LEA Summit 2023

Learning Session – Building a Lean Management System

Peter Watkins

Learning Session Agenda

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- **Safety, Introductions – 5 mins**
- **Management Systems Background – 5 Mins**
- **Management System for Performance (MS-P) - 45 mins**
  - Teach - Purpose, Process & People
  - Summary & Examples of 5 Critical Design Points
  - Do MS-P Assessment Activity
- **Management System for Improvement (MS-I) - 35 mins**
  - Teach - Purpose, Process & People
  - Summary of 5 Critical Design Points
- **Q & A – 10 mins**

Session
9:00 to 11:0 hrs
(1 hr 45mins)

Common Problems we see when Applying Lean Thinking & Practice

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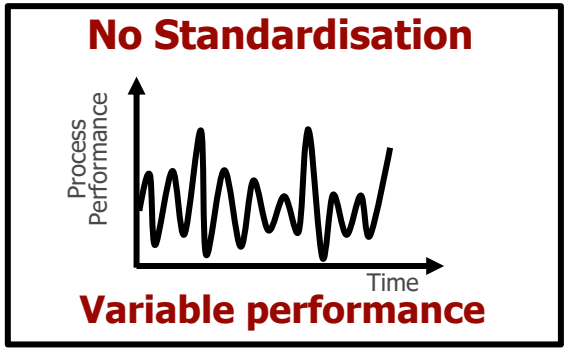

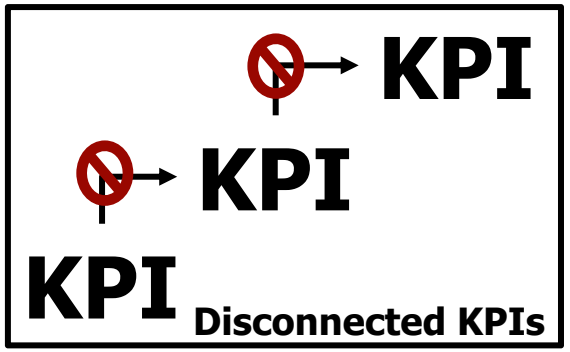

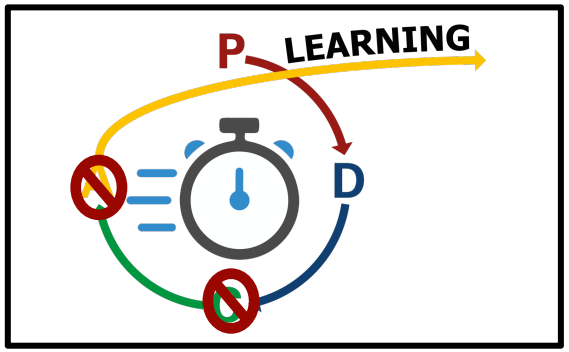

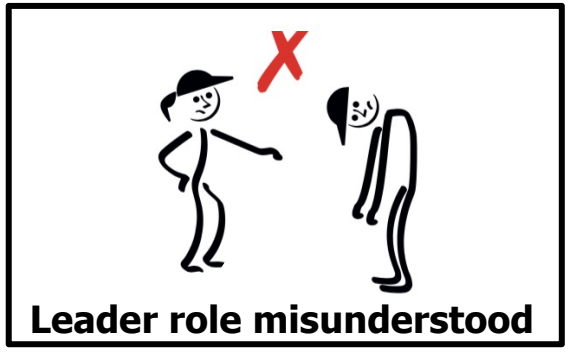

Common Problems we see in Companies Applying Lean

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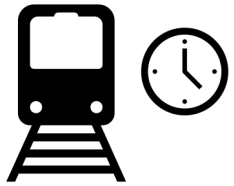
Our Reflection…

- Stability first, improvement second.

- Define the standard and manage to that.
- Create a robust Management System that can
  "Get the trains running on time, every time!"



- A Management System for Performance.
- Once you can do that, then start thinking about a Management System for Improvement.

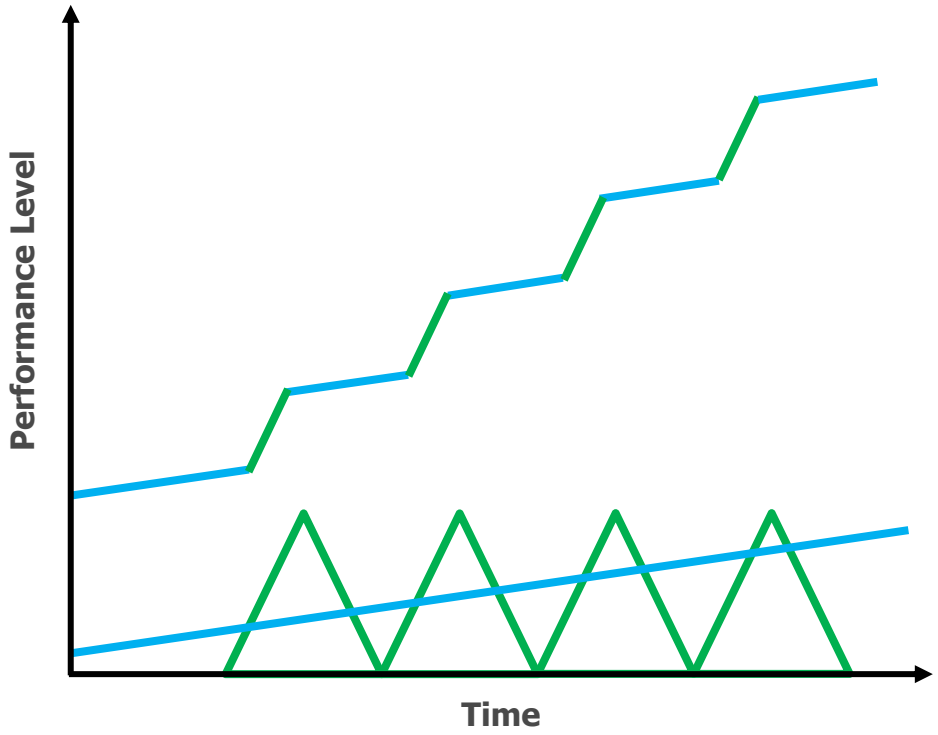
Background

- In a Lean organisation, there are two key Management Systems:
  - Performance

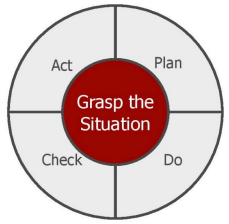
    Performance Management System
  - Improvement

    Improvement Management System

Management Systems Combined



Performance and Improvement Management System together equals Continuous Improvement



Improvement Management System

Performance Management System

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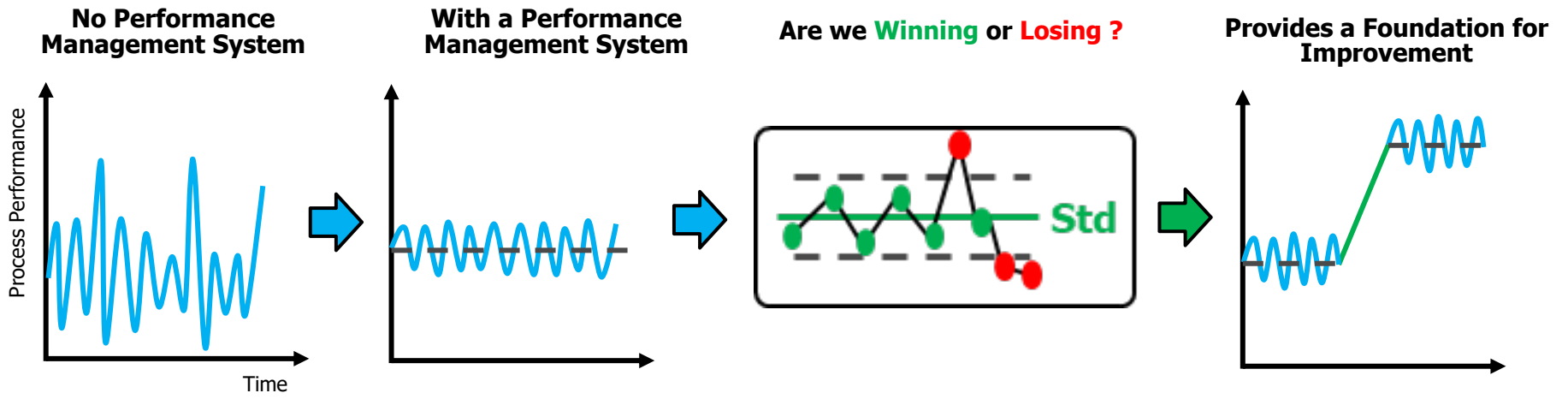
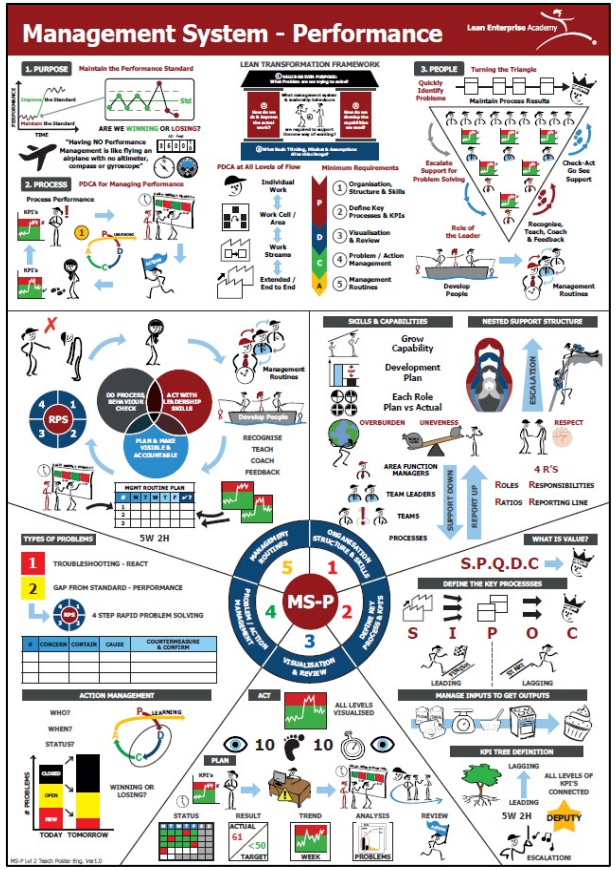
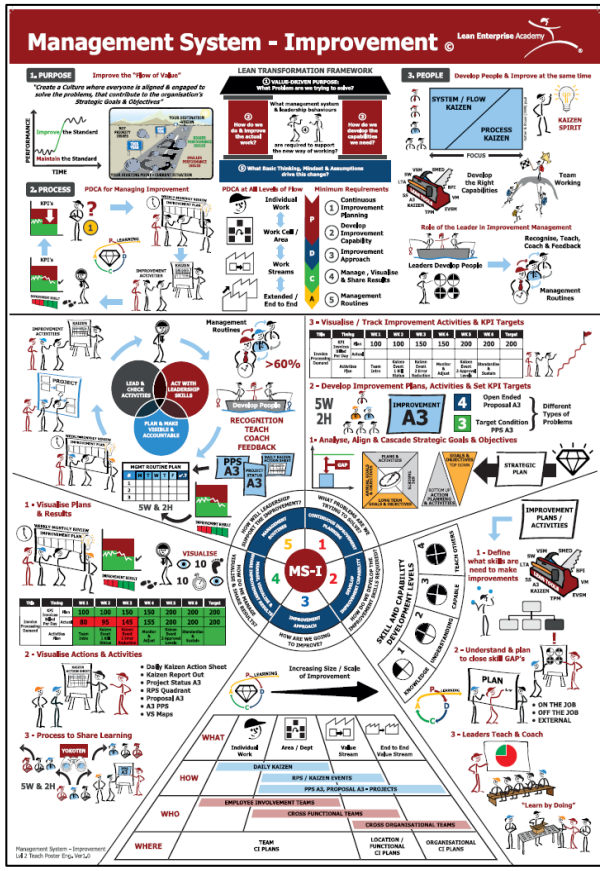
Performance Stabilisation to Performance Improvement



Management Systems Comparison



Performance	Improvement
Existing systems, processes and standards are in place and running with existing resources.	New systems, processes and standards, unfamiliar territory, doing something different.
Regular, steady problem solving to maintain existing processes.	Step change or improvement initiatives.
Daily - short term.	Medium to long term.
Teams & members involved.	Cross functional teams.
Tactical activities.	Strategic activities.



Management Systems implementation Approach

- Start with Performance Management System.
- Highlight short term problems to solve – stability first.
- You will make improvements in current performance.
- This makes the work easier.
- This will help to engage your people.
- Helps the business performance.
- Foundation for further improvements and bigger step changes.

Example Learning Process - MS-P

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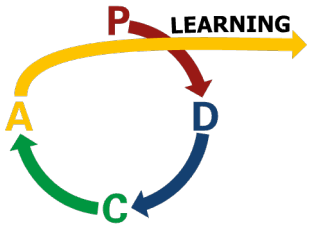

Knowledge	Understanding	Capable	Teach & Coach
1	2	3	4
Introduction	Design & Mock Up	Try Out - PDCA	Develop Others

	1 Hour	8 Hours	"X" Weeks PDCA Trials	"X" Weeks PDCA Trials
	☑	☑	☑	☑
	☑	☑	☑	☑

Why Do We Use a Teach Poster?

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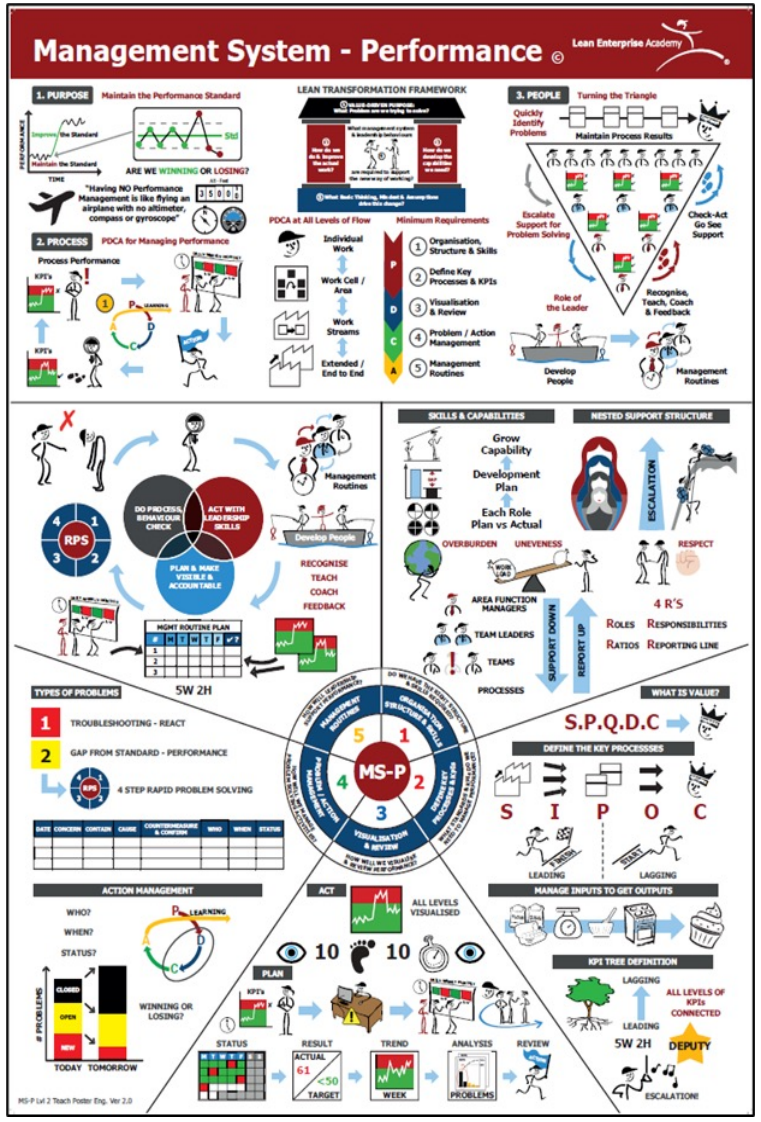
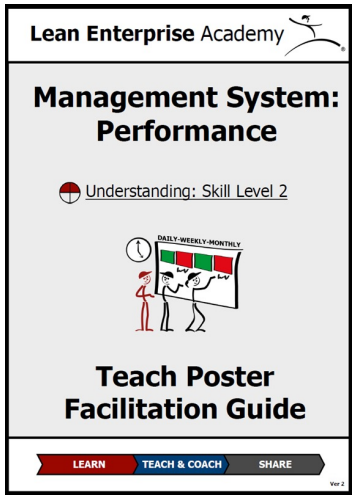


Teach Poster

Skill Level 1

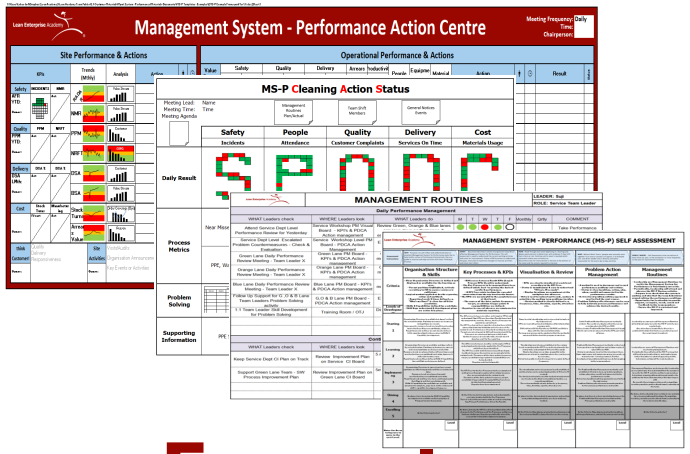
Skill Level 2

Supporting Materials



Facilitation Guide

E-Learning Course



Examples

Management System - Performance

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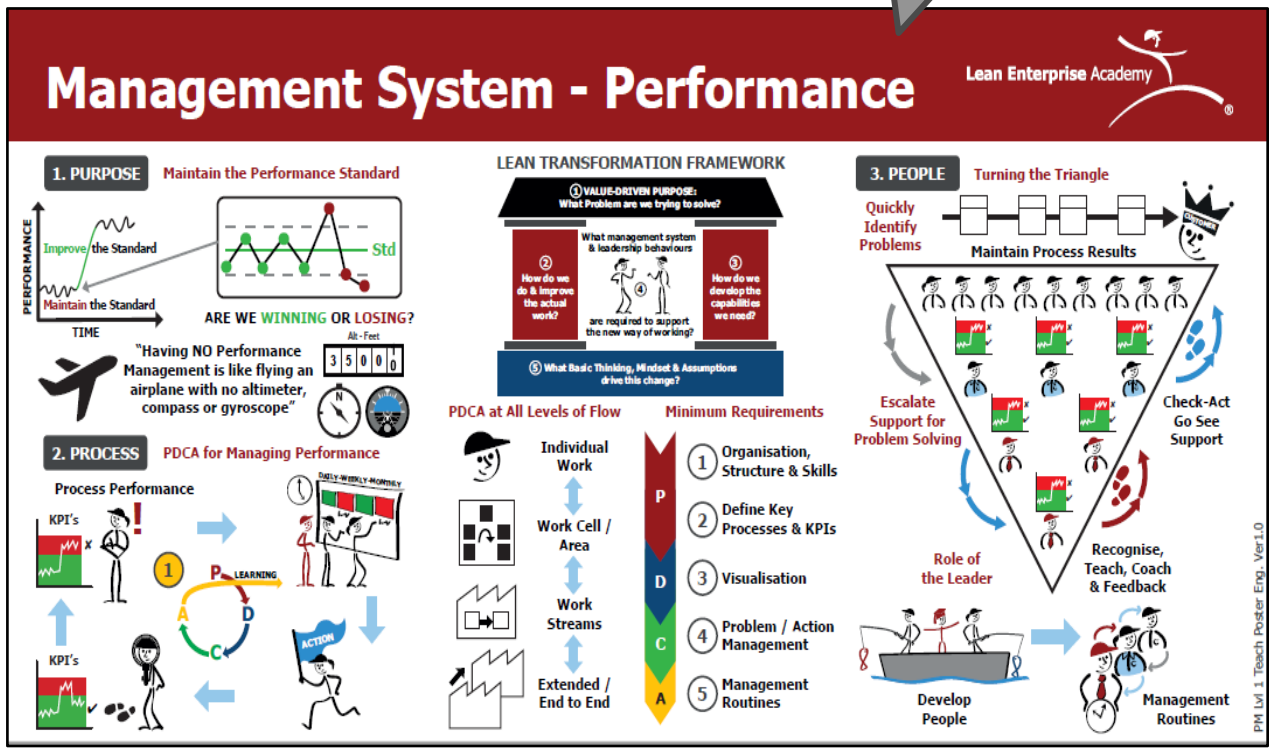
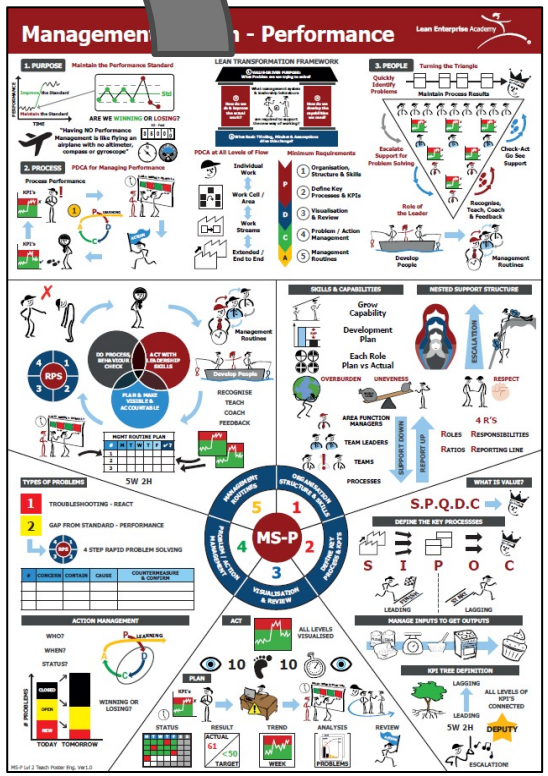
Work through:

1. **Purpose**
2. **Process**
3. **People**

Starting Point:

Lean Transformation Framework





Management System - Performance ©

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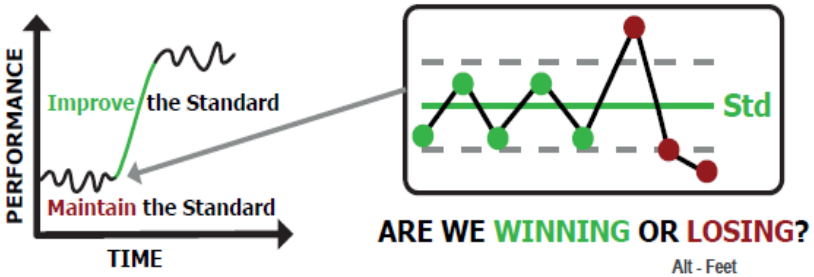
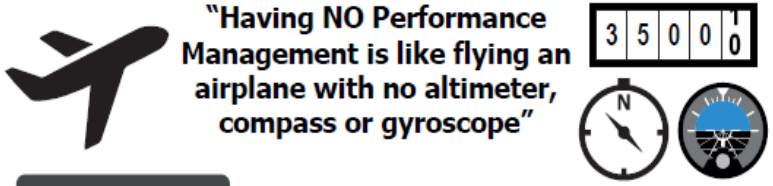
1. PURPOSE — Maintain the Performance Standard

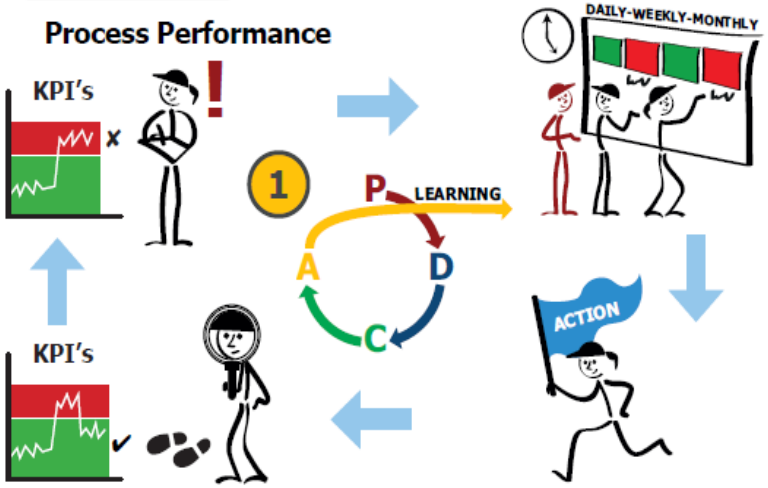


ARE WE WINNING OR LOSING?

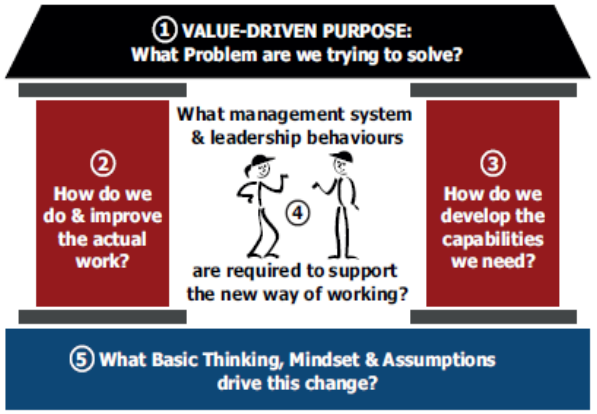


"Having NO Performance Management is like flying an airplane with no altimeter, compass or gyroscope"

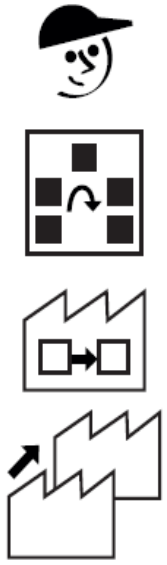
2. PROCESS — PDCA for Managing Performance



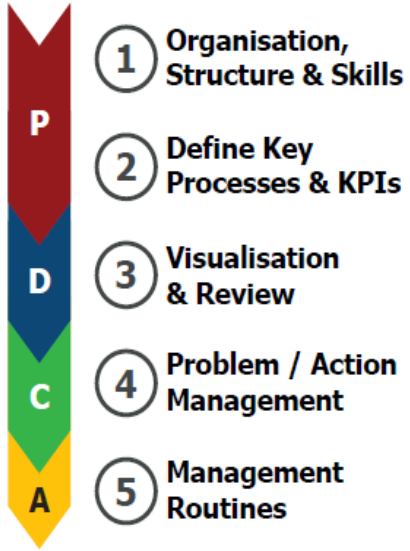
LEAN TRANSFORMATION FRAMEWORK



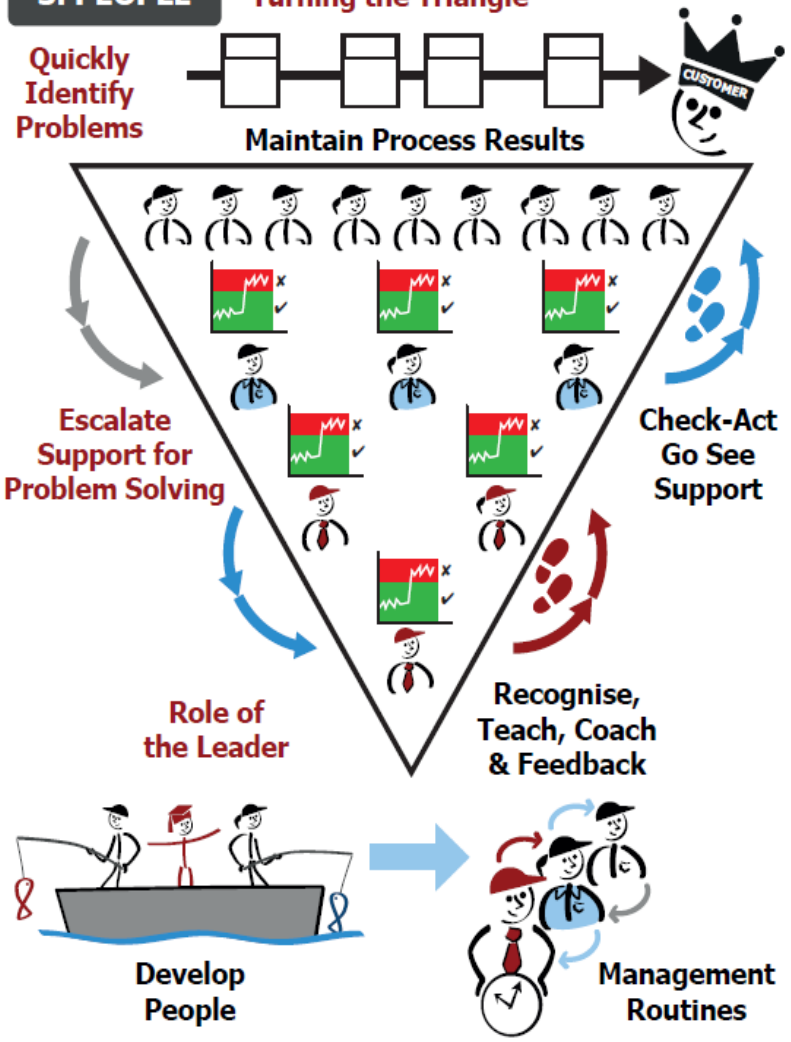
PDCA at All Levels of Flow



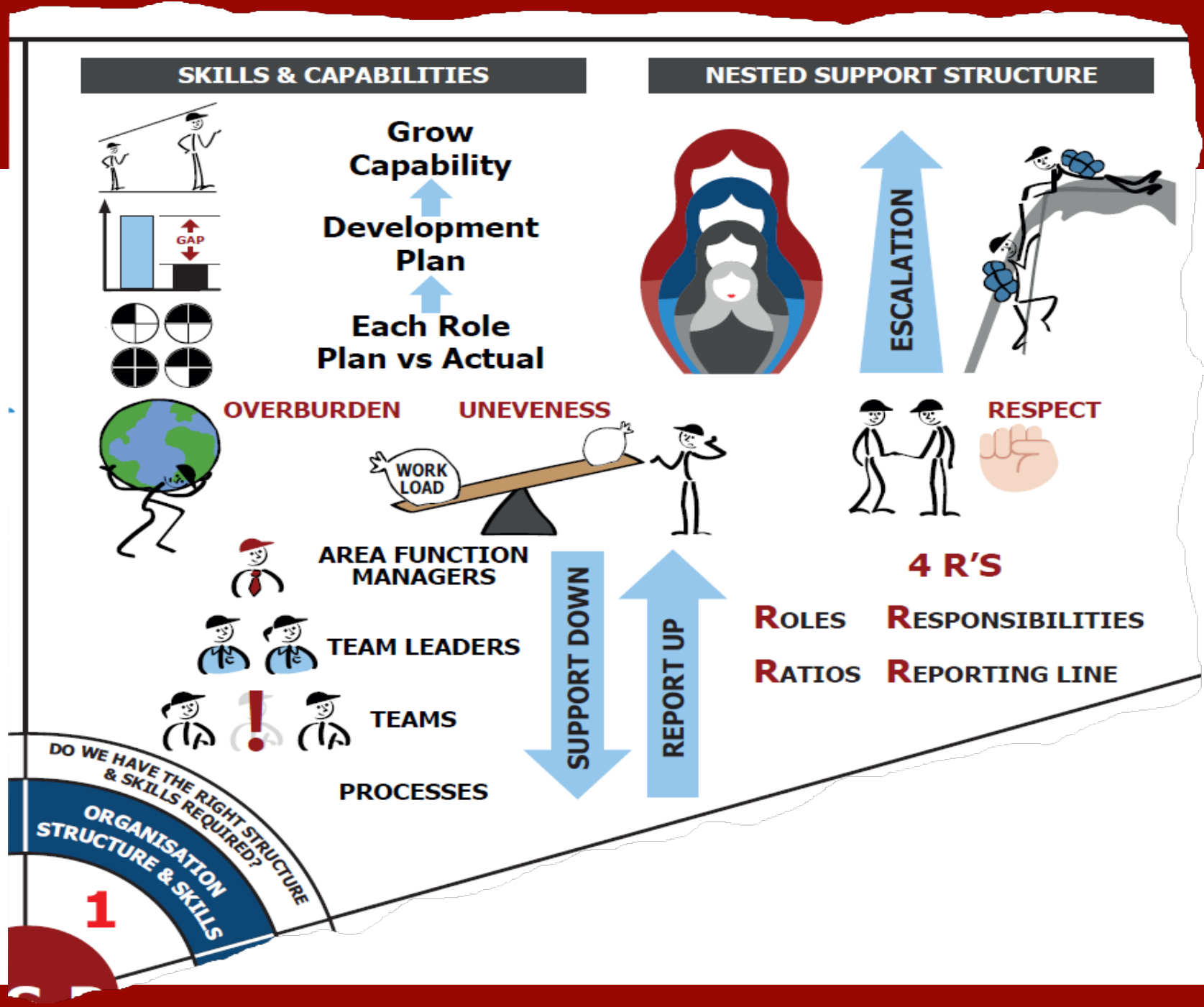
Minimum Requirements



3. PEOPLE — Turning the Triangle



Organisation Structure & Skills



Example - Skills Development

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Skills Matrix - Capability Development Plan

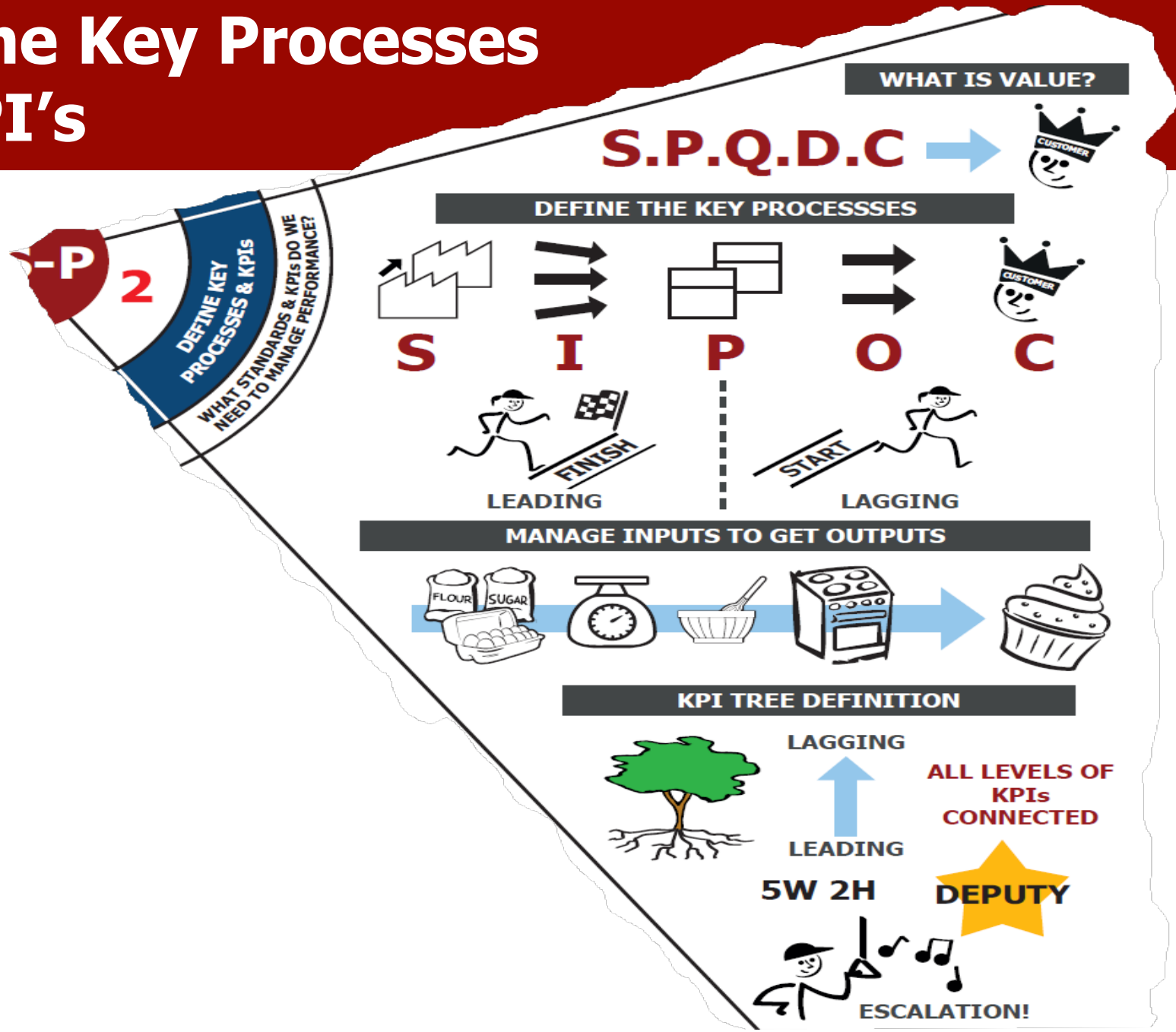
Skills Training Matrix	Basic Knowledge	Capable	Location: Leansville	Owner: Mr A N Leader
	Understanding	Can Coach & Teach Others	By: Your Leader	Date Updated: 30/09/22

Planned / Completed

Skills (* Denotes - Prioritsed around Work Problems & Individual GAP's)

	Names	Lean Transformation Framework	Lean Fundamentals	Practical Problem solving	7 Problem Solving Tools	Standardised Work	Employee Involvemnt Team Working	Core Leadership Skills	Rapid Problem Solving	Performance Management System	Different Types Of A3	Kaizen	Job Instruction	*Business Process Improvement	*5S	*Visual Management	*Kamishibai	*Lost Time Analysis	*Change Over Reduction	*Autonomous Maintenance	Individual Capabilities (Planned vs Actual) Q1	Q2	Q3	Q4	Individual & Business Needs - Comments
1	Process / Group Leader	31/1	31/2	31/5	31/5	8/6	12/11	18/12	25/11	25/11	1/12	20/12	X/X	X/X	X/X	X/X	X/X	X/X	X/X	X/X	2/2	2/3	0/0	3/6	2 more A3 PSS to complete
2	Team Leader "X"	31/02	31/3		31/10	10/07	31/10	X/X	12/12	5/12		X/X	X/X	X/X	X/X	X/X	X/X	X/X	X/X	X/X	2/2			2/5	Plan in Leadership Core Skill Sessions
3	Team Member "X"	31/03	31/4		11/11	10/08	31/10		15/12	5/12		X/X	X/X	X/X	X/X	X/X	X/X	X/X	X/X	X/X	1/1	1/1		3/5	Complete EI Team Working Review
4	Team Member "X"	31/03	31/4		11/11	10/08	31/10		15/12	5/12		X/X									1/1	1/1		2/5	More Coaching needed on use of problems solving tools
Training Results (Planned vs Actual)	Q1	4/4	2/2	1/1	1/1																Latest Needs & Changes				
	Q2		2/2			1/1															COVID Shutdowns delayed any training in Q3				
	Q3																								
	Q4				2/3		2/4	1/2	2/4	2/4	0/1	1/1													

Define Key Processes & KPI's



Example KPI Tree Development

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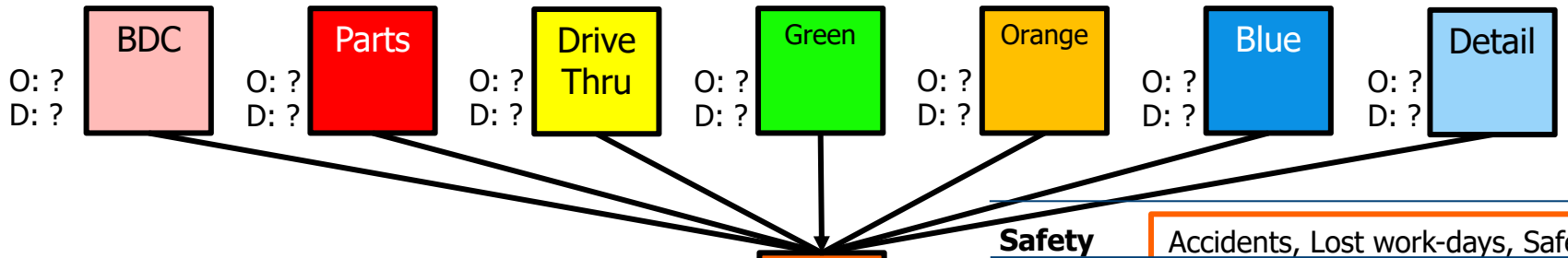
Safety	Accidents, Nr Misses, Risks	Accidents, Nr Misses, Risks	Accidents, Nr Misses, Risks
People	Skills to Plan	Skills to Plan	Skills to Plan
Quality	Db accuracy, Booking C/A, Purch at Toyotoshi	Vehicles complete RFT, Comebacks	Vehicles cleaned to std
Delivery	No of Veh, Appt types, Campaigns, Tires, Bal	On Time, Qty	On Time, Qty, N/U
Cost		Hours, CP Lab, CP Parts	Consumables



Owner (O): ?
Deputy (D): ?

Service Dept

Safety	Accidents, Lost work-days, Safety obs
People	Skills to Plan
Quality	RFT
Delivery	Key to key, No of veh, No. of appts, WIP
Cost	Lab hrs, Parts $, Plan v Act Lab, Exp redn.

Owner (O): ?
Deputy (D): ?

Site e.g. Dixie

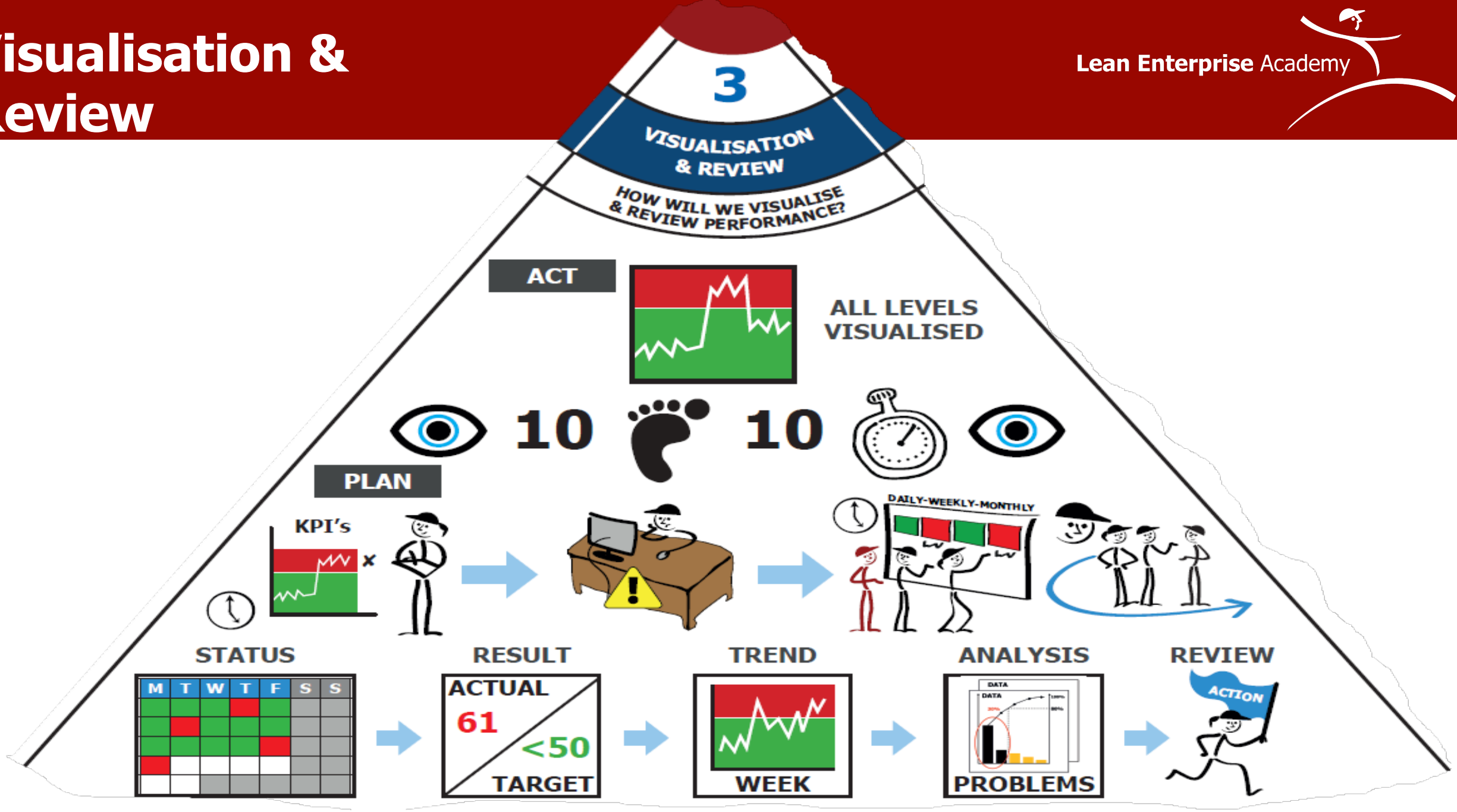
Safety	Lost time, Lost work-days
People	Skills to Plan
Quality	RFT – Sales, Service
Delivery	Key to key, On time
Cost	Sold lab $, Sold parts $Exp redn.

Owner (O):
Deputy (D):

Group

Safety
People
Quality
Delivery
Cost

Visualisation & Review



Example - First Line Daily PM Review

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Green Lane – Daily Performance Review Board

Meeting Time: Daily, 08:10-08:20 Owner: Franco

	Safety	People	Quality	Delivery	Delivery	Cost
	Incidents	Absenteeism	FTQ	No. Vehicles	Schedule Att.	Overtime
Daily		7% / 5%	11% / 4%	224590 / 220450	101% / 100%	973 / 978
Trend	→					
Issues Pareto						

Line	# & Problem	Countermeasure	(Expected) Result	Who	When	Status	Escalation

Management Routine

	1	2	3	4	5	6	7
ABC							
DEF							
GHI							
JKL							
MNO							
PQR							

Org Chart

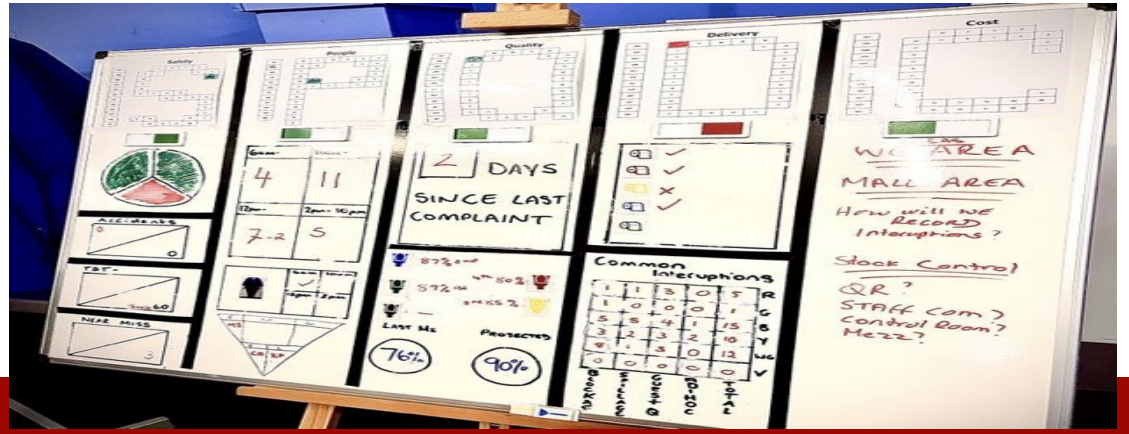
Skills Matrix

Manning Charts

Problem Solving

Standard Work for PM

- Daily review led by Team Leader with the team on Safety/People/Quality/Delivery/ Cost
- Did we have a good day/bad day yesterday ?
- What problems did we have?
- What actions do we need to take?
- What is the status of actions from yesterday?
- Any other issues/business to report ?
- **Take up key information and escalation points to Area / Dept Meeting**



Problem / Action Management

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TYPES OF PROBLEMS

1 TROUBLESHOOTING - REACT

2 GAP FROM STANDARD - PERFORMANCE

RPS (4 1 3 2) 4 STEP RAPID PROBLEM SOLVING

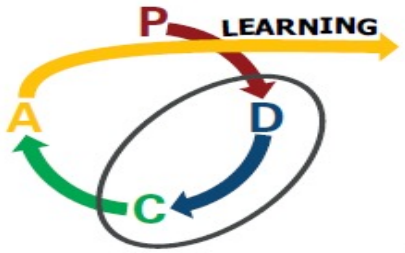
DATE	CONCERN	CONTAIN	CAUSE	COUNTERMEASURE & CONFIRM	WHO	WHEN	STATUS

ACTION MANAGEMENT

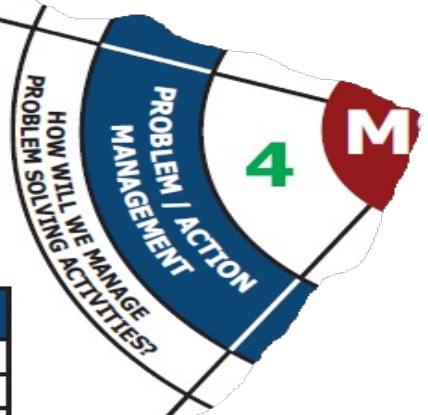
WHO?

WHEN?

STATUS?



WINNING OR LOSING?



Problem/Action Management

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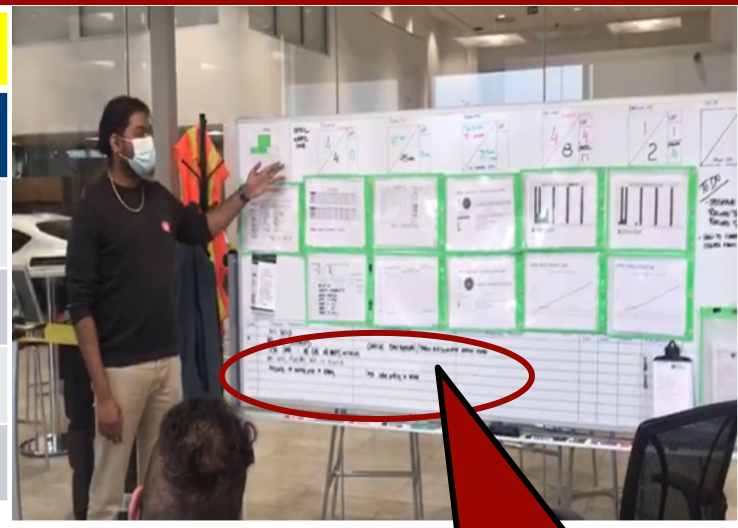
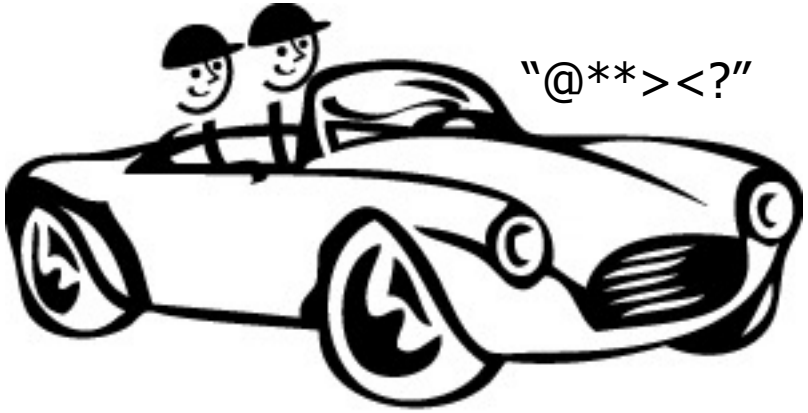
Plan					Do		Check	Act
No.	Concern	Contain	Cause	Counter-measure	Who	When	Check	Evaluation
1	Vehicle lot car won't start	Boost car	Battery is "flat"	PDI when car is sold	George	14/2	⊕	⊕



Problem/Action Management

"Vehicle Lot" Car won't start



"Why" won't the car start?

The battery is flat

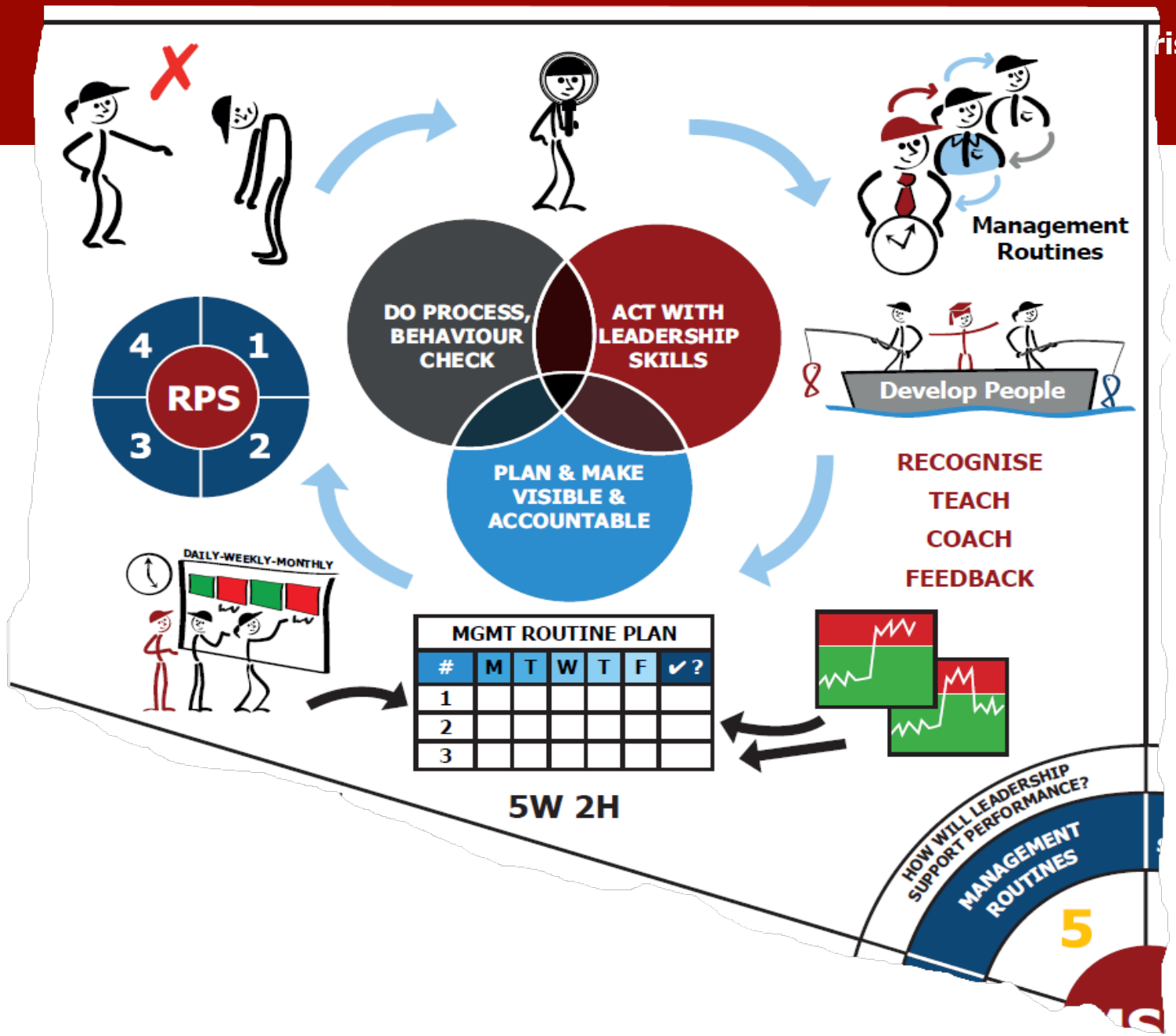
"Why" is the battery flat?

The car has stood 1 month since PDI

"Why" has the car stood 1 month since PDI?

We PDI cars asap
We PDI cars to keep techs busy
We PDI get paid for the PDI.....

Management Routines



Management Routine example

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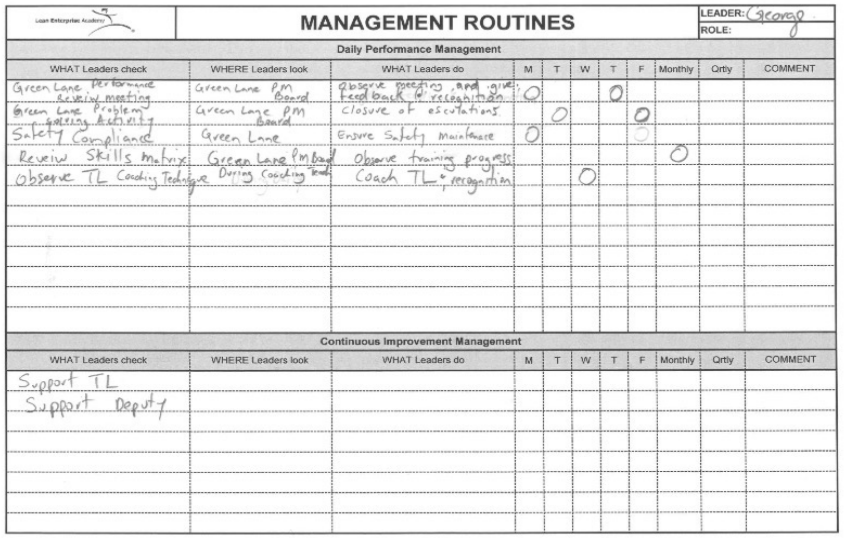


MANAGEMENT ROUTINES

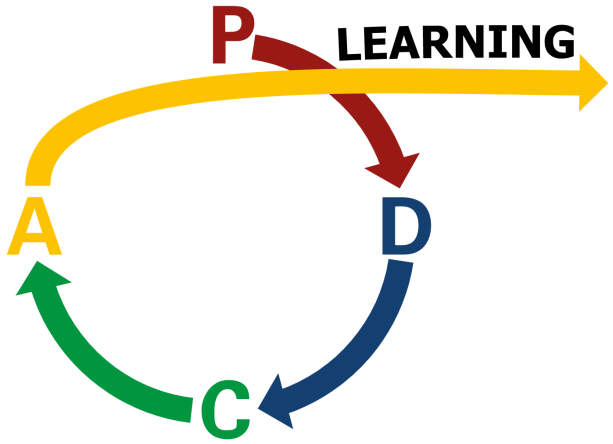
LEADER: George
ROLE:

Daily Performance Management

WHAT Leaders check	WHERE Leaders look	WHAT Leaders do	M	T	W	T	F	Monthly	Qrtly	COMMENT
Green Lane Performance Review meeting	Green Lane PM Board	Observe meeting and give feedback & recognition	O			O				
Green Lane Problem solving Activity	Green Lane PM Board	Closure of escalations		O			O			
Safety Compliance	Green Lane	Ensure Safety maintenance	O							
Review Skills matrix	Green Lane PM Board	Observe training progress						O		
Observe TL Coaching Technique	During Coaching time	Coach TL + recognition			O					

Continuous Improvement Management

WHAT Leaders check	WHERE Leaders look	WHAT Leaders do	M	T	W	T	F	Monthly	Qrtly	COMMENT
Support TL										
Support Deputy										



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MANAGEMENT ROUTINES

LEADER: Suji
ROLE: Service Team Leader

Daily Performance Management

WHAT Leaders check	WHERE Leaders look	WHAT Leaders do	M	T	W	T	F	Monthly	Qrtly	COMMENT
Attend Service Dept Level Performance Review for Yesterday	Service Workshop PM Visual Board - KPI's & PDCA Action management	Review Green, Orange & Blue lanes previous days performance & escalated Problems given Lane TL's	●	●	●	●	○			Take Performance Upto next Level to Russ
Service Dept Level Escalated Problem Countermeasures - Check & Evaluation	Service Workshop Level PM Board - PDCA Action Management	Ensure closure of escalations - no repeats	●	●	●	●	○			Coach Lane TL's on Problem Escalation
Green Lane Daily Performance Review Meeting - Team Leader X	Green Lane PM Board - KPI's & PDCA Action management	Observe Green Lane PM Review meeting to Standard Work and give feedback & recognition	●			●				
Orange Lane Daily Performance Review Meeting - Team Leader X	Orange Lane PM Board - KPI's & PDCA Action management	Observe Orange Lane PM Review meeting to Standard Work and give Feedback & recognition		●			○			
Blue Lane Daily Performance Review Meeting - Team Leader X	Blue Lane PM Board - KPI's & PDCA Action management	Observe Blue Lane PM Review meeting to Standard Work and give feedback & recognition	●	●	●	●	○			Just Launching Daily PM Review
Follow Up Support for G ,O & B Lane Team Leaders Problem Solving activity	G,O & B Lane PM Board - PDCA Action management	Ensure closure of escalations - no repeats	●	●	●	●	○			More Support While developing TL's in Problem Solving
1:1 Team Leader Skill Development for Problem Solving	Training Room / OTJ	Deliver Skill level 2 training module & observe Problem Solving OTJ			●					Review PM Skills Matrix

Continuous Improvement Management

WHAT Leaders check	WHERE Leaders look	WHAT Leaders do	M	T	W	T	F	Monthly	Qrtly	COMMENT
Keep Service Dept CI Plan on Track	Review Improvement Plan on Service CI Board	5 min Improvement Plan Review - 30 min "Go See" and coaching of implementation activity		●			○			
Support Green Lane Team - SW Process Improvement Plan	Review Improvement Plan on Green Lane CI Board	5min Improvement Plan Review - 15 min "Go See" and coaching of implementation activity	●			●				

MS-P Assessment - Exercise

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MANAGEMENT SYSTEM - PERFORMANCE (MS-P) SELF ASSESSMENT

Assessment Instructions	WHY - Purpose is to self-reflect and understand what an excellent Management System for Performance looks like to help build a culture of Continuous Improvement. Use as a guide to improve and align activities with Lean Thinking & Practise.	WHAT - Document describes 5 Levels of progression towards an effective Management System for Performance. This self-assessment is used to understand the current working activities and areas for improvement. Follow a PDCA process to understand the gaps, then plan & implement changes to improve activities and check their effect.	HOW - Read through each Level beginning at 1 Starting and debate each element to determine, with evidence if they fulfil that criteria or not. Continue until a Level is reached which represents where you currently are. Record the areas for improvement in the box at the bottom of the sheet and the actions required to improve.	WHO - Natural Work Teams (people who naturally work together in an area or process) of approx. 5 to 9 people plus one direct Leader who is directly and solely responsible for the teams day to day activities	WHEN / WHERE - Self Assessment to be carried out at least twice per year, at the workplace- or more frequently as the pace of improvement increases.
Criteria / Levels of Development	**Organisation Structure & Skills** - Clear Organisation Structure is defined and displayed or available for the function or area. - Vacant positions highlighted, actively recruiting to fill to ensure resource is sufficient. - Logical method applied to decide reporting ratios and workload. - Reporting Levels & Lines defined e.g. "Who's my Boss?" is clear for all & for escalations. - Skills & Capabilities defined for each Role. - Skill Gaps understood & development plans are active & in place.	**Key Processes & KPIs** - Difference between Result KPIs (Lag) & Process KPIs (Lead) is understood. - The Key Processes to be managed have been defined which 'lead' to getting the desired results & performance. - A KPI Tree exists to show the cascaded connection from the top level to the lowest. - The KPIs are meaningful to the people/process at that level. - The source of the data, update frequency, target, escalation trigger points & responsibilities are defined. - Deputies in case of absence are nominated to maintain reporting.	**Visualisation & Review** - KPIs are clearly visualised at each level according to the KPI Tree. - Status is unambiguous & easy to understand "10 feet, 10 seconds". - Display locations are prominent at the workplace for all to see. - Data is used to understand trends, analyse & prioritise the medium term problems to solve. - Review method is clearly defined e.g. frequency, time, duration, agenda, attendees etc.	**Problem Action Management** - A method is used to document and record performance problems and actions. - Status is clear (problem, action, who, when, result) and connected to the performance results. - A structured problem solving approach is used to find the root causes. - Problem Solving effectiveness can be seen to help maintain process performance and achieve the desired results.	**Management Routines** - Leadership use Management Routines to verify the Management System for Performance is functioning correctly. - Periodically, Leadership will attend and observe the MS-P Review activity. - Purpose is to check that the system is working and also that the team behaviours around solving the performance problems. - Opportunity for Leadership to provide support, recognise, teach, coach and feedback to the team members. - Ensure the MS-P is maintained and improved.
Starting 1	Organisation Structure is available but doesn't reflect the actual situation. Positions or names are incorrect and positions are vacant. Consequently, resource levels are insufficient leading to overburdened/uneven workloads, ratios etc. Reporting levels and lines are not clearly defined. Little consideration/evidence given to Skills & Capability development.	The difference between *Leading* and *Lagging* KPIs is not understood. Most KPIs are therefore Results based and the output of the activity. Hence, the Key Processes to control are not defined. The KPI Tree has not been considered and so there is little connection from top to bottom and relevance at the various levels. Performance Standards and Improvement Targets are mixed up so it is difficult to understand if the Processes are winning or losing on a daily basis. Update frequency is typically daily, it is not clear if deputies exist for the reporting.	Some level of visualisation and review exists but only at the highest level. KPIs are typically printed and displayed for information purposes only. Difficult to tell if the Results are OK/NOK and little is done with the data and information. Review may or may not be conducted but the method is not/was well defined and the purpose is not clear.	Little Problem/Action Management method is evident. The results are displayed but there is no reaction when the KPIs are NOK. If there is some Problem/Action Management it is not filled in correctly or connected to the KPIs, just a list of issues.	Leadership are not aware of Management Routines and do not come to verify the MS-P activity on a regular basis. Any attendance is most likely driven by a problem/situation that has been escalated up and they want to get it resolved.
Learning 2	Organisation Structure is available and does reflect the actual situation. Positions and names are correct and vacant positions are being recruited for. Resource levels are planned to be sufficient to prevent overburdened/uneven workloads and ratios, however it still exists in some cases. Reporting levels and lines defined, Skills & Capabilities for each Role are being, are defined.	The difference between *Leading* and *Lagging* KPIs is understood and trying to be applied to the Key Processes which have been identified. The KPI Tree exists and is being reviewed based upon feedback to ensure the metrics are meaningful at the various levels. The source of the data, update frequency, target, escalation trigger points & responsibilities are being decided. Deputies exist but informally.	Visualisation is or is being established at the various levels according to the KPI Tree and trying to make the status to be understood at 10 feet in 10 seconds. Display locations are or close or possible to the workplace or at least in a position where they can be seen by everyone. Data is being collected and reviewed at a regular defined frequency.	Problem/Action Management method is evident and being used to record problems and actions required when KPIs are NOK. Status is not always clear but the intention is there. Some root causes and countermeasures are weak e.g. manual error - retrain personnel. Further development on problem solving is needed or ongoing to the team members.	Leadership are aware of Management Routines and are starting to implement. Periodically they will attend the MS-P review but still tend to get involved to try and resolve issues rather than observe what is happening and the behaviours, actions of the team members.
Implementing 3	Organisation Structure is correct and any vacant positions are filled temporarily until the recruitment is done. Resource levels are planned to avoid overburdened/uneven workloads and ratios. Reporting levels and lines are clear each knowing who their Boss is and their escalation path. Skills & Capabilities for each Role are available and assessments complete, gaps clear. Little evidence of skill & capability development however.	The KPI Tree for the Key Processes has been completed and has been through a number of iterations to ensure they are meaningful at the various levels. The source of the data, update frequency, target, escalation trigger points & responsibilities have been decided and being implemented. Deputies have been nominated.	The visualisation and review process is well established and the status can be understood quickly at 10 feet in 10 seconds. The data is starting to be used for analysis to understand any trends and medium term problems to solve e.g. repeating problems. The review method is clearly defined e.g. frequency, time, duration, agenda, attendees etc.	The Problem/Action Management method is well established. Status is clear, up to date (problem, action, who, when, result) and connected to the performance results. A structured problem solving approach is used to find the root causes. Problem Solving effectiveness is starting to drive better process performance and results.	Management Routines are being used by Leadership on a regular basis. It is understood that the purpose is to verify the MS-P activity and the team members behaviours around problem solving not to solve the problems for them. But sometimes this does happen still. As a result, there is some evidence of recognition, teaching coaching and feedback from Leadership to the team.
Driving 4	As above, but a clear plan for Skill & Capability development is available and being deployed. Progress has or is being made.	As the Criteria, but it is now mature and understood by everyone involved with the Key Processes. There is a clear link and connection at each level to show how Process Performance drives the Results.	As above but the data analysis is now mature and medium term problems/opportunities are clear and being tackled.	As above, but there is a clear correlation between the Problem/Action Management method and the Process performance and results.	As above, but Leadership intervention is rare and only for extreme problems/situations. Recognition, teaching, coaching and feedback from Leadership to the team is naturally done.
Excelling 5	As the Criteria or better!	As above, but now the KPI Tree is being adjusted to reflect changes in the Performance of the Processes and/or new business challenges. Deputies periodically attend the reviews for training/development purposes.	As the Criteria. Now also measuring their performance to the review method! E.g. how effective are the reviews.	As the Criteria. Now also measuring their problem solving performance, not just the process and results.	As the Criteria, or better!
Notes for Areas to Improve to move to the next Level.	Level	Level	Level	Level	Level

Management System - Improvement ©

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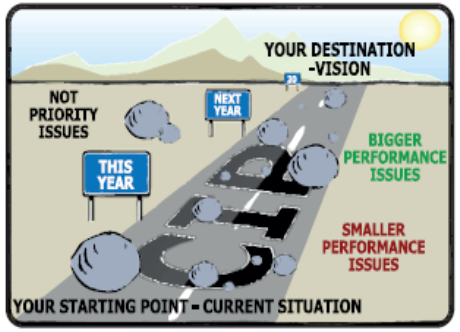
1. PURPOSE

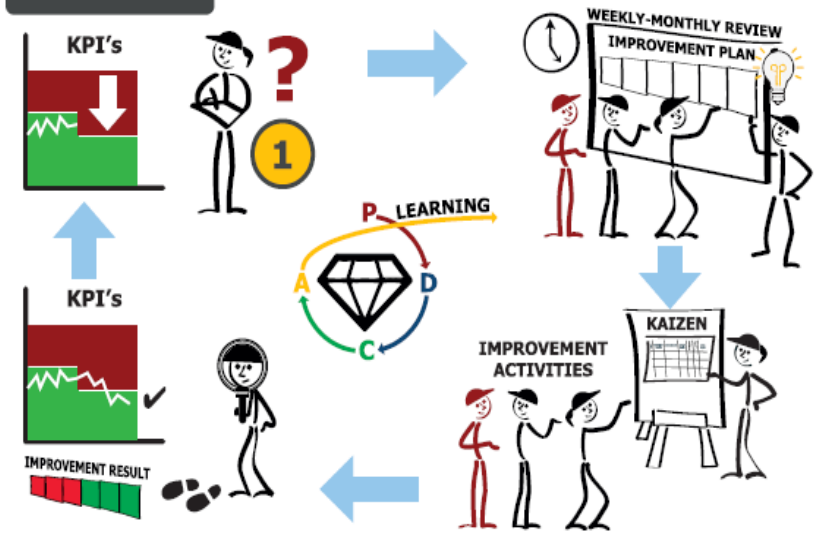
Improve the "Flow of Value"

"Create a Culture where everyone is aligned & engaged to solve the problems, that contribute to the organisation's Strategic Goals & Objectives"



2. PROCESS

PDCA for Managing Improvement



LEAN TRANSFORMATION FRAMEWORK

① VALUE-DRIVEN PURPOSE: What Problem are we trying to solve?

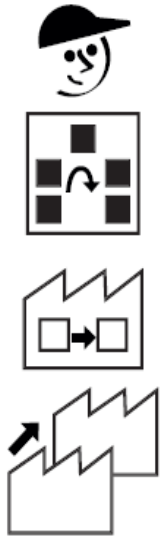
② How do we do & improve the actual work?

What management system & leadership behaviours ④ are required to support the new way of working?

③ How do we develop the capabilities we need?

⑤ What Basic Thinking, Mindset & Assumptions drive this change?

PDCA at All Levels of Flow



Individual Work

Work Cell / Area

Work Streams

Extended / End to End

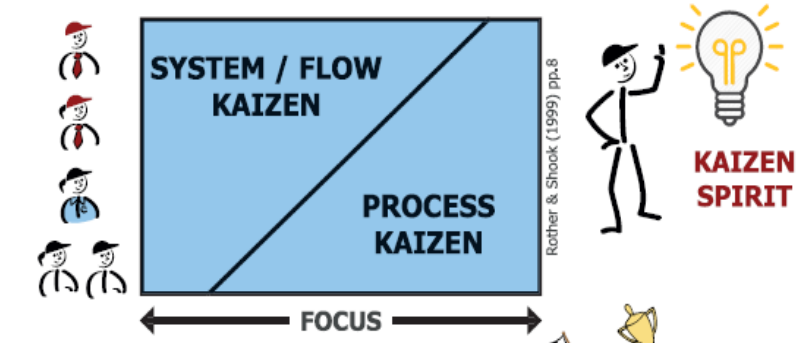
P D C A

Minimum Requirements

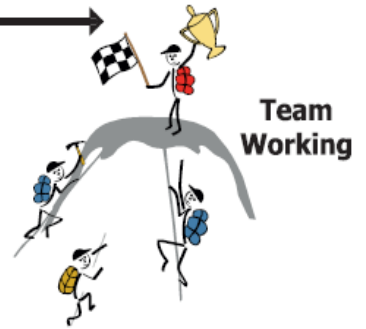
1. Continuous Improvement Planning
2. Develop Improvement Capability
3. Improvement Approach
4. Manage , Visualise & Share Results
5. Management Routines

3. PEOPLE

Develop People & Improve at the same time



Develop the Right Capabilities



Team Working

Role of the Leader in Improvement Management

Leaders Develop People

Recognise, Teach, Coach & Feedback

Management Routines

Continuous Improvement Planning

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3 - Visualise / Track Improvement Activities & KPI Targets

Title	Timing		WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	Target
Invoice Processing Demand	KPI Invoices Billed Per Day	Plan	100	100	150	150	200	200	200
		Actual							
	Activities Plan		Team Intro	Kaizen Event 1 Bill Status	Kaizen Event 2 Error Reduction	Monitor & Adjust	Kaizen Event 3 Approval Levels	Standardise & Sustain	

2 - Develop Improvement Plans, Activities & Set KPI Targets

5W 2H

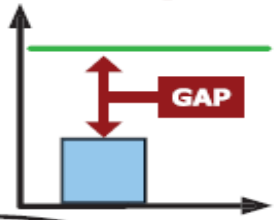
IMPROVEMENT A3

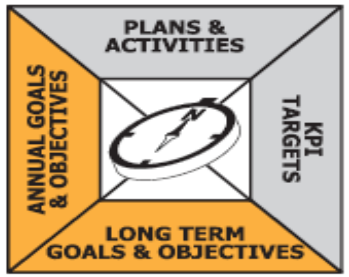
4 Open Ended Proposal A3

3 Target Condition PPS A3

} Different Types of Problems

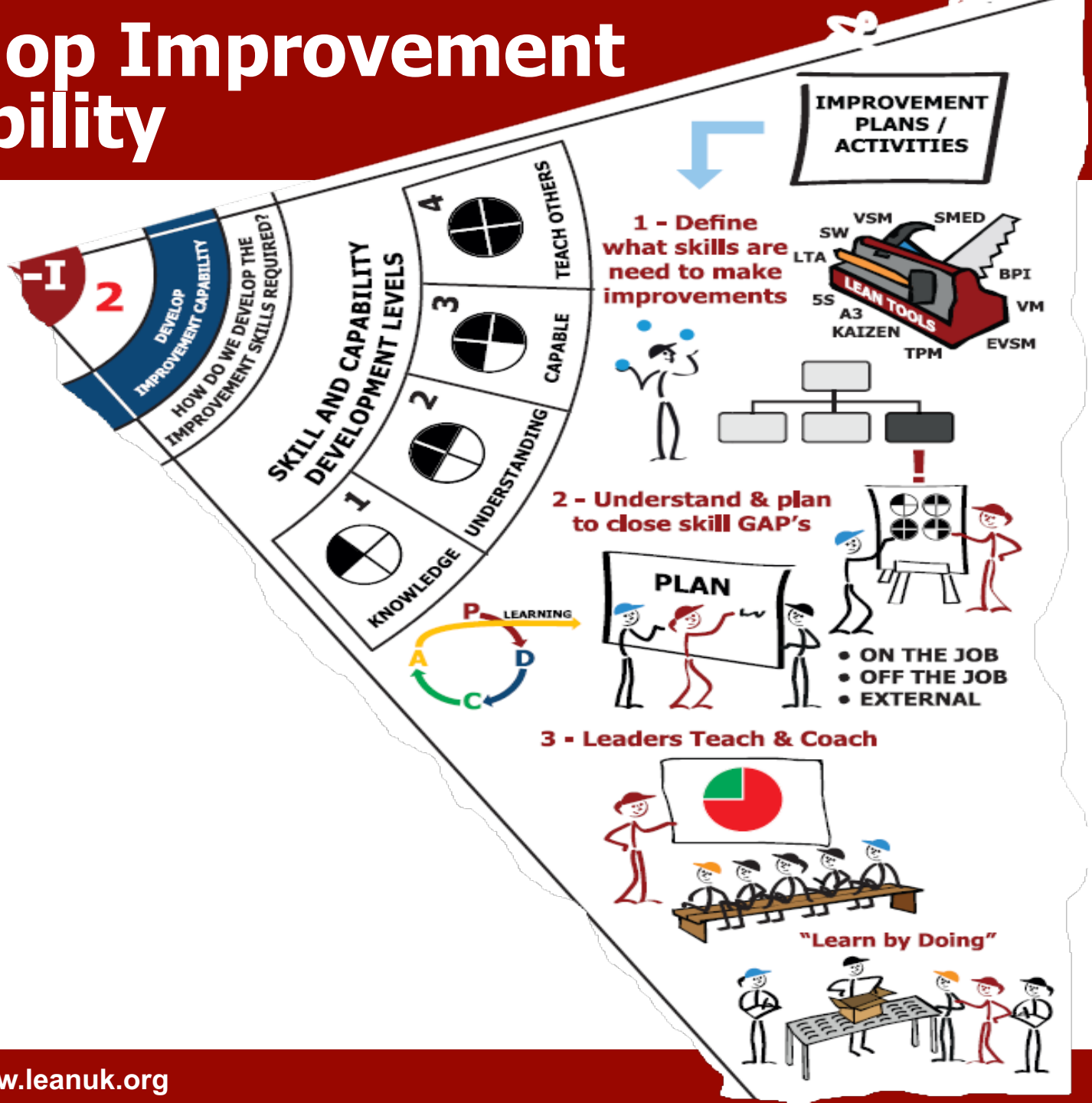
1- Analyse, Align & Cascade Strategic Goals & Objectives



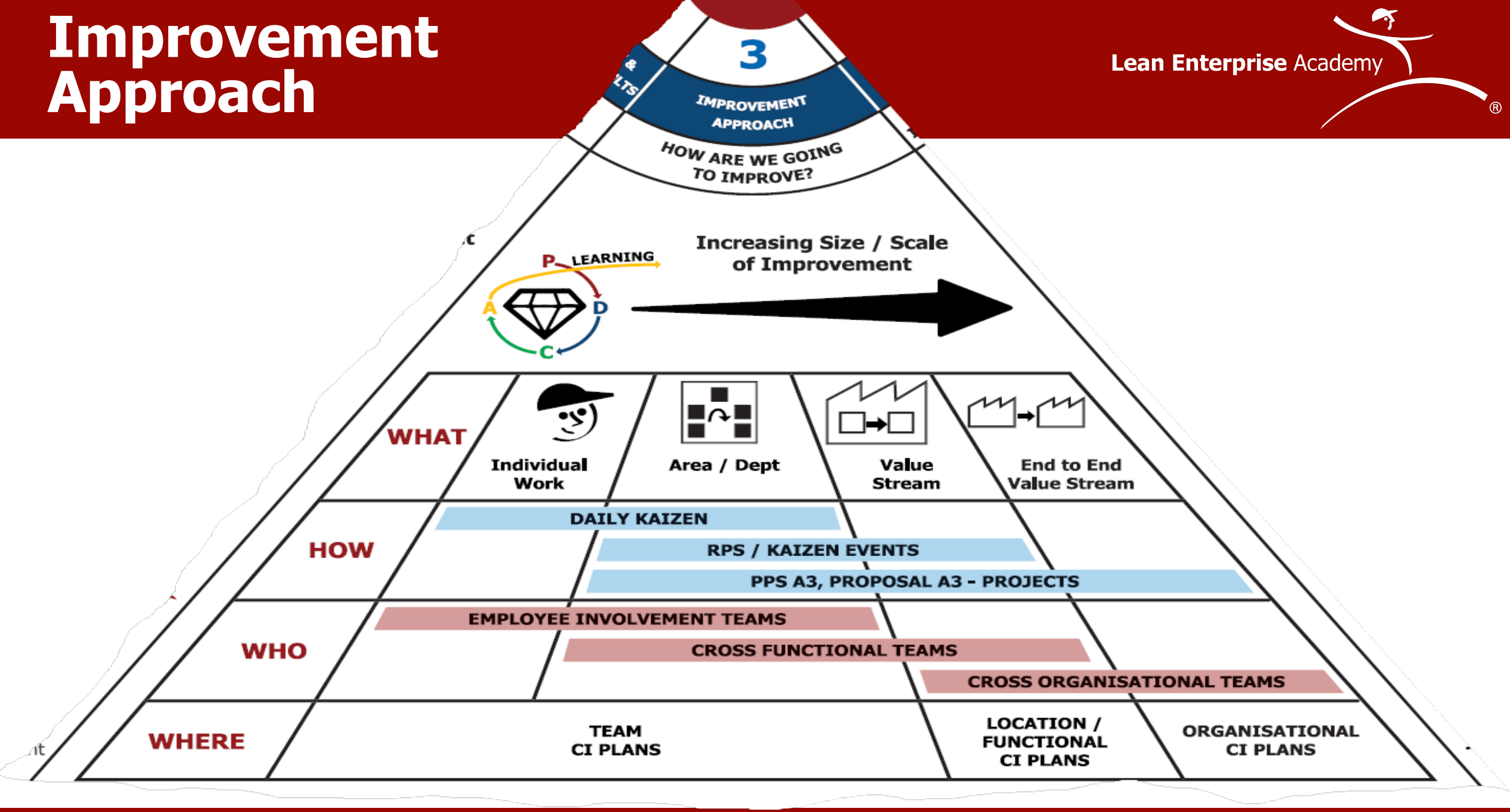


STRATEGIC PLAN

Develop Improvement Capability



Improvement Approach



Manage ,Visualise & Share Improvement Results

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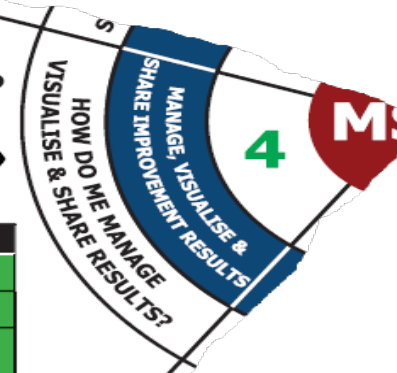
1 - Visualise Plans & Results

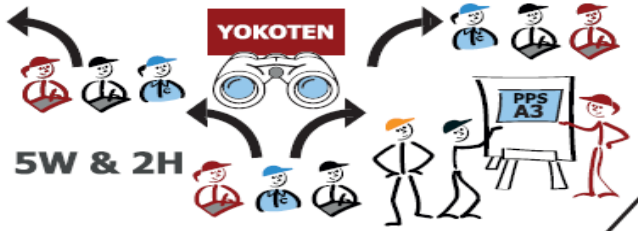
Title	Timing		WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	Target
Invoice Processing Demand	KPI Invoices Billed Per Day	Plan	100	100	150	150	200	200	200
		Actual	80	95	145	155	200	200	200
	Activities Plan		Team Intro	Kaizen Event 1 Bill Status	Kaizen Event 2 Error Reduction	Monitor & Adjust	Kaizen Event 3 Approval Levels	Standardise & Sustain	



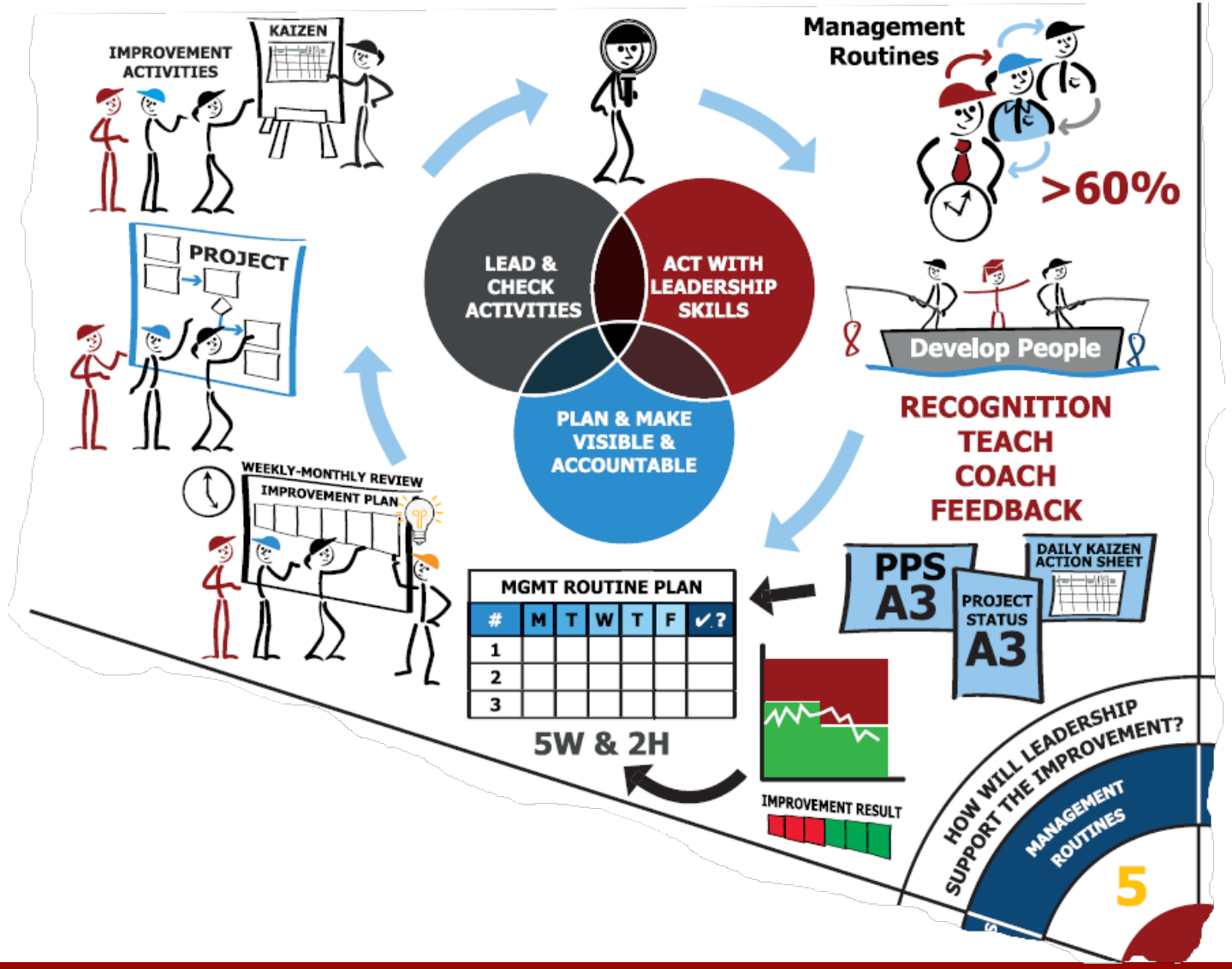
2 - Visualise Actions & Activities

- Daily Kaizen Action Sheet
- Kaizen Report Out
- Project Status A3
- RPS Quadrant
- Proposal A3
- A3 PPS
- VS Maps

3 - Process to Share Learning



Management Routines



LEA Lean Learning Materials

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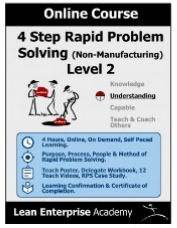

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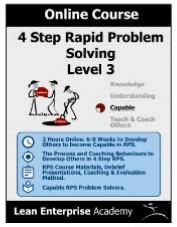

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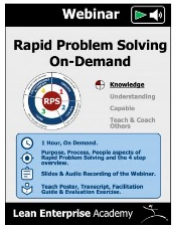

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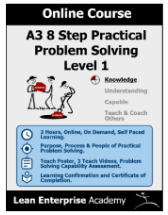

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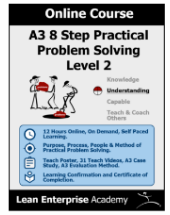

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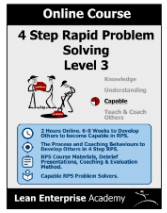

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