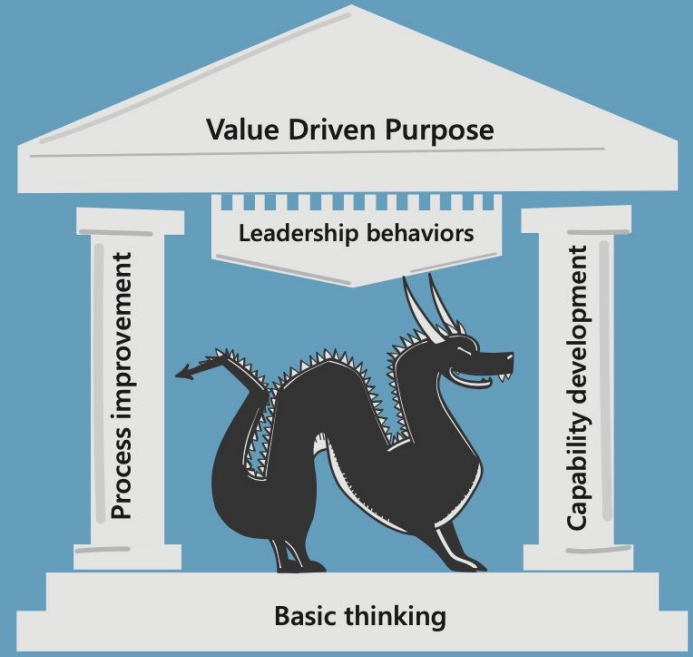




# Halfway Toyota Ngami

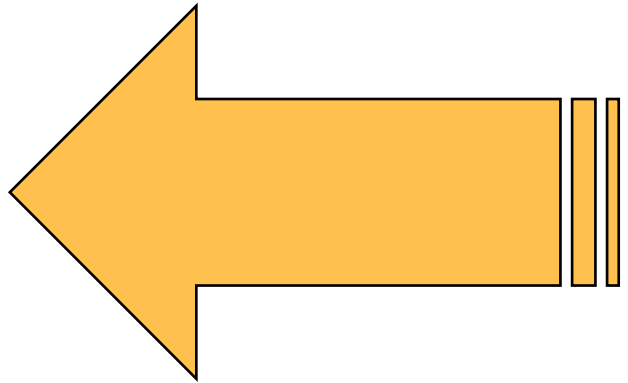
Why did it work?

# LEAN HOUSES FOR DRAGONS

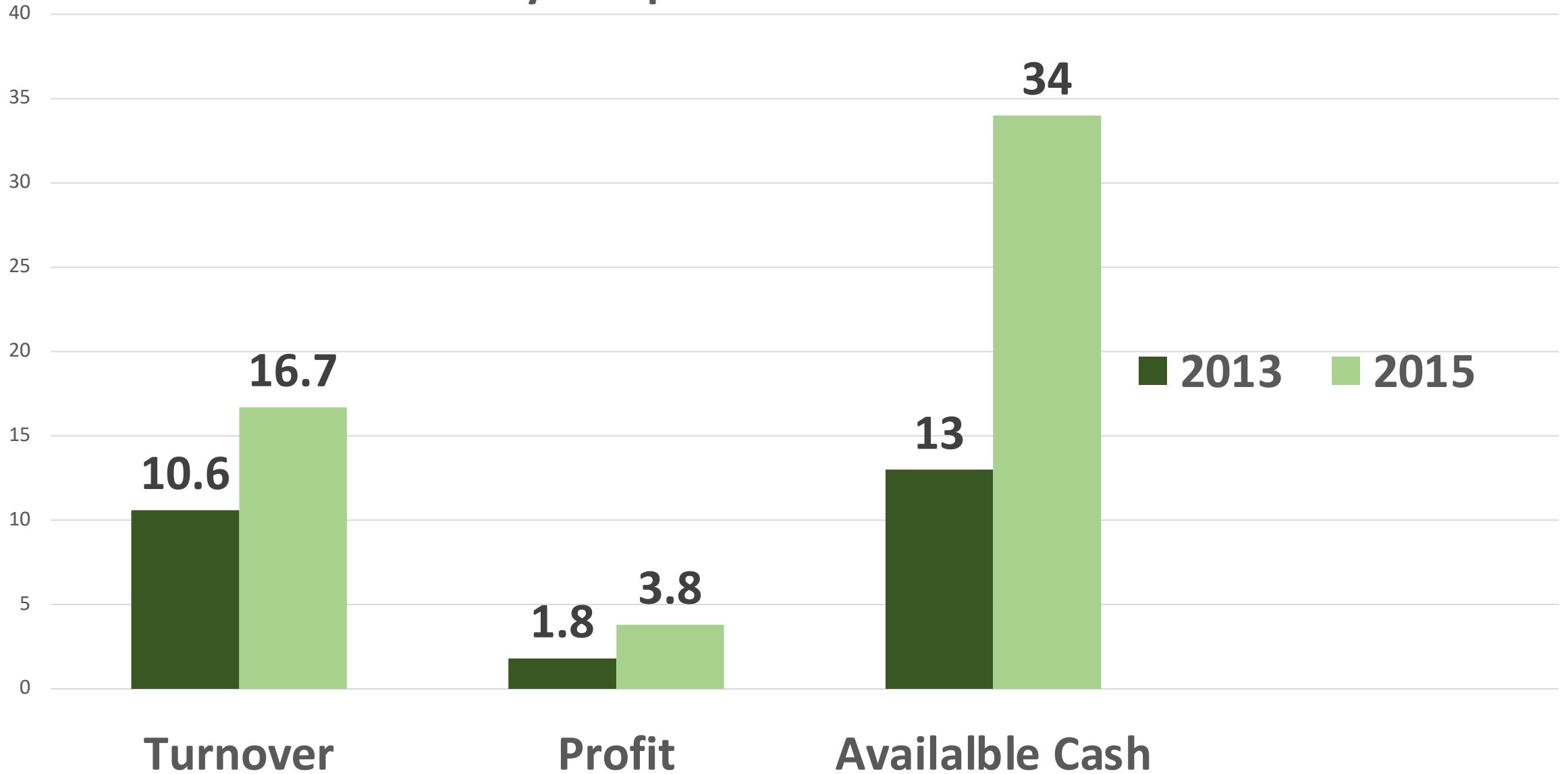


Using Lean Thinking to harness the energy of your team, even in the fiercest of environments

Sharon Visser



## Monthly comparison between 2013 and 2015

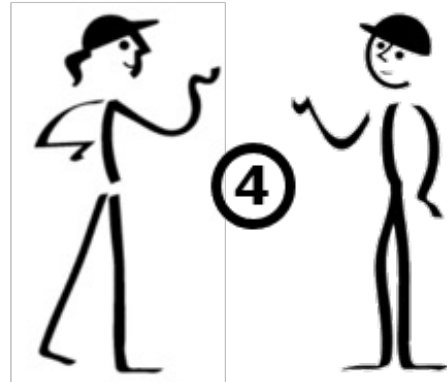


# Mobility

②

**How do we  
do & improve  
the actual  
work?**

**What management system  
& leadership behaviours**



**are required to support  
the new way of working?**

③

**How do we  
develop the  
capabilities  
we need?**

⑤

**What Basic Thinking, Mindset and Assumptions  
drive this change?**

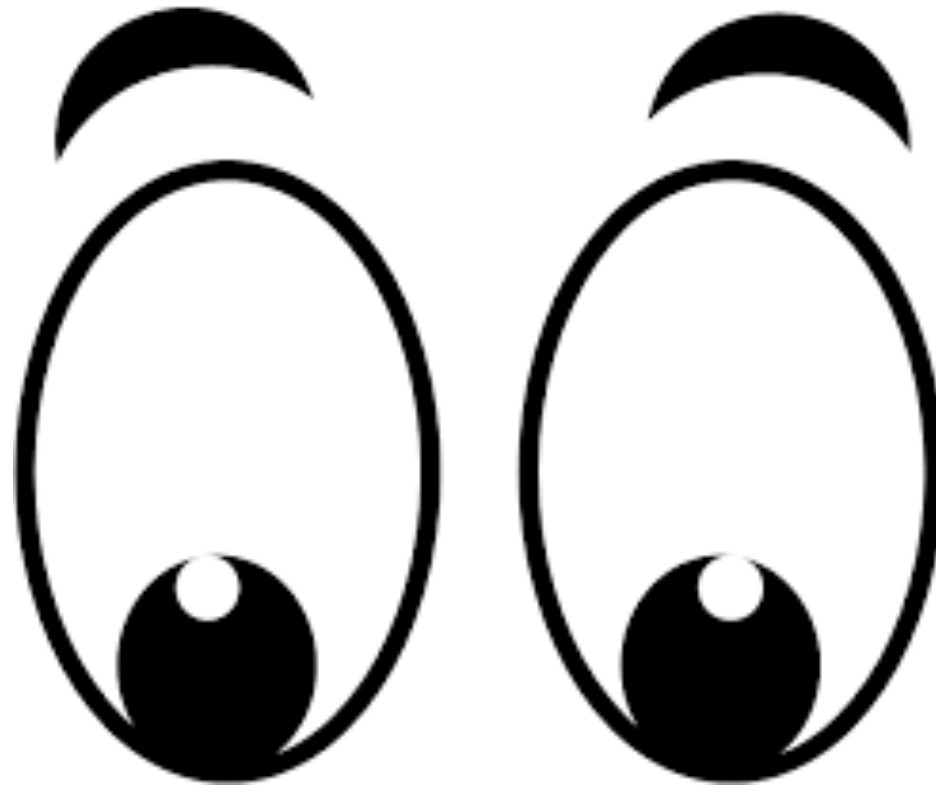


- From the start I knew that getting our people to change the way they worked would be our greatest obstacle.

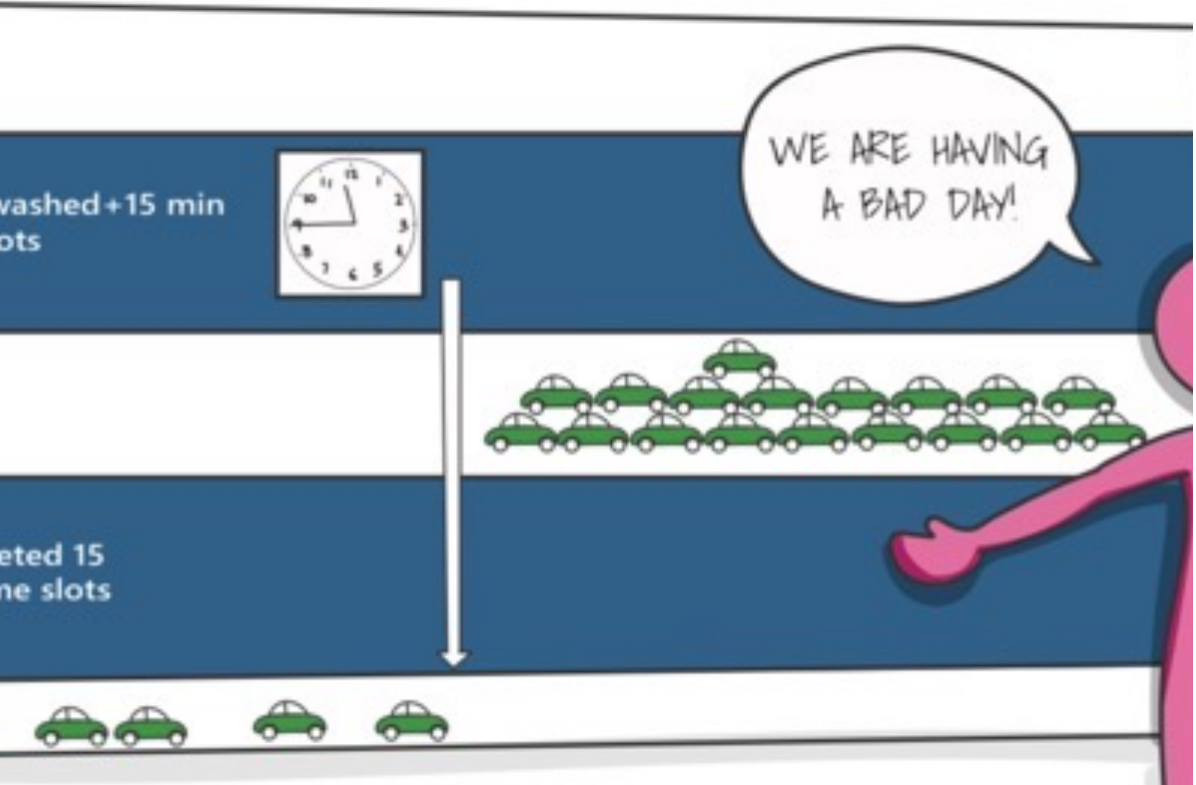
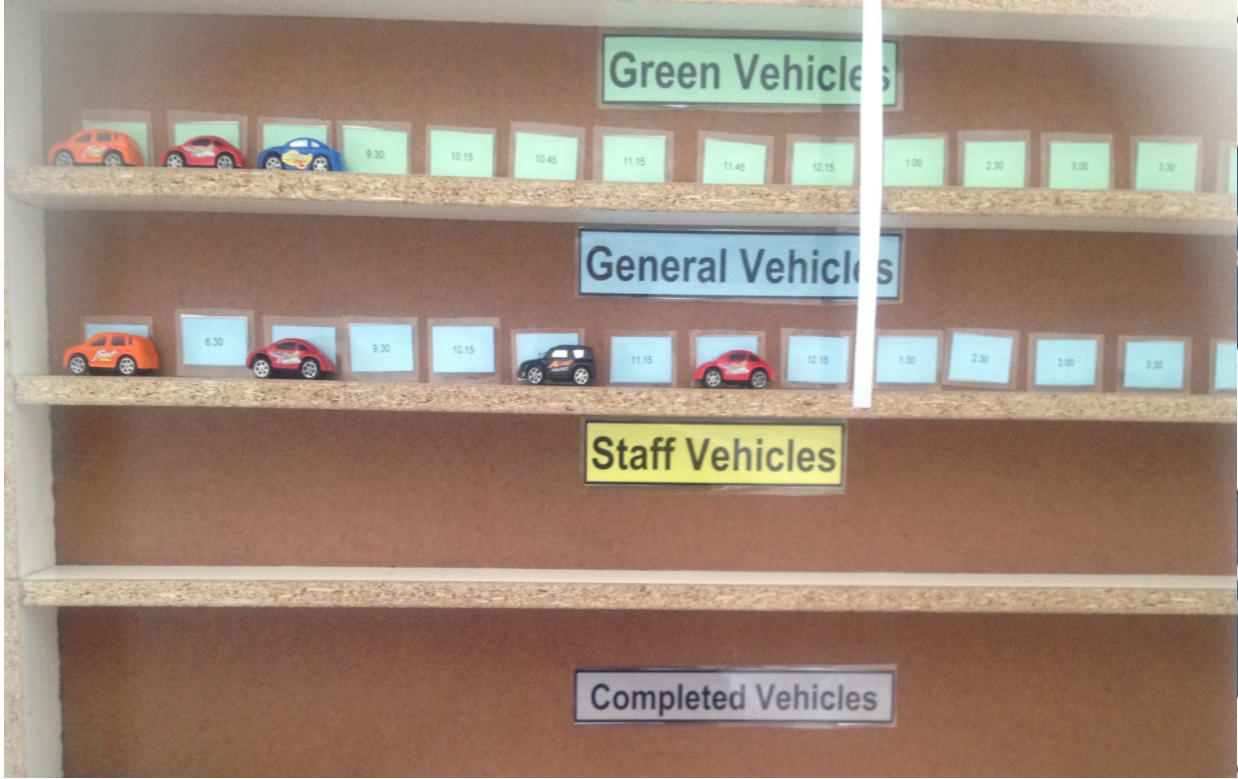
# Our first priority was human resources?

- I had one on one meetings with every employee.
- I addressed their fears and concerns with the change.
- I addressed when we have to change.
- Where we had to change.
- How we were going to make the changes.
- And most importantly the why we had to change.

We worked  
very hard at  
making the  
work visual



WHAT I SEE I UNDERSTAND





Order

Complete

L

Tally

On Order

Complete

B129 BBA 23  
J/C 16516610 6

BX 024763 11  
J/C # 167309/0 10

B708 AMT 13  
J/C 43681/1 10

BDF 7860 22  
J/C 43663/1 9

B724 BBC 19  
J/C 168146/0 10

B372 BAP 12  
J/C 167666/0 10

B594 AWZ 27  
J/C 43514/0 9

B985 AW7 12  
J/C 43743/0 10

B124 BBA 23  
J/C 16516610 6

BX 024763 7  
J/C P P7309/0 10

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WAITING FOR APPROVAL

WAITING FOR QUOTE

COMEBACK JOB

WAITING FOR ORDER

Waiting Customer Inspection

REG. B746AEN  
SA: OBED  
DATE: 12/10/2016  
ENGINE REBUILD

REG. B746AEN  
SA: OBED  
DATE: 12/10/2016  
ENGINE REBUILD

REG. B366ANN  
SA: KG  
DATE: 12/10/2016  
WIRING HARNESS

ABM 15-09-12  
BDF7479  
SEARBOX

B1129057  
Fuel Pump

B1129492 ABM 05/05/16  
REPLACE STEERING RACK  
REPLACE REAR MAIN OIL SEAL IN  
B1129483 ABM 24/04/16  
FRONT AND REAR SHOCK ABSORBERS  
HUBS BRIMS PADS SHOES DRUMS AND

B1141880 ABM  
IDLE PULLEY  
SPEED SENS

B1141880 ABM  
IDLE PULLEY  
SPEED SENS

VEHICLES TO BE ASSEMBLED

High Tech Diagnosis

Workshop Contact

Engine to be removed

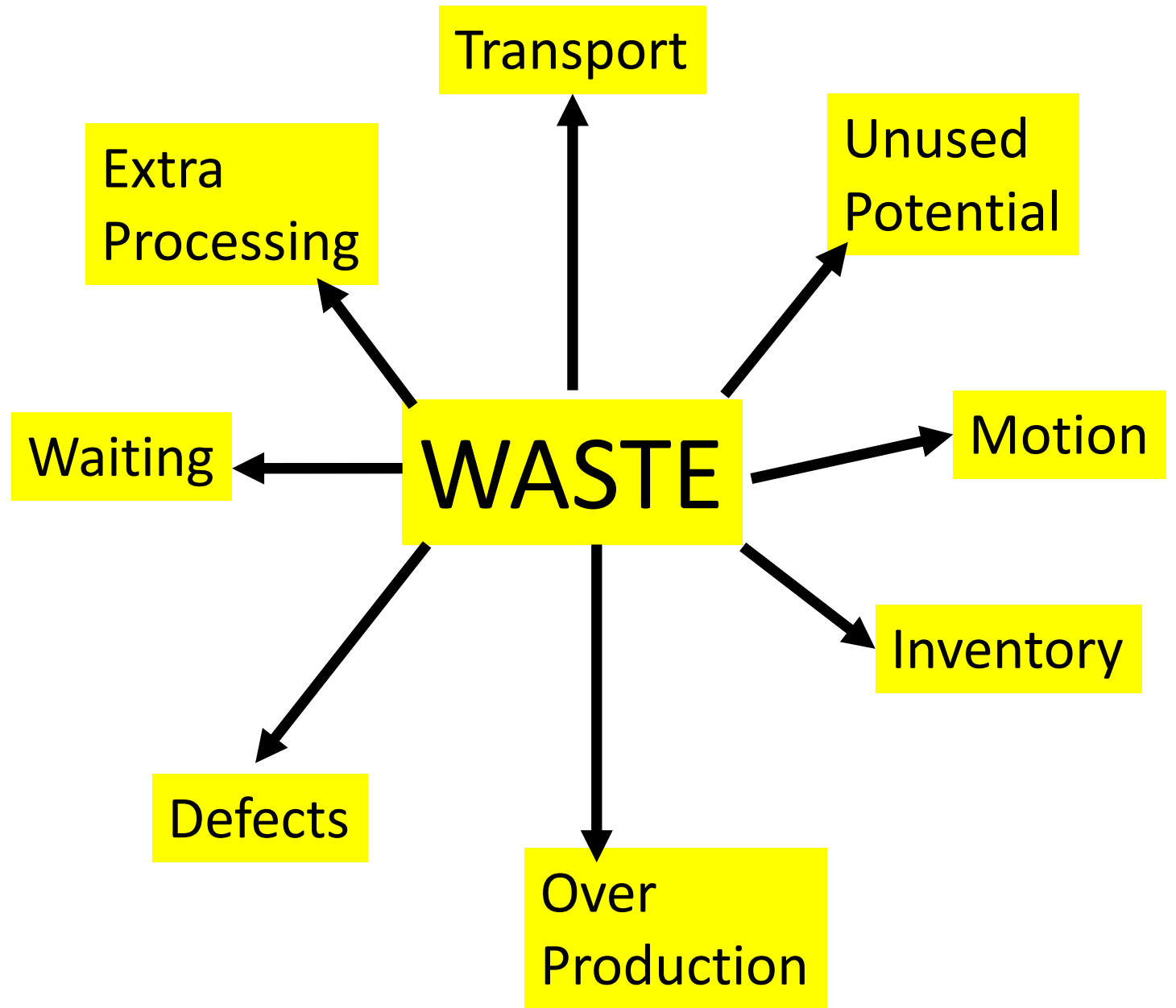
Work in Progress  
Electrical

B118001 OIK  
COIL AT 12V  
COILS (PARTS) 12V  
COILS (PARTS) 12V

The visuals also made the daily Gemba walks more productive because we could see what was previously unseeable.



When we could see, we started to observe the work and learn about the wastes. Seeing the burden it puts on the people doing the work.



# Ideal Situation

When we observed the work, we could document and grasp current situation and do a gap analysis. Giving us the problem to solve.



# Current Situation

Now we could see gaps,  
the A3 became a way to  
find counter measures  
and follow them  
through using PDCA.



When we had a problem to solve, it gave us the opportunity to improve the work.



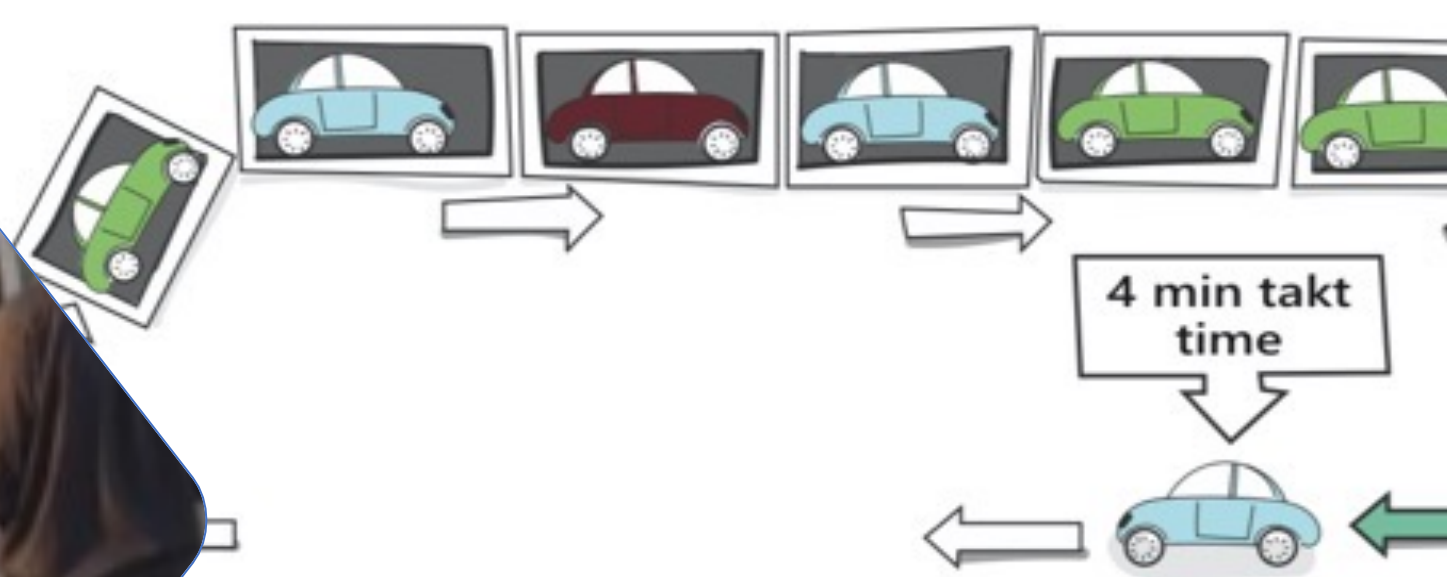
## Orange Bay- two stage

Turning unpredictable into predictable.

One vehicle every 10 minutes, improving the entire workshop's efficiency by 20 percent.







TO SECURE FLOW, VEHICLES WITH NOISES, RATTLES OR COMPLAINTS THAT NEEDED FURTHER ENQUIRY WERE SENT TO THE DIAGNOSTIC ASSIST BAY WHERE A SENIOR TECHNICIAN ASSISTED THE CUSTOMER.

4 min takt time

Diagnostic Assist



The virtuous  
circle



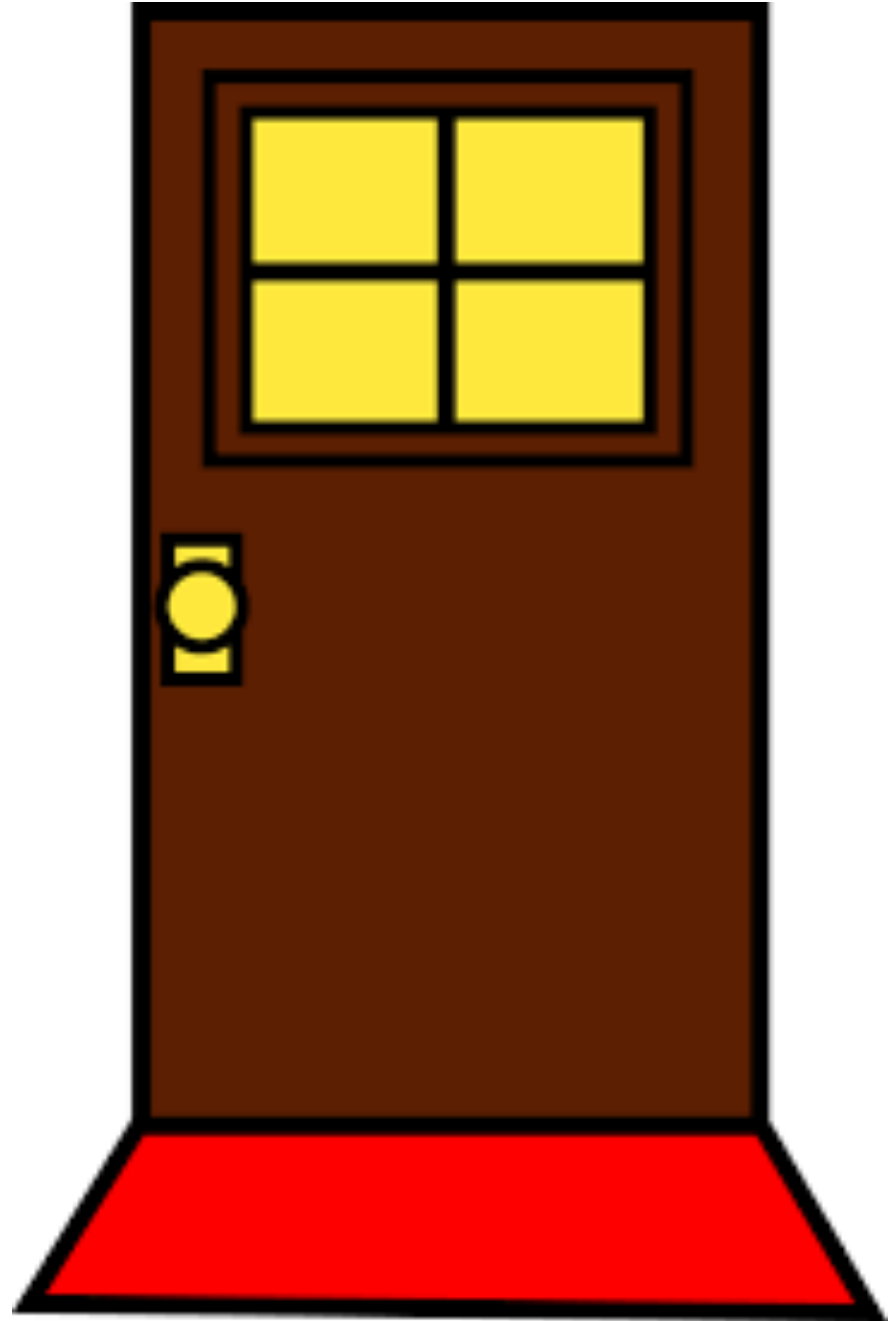
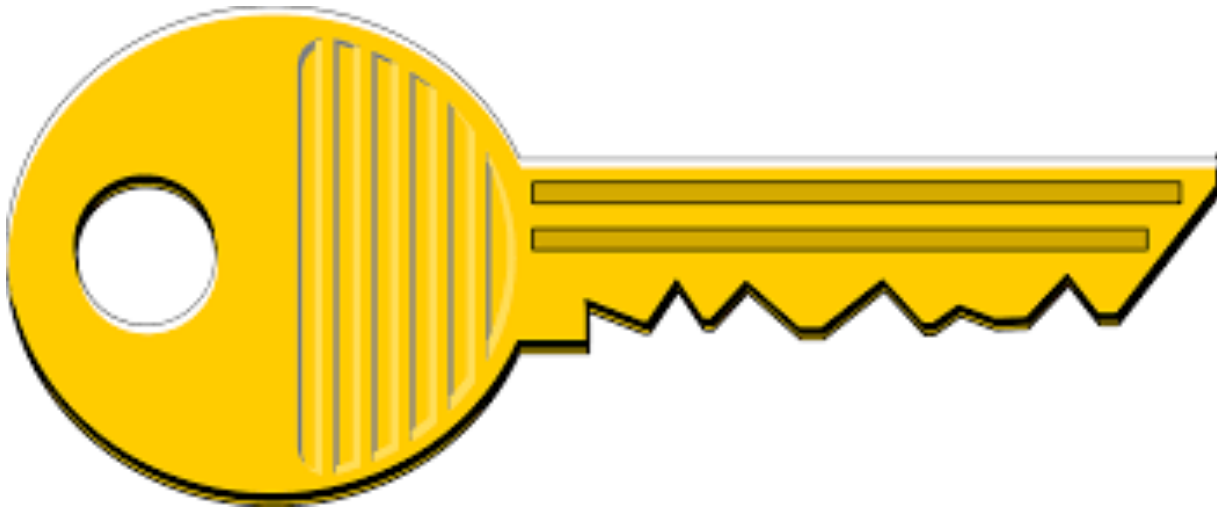
The four doors to transformation...

If I had not have opened these doors our lean transformation would have failed spectacularly.

So here goes....



# Door of Alignment



# The door of Human Resources



The door of  
presence.



# The door of reflection



