

The Basics of Oobeya

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Sharon Tanner
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Purpose:

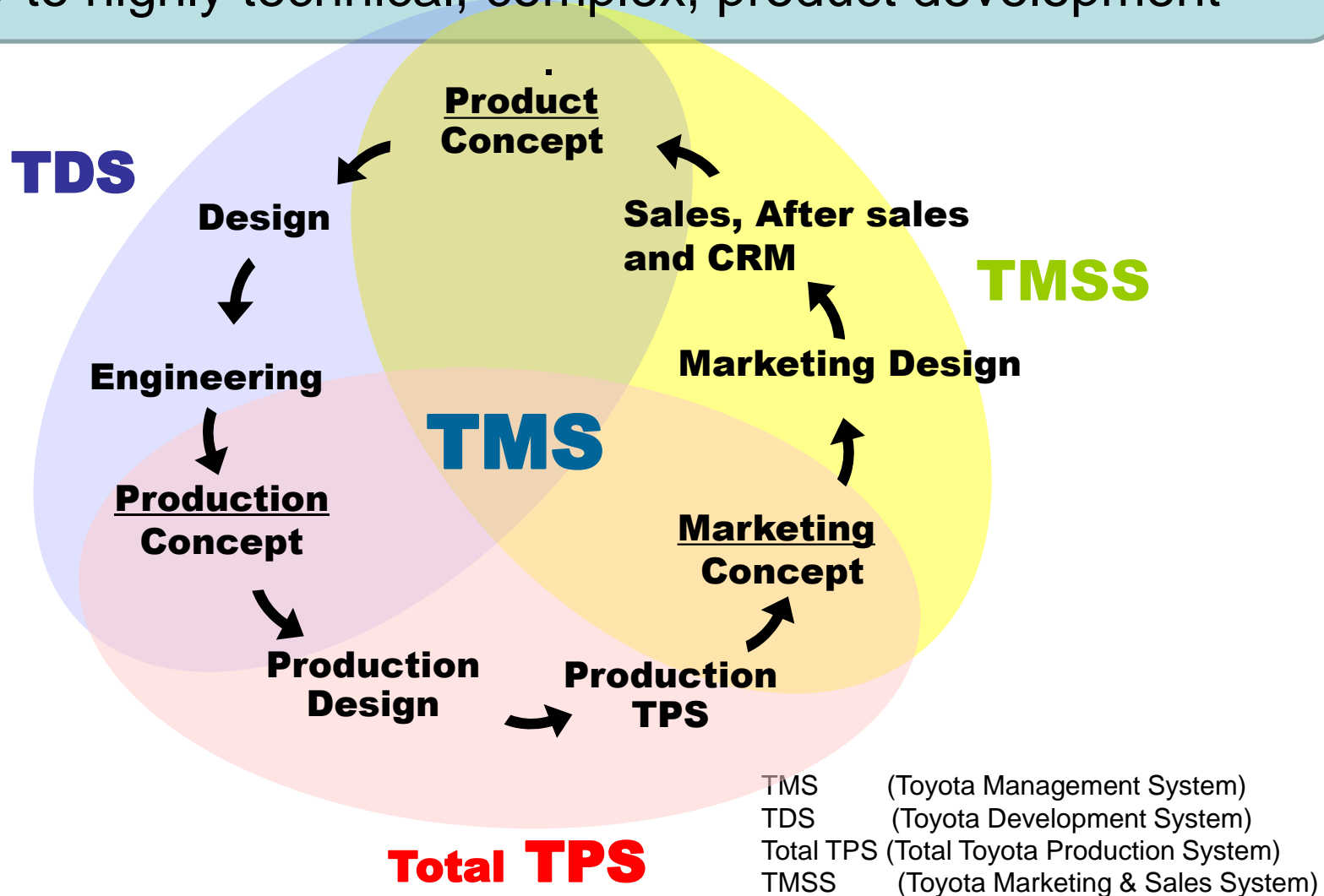
- To communicate the oobeya technique quickly
- To begin the “learn by doing” approach

Reminders:

- Oobeya makes knowledge-work visible, so that waste and non-value-add activities can be removed.
- Oobeya means ‘big conference room’
- Developed with Toyota in the 1990s
 - First Prius and SUV
 - 50% time-to-market reduction

Toyota Management System

An integrated system, covering the full product life-cycle, applied effectively to highly technical, complex, product development



TMS Tools

TMS ... a comprehensive set of “tools” (processes, approaches, templates, and methods for making improvements)

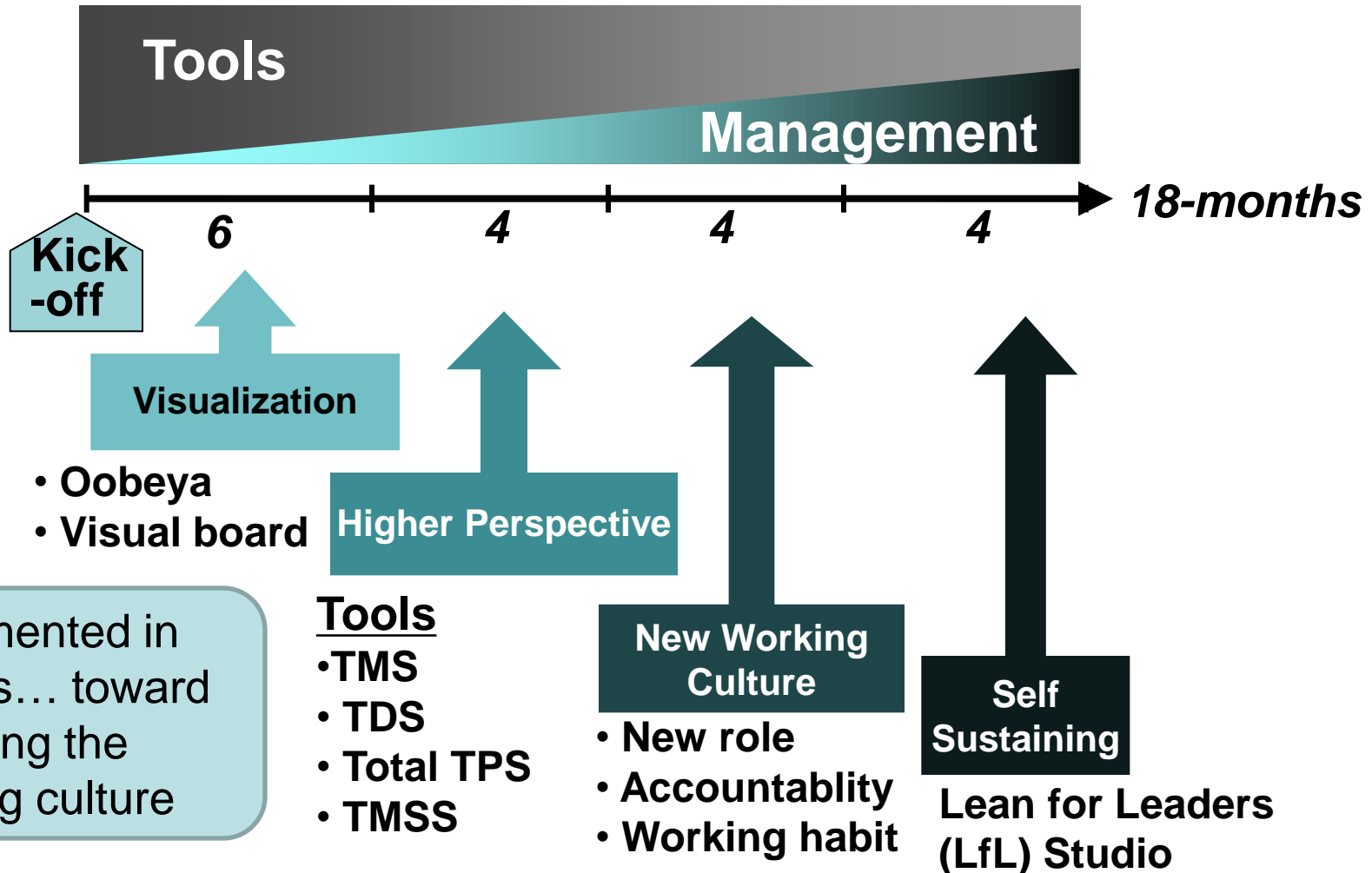
Category	TMS ... a comprehensive set of “tools” (processes, approaches, templates, and methods for making improvements)				
TMS Management System	2. Finance (Financial accounting)	2-2. Financial strength: Stability 2-3. Financial strength: Growth 2-4. Profit control: Short term 2-5. Profit planning: Mid & long term 2-6. Management structure	Total TPS Production System	11. Quality management	11-2. Quality into process 11-3. QA Network
	3. Cost planning (Management accounting)	3-1. Current cost 3-2. Cost planning 3-3. Capital investment 3-4. Budget control 3-5. Purchasing 3-6. Cost competitiveness		12. Process & Production Design	12-1. Target setting 12-2. Process design review (DR) 12-3. Cost planning 12-4. Pre-production check sheet 12-5. Supplier management
	4. Globalization	4-1. Global strategy 4-2. Education 4-3. Local company 4-4. Support organization 4-5. Export competitiveness 4-6. Global purchasing		13. Production and TPS	13-1. Basic concept of TPS 13-2. Total TPS Overview 13-3. 5S 13-4. Quickening personnel, workshop 13-5. Process improvement 13-6. Process improvement training 13-7. Logistics improvement: Kanban 13-8. Kanban: Training
	5. Pull planning	5-1. Pull planning 5-2. Organization: product development 5-3. Oobeya (Project management room) 5-4. Gyaku RE (Resident Engineer) 5-5. Quality assurance standard		TMSS Marketing & Sales System	14. Product and brand
6. Design review (DR)	6-1. DR with competitor 6-2. DR for concept 6-3. DR for products 6-4. DR for components 6-5. DR for drawing 6-6. DRBFM	15. Product planning	15-1. Organization & meeting structure 15-2. Market needs 15-3. Evaluation of own products 15-4. Forecast demand 15-5. SE activity with development		
7. Design to cost	7-1. Cost planning 7-2. VE/VA 7-3. Parts commoditization 7-4. Weight planning	16. Sales planning	16-1. Organization & meeting structure 16-2. Sales planning 16-3. Promotion 16-4. Sales exhibition 16-5. Price setting		
8. Feedback system	8-1. Feedback sheet 8-2. Design process & procedure 8-3. Design check sheet		17-1. Sales		
TDS Development System	9. Technical know-how	9-1. Design standard 9-2. Technical standard 9-3. Technical report			

Oobeya

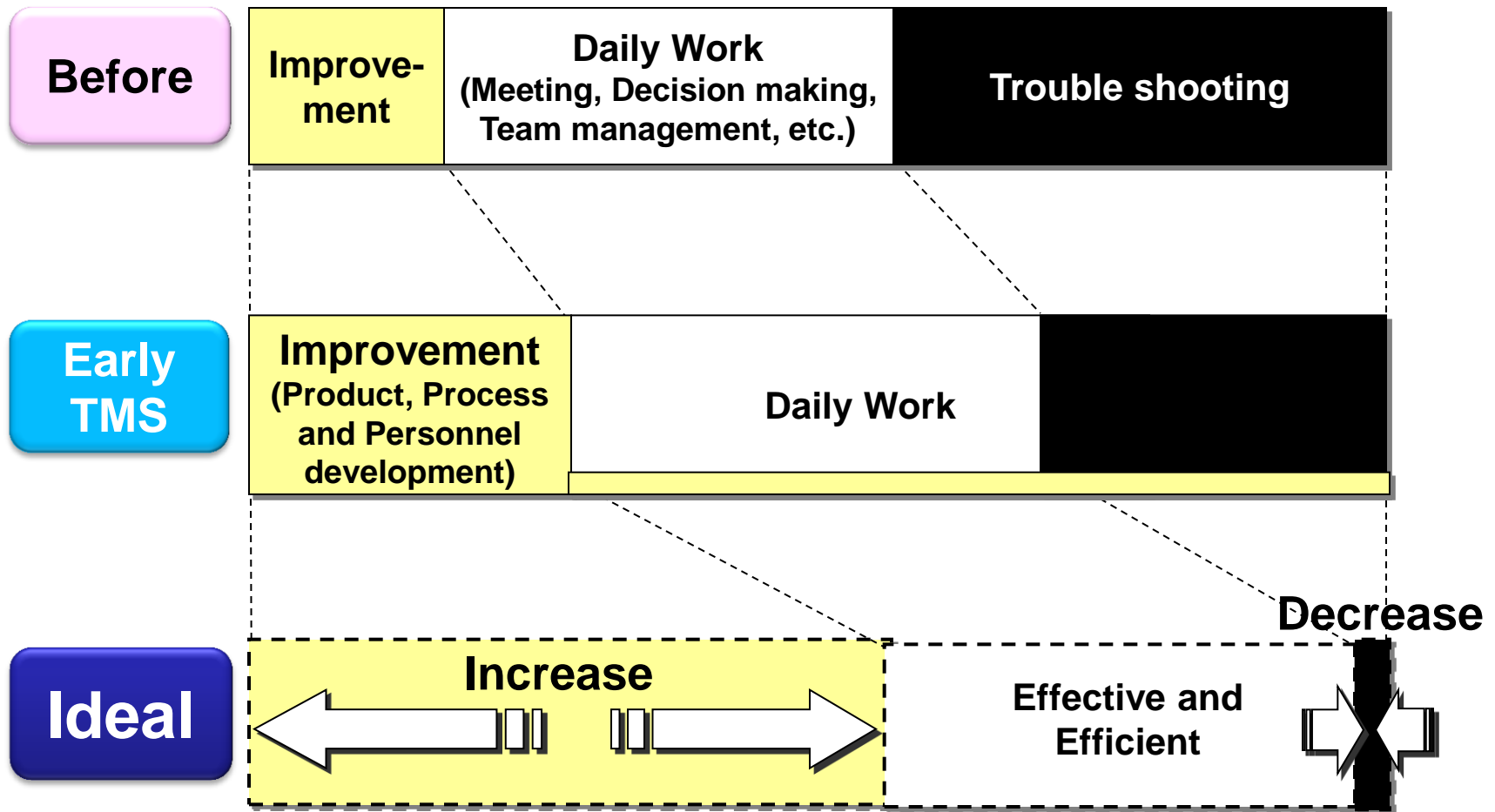
...where oobeya is the “backbone” of the TMS implementation

Overcoming Culture Barriers

Using both Tools (Method-side) and Management (Human-side), we can create sustained improvement.



Role of Managers



- **Manager: Use more than 50% of time on improvement work.**

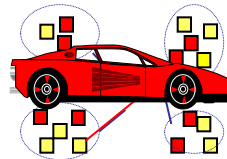
Oobeya: Big Project Room

Objective

- Project Background
- Project Objective
- Technical Spec
- Project Organization

Expected Output

Expected Output



Metrics

Weight

Targ

1 2 3 -1P

Good

Good

Cost

Capital

Targ

1 2 3 -1P

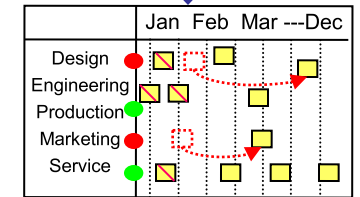
Good

Good

- Progress check, only Green & Red

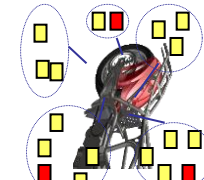
Action Board

Concurrent Schedule



Decomposition Area

Issue Board: Panel



- Identify issues for management decisions

Prototype

- All related members, Planning, Design, Production and Sales & Marketing

Projector for Virtual Design Review or meeting



Issue Board

	Potential	Real	Finish	Record
Design	New concept			
Engineering		Drawing delay		
Production	Line A improve		Supplier selection	Supplier selection
Marketing				Supplier selection

R & D Main Board

2-issues per week

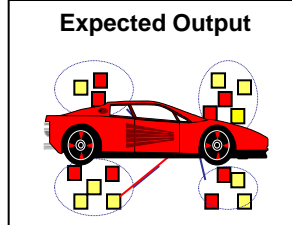


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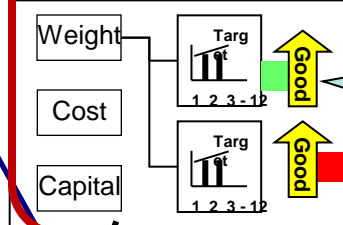
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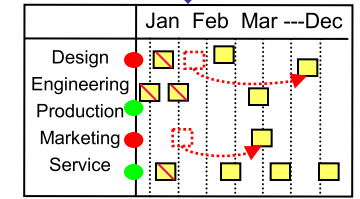
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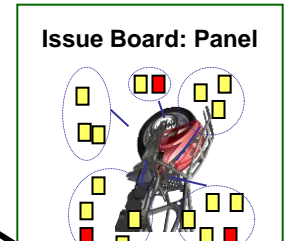
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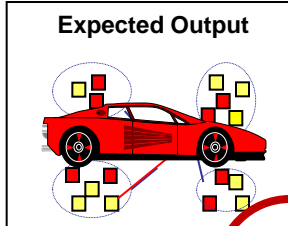
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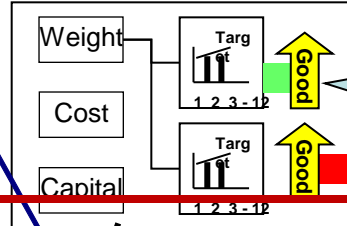
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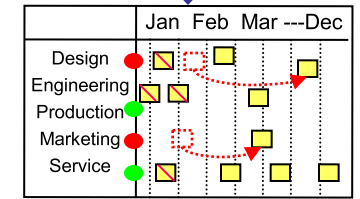
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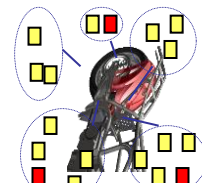
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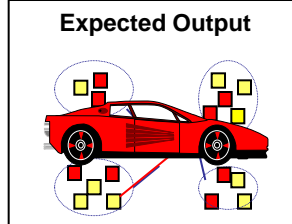


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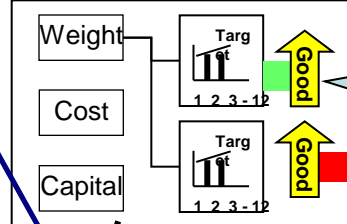
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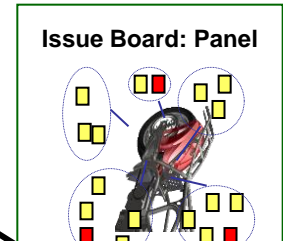
Concurrent Schedule

	Jan	Feb	Mar	---	Dec
Design	●	■	■		■
Engineering	■	■			■
Production			■		■
Marketing	●				■
Service	●	■			■

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2-issues per week

Long-term Objectives

- Ideally, no more than 3
- Clearly stated and inspirational
- Set for a 5 – 10 year time range
- Covers the entire organization

Annual targets

- 3 – 5 clearly stated targets
- Aligned to Objectives
- Quantified, and metrics identified
- Balanced (e.g., Cost, Quality, Delivery)

Each target is fully decomposed

- Broken down into targets for each team / sub-team
- Expressed in meaningful terms for local team

Targets are adequate

60% accurate to start is OK

Improve accuracy and ensure fairness as you go

Differentiation between internal and external targets

- Defines initial targets
- Maintains time and content discipline
- Manages issue priority
- Verifies that activities are sufficient to accomplish the targets
- Checks member workload; balances as needed
- Ensures team participation, and develops team skills

- Provide open feedback on target feasibility
- Deliver solutions; define activities and tasks to meet targets
- Report current status to plan (“on plan” or “off plan”)
- Collaborate on problem-solving and countermeasures
- Report accomplishments towards targets, versus “activities completed”
- Address issues in a “kind” way

KIND Issues: “Decision Ready”

A kind issue is clear, concise, and constructive. It states an issue and provides analysis or a recommendation

Name

Date

**Who will do
What by When**

*Leader dispositions the issue by adding a Post-It showing the **decision, committed action or next step***

Issue Board Basics

Name	Potential	Real	Finished	Record

Team members each have a line

All issues start in "Potential"

Move to "Real" with enough data to understand the issue

Move to "Finished" with a commitment to task(s) to resolve the issue (WHO will do WHAT by WHEN)

Move to "Record" if re-use is likely; a permanent record will then be created

**Maximum per line:
2/week**

**Maximum to next level:
2/week**

- Informal method of quickly gathering feedback
- Team responds to draft objectives / targets / plan by adding “stickies” to wall charts...
 - Concerns or questions
 - Disagreements or corrections
 - Additions
 - Alternate scenarios
- Leader dispositions stickies, individually or in groups, to improve the objectives / targets / plan
- Spew temporarily alleviates some of the “Kind” issues requirements...

Let's GO!

(Learn by Doing)

The PDCA of Oobeya (CAP-Do)



- CHECK** • My target is _____ & I am (On / Off) plan
If “off plan”
- My issues are _____
 - My countermeasures are _____
- ACT** • My key accomplishments (that you need to know) are _____
- PLAN** • My “Aha! Moment” was _____, and because of that, I now plan to _____
- DO** • (This Week / Next Week) My near-term actions I are ...