



Manufacturers Alliance

Sharing Education & Resources Peer to Peer

EDUCATIONAL SEMINAR

SUSTAINING YOUR IMPROVEMENT GAINS



Connected
Innovation

Sustain the Gain

Dec. 19, 2019

Michael Muilenburg

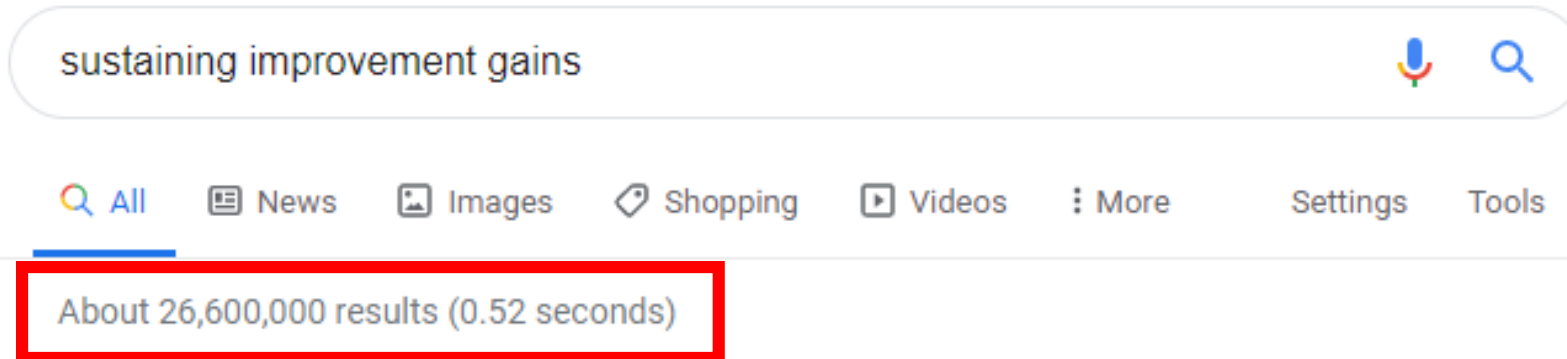


Michael Muilenburg

is the Operational Technology Manager for 3M's Film and Materials Resource Division. During his 33+ year career at 3M, he has worked in manufacturing operations, process development, product development, Lean Six Sigma and supply chain.

https://www.3m.com/3M/en_US/company-us/about-3m/

Sustaining the Gains



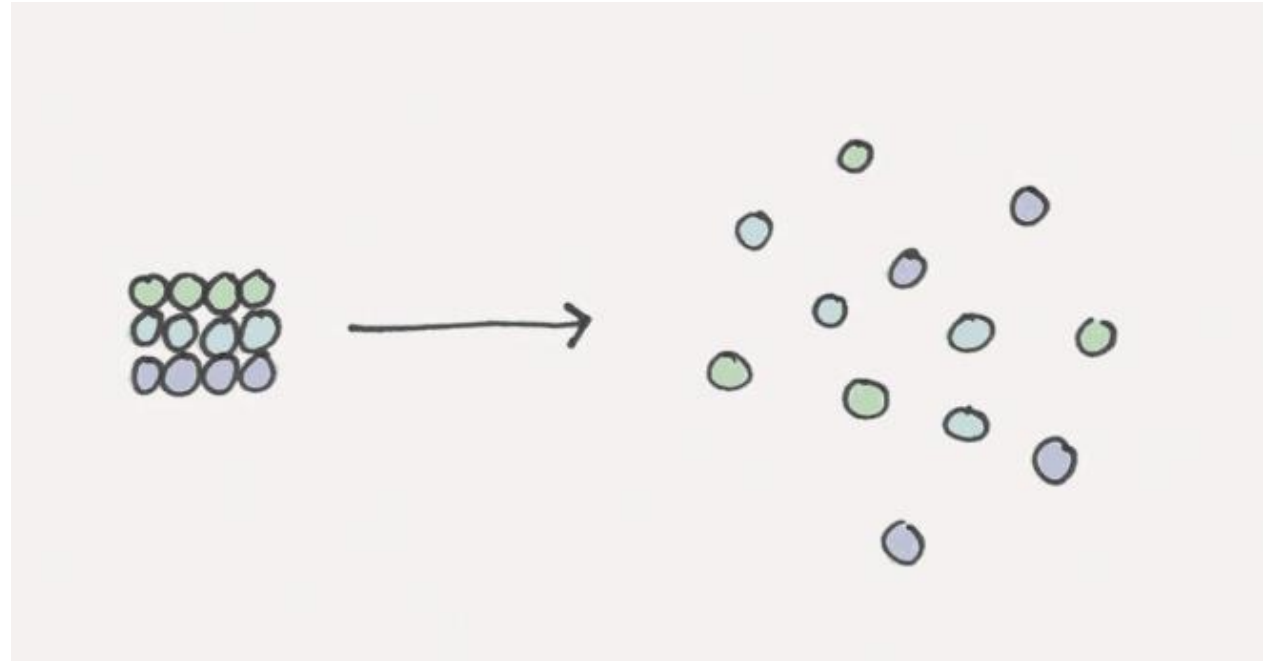
en·tro·py

/'entrəpē/

noun

1. a thermodynamic quantity representing the unavailability of a system's thermal energy for conversion into mechanical work, often interpreted as the degree of disorder or randomness in the system.
2. lack of order or predictability; gradual decline into disorder.

"a marketplace where entropy reigns supreme"



We are fighting a “DECLINE INTO DISORDER.”

rep·li·ca·tion

/ˌrepləˈkɑːʃ(ə)n/

noun

1. the action of copying or reproducing something.

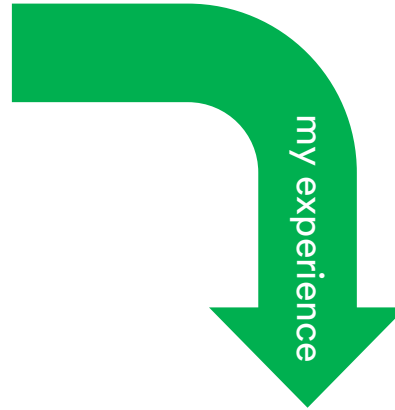
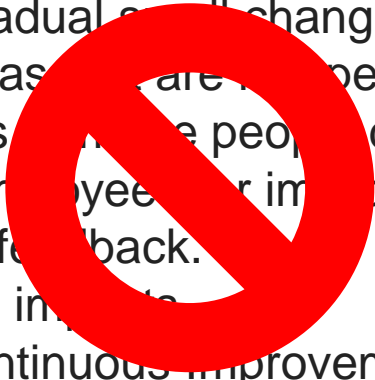


*“We find a good method and we replicate,
but only to a depth of 10%.”*

Sustaining the Gains

6 Tips to Starting and Sustaining Your Continuous Improvement...

1. Focus on gradual small changes instead of major shifts. ...
2. Prioritize ideas that are inexpensive. ...
3. Gather ideas from the people doing the work. ...
4. Empower employees for improvement. ...
5. Use regular feedback.
6. Measure the impacts.
7. Applying Continuous Improvement.



6 Tips to Starting and Sustaining Your Continuous Improvement...

1. Focus on gradual small changes ~~instead of AND~~ major shifts (**STEP CHANGE**). ...
2. Prioritize ideas that ~~are inexpensive~~ to **MOVE THE BUSINESS FORWARD** ...
3. ~~Gather ideas from~~ **EMPOWER** the people doing the work. ...
4. ~~Empower~~ **TRAIN** and **REWARD** employees for improvement. ...
5. ~~Use regular feedback.~~ **CREATE CLOSED-LOOP ACCOUNTABILITY** ...
6. Measure the impacts **WHAT MATTERS**. ...
7. Applying **BUILD a CULTURE** of Continuous Improvement.

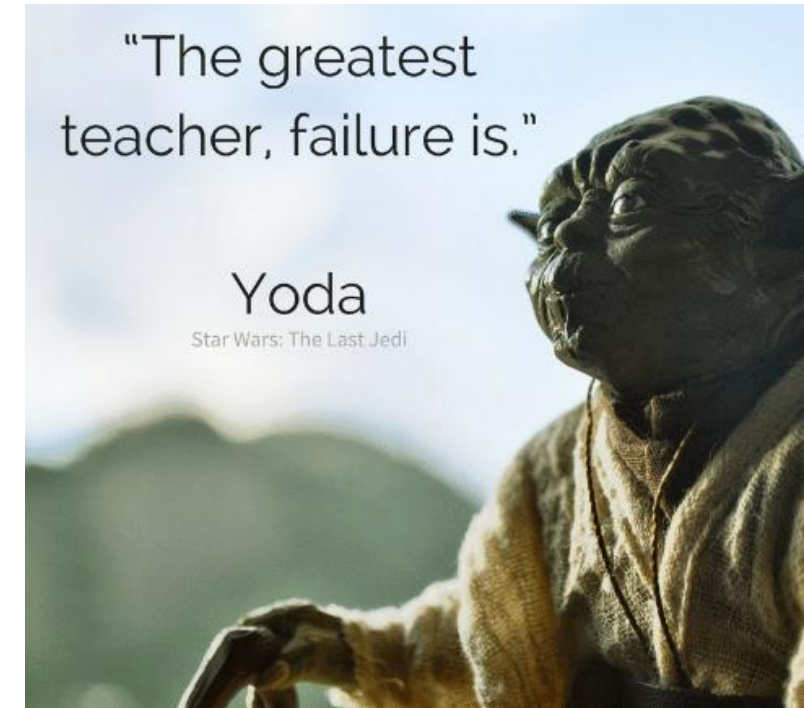
What are your failure modes?

Blame the leadership.

Blame the employees.

Blame the initiative (CI leader).

Blame the customer.



Focus on 3 Things

- Constancy of Purpose
- Respect & Humility
- Focus on Process



Problem 1

Lack of purpose

- connection to customer
- connection to company goals
- connection to team



1. Constancy of Purpose

The most important thing in life is to know why you are doing what you're doing. Most people don't know. They just go with the flow.

Once you realize it and admit it, you need to **pursue** it.

- Derek Sivers -
(founder of CD Baby)



Why?

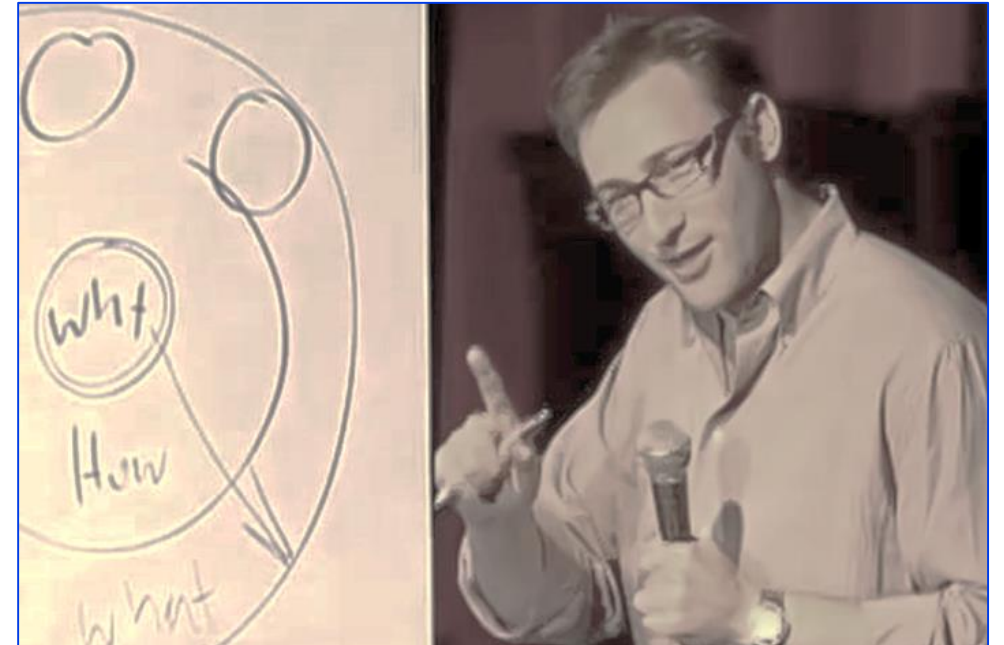
Do you know why?

Can you articulate the why?

How do you share the why?

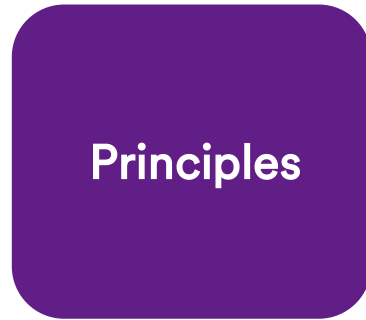
Can everyone on your team explain the why?

Is your why the same when things aren't going well?



- Simon Sinek -
(Author, "It Starts with Why")

Strategy Wall



Meet 'The Wall.'
The heart of communication and collaboration.
A system design to link our vision, mission, strategic intent, people, principles, and systems to specific goals and outcomes.

Problem 2

Meeting Madness

- “Is the view worth the climb?”
- selective engagement

Hidden factory

- data, charts, reports, meetings

Reporting up, not down/across

- are we communicating or broadcasting?



2. Respect and Humility

Daily Management System

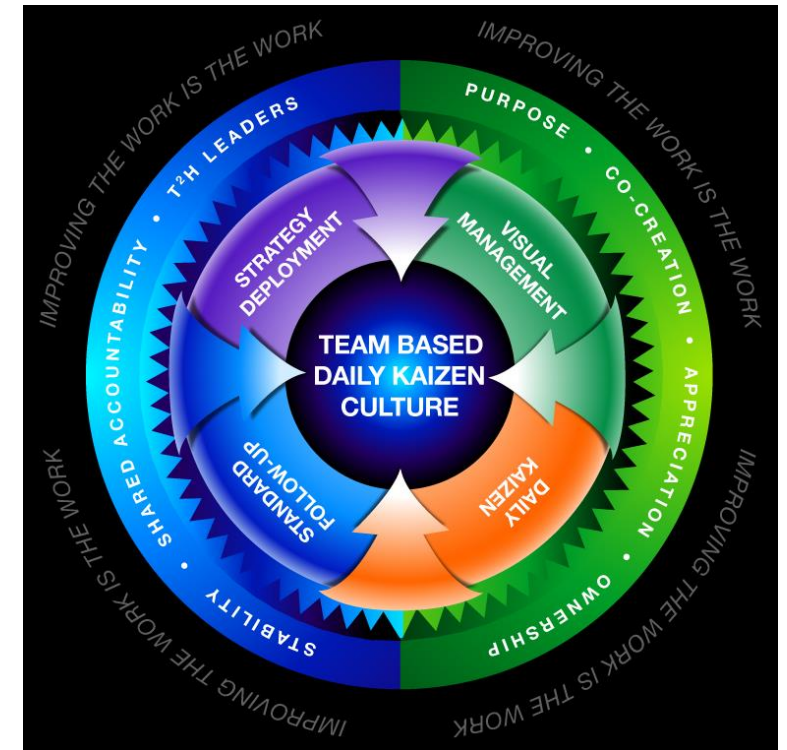
- Strategy Deployment / Customer Alignment
- Visual Management / Daily Tier Meetings
- Daily Improvement
- Standard Work (Action follow-up)



What behaviors do you observe?

Are we showing Respect for Every Individual?

Are we Leading with Humility?



- Mike Martyn and Bryan Crowell -
("Own the Gap")

Tier Meeting Madness

- Connecting employees to metrics that matter and drive conversation.
- Focus on understanding variation.
- Building a CI System that overcomes inertia (help chain).



Assign actions and
hold people accountable.

*“Did the time we spend together
move the business forward?”*



Problem 3

Everyone does it their own way

- out of date documentation
- general communication of standards
- document style, location, accessibility
- afraid of audits

Employee turnover

- speed of training
- effectiveness of training / certification



3. Focus on Process

- Training / Onboarding
- Change Management / Improvement
- Visual System & Tools



Self-explaining
Self-ordering
Self-regulating
Self-improving

DOZUKI

<https://www.dozuki.com/>

“YouTube for work instructions.”

Robust, clear, digital standard work

**Standard Work Software
for More Efficient Teams**

We make it easy to train fast, reduce quality issues,
and implement standardization, helping employees
do work accurately, every time.

“Make the standard, find a better way.”

Summary



Create constancy of purpose

Our success depends upon a commitment to share understanding of WHY we exist...

All leaders share a common, clear and **compelling vision** of the future and **talk about it** in a consistent way everywhere they go.



Lead with humility

Associates **share their expertise** in developing best practice **standard work** and demonstrate the **discipline** to follow it until a better way has been developed.

Every body has intrinsic value and untapped potential



Respect every individual

Great processes setup people to succeed.



Focus on process

Leaders expect and support the role of managers in designing and **constantly improving systems** at the business, management, improvement and work levels as the **first course of action** when results are less than expected.



Thank you!



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