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LEAN THOUGHTS

Richard Kunst
Tel: 519 590 9944
E-mail: Richard.Kunst@La-Z-Boy.com

Visual Standard Work Instructions *Establishing the Anchors*

Work Instructions are not for employees, but rather to satisfy the quality department and your quality registrar.

How often do you see employees refer to work instructions? How many times can the employee even tell you where they are located? Probably not often in both cases.

A good Visual Work Instruction should not be viewed from an operators perspective but rather as a powerful management and communication tool.

First, use lots of pictures ... yes a picture is worth a thousand words. The other powerful aspect of pictures is that they have no language barriers so they can be equally effective whether here in North America, Mexico or China.

Second, Allow anyone to develop and write the work instructions. They may start in Engineering but have the operator review, edit and update. You should have a Value Stream Manager in the approval process to insure that scope and cost creep does not enter the process.

Third, The power of using this as a training tool. When you deploy the VSWI the author should explain the detail to a Team Lead, Supervisor and if that individual accepts the information have them sign the back of VSWI to verify acceptance and capability to comply. It is then up to that individual to instruct those impacted by the VSWI and have them sign the back (training record) as they accept agree to comply.

Fourth, Make sure the VSWI face the aisle not the operator. Operators know what they are doing ... chances the supervisors and managers don't. This way leaders can audit a process and check to insure the operator's name is on the training record.

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Where "Lean Thoughts" Become Reality

VSWI Continued

As you progress with the development and deployment of VSWI's they will become the DNA of your production system. If you have a quality spill it is very simple to go back to determine why a deviation from the VSWI was allowed or tolerated.

In an open and no blame environment where everyone is committed to excellence the constant dialogue of VSWI will insure that you are constantly seeking to find a simpler, safer, better way.

I am always amazed at the complexity of tasks we ask our employees to perform ... when I have difficulty getting senior leaders to clean a meeting room and tuck in their chairs after a meeting ... go figure.

Below is a sample VSWI ... not to shock some folks as you begin the journey commit to 50% of your VSWI to be pictorial.

Doc #:	VSWI Name:	Meeting Room	Revision History		
Issue Date:	Prepared By:	Richard Kunst	#	Change Description	Date
Page: 1 of 1	Plant: Waterloo		1		
Takt Time:	Cycle Time:		2		
			3		
			4		
			5		
			6		
Symbol Key:	In Process	Safety	+	Quality	◆
	Safety Glasses	👁️	Safety Shoes	👂	Ear Phones
	Safety Gloves	🧤	See Graphics	📷	Manufacturing
Step No.	Work Instructions	Symbol	Illustrations / Photographs		
1	Meeting room to be left as you found it or better -- clean and orderly	📷			
2	Chairs must be pushed in and table cleared	📷			
3	Excess papers removed and placed in recycle container				
4	Insure all attendees are aware of Safety Requirements and Evacuation Procedure (especially import for visitors)				
5	Turn off lights and computer(s) before departing meeting room.				
6	If food is involved, meeting facilitator must arrange for appropriate disposition of leftovers.				
7					
8					
9					
10					
11					
12					
13					
14					
15					



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>	