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LEAN THOUGHTS

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Managing People, your most valuable resource Part 2

Last week we discussed how to implement a Visible attendance system and the escalation process of dealing with your problem children. This week we will introduce you to some additional tools of Socio-Tech design in creating the adult to adult culture within your operation.

The Morning Greeter ... no not quite visions of Walmart. At the close of business one day my Sensei came to see and advise me that I needed to meet him at the employee entrance 15 minutes before the start of shift in the morning.

This became another fun and easy attendance trick learned from my Sensei was greeting your employees at the employee entrance. All of us probably have a policy that our team members should be at their work stations ready to begin work at the start of shift. In many cases we have probably witnessed that start of shift dash of employees rushing into the plant to avoid that 3 minute late docking penalty. So try this ... as a leader in your organization stand at the employee entrance 15 minutes before start of shift and shake every employee's hand and thank them for coming to work and how you look forward to their personal contribution for the day. Simple, subtle and positive reinforcement with a powerful twist. According to my sensei you may think employees like and respect you as the leader ... which they do ... but at the same token they do not necessarily like a personal audience with a leader, chances are they will begin planning to be inside the plant more than 15 minutes before the start of shift. Mission accomplished ... without a policy combined with command and control enforcement. You will have to stay committed to doing this exercise every day for a few weeks before doing it on a random basis ... remember you are changing culture and it takes time and patience.

I continuously witnessed these examples of how to modify the behaviour inside the plant. Many talk about **leadership by example** ... but it sure lies in the details. As we did our daily report-outs within the plant we constantly were picking up garbage from the floor and placing it in local waste baskets ... sometimes it would significant time to our report-outs ... but if a manager can stop to pick up trash then it should not be beneath anyone else in the organization to follow suit. Soon local area leaders were doing a quick scan and clean before we arrived and it is embedded into the culture.

Another example that I witnessed in 2 different organizations related to how a smoking area was to be kept clean. In the first environment, of a typical North American organization here is what happened. Management saw that the smoking area was dirty and the smokers decided to neglect to place their cigarette butts in receptacles. So management decided to add more receptacles resulting in minimal change. So a sign was added requesting smokers to place butts in receptacles again no change so a bigger sign was made again with no change. Threat to close the smoking area was introduced ... created a revolt but no change. Finally the smoking area was closed resulting in disgruntled smokers who could not figure out what happened and blamed everyone else but themselves.

Now we migrate to CAMI ... same problem. Once Again Management expressed concern about the smoking area. I spoke to one my peers that I had just been through this exercise of managing a smoking area which ended up with an unsatisfactory result. My peer said that within a week the smoking area would be under control. He started that day by picking up spent cigarette butts and placing them in a receptacle. As smokers tossed them on the ground he fetched them and tossed them appropriately. It was not too long that other smokers asked him why he was doing this ... he responded that he did not want to be one of the contributors to loosing the privilege of having a smoking area because of butts on the ground. Within 3 days the area was free of cigarette butts on the ground and accomplished without a sign just ... just someone showing leadership and humility.

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**Where “Lean Thoughts”
Become Reality**



Bank Time is a useful tool for employee empowerment and helping you control your payroll costs. In many organizations there are tentative working days between Christmas and New Years but the company thinking in the best interests of the employees want to have an extended shutdown. Normally the company will schedule make-up days in advance so the employee will not see a interruption in their pay. These days are normally scheduled for Saturdays and employees will paid at straight time which will be redeemed during the Christmas vacation pay schedule. Inevitable, these days normal result into what I affectionately refer to as a “Chicken Strike” one or several employees will cry unfair and feel that the company should be compensating them at time and half. A good intention gone bad.

To overcome this situation, I introduced “Bank Time” to the employees and the organization. As the employees worked overtime they had the option to either get compensation or bank up to 40 hours within a calendar year. The employees could withdraw their banked hours using our vacation policy which meant only half or full day withdrawals and a 7 day notice period.

This worked well in conjunction with our visible attendance policy if employee's wanted or needed a day of to attend to some personal business without sacrificing their cherished vacation time. It also helped us in a couple of other areas. Many of our employees were recent immigrants that wanted to take the trek back home to visit with friends and relatives ... by banking their time it enabled them to take an additional 2 weeks off which could justify such an extended trip.

Also as in any business we would experience slow times and in order to avert a lay-off we would speak to our employees about using their accumulated bank time usually with very positive results.

Our vacation cycle started in May of each year so if bank time was not consumed the employee was remunerated in cash and the banking process would start the cycle again.

As an organization, we would advise the organization of the dates when the plant would be closed and now the employees had a tool that they could use to manage their financial challenges.

You can contact me for more information about these programs at rkunst@kunstofsolutions.com

Deductive Reasoning

1. How do you put a giraffe into a is: Open the refrigerator, put in refrigerator?

The correct answer the giraffe, and close the door. This question tests whether you tend to do simple things in an overly complicated way.

2. How do you put an elephant into a refrigerator?

Did you say, Open the refrigerator, put in the elephant, and close the refrigerator? Wrong Answer. Correct Answer: Open the refrigerator, take out the giraffe, put in the elephant and close the door. This tests your ability to think through the repercussions of your previous actions.

3. The Lion King is hosting an animal conference. All the animals attend... except one. Which animal does not attend?

Correct Answer: The Elephant. The elephant is in the refrigerator. You just put him in there. This tests your memory. Okay, even if you did not answer the first three questions correctly, you still have one more chance to show your true abilities.

4. There is a river you must cross but it is used by crocodiles, and you do not have a boat. How do you manage it?

Correct Answer: You jump into the river and swim across. Have you not been listening? All the crocodiles are attending the Animal Meeting.

This tests whether you learn quickly from your mistakes.

According to Anderson Consulting Worldwide, around 90% of the professionals they tested got all questions wrong, but many preschoolers got several correct answers.

Anderson Consulting says this conclusively disproves the theory that most professionals have the brains of a four-year-old.

LEAN ON ME

Contact me if you need coaching or facilitation help in the areas such as but not limited to; 5S, Value Stream Mapping, Set-up Reduction, Problem Solving or Policy Deployment.

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Consortium Event Schedule



Tour **W**orkshop **C**onference

January	February	March	April	May	June
T Wednesday 24 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com W La-Z-Boy Corporate Monroe MI February 14 & 15 Enterprise Value Stream Mapping How to use the VSM tools to map admin processes. Contact Richard Kunst for info. Richard.kunst@la-z-boy.com Register at www.ame.org	T Wednesday 14, CFN Precision, contact Paul Kaulback, pkaulback@cfnc-inc.com	T Wednesday 21, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com	T Wednesday 18, CTS Corp., contact Bob Garces, Bob.Garces@ac.ctscorp.com C Lean Design & Development Conference Wed 18 to Fri 20 Chicago Contact www.iirusa.com/lean	T Wednesday 16, Stackpole CSD, contact Don Barber Don.Barber@stackpole.ca Consortium Shareshowcase Saturday 05 CGL Guelph, Contact Cindy Grolleman Grolleman@canada.com or Dave Deskur daved@cglmfg.com	T Wednesday 20, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com C AME Regional Conference Mon 18 to Thur 21 Edmonton, Alberta Contact www.measureupforsuccess.com
July	August	September	October	November	December
		T Wednesday 26, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com	T Wednesday 10, CGL Manufacturing, contact Dave Deskur daved@cglmfg.com C AME National Conference Mon 29 to Friday Nov 2 Chicago Contact www.ame.org	T Wednesday 14, Messier-Dowty, contact Mike Smith Mike.Smith@Messier-dowty.on.ca	T Wednesday 12, Orenda, contact Brenda McIntosh brendamcintosh@orenda.com