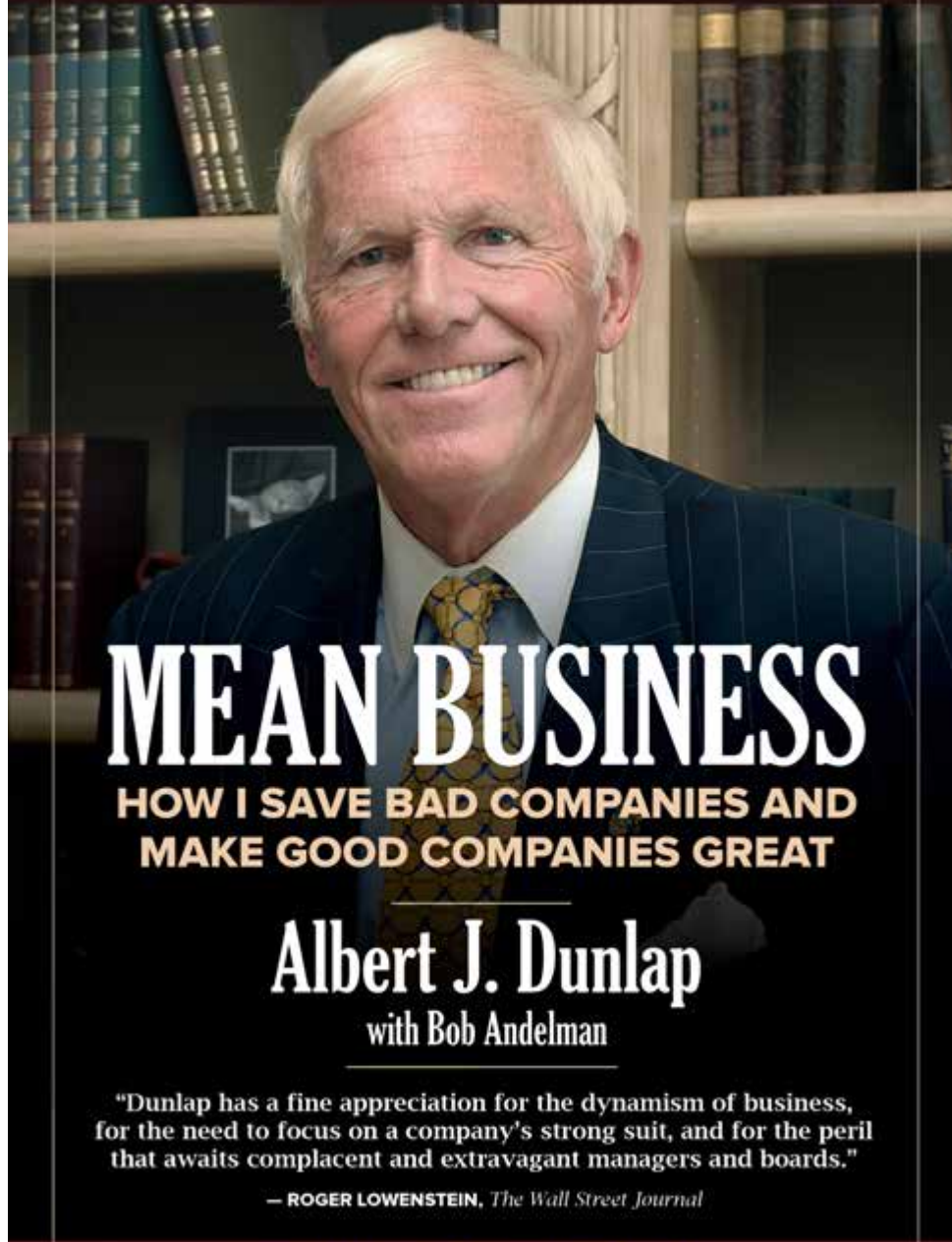
How to Grow People and
Build a Lean Culture



Paul A. Akers

1. Commit to improvement.
- 2. Increase value. Don't cut costs.**
3. Think horizontally.
4. Standard work.
5. Visual management.
6. Coaching.

THE NEW YORK TIMES and BUSINESSWEEK BESTSELLER



MEAN BUSINESS

HOW I SAVE BAD COMPANIES AND
MAKE GOOD COMPANIES GREAT

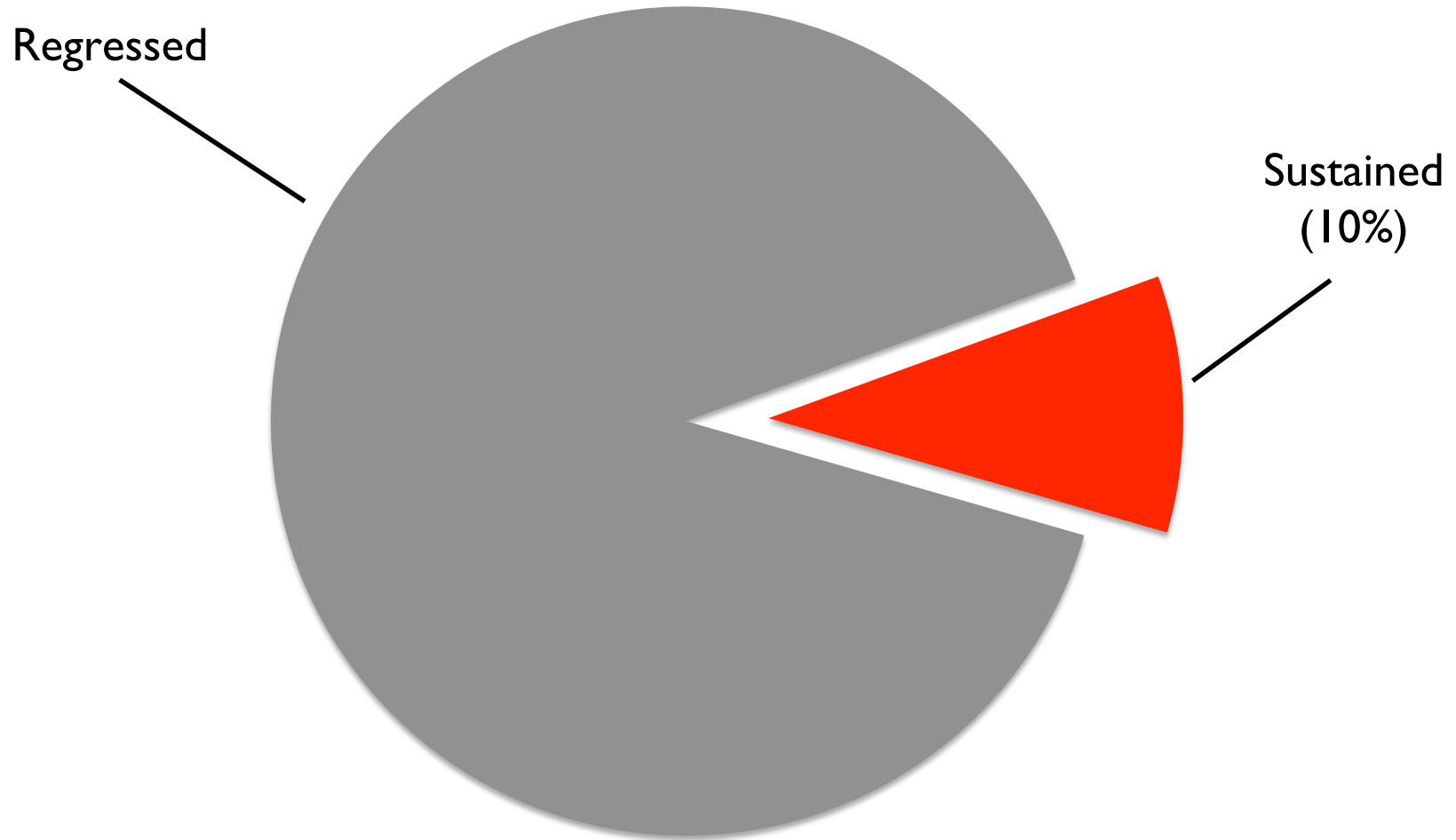
Albert J. Dunlap
with Bob Andelman


"Dunlap has a fine appreciation for the dynamism of business, for the need to focus on a company's strong suit, and for the peril that awaits complacent and extravagant managers and boards."

— ROGER LOWENSTEIN, *The Wall Street Journal*

UPDATED EDITION WITH NEW CONTENT

Sustainability of Cost Reduction Programs over Three Years





I thought we were supposed to come up with ideas for reducing costs. I couldn't think of any. But when you explained that kaizen was about saving time, making our work easier, and improving patient care, I realized I had a lot of ideas after all.

- Franciscan St. Francis Nurse Manager



STEP 2: PICK YOUR FEATURES

What are your jacket essentials? Do you like lots of pockets? Hood? No hood? Maybe you run hot and need bit less insulation. We leave all decisions up to you, but we'll guide you along the way informative, advice-packed, tooltips .



CLICK AND DRAG TO ROTATE



Polartec® Wind Pro®

Polartec® Wind Pro® is an extremely breathable, abrasion resistant, hard-faced fleece that provides four times more wind resistance than traditional fleece. Wind Pro® spans an

M'S INSULIGHT JACKET

Price: \$229.00

OUTER SHELL +

SIDE PANELS -

CHOOSE YOUR SIDE PANEL FABRIC ⓘ

Polartec® Wind Pro®



CHOOSE YOUR SIDE PANEL COLOR ⓘ

Peridot



“ Who am I to tell the customer his jacket is ugly?

- Ed Schmults, CEO, Wild Things Gear

Bilder & De Clercq (Amsterdam)



Bespoke Bicycles (London)



MENU



BESPOKE

ABOUT US

At Bespoke we want to marry world-class products, professionalism and integrity with a level of customer service and support that is unique in the industry.

[MEET THE TEAM](#)





PERFORMA

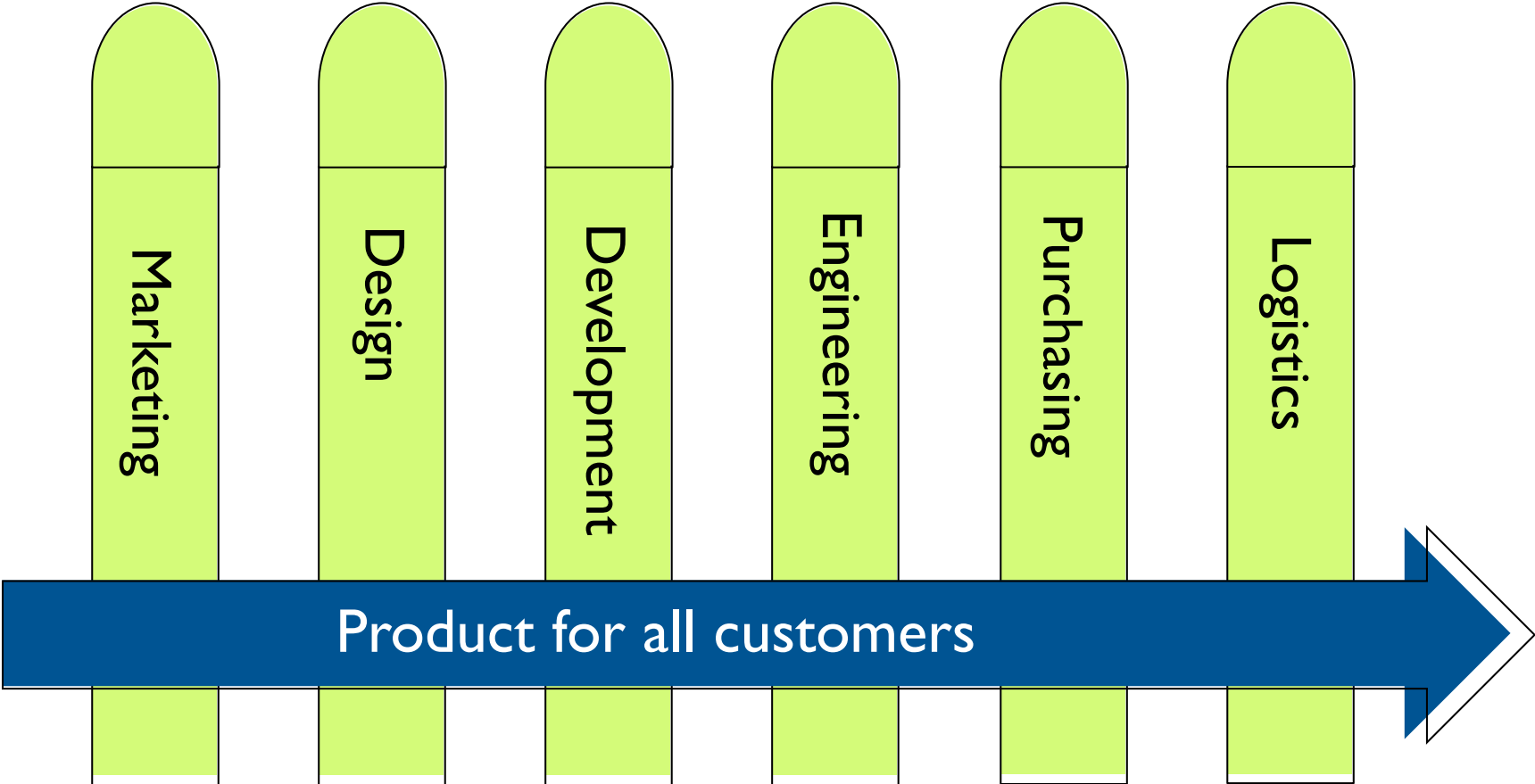
BESPOKE



Process-Oriented KPIs

| Function | Sample Process Metrics |
|----------------------|---|
| HR | <ul style="list-style-type: none">• # of times an interview was rescheduled• % of new hires that have everything ready on their first day (computer passwords, keys, etc.) |
| Surgery (healthcare) | <ul style="list-style-type: none">• hospital acquired infection rate• OR utilization rate• # of times procedures were delayed due to incorrect patient prep |
| Product development | <ul style="list-style-type: none">• # of spec changes after finalization• % of sales samples delivered on time• time from concept to first prototype |
| Customer service | <ul style="list-style-type: none">• customer satisfaction• time required to respond to inquiries• customer renewal rate |
| Finance | <ul style="list-style-type: none">• % of A/R less than 90 days• time to cash |

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Marketing

Design

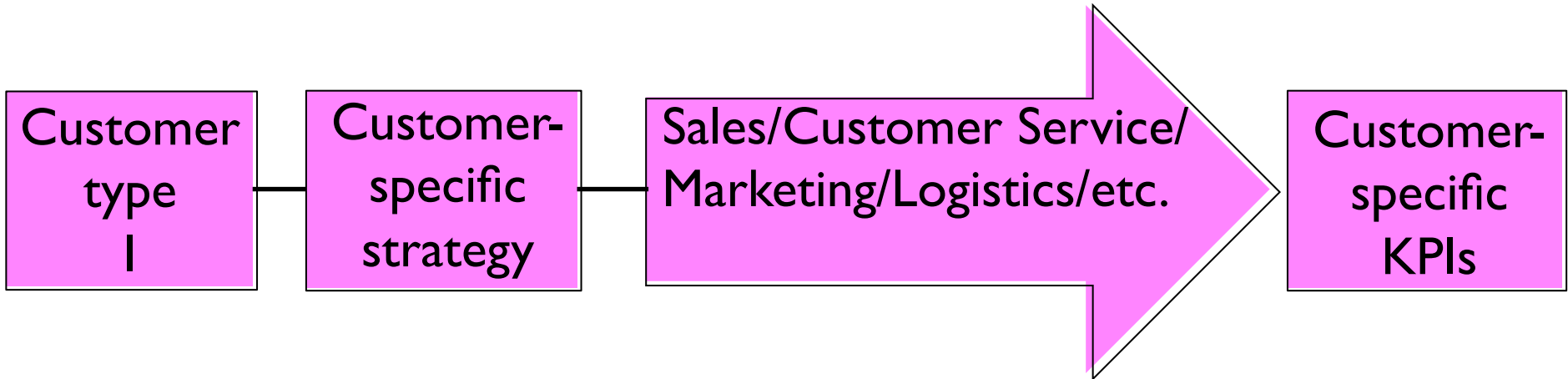
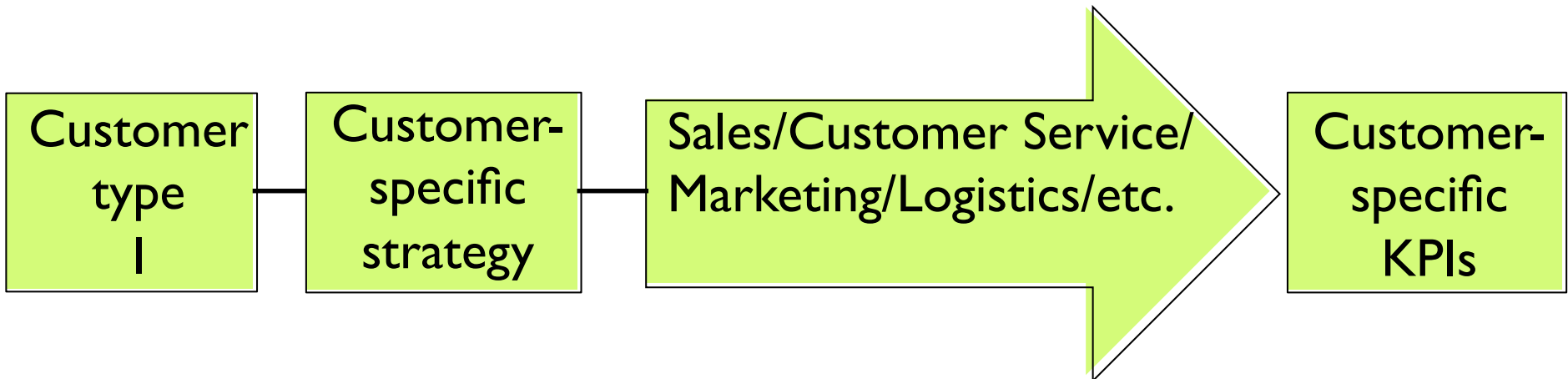
Development

Engineering

Purchasing

Logistics

Product for all customers





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HOW TO GET READY TO INSTRUCT

Have a Time Table—

how much skill you expect him to have, by what date.

Break Down the Job—

list important steps.
pick out the key points. (Safety is always a key point.)

Have Everything Ready—

the right equipment, materials, and supplies.

Have the Workplace

Properly Arranged—

just as the worker will be expected to keep it.

Job Instruction Training

TRAINING WITHIN INDUSTRY

Bureau of Training

War Manpower Commission

KEEP THIS CARD HANDY

GPO 16-35140-1

Front of the Job Instruction Card

HOW TO INSTRUCT

Step 1—Prepare the Worker

Put him at ease.

State the job and find out what he already knows about it.

Get him interested in learning job.
Place in correct position.

Step 2—Present the Operation

Tell, show, and illustrate one **IMPORTANT STEP** at a time.

Stress each **KEY POINT**.

Instruct clearly, completely, and patiently, but no more than he can master.

Step 3—Try Out Performance

Have him do the job—correct errors.

Have him explain each **KEY POINT** to you as he does the job again.

Make sure he understands.

Continue until **YOU** know **HE** knows.

Step 4—Follow Up

Put him on his own. Designate to whom he goes for help.

Check frequently. Encourage questions.

Taper off extra coaching and close follow-up.

16-35140-1

***If Worker Hasn't Learned,
the Instructor Hasn't Taught***

Back of the Job Instruction Card



OH NO! The window clerk is not here. How can I help the driver at the window?

OH MY! The CSR went home early, how can I receive an inbound in the customers system?

OH DEAR! The driver is delivering for Calmar, what do I do next?

OH DEAR! The CSR is not here, how can I process and log in an inbound for her account?

STOP EVERYTHING! The customer just sent an urgent email on a recall item. How do I handle it?

OH GOSH! The CSR has gone home for the day and there is an order that must ship out, how can I process it and create a BOL?

OH SHOOT! The driver is telling me the pick up is for Calmar, how do I help him?

OH GREAT! A driver is asking me how can I create a BOL, and get the driver on the road!

OH GREAT! A driver is asking me how can I create a BOL, and get the driver on the road!

OH GREAT! A driver is asking me how can I create a BOL, and get the driver on the road!

OH DARN! The CSR is not here, how can I process and key in an inbound for her account?

STANDARD WORK

STANDARD= ALL PREP COMPLETED FOR EVERY MEETING

CURRENT WEEK

Out of Office

1/5 12/15 12/22 12/29

START OF THE WEEK:

1. BOARD PREP



2. MEETING PREP



3. DOCUMENT PREP

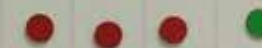


DURING WEEK:

4. GEMBA ROUNDS



5. ATTEND RPIW REPORT OUTS



6. TEAM HUDDLE



END OF WEEK:

7. SEND THANK YOU NOTES



8. COMPLETE OUTLOOK TASKS



9. PAPER: FILE or DELETE



10. REVIEW: 1:1's FROM WEEK



11. REVIEW WEEKLY DATA



LEADER STANDARD WORK

DAILY

- AM LOAD HEIJUNKA
- GEMBA
- HEREFORD OPS HUDDLE
- LF/MS CHECK-INS
- PROJECT/EMAIL (1 HR.)
- PM LOAD HEIJUNKA
- MK TIME (15 MIN.)
- CROWDING STD. WORK

| | M | Tu | W | Th | F |
|-----------------------|---|----|---|----|---|
| AM LOAD HEIJUNKA | ● | ● | ● | ● | ● |
| GEMBA | ● | ● | ● | ● | ● |
| HEREFORD OPS HUDDLE | ● | ● | ● | ● | ● |
| LF/MS CHECK-INS | ● | ● | ● | ● | ● |
| PROJECT/EMAIL (1 HR.) | ● | ● | ● | ● | ● |
| PM LOAD HEIJUNKA | ● | ● | ● | ● | ● |
| MK TIME (15 MIN.) | ● | ● | ● | ● | ● |
| CROWDING STD. WORK | ● | ● | ● | ● | ● |

- CICARE DEPT. RNDs.
- CICARE MNG. RNDs
- SOPs



MONTHLY

| | SEP | OCT | NOV | DEC | JAN |
|--------------------|-----|-----|-----|-----|-----|
| CICARE DEPT. RNDs. | ● | ● | ● | ● | ● |
| CICARE MNG. RNDs | ● | ● | ● | ● | ● |
| SOPs | ● | ● | ● | ● | ● |

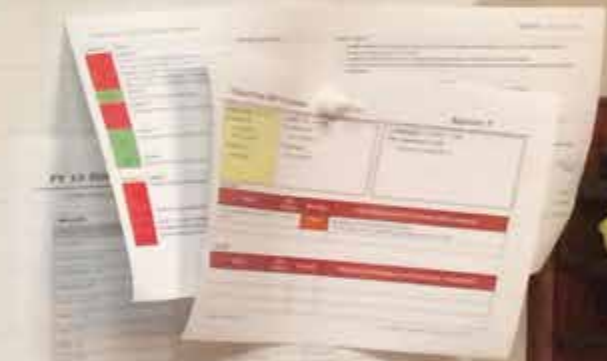
QUARTERLY

| | Q1 | Q2 | Q3 | Q4 |
|-------------------|----|----|----|----|
| CICARE EVG. RNDs. | ● | ● | ● | ● |

WEEKLY

- TIER 4 WALL UPDATES
- OPS MTG. PREP
- OPS MTG.
- JH 1:1 PREP
- JH 1:1
- NEXT WEEK PREP
- THANK YOU CARDS

| | 1/5 | 1/12 | 1/19 | 1/26 |
|---------------------|-----|------|------|------|
| TIER 4 WALL UPDATES | ● | ● | ● | ● |
| OPS MTG. PREP | ● | ● | ● | ● |
| OPS MTG. | ● | ● | ● | ● |
| JH 1:1 PREP | ● | ● | ● | ● |
| JH 1:1 | ● | ● | ● | ● |
| NEXT WEEK PREP | ● | ● | ● | ● |
| THANK YOU CARDS | ● | ● | ● | ● |



STANDARD WORK

MONDAY

TUESDAY

WEDNESDAY

THURSDAY



6S Review

WINNING OR LOSING

Quality

Safety

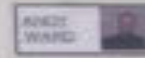


Winning or Losing

6S Review

Cost

Quality



Delivery

COST

6S Review

Winning or Losing



Employee

Delivery

Cost

6S Review

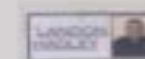


Team Huddle

EMPLOYEE

Delivery

Cost

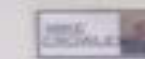


Safety

TEAM HUDDLE

Employee

Delivery

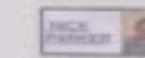


Quality

Safety

Team Huddle

Employee

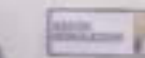


Winning or Losing

QUALITY

Safety

Team Huddle



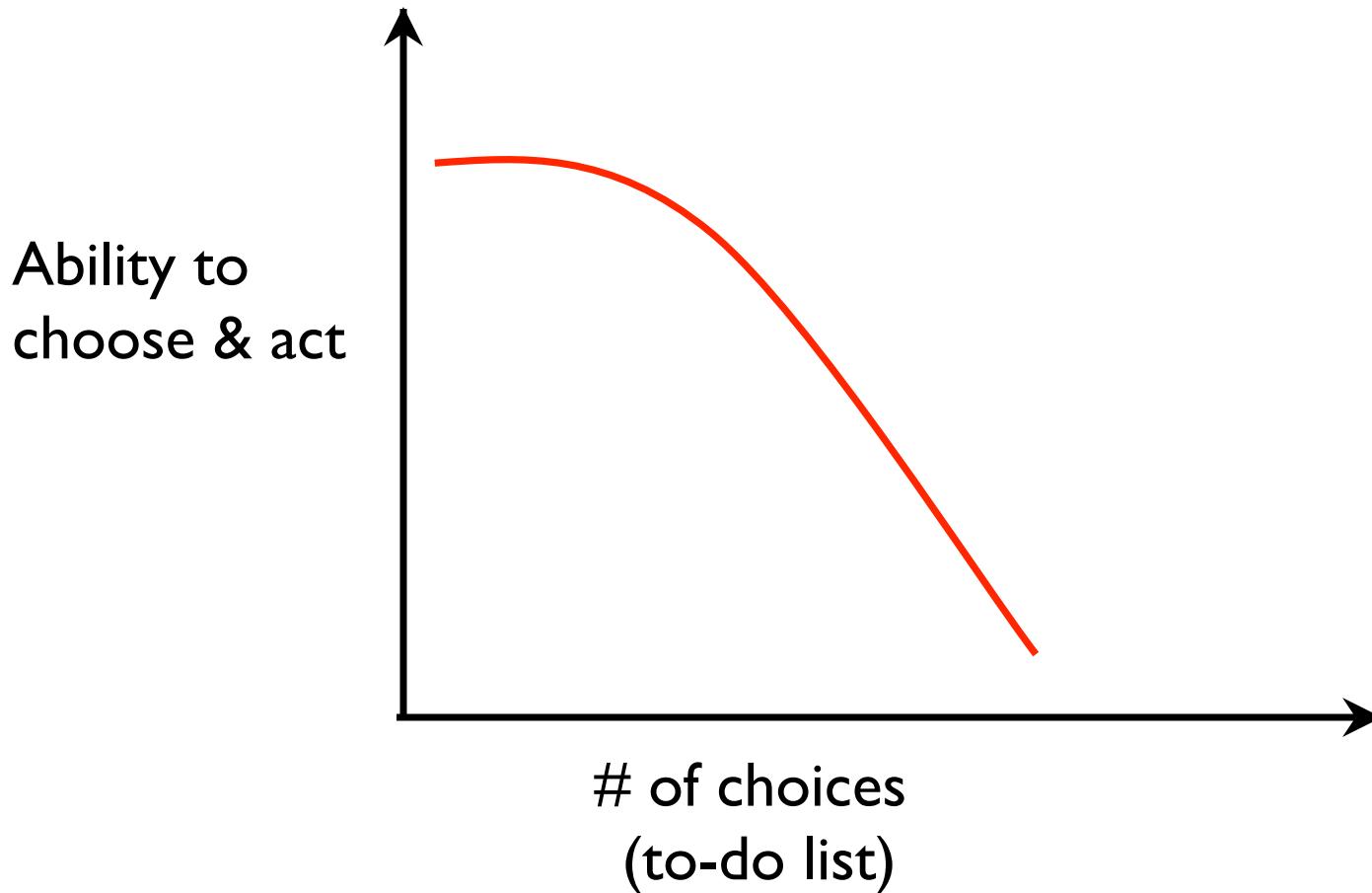
6S Review

Winning or Losing

Quality

Safety

Choice is Paralyzing





The Art of Choosing



SHEENA IYENGAR



MONSTROMART

WHERE SHOPPING IS A BAFFLING ORDEAL



1. Commit to improvement.
2. Increase value. Don't cut costs.
3. Think horizontally.
4. Standard work.
- 5. Visual management.**
6. Coaching.

INVOICE PROCESSING SCHEDULE

Every
day



8:00 - 10:00



10:00 - 12:00



12:30 - 2:30



2:30 to 4:30

Every
day



8:30 - 10:30



10:30 to 12:00



1:00 to 3:00



OVERFLOW

Every
week



Qty 600



Qty 600



Qty 600



Qty 600

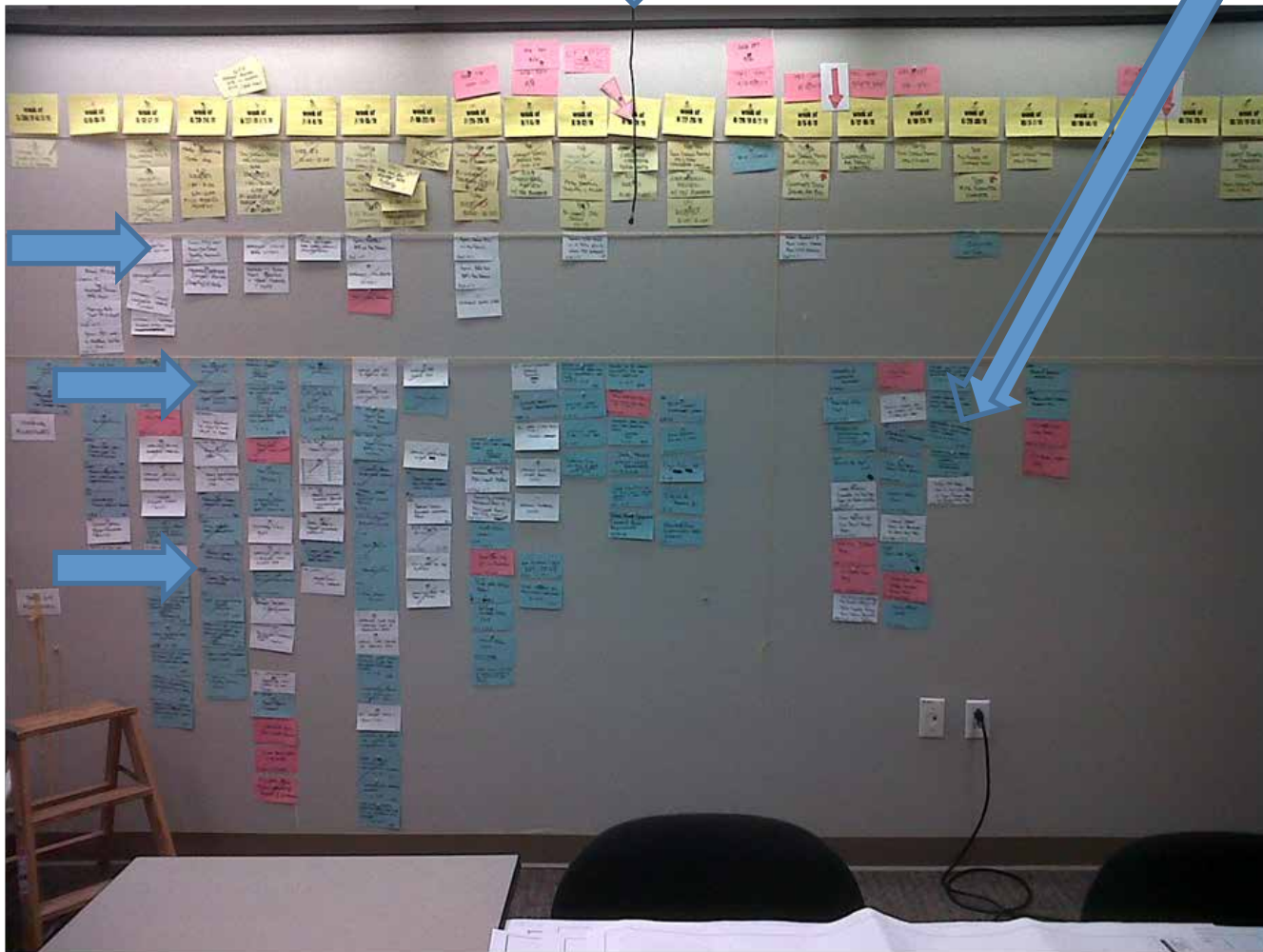
Planning Horizon Demarcation Line

Parking Lot (waiting to be placed in a specific week)

Master
Schedule

Critical
Milestones

Working
Milestones



Standard Colors Indicate Who is Responsible
(Blue = Hixson, White = Client, Pink = Vendor,
Yellow = Deliverable Date)

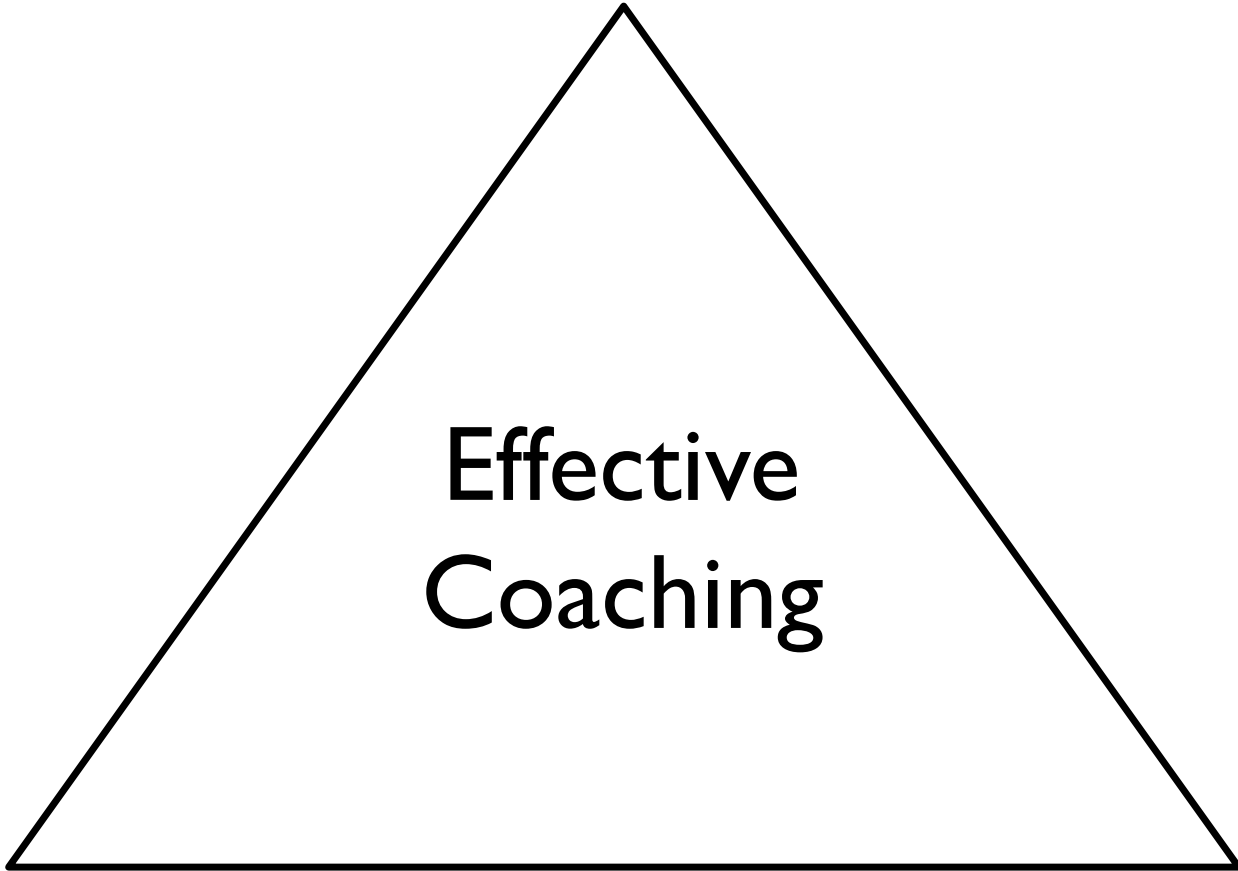
1. Commit to improvement.
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3. Think horizontally.
4. Standard work.
5. Visual management.
- 6. Coaching.**

Participate

Effective
Coaching

Go & See


Show
Respect





PATRIOTS
ESTABLISHED IN 1960





You can't just send a memo. You've got to lead it. Show them by example, do it on the shop floor. Learn by doing.

- Art Byrne,
The Lean Turnaround



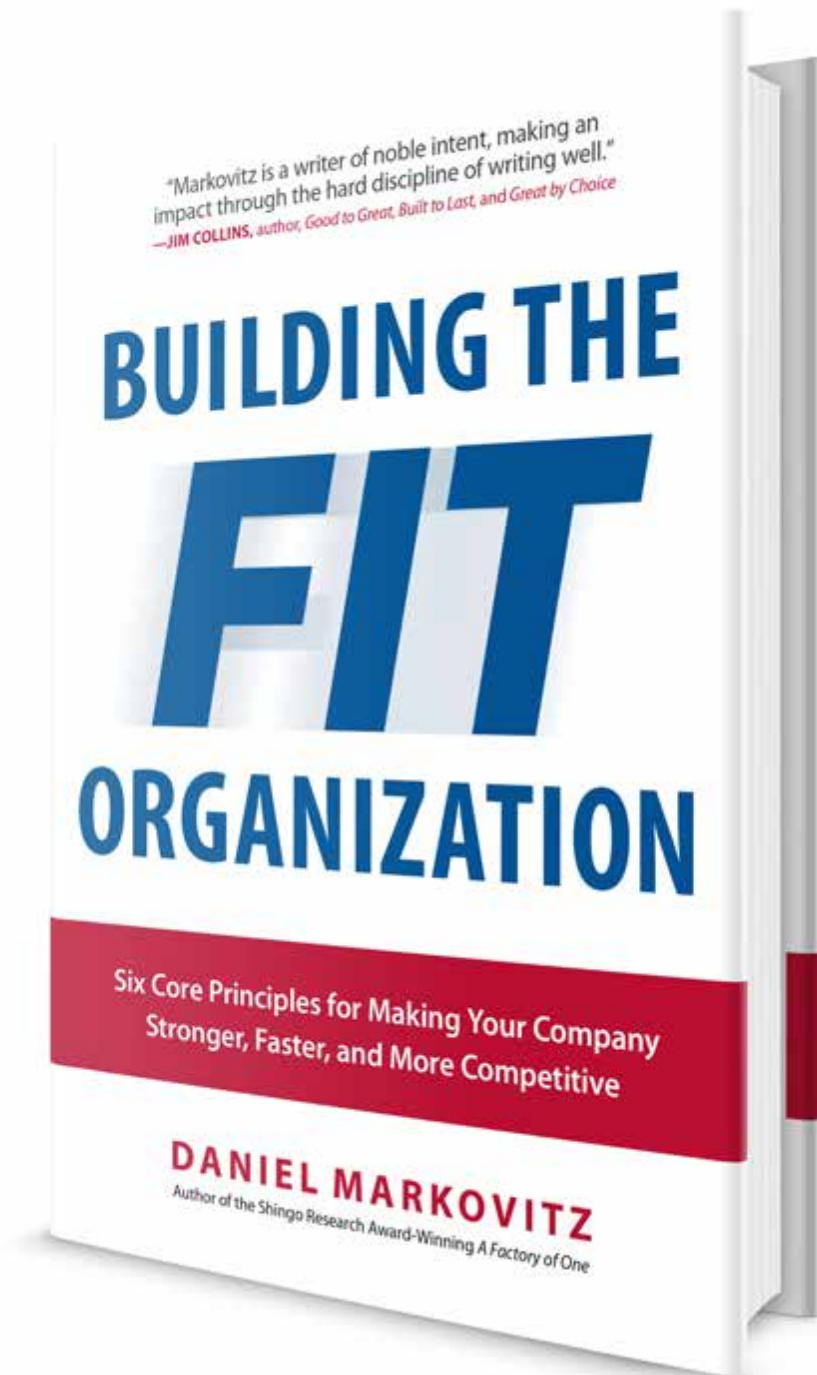
Company
President



The most powerful improvement tool we have is our employees' brains.

- Carolyn Brodsky,
Sterling Rope

**Available for sale at
the Resource
Center!**





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www.markovitzconsulting.com



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