



Manufacturers Alliance
Sharing Education & Resources Peer to Peer

EDUCATIONAL SEMINAR

MANAGING FOR DAILY IMPROVMENT

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SEMINAR SPEAKER



Ron Mrocek
Lean Manager

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Managing for Daily Improvement (MDI)



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Portfolios

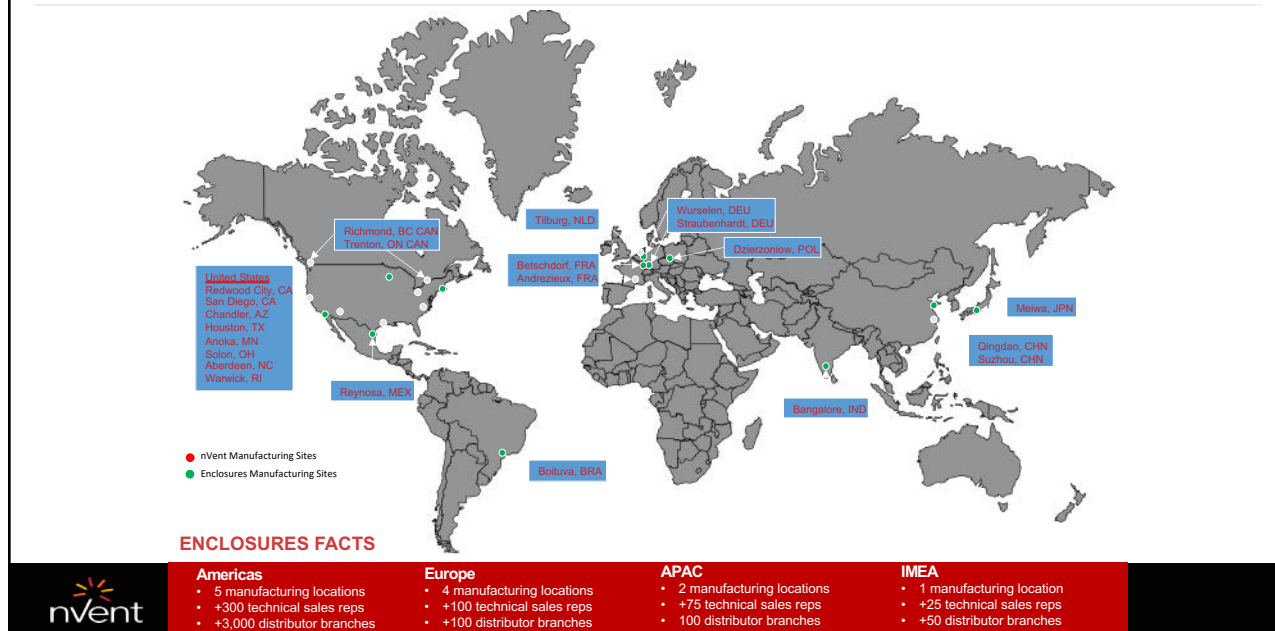
• Electrical Enclosures		• Thermal Management		Electrical & Fastening Solutions	
Equipment Protection	Electronics Protection	Building Infrastructure Solutions	Industrial Heating Solutions	Fastening Solutions	Electrical Solutions
<i>Hoffman</i>	<i>Schroff</i>	<i>Raychem</i>	<i>TRACER</i>	<i>CADDY</i>	<i>ERICO</i>

• Trusted brands under the roof of one, electrically focused company



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nVent Global Manufacturing Sites (22)



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What does nVent do in Anoka?



- Hoffman Enclosures got its start in Minnesota, in 1945's
- Our products range from modular cabinets to small junction boxes – all which are built to defy dust, corrosive substances, temperature extremes and harm from vibration and shock
- Over +12,000 active enclosure and cooling solutions
- Anoka – 6 different Value Streams: Wallmount, Modular, Stainless, Composites, Cooling, and High Density Liquid Cooling.
- 2 Facilities
 - 800 Hourly Production Team Members
 - Stainless Steel Operations – 95,000 sq ft
 - Main Facility – 750,000 sq ft



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MDI – Managing for Daily Improvement

- **What:** A process supporting a management system to **Drive Sustained** Lean improvements. By asking **Powerful Questions** and engaging in effective **Problem Solving**;
- **Purpose:** Drive the continuous improvement system allowing you to deliver customer value through **Proper Support and Leadership** closest to the process (customers and process owners).
- **How do we execute the MDI?**
 - Gemba walks
 - Monitoring trends in metrics
 - Supporting the Problem Solving efforts

Effective MDI Promotes effective gemba walks

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nVent's focus

- Daily discipline of identifying, prioritizing, and developing Root Cause Countermeasure
- The principle at its core: “perfect is the enemy of better” Not merely a reporting activity
- Capture the right data to drive behavioral and organizational changes
- Adds value by providing information to all levels of the organization to drive data decision making



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Deming Quote

**“A system must be managed.
It will not manage itself...”**

Entropy – Every process or system wants to fail.

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The Problem: Processes Want To Fall Apart

➤ ***Processes naturally tend towards disarray.***

➤ Everyday examples of process discipline:

- Mowing the lawn
- Getting an oil change
- Washing the dishes
- Doing the laundry



➤ **Leaders are responsible to apply process discipline,**

- while still allowing people the opportunity to make mistakes and learn

• **MDI holds processes together**

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Process Discipline



We must add pressure.
 "1st and 10, do it again."

Our job as leaders is to create an environment of continuous improvement and stability using PDCA.

Leaders Must Apply Process Discipline To Drive Stability & Improvement

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Visual Management / MDI Framework



PLAN	DO	CHECK	ACT
<ul style="list-style-type: none"> ➤ Ensure all Visual Management supports the specific transformation discipline <ol style="list-style-type: none"> 1. Strategy Deployment 2. Transformation Planning 3. 5S 4. Standard Work 5. Creating Continuous Flow 6. Making Material Flow 	<ul style="list-style-type: none"> ➤ Implement Process for Collecting all required Information 	<ul style="list-style-type: none"> ➤ Implement an Audit Process <ul style="list-style-type: none"> • Kamishibai 	<ul style="list-style-type: none"> ➤ Implement a Rigorous RCCM / 8-Step Problem Solving Process

When Implementing Follow the PDCA Cycle

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Lessons Learned

➤ Challenge #1: Engagement

- Leadership turnover/drive, next level leadership and ownership also began to slip.
 - Boards not updated
 - No Engagement with team members at point of impact
 - Gemba walks became short with minimal attendance
 - Reports out to 1 or 2 people at most
 - Only a few team members felt they could ask questions

➤ Solution

- Top down approach
 - Develop a culture for MDI
 - Must be supported and see value by many (Succession Planning)
 - Create and drive value for all those in attendance
 - Engagement from all team members
 - Acknowledge the situation, state the plan, vision for the future
 - Questions from all team members

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nVent's Managing for Daily Improvement

➤ Challenge #2: Empowerment

- Only managers can fix the issues
 - Need operators to build product
 - No training to develop problem solvers

➤ Solution

- Develop a culture of Problem Solvers
 - Training
 - Application
 - Follow up
- Encourage Continuous Improvement by focusing on the improvement that was made versus what may or not yet been accomplished
- Develop process thinkers

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➤ Challenge #3: Metrics

- Must follow a Corporate Standard
 - No creativity
 - Waste
 - Not driving behavior or problem solving

➤ Solution

- Provide the framework and borders for standards
- Rethink SQDCC
- Allow for creativity and flexibility
- Site Metrics – Value Stream Metrics – Cell Metrics
- Show MoM improvements
- Create obtainable goal, set metrics on a “Glide Path”

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nVent's Managing for Daily Improvement

➤ Challenge #4: Problem Solvers

- Culture of READY – FIRE
- Manager oversight
- Labor some process

➤ Solution

- Train Problem Solvers
 - Not all problem solving techniques are the same
- PDCA
- Ready – Aim – Fire
- 5 why to A3 Problem Solving

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Lessons Learned Summary

- **Engagement for all levels of the Organization/Site**
 - Everyone must be present, on time and engaged
- **Team members must feel empowered**
 - To say they are empowered is not good enough
 - Must act the talk, provide support and guidance
- **Metrics that drive the behavior**
 - Not all metrics are 1 size fits all
- **A site of Problem Solvers**
 - Follow the PDCA process
 - Understand how to utilize data to make decisions

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MDI Impact at nVent

- **Adjusted the Tier and Gemba walks process 3+ times past year**
 - Drive behaviors around root cause
- **Engaged Leadership**
- **Drive Engagement to operators' level**
- **Line Leads utilizing data to flex resources, adjust line balancing**
- **YoY productivity impacts**
 - Average of \$8m past 2 years
 - At Direct Labor and OT levels
- **OT reduction of 50% YoY**
- **PPM improvement of 15% YoY**
 - February 2020 = Anoka below 2000 PPM first time in history

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MDI is the relentless pursuit of excellence through the use
of lean tools and **ENGAGED LEADERSHIP** to:

Manage Daily Improvement

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LEAN ENTERPRISE PEER GROUP

- ✓ Identify Best Practices from Industry Peers
- ✓ Receive Candid & Constructive Feedback
- ✓ Validate Your Path

NEXT IN-PERSON MEETING: MARCH 24TH
NEXT ONLINE MEETING: APRIL 7TH

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