

## ***Stopping to Smell the Roses – the Power of "Reflection"***

In preparation for their third 3-month cycle of Improvement Activity, the Site Leadership Team at **Dominion Salt of Mount Maunganui NZ**, got together to complete the Pre-cycle Strategy Planning Session in April.



One of the keys to successful adult education is the process of reflection as a means of learning. Part of the Pre-cycle Strategy Planning Session was an opportunity to think about what was working well for the site as it completed its second 3-month cycle of Improvement Activity.

A benefit from this second cycle was that all of the Leadership Team had been members of at least one team and hence had direct involvement in the site improvement process.

They had all seen, first-hand, the positive impact improvement activities were having on the site and their staff.

The collective learnings from the Leadership Team started to emerge:

- Greater levels of engagement of people on the shopfloor;
- Sustained OEE improvement and reduced customer complaints; and
- Improved cleanliness and housekeeping around the Site.

Then, when the Senior Lead Team reviewed the performance measures across the key success factors on the Site Leadership Team Scoreboard, they saw tangible evidence of consistent, sustained performance levels, which re-enforced their optimism.

As with any improvement journey, all was not a bed of roses, with the usual problems of not enough time or resources, delays in implementing improvements and trying to tackle too big of an area. But in spite of that, everyone acknowledged they had made good progress and learned many lessons along the way.

The review identified three main business objectives for the coming cycle, which are fully supported by their Improvement Journey. They are:

1. Driving unit costs down, through improving OEE and reducing waste;
2. Delivering world class food manufacturing facilities through sustained Work Area Management standards; and

3. Improving employee's competence at all levels through ongoing development of their people.

The third cycle now rolls out in May with more Area Based Teams and Cross-functional Teams ready to proceed. These teams will now be ably mentored and lead by a highly motivated and engaged Senior Lead Team. We wish them every success on their journey.

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