

Operational Excellence

through CTPM's Australasian organic approach to

TPM & Lean / CI

Webinar 32

27 October 2015

Leader Standardised Work to support TPM & Lean / CI



Presentation by:
Ross Kennedy
President CTPM





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People before Tools

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Outline of Presentation

Leader Standardised Work to support TPM & Lean / CI

1. What is the Role of Leader Standardised Work?
2. Why is it important / what is it trying to address?
3. What are the key ingredients for success?
4. How do we get started?



Leader Standardised Work

A simple concept

however

Often difficult to apply

Leader Standardised Work

A simple concept

A detailed list of important responsibilities of a Leader that are conducted on a regular, disciplined basis so as to develop the people reporting to them.

This is more than a typical Job Description for a Leader

Leader Standardised Work

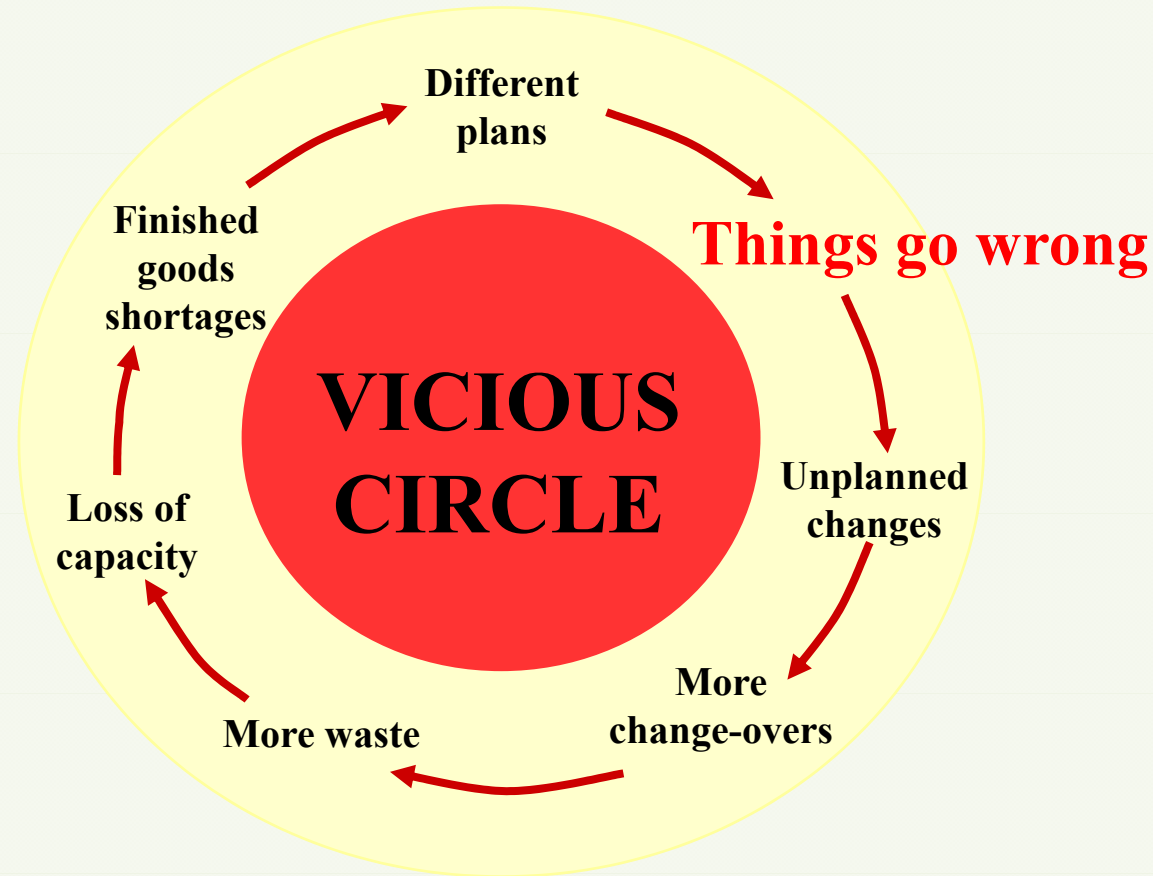
A simple concept

however

Often difficult to apply

1. Firefighting eg unstable production plan
2. Changing demands / priorities eg attend extra meetings
3. Unexpected visits eg corporate, customers, suppliers

What we find at many sites



firefighting and symptom solving are the normal way of operating

Source: Breaking Through to Flow - banish fire fighting and increase customer service
by Ian Glenday December 2005

What we find at many sites

Too many Meetings

1. **Achieve the Production / Work Plan meetings:** eg Daily Review Meeting or Production Planning Meeting
2. **Capital Project Meetings:** New Equipment meeting
3. **Improvement Meetings:** Improvement Team meeting (TPM & Lean / CI)
4. **Communication Meetings:** eg State of the Nation addresses
5. **Statutory Required Meetings** eg Safety Committee meeting
- 6.

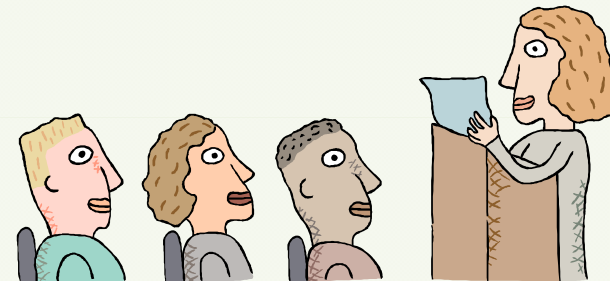
What we find at many sites

Too many External Disruptions

- 1. Corporate Visits**
- 2. Supplier Visits**
- 3. Customer Visits**
- 4. Customer Audits**
- 5. Quality Audits**
- 6. Safety Investigations**
- 7. Work Cover Investigations**
- 8. Union Visits / Meetings**
- 9.**



Ask the Audience



Question 1

1. Does your site suffer from Firefighting, Changing Demands / Priorities and / or Unexpected Visits ?

1. Yes
2. No
3. Unsure

1. What is the Role of Leader Standardised Work?

To bring discipline and stability to the workplace to allow you to be more effective in developing the people reporting to you (your team)

Why?

A disciplined site / team wins, an undisciplined site / team just passes the time of day!



What do you need to develop your people in?

Problem Solving – getting to root cause

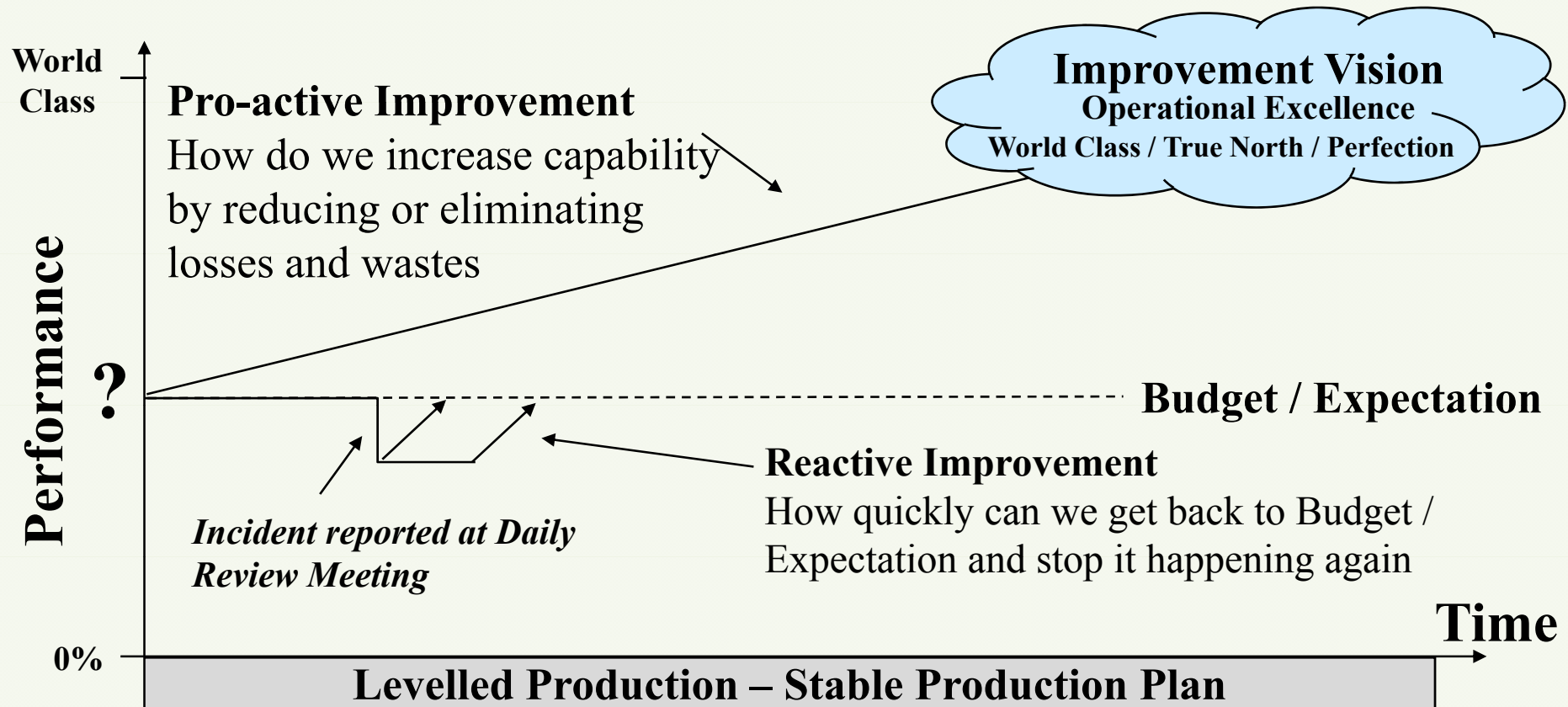
Visual Workplace – find problems at the earliest possible time

Prevention at Source – stop problems from occurring

Cross-functional Teams	Area Based Teams
5%	5%
Problem Solving – Visual Workplace – Prevention at Source	

Where 5% is approx 2 hrs / week

2. Why is it important / what is it trying to address?



When Pro-active Improvement is successful, then the need for Reactive Improvement should significantly reduce, however if Reactive Improvement or Stability is poor, you may struggle to find time for Pro-active Improvement

2. Why is it important / what is it trying to address?

A disciplined approach to Continuous Improvement

Examples:

Effective Daily Review Meetings

Compliance Audits for Work Area Management / 5S

Verification Audits that Quality Standards are being followed

Review of Improvement Team Boards

3. What are the key ingredients for success?

1. Site Leadership Team to establish a more stable workplace environment by stabilising at least 50% of the production plan
2. Review of all meetings by everyone so as to rationalise and minimise
3. Ensure effective Daily Review Meetings at all levels
4. Minimise ad-hoc events (meetings, activities, visits, etc) by developing and communicating policies
5. Make visible to all the standard work of your Leaders
6. Work with all Leaders to set up regular Standard Work routines

4. How do we get started?

1. Start at the top, with the Site Management Team to ensure there is an understanding of the importance and benefits of Leader Standard Work.
2. Ensure all Site Management members have a passion to develop their people
3. Create the right environment by have an organisation structure has no more then 7 people reporting to any Leader
4. Conduct a meeting and activity analysis to determine current situation

Meeting Review

List all meeting attended during the past week or month and provide a reasonable estimate of the time you spend attending each meetings

#	Name of Meeting	Day	Start Time	Finish Time	Duration	Frequency*	Chairperson	Purpose of Meeting

***Frequency:** once-off; daily; fortnightly; monthly etc; also is this at a fixed time and place or does it vary

Average weekly time spent at Meetings:

Average time spent at work each week:



Types of Activities

- 1. Safety Hazard Walk**
- 2. Quality Audit**
- 3. WAM / 5S Compliance audit**
- 4. Personal Development Plan reviews**
- 5.**

4. How do we get started?

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2. Ensure all Site Management members have a passion to develop their people
3. Create the right environment by have an organisation structure has no more then 7 people reporting to any Leader
4. Conduct a meeting and activity analysis to determine current situation
5. Rationalise the meeting and activity commitments of your Leaders
6. Develop a plan with realistic timeframe
7. Monitor the plan on a weekly basis

Final Word

Operational Excellence / World Class is about having Leaders who have Passion to develop their people so that they can find and address problems at the earliest possible time, while creating a workplace that stops problems from occurring.

Like all successful teams, you need discipline to succeed



How can we help?

**CTPM**

Assisting you to develop your people
through CI - People before Tools

**Connecting the CI Community of Australasia
through CTPM's new Company Membership Program**

CTPM has been assisting Australian and New Zealand companies on their Continuous Improvement journeys for 20 years, over which time we have built up a significant knowledge base and network.

We believe it is now time to share with the broader CI Community of Australasia to ensure all companies are able to further develop their in-house CI capability.

Previously this knowledge base and network has been restricted to clients, now CTPM is opening access to this via an exciting new CTPM Company Membership Program.

The program is open to any site or department wishing to learn more about CI by sharing their learnings to the mutual benefit of Australasian Industry.

A key focus of our approach is to facilitate learning between sites or departments when it is convenient for all concerned, rather than be prescriptive with a set of pre-arranged events.



NEW & FRESH APPROACH

Flexible Networking and Learning

**Keeping you up to date on
latest Thinking & Events**

**Exclusive Access to 3 Key Enablers
of Successful CI Capability**



BENEFITS OF MEMBERSHIP

Total flexibility to suit your specific needs

Opportunity to develop relationships with other sites or departments facing similar challenges or who have overcome the challenges you face

Access to the knowledge of our team of experienced CI Specialists who collectively have 135 years industry experience; 60 years consulting / facilitating / training experience and 50 years at CTPM

Access to over 12 years of benchmarking data on Australasia industry with simple tools to assess how your site compares in relation to Quality, Delivery, People Engagement, Maintenance Effectiveness and Workplace Culture

**CTPM Company Membership has
an annual fee of \$200 (Incl GST)
per site or department**

**Special Offer: 50% Discount for the first year
of Membership (available until 30 June 2015)**

www.ctpm.org.au





Question Time



Presentation by:
Ross Kennedy
President CTPM

Email: ross.kennedy@ctpm.org.au

Phone: 02 4226 6184

Web: www.ctpm.org.au

