Manufacturers Alliance Seminar

Continuous Improvement Idea Systems

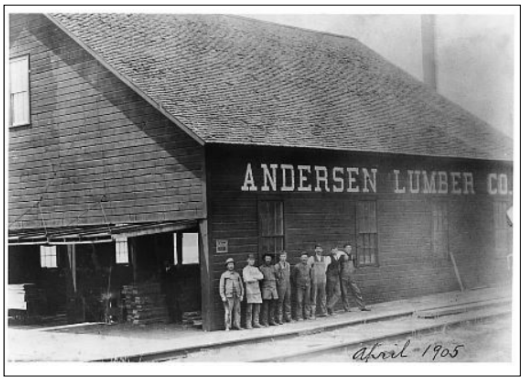
Practical experiences from peers on engaging every individual in making improvements

Andersen

Continuous Improvement Idea Systems

Lessons Learned

Andersen: From Lumber Yard to Corporation



1903 – 2018

First Attempts

The Start:
- Improved Engagement*
- Generated lots of ideas
- Helped us to “Learn to See”

Later on:
- More work than Support could handle
- “Quantity” vs “Quality”

Finally:
- Decreased moral
- Low return on investment
- Did not create **Process Improvers**

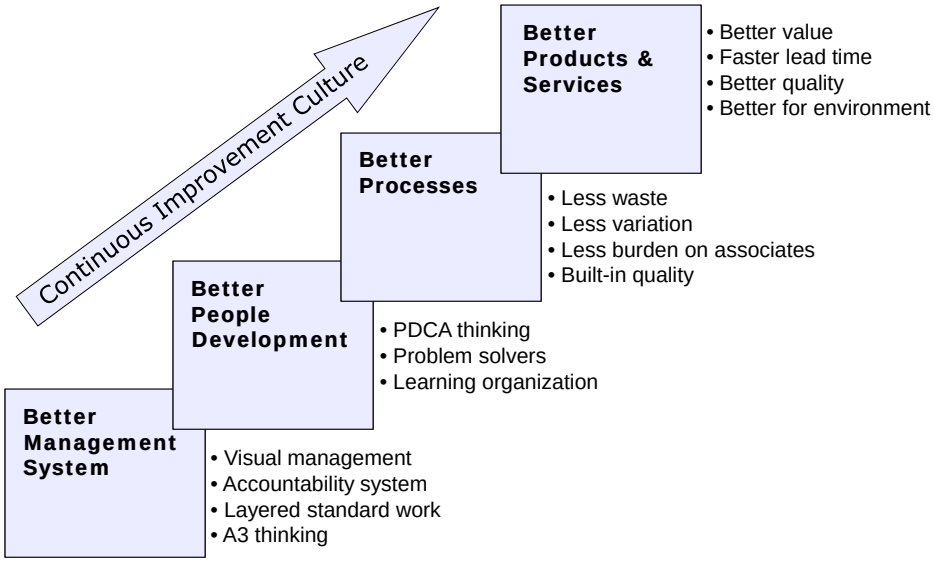
We asked ourselves, Why?

Root Causes

1. Ideas were not focused
2. Ideas were not prioritized
3. Ideas were a “baton passed”

OUR SYSTEM FOSTERED THE ABOVE

The purpose of our System



Rethink Purpose: Engagement = Develop Process Improvers

Case Study: Oceanside, CA

- Weiland acquired in 2013
- Focus on AMS began in 2016
- No pre-existing CI Card System
- Right Spirit, no path to practice

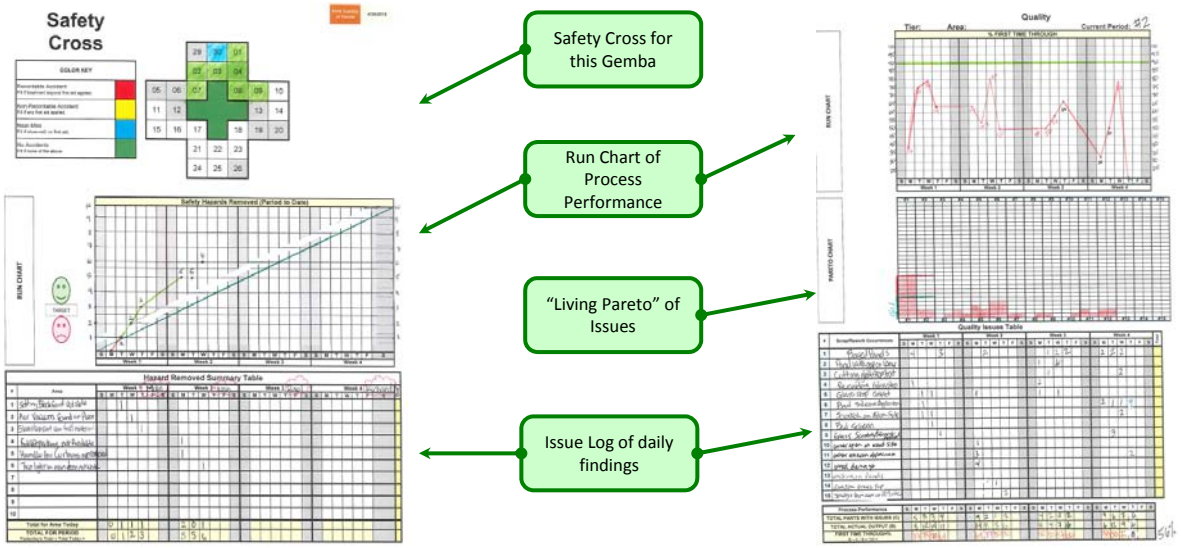
First Step: Systematically Focus on Process

First Step: See Process Issues at Gemba

First Time Fail: 1 tick = 1 Unit	0	5	10	15	20	25	30	35
Example issue (13 units)	𝍸	𝍸	III					
Equipment Error	III							
Test Fail	𝍸	𝍸	𝍸	𝍸	𝍸			
Label Error	IIII							
Defect Part	𝍸	𝍸						
Set-up	𝍸							
Damaged Tooling	𝍸	𝍸						
Glass Break	𝍸	𝍸	𝍸	II				
Network Outage	I							

Team decided: Safety Hazards, Wrong-First Time & Lost Time

Second Step: Visualize & Prioritize Issues



Team decided on S-Q-C charts; 1 set for each process

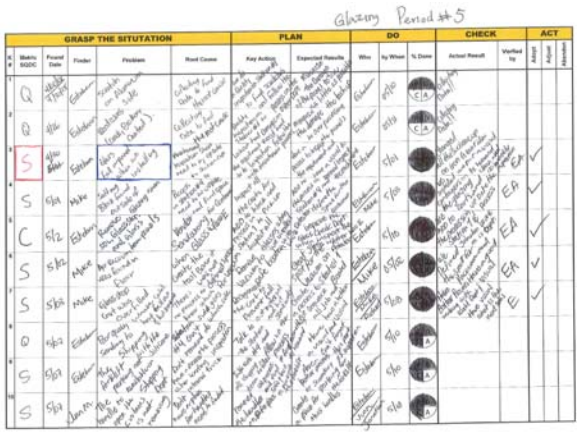
Third Step: Make decisions & Set Actions

Purpose of Managing Daily Improvement Walk:

- Can we all see if we had a good or bad day?
- Can we all see what our expectation is?
- Can we all see where/what the biggest opportunity is?
- Can we all see what we are doing about it?
- Can we all see if our work is making a difference?

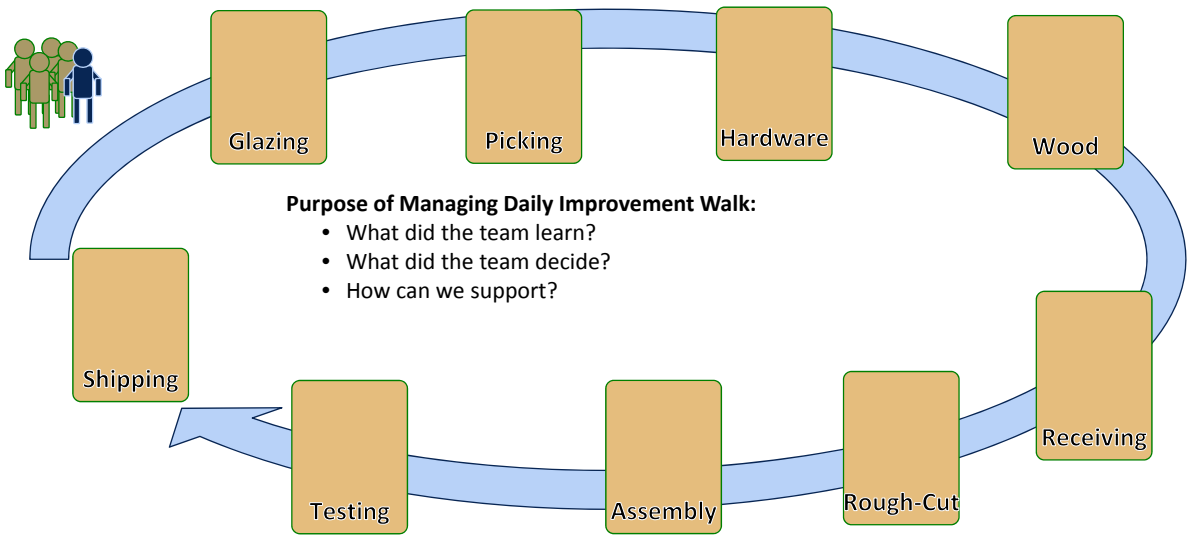
Team Leads decided daily "MDI" walks to the Gemba

Third Step: Make decisions & Set Actions



Team Lead reviewing Kaizen (PDCA) Tracker with Team

Fourth Step: Coach & Support



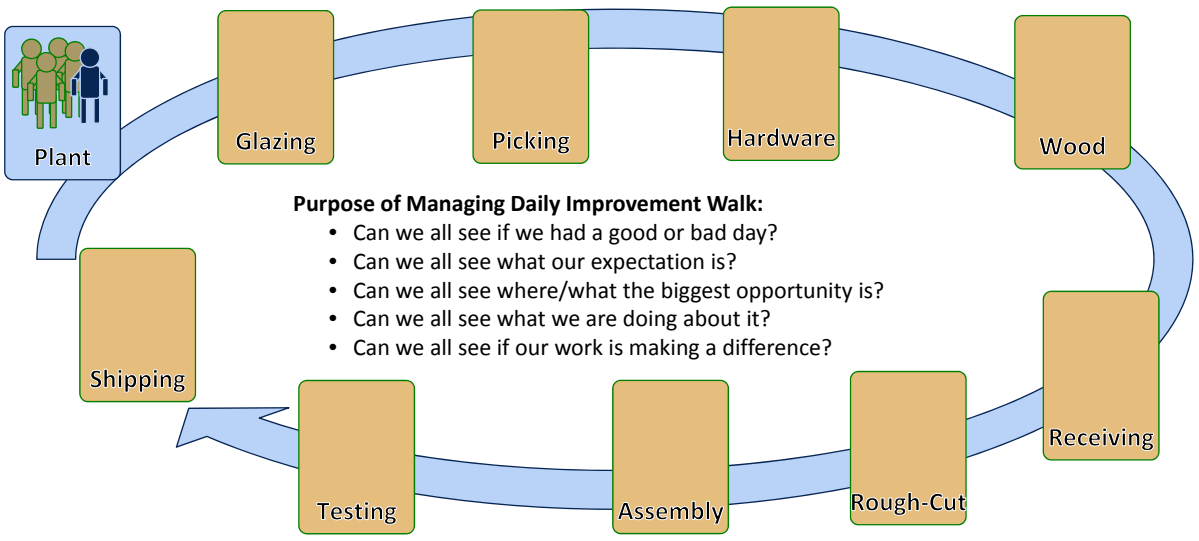
Leads and Managers decided daily "MDI" walks to the gemba

Fourth Step: Coach & Support

Team Lead presents to Peers

Manager learns, then coaches

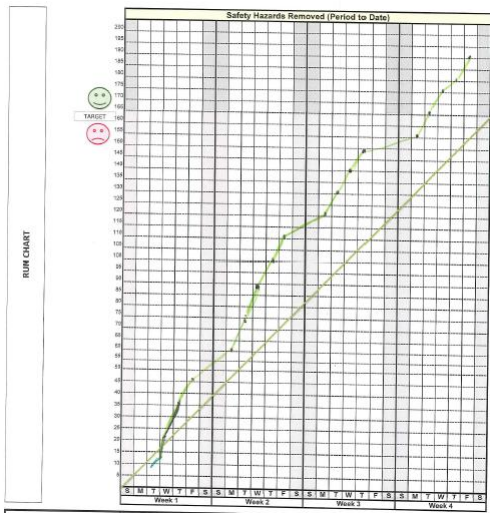
Fifth Step: Prioritize Support



Managers decided daily "MDI" walks to make Plant Decision

Fifth Step: Prioritize Support

Success revealed a “Big Rock”

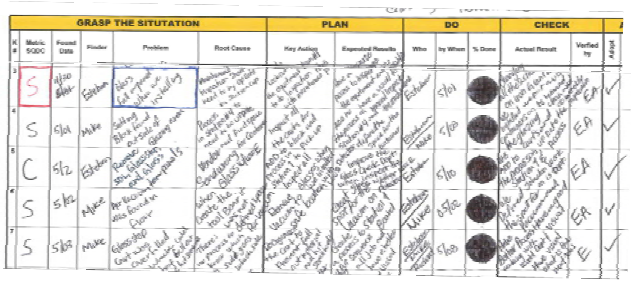


Team were fixing issues, but not improving Processes

Major Iteration: Require 5-Why for Safety

Safety — Issue Date: 04/23 — Period #4

Problem	Because	Because	Because	Because	Because
Sandbelt machine left on	I forget turn off	With all the noise I forget turn off			
Why?	Why?	Why?	Why?	Why?	Why?
Why they left on the machine	Why you forget				
Root Cause	The machine don't have any indicator that is on				
Adaptive Action	Talk on tier 1 with all the associates about this hazard				
Preventative Action	Put a visual to remainv turn off the equitment (Light so we can see when we turn on)				

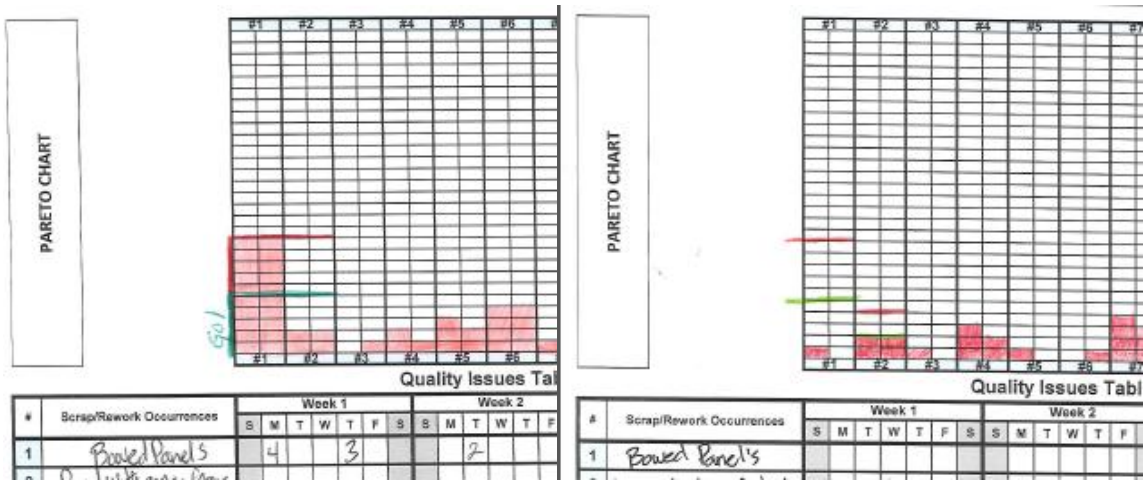


Team set clearer path: "Focusing on the Process to eliminate issues"

Iterated Behavior is now Systematic

Team are improving Processes, which sustains their performance

Growing the success: Safety to Quality



Practice of Kaizen with 5-Why & PDCA moving into Quality

Summary & What's Next

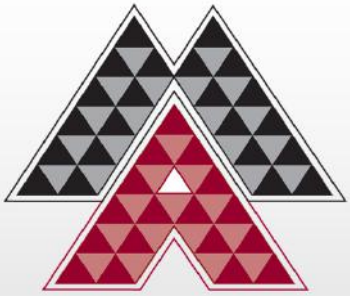
What we did:

- ✓ Made a system of daily practice
- ✓ Focused on Proactive Safety
- ✓ Started the Journey

Growing the Bright-Spots

- ❑ Teams applying skills on Quality
- ❑ Safety Advocate team has changed
- ❑ Teams practice 5S as counter-measures
- ❑ Team learning to use metrics in Kaizen

Better Team, Better Process, Better Business



Manufacturers Alliance

Thank you for joining us!

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