



January 09, 2006
Volume 5, Issue 02

LEAN THOUGHTS

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The Power of doing Daily Report-Outs

Pick up any book speaking about the virtues of the Toyota Production System and they will immediately talk about "Going to the Gemba" or visit the shop floor. This is probably the most powerful attribute hidden within the Toyota Production System. When applied correctly it forms the base of Standardized Work for Leaders and quickly allows leaders to compartmentalize the noise that can create disturbances to flow.

In many manufacturing organizations the most religious daily meeting is the production meeting. In most cases it becomes more of a prayer meeting as managers and supervisors pray for no material shortages, quality impacts or labor problems they then begin to seek forgiveness for not meeting goals established at the previous day's meeting ... in conclusion these meetings can become the biggest waste of the day and also removes the leadership team from the "Gemba" where they are needed the most.

I would propose that you establish Report-Out boards (white boards) in strategic locations through-out your plant. Probably you would want to follow your Value Stream beginning with the final customer and working your way to the receipt of raw materials. You will want to cover the 4 areas that could create "Disturbances to Flow", they are Health & Safety, Quality, Production and of course Continuous Improvement to insure we are getting better every day.

You should assemble the management team or an assigned alternate (decision makers) to walk the standardized route for daily report-outs and deal with any potential issues that could create a disturbance to flow for the coming 24 hours, you should also review the results of the previous 24 hours to make certain that your plans and targets were met. This can be accommodated by asking just 2 questions;

What Worked Well (WWW) ... so keep doing it!
What Did Not Work Well (WDWW) ... so stop doing it!
What Do We Need to Do Different (WDD) ... change or enhance the process!

With practice and the use of precision speaking a report-out can be completed within 10 minutes. The power of having the entire management team in attendance is that decisions can be made right on the shop floor without having to schedule another meeting, page the person or hope that someone else will solve the situation.

Once this base-line of communication is entrenched within the organization it becomes very easy to add on additional reporting exercises. To get the leadership team away from "aisle management" start adding mini 5S audits, or have employee's do mini-report-outs to the leadership team on a suggestion that they have implemented giving them acknowledgement of their contributions.

In addition the increased visibility of management on the shop floor demonstrates the commitment of management to the well being of employees and the vision to remain competitive.

Try it ... you will like it !

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- STACKPOLE



Where "Lean Thoughts" Become Reality



Daily Report-Out Questions

HEALTH & SAFETY

- Any incidents?
- Any Concerns
- All Employees Present?
- What will be the impact of absentees

PRODUCTION

- Any Production Concerns?
- Do you have enough material?
- All Equipment in good working order?
- Did you meet yesterdays target?
- Will you meet today's target?
- If no, What do we need to do?

QUALITY

- Any Quality Alerts?
- Any Quality Concerns?
- How many quality spills yesterday and magnitude?

CONTINUOUS IMPROVEMENT

- What is your 5 Minute 5S task for today?
- What can you do to find 1 second of savings in an operation today?
- What can we work on to better improve our workplace today?

OVERALL DEBRIEF

- (WWW) What Worked Well?
- (WDWW) What Didn't Work Well?
- (WDD) What could we have Done Different?
- Is there anything you need to help you do your job better today?



About Our Consortium...

Winning is about working together for a common cause

Tour Workshop Conference
 Consortium Event Schedule



January	February	March	April	May	June
<p>T</p> <p>Wednesday 25 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 15, CFN Precision, contact Barry Wood, bwood@cfn-inc.com</p> <p>W</p> <p>Date & location TBA Your own "STEP Diagnostic" to create Vision, Mission and Direction Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 22, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 19, CTS Corp., contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shareshowcase Saturday 22 CTS Corp. Contact Cindy Grolleman cindy.grolleman@stackpole.com</p>	<p>T</p> <p>Wednesday 17, Stackpole CSD, contact Don Barber Don.Barber@stackpole.ca</p> <p>W</p> <p>Date & location TBA "Compartmentalize the Noise" * Daily Report-outs * Standard work for Leaders Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 21, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 12 to Thurs 15 K-W Ontario Contact www.ame.org</p>
July	August	September	October	November	December
	<p>W</p> <p>Date & location TBA "Establish Anchors" * VSWI ... Visual Work Instructions * TPM ... Total Productive Maintenance Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 20, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 11, Stackpole PMC, contact Cindy Grolleman cindy.grolleman@stackpole.com</p> <p>C</p> <p>AME National Conference Mon 16 to Friday 20 Dallas, Texas Contact www.ame.org</p>	<p>T</p> <p>Wednesday 15, Messier-Dowty, contact Richard Evans Richard.Evans@Messier-dowty.on.ca</p> <p>W</p> <p>Date & location TBA Your own "Get Organized" * 5S+1 Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	