

Empowered Lean Teams ...



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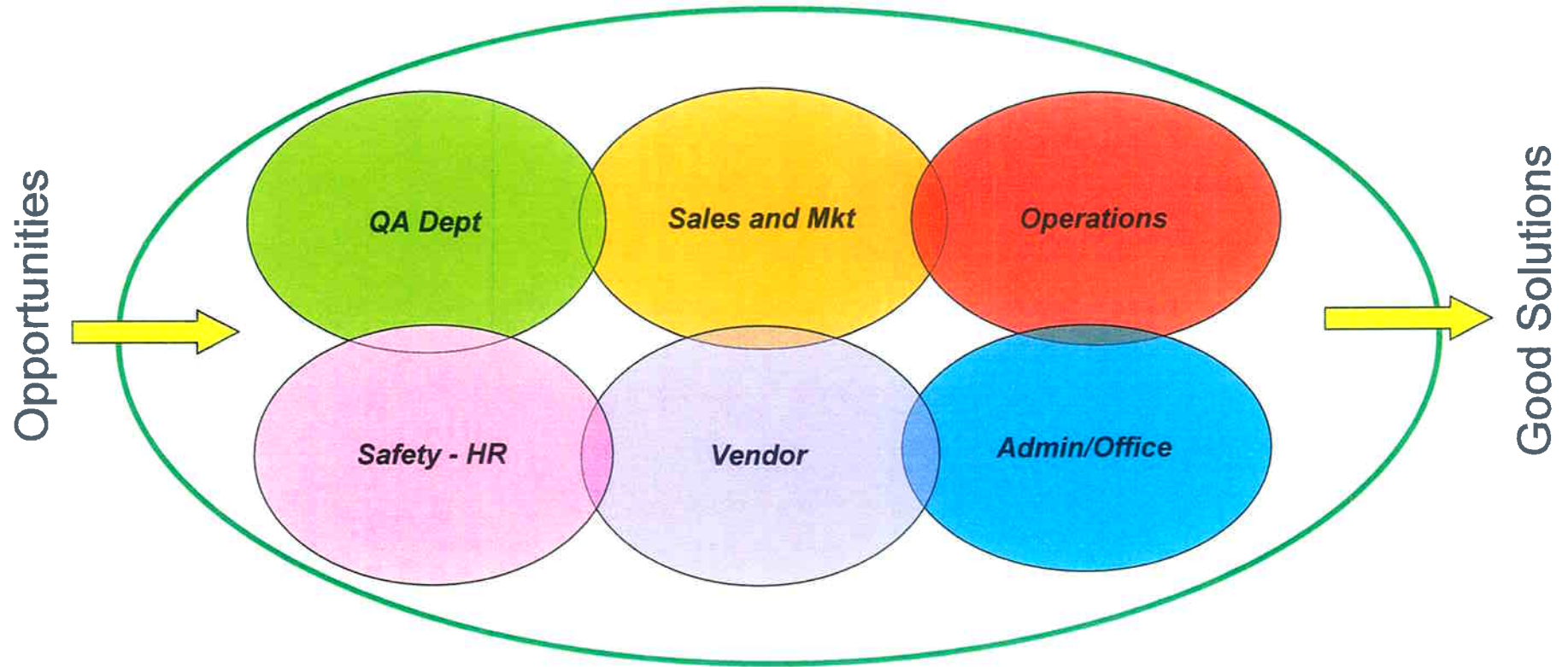
Helping Teams Guide Positive Change ...

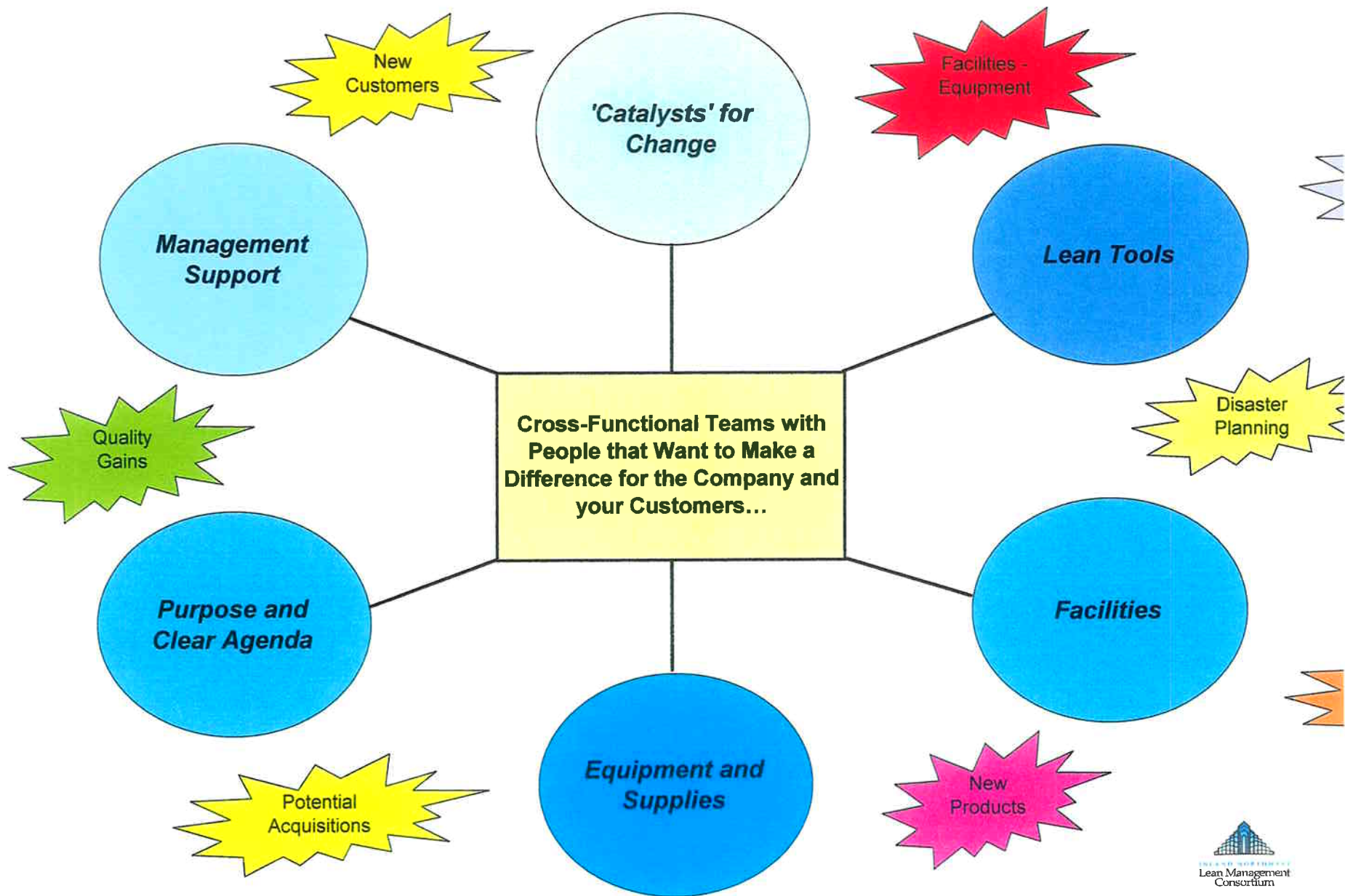
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What does it take to put a Team together and Get Results?

Cross-Functional Lean Teams ...





Empowered Work Teams - LMC Presentation

Thursday - December 6th 2007

What makes a 'Successful' Lean Team ?

Why do some companies manage to gain momentum consistently ?

Management Support -

- 'Real Support' at all levels is critical - no exception - shortcomings will not go unnoticed!
- Funding and the ability to 'spend some money'
- Access to other resources - such as information, 'time', expert help - what else?
- Ability to 'clear the path for others' - what are some examples of this?

Areas where 'disconnects' occur...

- The Organizational Chart often 'gets in the way' - why?
- How can we structure the enterprise to get past this hurdle?

A Purpose and 'Clear Agenda' -

- Objectives for the team based on 'Customer Needs'
- Goals for members, departments, 'stakeholders'
- Measurements focused on progress and 'before and after' state
- Communication with the entire company on team activities - why?
- Suggest using a Team Charter and formal Report-Outs

Areas where 'disconnects' occur...

- Objectives move towards 'Conveniences, not Customers'
- Measurements are often not taken seriously, more of an after-thought -
- What are some problems with disconnected measurements?

Equipment and Supplies -

- Planned and prepared ahead of each meeting -
 - Boards - chalkboards, white-boards, easel's
 - Audio/Visual equipment - overhead projectors
 - Paper/Pencils, colored pens, Post-It Pads, etc
 - Other items relative to team exercises -
- | | | | |
|-----------------|----------|---------|---------------|
| Cardboard | Glue | Lego's | Stop Watches |
| Popsicle sticks | Scissors | Blocks | Tape Measures |
| Balsa wood | Tape | Cameras | Other ??? |

*Software
clipboards
Pizza/Food*

What else does a team need to succeed that we don't have listed here ???

Facilities -

- Adequate Meeting Place and proper space for the activity
- Good Lighting and Climate Control (Heat, AC, Ventilation)
- Tables and chairs and a well laid out area
- People must be able to see each other and any boards
- Also must be able to hear what is being said

Lean Tools -

- Analysis tools
 - Value Stream Maps
 - Affinity Process and Diagrams
 - Fishbone Diagrams (Ishikawa)
 - SIPOC Diagrams
 - Inter-Relationship Diagrams
 - Critical to Quality Trees
 - Root Cause Analysis Methods
 - Measurement Systems
 - Operational Metrics
 - Quality Data
 - Voice of the Customer - polls, surveys, other
 - Financial Data
- Others ???

Catalysts for Change -

- Team Sponsor - someone who can help facilitate the teams needs
- Team Leader - guides the meetings, records notes, action items
- Six Sigma Black and Green Belts - folks who know 'systems and tools'
- Lean Office - again staff dedicated to helping move teams forward
- Outside service providers -
 - May work in an ongoing capacity
 - May work on select training topics on as needed basis
 - May work to 'mentor others' and help develop the 'Lean Office'
- People willing to take some risks!!! - why?



How to Run an Effective Meeting...

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Below are the essentials for any good meeting that must be observed and taken seriously -

Define the Team -

Set out to get EVERYONE that should be there involved !
Work hard to include all departments and all levels in the Organization

Set a Place -

Follow the guidelines for room, amenities, and climate control
Allow enough space to fit the group and the activities

Set a Time -

Plan meetings, then stick to the plan - yeah, yeah, yeah - we're all busy!
Start meetings on time whenever possible - yet better late than never!

Set a Time Limit -

Budget the time and manage the clock - it's tough but important
Note - some teams use Egg Timers or assign Time Keepers

Have an Agenda -

All meetings should have an established 'flow' and plan
Publish or communicate the agenda ahead of time - leverage forethought

Take Notes - Manage Action Items -

Someone must be assigned to keep track of 'to do lists'
Follow up to these notes and actions must occur regularly

Lay Down Meeting Rules -

Meeting #1 - discuss ground rules (see list on right)
Assign a host for each meeting - don't be afraid to 'referee'

Use the Equipment -

Also check the equipment ahead of time - lights, camera, action!
Follow up to these notes and actions must occur regularly

Use the Tools -

Get creative in how the tools are used - they are guides, not barriers
Publish or communicate the agenda ahead of time - leverage forethought

Make Meetings Dynamic -

Get everyone involved - encourage Brain-Storming !!!
Take chances - no risk, no reward - 'It just might work'

Make Meetings Fun -

Not all meetings have to 'hit the bottom line' - Treat them like 'Investments'
Teamwork, camaraderie, respect, mutual understanding are VALUABLE !

Meeting Rules - The Do's and Don'ts

Listen to others - not just hear them	Challenge the status quo and be involved, make a difference
Respect all ideas brought forward	
Don't criticize people in or out of the room	
Don't speak over others	Share the roles - timekeeper, host, note taker, team leader,
Don't carry on 'side bar' conversations	
Raise your hand to take the floor	
Be on time	Always return the room to it's original condition or better !
Speak in 'we', not 'I' -	





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Ten good rules to live by -

1. Help each other be right, not wrong
2. If in doubt, check it out and avoid negative assumptions
3. Look for ways to make new ideas work, not why they won't
4. Help those around you "win", and take pride in other's victories
5. Speak positively of others and the organization always
6. Display a positive attitude no matter what the circumstances
7. Treat everyone's opinion as important
8. Look at all mistakes as 'opportunities to grow'
9. Don't lose faith.
10. Have fun.



Notes from Meeting -

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- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15

People to Contact -

- 1
- 2
- 3
- 4
- 5

Brain-Storm Ideas -

- 1
- 2
- 3
- 4
- 5

Doodle Zone -

