



# Lean Daily Management (LDM)

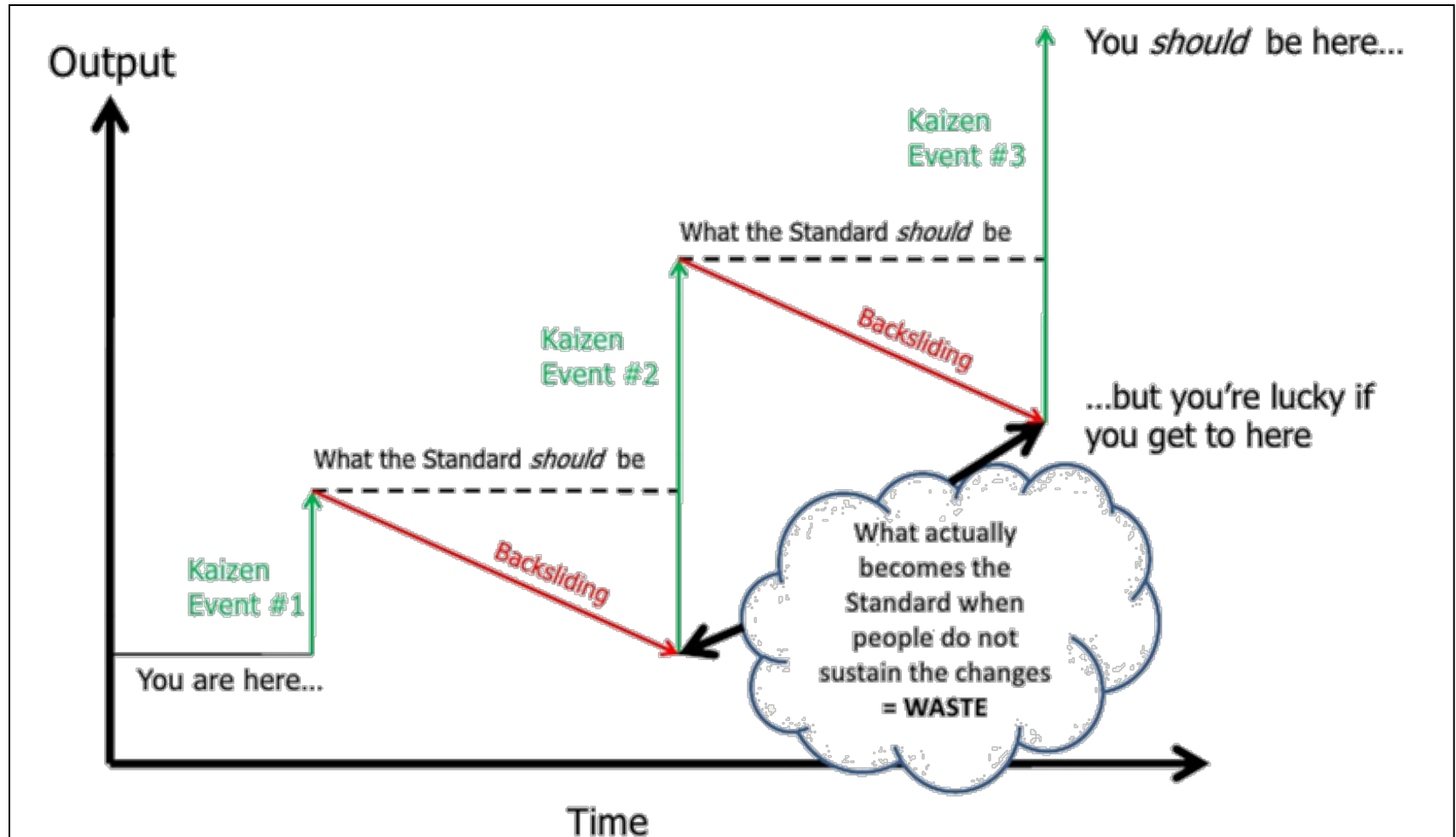
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# Overview

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- Lean Daily Management (LDM) is the system that allows you to deliver customer value through proper support and leadership to those who are closest to the process (customers and process owners).
- Some of the Lean Daily management elements which are commonly used are Leader Standard Work (LSW), visual control boards, and daily accountability.
- The elements are not effective unless used with the right mindset-starting with effective lean management.

# “Reality” of missed opportunity to sustain



# **Traditional vs. Lean Work Environment**

## **Traditional**

- Complex
- Management by status reporting
- Push system
- Just-in-case inventory
- Batch production
- Long lead time
- Quality inspected in
- Functionally managed

## **Lean**

- Simple and visual
- Management by sight
- Pull system
- Inventory as needed
- Single item or small lot size
- Minimal lead time
- Quality built in
- Value stream managed

**In a Lean system, abnormalities are easily seen**

# Traditional vs. Lean Leadership

## Traditional

- Staff meets goals set by leader
- Leader plans
- Information controller
- Sole problem solver
- Technical expert

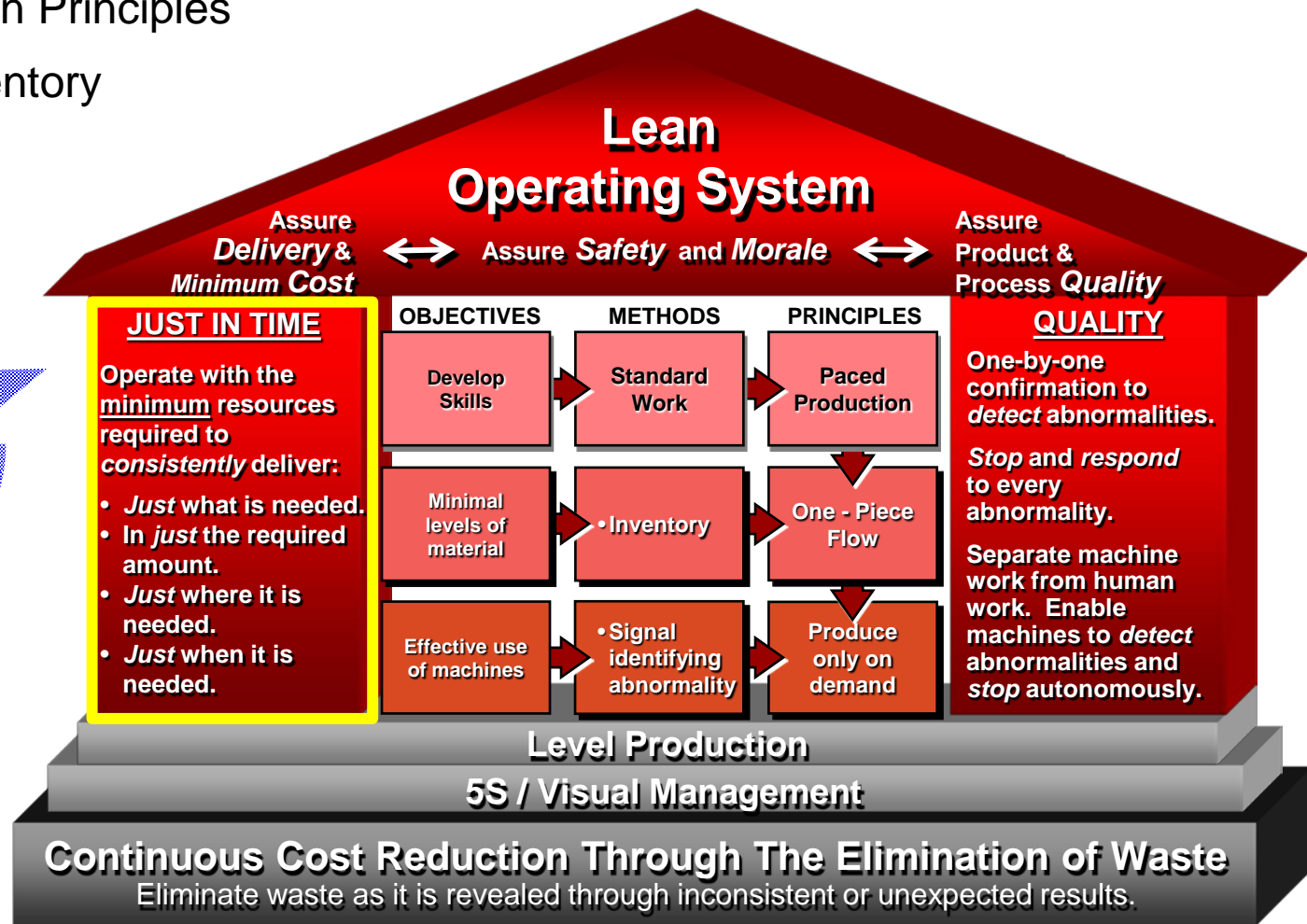
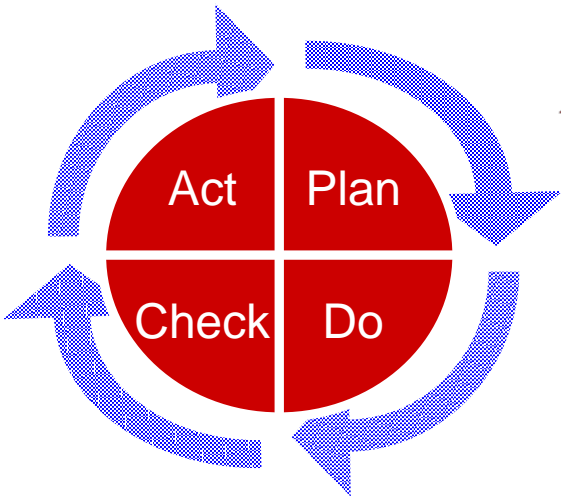
## Lean

- Ensures team goals support vision
- Direction setter (visionary)
- Information conduit (sharing)
- Facilitates 'root cause' analysis
- Technical resource

**Creating a culture of Problem Solvers**

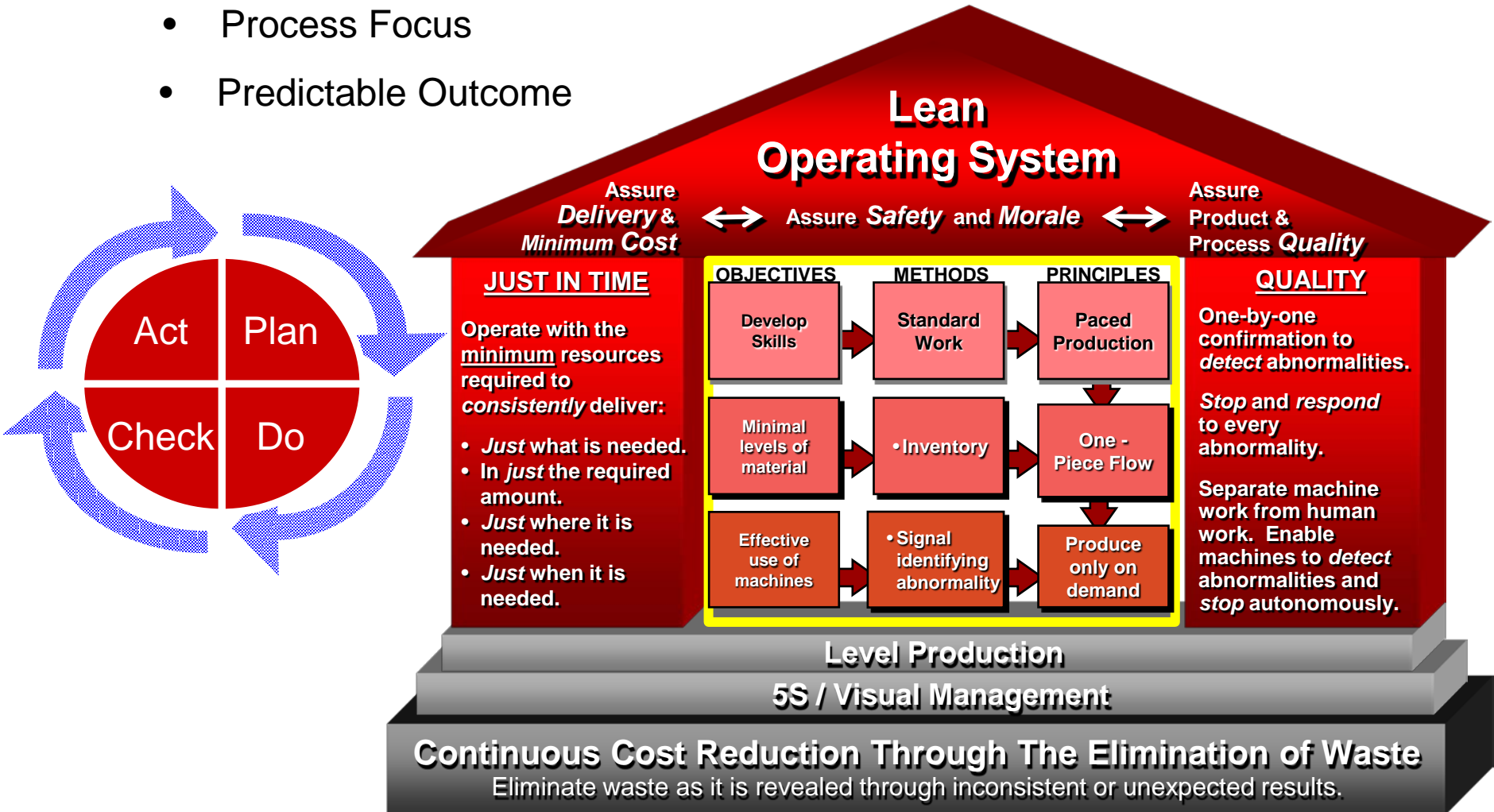
# Lean Daily Management goals

- Support Lean Principles
- Minimal inventory



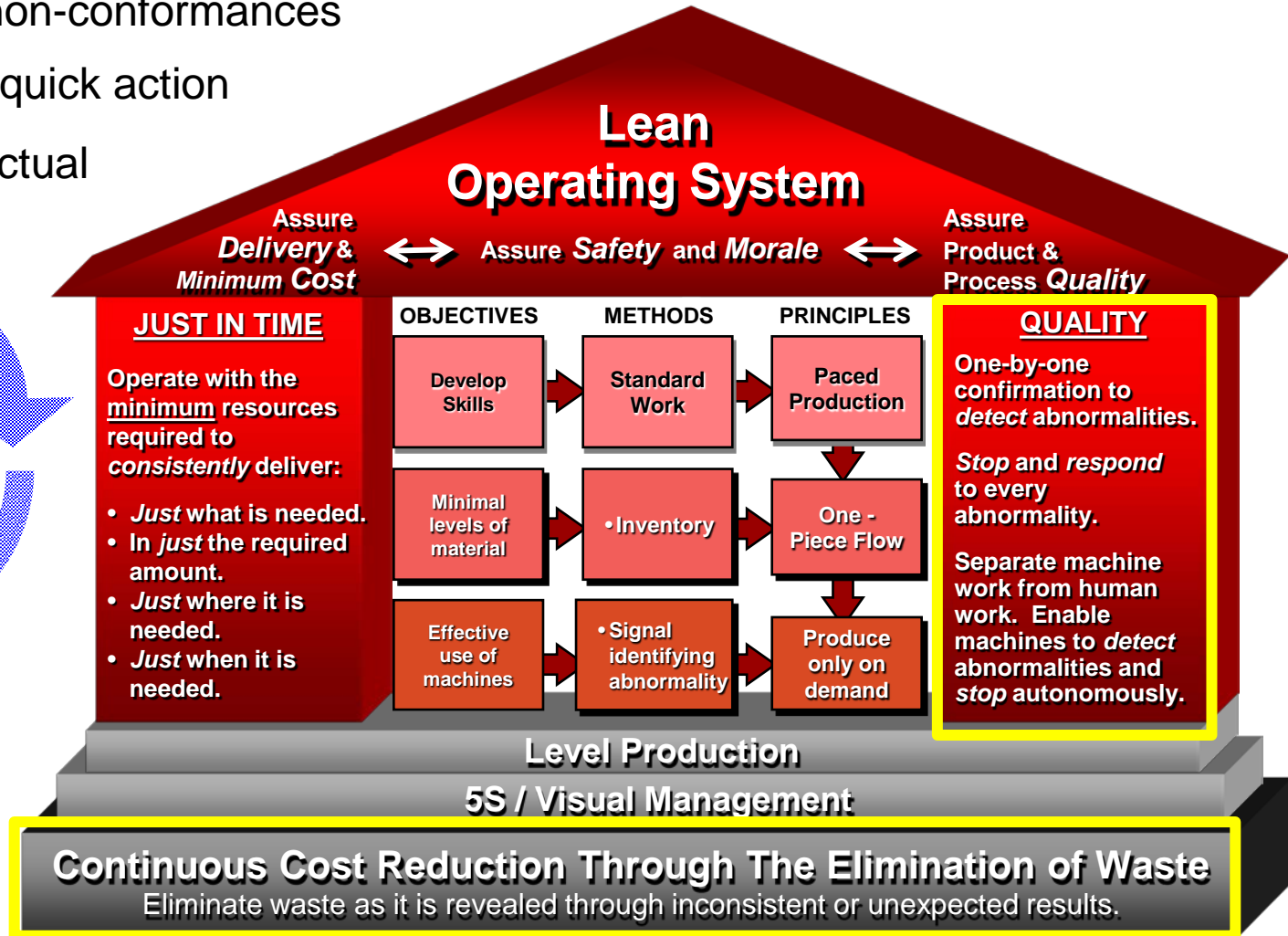
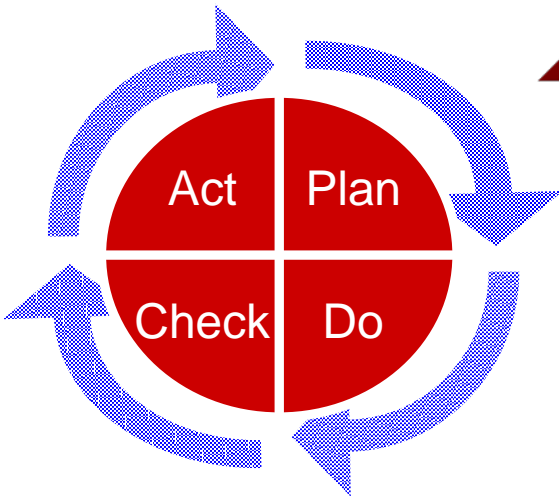
# The core of Lean Daily Management

- Process Focus
- Predictable Outcome



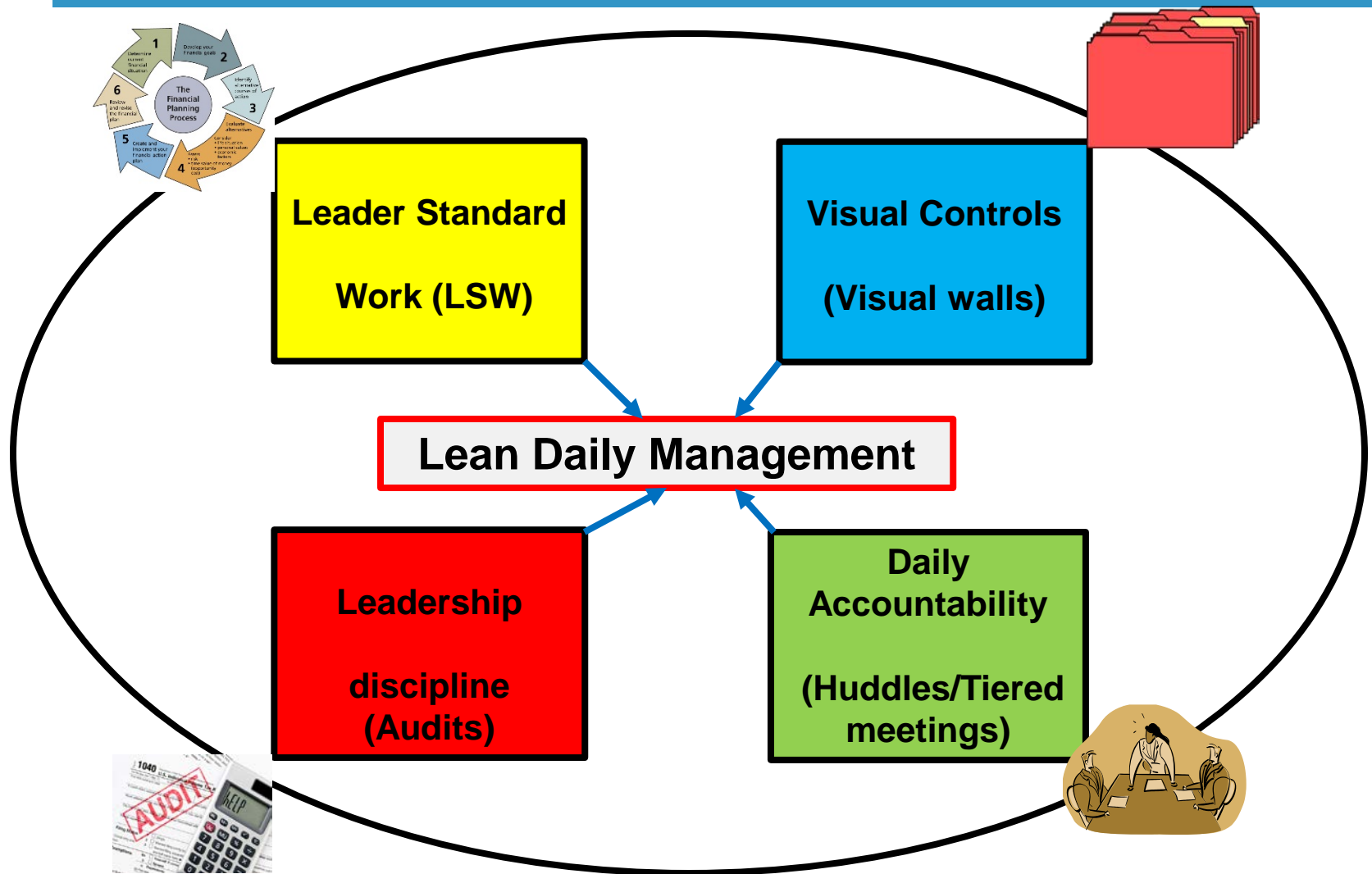
# Visual Management

- Exposes non-conformances
- Allows for quick action
- Plan vs. Actual



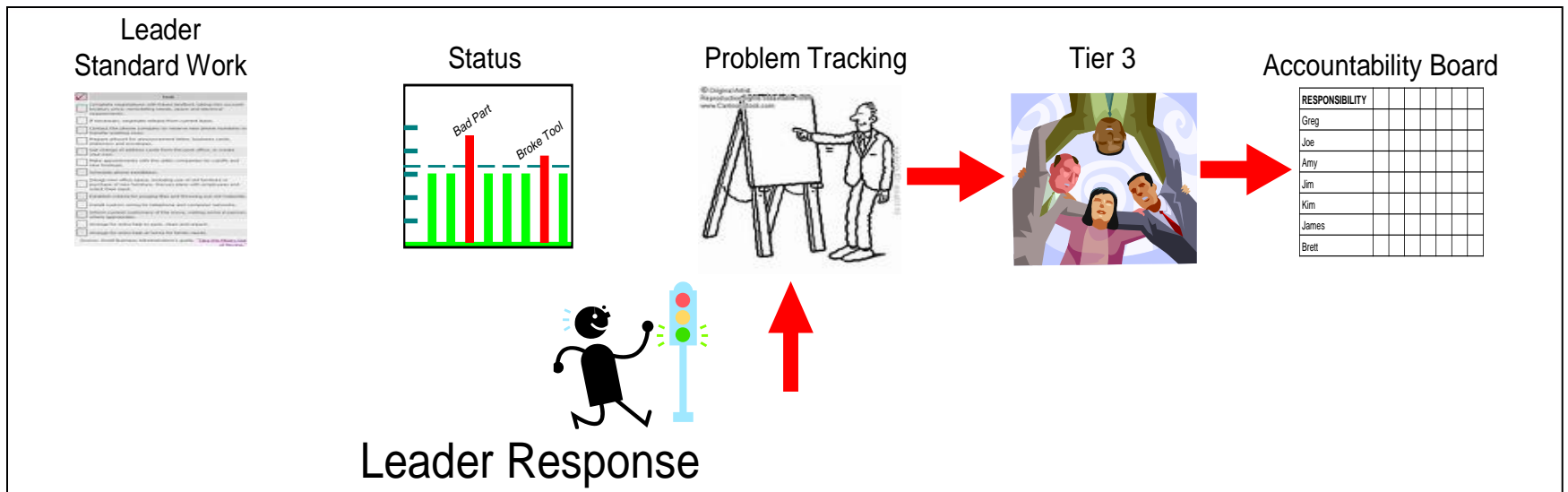


# Lean Daily Management Elements



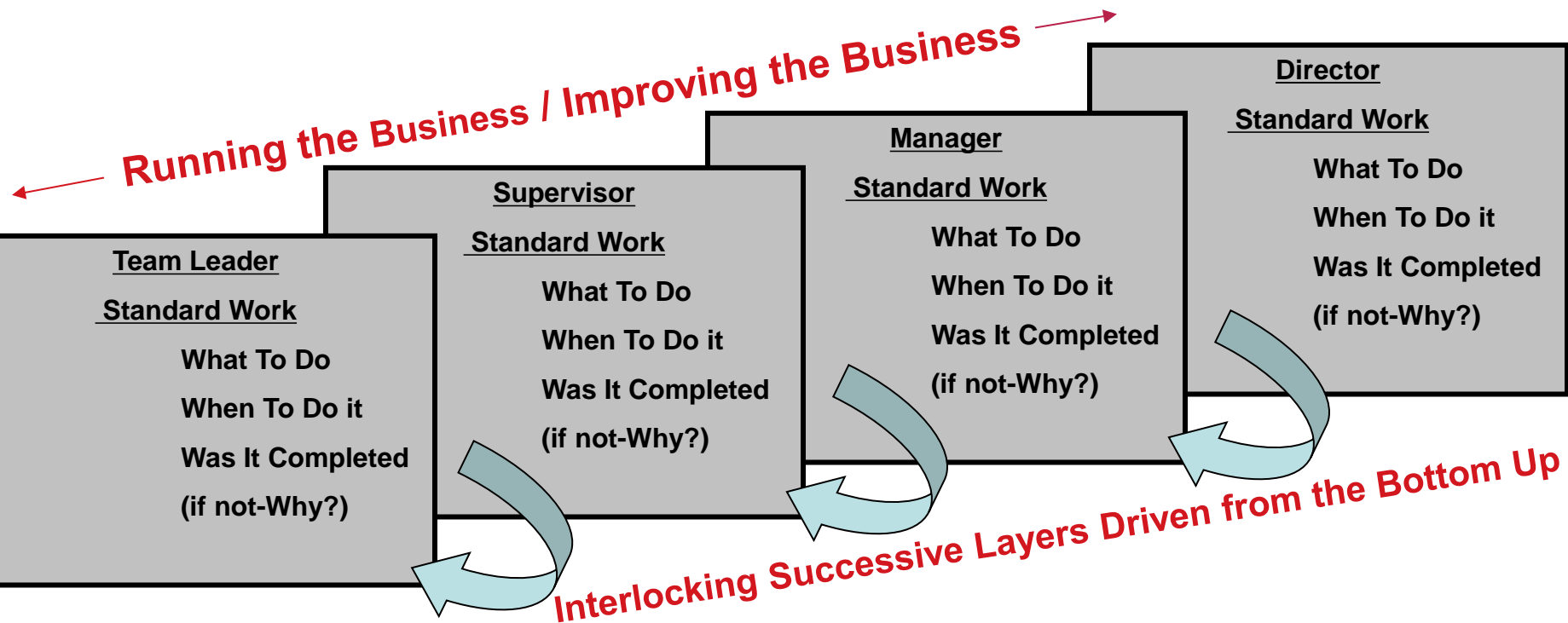
# Lean Daily Management (Element overview)

- Sustains Proper Behaviors
- Effects All Levels of Management



# Leader Standard Work (LSW)

- Provides a structure and routine for Leaders
- Sets Standards for the Expected Behaviors of Leaders
- Drives Accountability by Measuring “Actual versus Plan”



# Who Should Have Leader Standard Work?

Role	% of work time that should be standard	Responsibilities
Executives	15%	Verify production process is improving
Value Stream Manager	25%	Monitor and support Managers
Managers	50%	Monitor and support Supervisors
Supervisors	50%	Monitor and support team leaders
Team Leaders	80%	Ensure operator standard work is followed
Operators (associates)	95%	Used in performing task consistently

**Standard work is more defined and specific in roles closest to the process**

# Leader Standard Work

## Leader Standard Work – Manager

- Prepare for team Meeting
- Verify Self Checks and Successive Checks
- Audit safety compliance items
- Ensure all issues have been documented
- Determine overtime requirements
- Review production requirements
- Audit cross-training plans

Each Layer of Management has a list of tasks/ responsibilities that need to be completed in a particular time frame

MGR. STANDARD WORK BOARD

WEEK OF: 5/16 - 5/20

SECTION MANAGER DAILY TASKS	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
	8:00	10:00	8:00	10:00	8:00	10:00	8:00	10:00	8:00	10:00
COMM. WITH MGR. ON PREV. SHIFT	✓	K	✓	K		K		K		K
STAFF LINES	✓	A	✓	E		A		A		A
CHECK EMAIL / START UP TOPICS	✓	I	✓	A		I		I		I
MGR. COMM. MEETING	✓	Z	✓	Z		Z		Z		Z
START UP / ANNOUNCEMENTS	✓	E	✓	E		E		E		E
AUDIT SAFETY & QUALITY	✓	N	✓	N		N		N		N
RECOGNITION	✓	I	✓	A		I		I		I
PERFORMANCE DIALOGUE (X2)	✓	I	✓	I		I		I		I
AUDIT FLOW AREAS	✓	I	✓	I		I		I		I
UPDATE MIRC SCHEDULE	✓	I	✓	I		I		I		I
UPDATE TIME & COMM. RECORDS	✓	I	✓	I		I		I		I
UPDATE STAFFING BOARD	✓	I	✓	I		I		I		I
COMM. W/ MGR. ON NEXT SHIFT	✓	I	✓	I		I		I		I
AREA MGR. DAILY TASKS	✓	I	✓	I		I		I		I
AUDIT MGR. DAILY WORK	✓	I	✓	I		I		I		I
PRODUCTION REPORT	✓	I	✓	I		I		I		I
AUDIT SCHEDULING	✓	I	✓	I		I		I		I
PRODUCTION MEETING	✓	I	✓	I		I		I		I

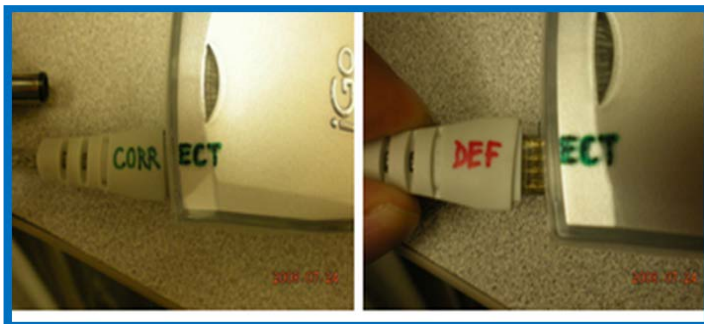
MAGNETIC BOARD

# Leader Standard Work (Team Leader Example)

Team Leader Standard Work																	
Name:					Area:					Date:							
<b>Start of Shift</b>					Initial	Turn this form into your supervisor at the end of the day  Issues (why was the std. work not followed): Each requires an A3 report											
Verify all TM's have proper PPE in place (Safety glasses/shoes, ear plugs)																	
Read TOS bit / Lead Stretches (Energy stretch routine)																	
Distribute TM's daily consumables																	
Unplanned absences noted and Supervisor notified																	
Status board filled out with Serial Numbers																	
Verify SWIP is complete and in the designated location																	
<b>Each Takt Time</b> (Check off when complete)					unit 1	unit 2	unit 3	unit 4	unit 5	unit 6	unit 7	unit 8	unit 9	unit 10	unit 11	unit 12	
Verify self and successive check sheets are complete and signed off																	
Verify Status Board completed and up-to-date																	
Respond to Andon calls within 30 seconds																	
Escalate to Supervisor: safety items, missing/late/non-conforming parts																	
All non-conforming parts (once tagged) delivered to QRB area																	
Verify certification sheets are signed off (Assy. only)																	
<b>During Production</b>																	
Verify TM's are following Standard Work Sequence (2 times per day)																	
Serial Number:					Model:			TM:			Yes/No:						
Serial Number:					Model:			TM:			Yes/No:						
Serial Number:					Model:			TM:			Yes/No:						
<b>At the End of Shift</b>					Initial	COMMENTS / NOTES:											
Ensure all extra parts are removed from the area																	
Verify 5S work was completed and signed-off by each TM																	
Verify SWIP is in place																	
Plan for next day (coverage for TM's planned time off)																	
Gemba walk with supervisor																	

# Visual Controls

- The purpose for visual controls in Lean Daily Management is to focus on the process and make it easy to compare expected vs. actual performance.
- Visual Controls highlight when the process is not performing as expected and where improvement might be needed enabling us to take immediate corrective actions.
- Visual Controls are an important enabler for disciplined focus on adherence to lean processes.
- Visual controls vary widely (charts, checks, dashboards, scorecards, display boards)





# Visibility Wall

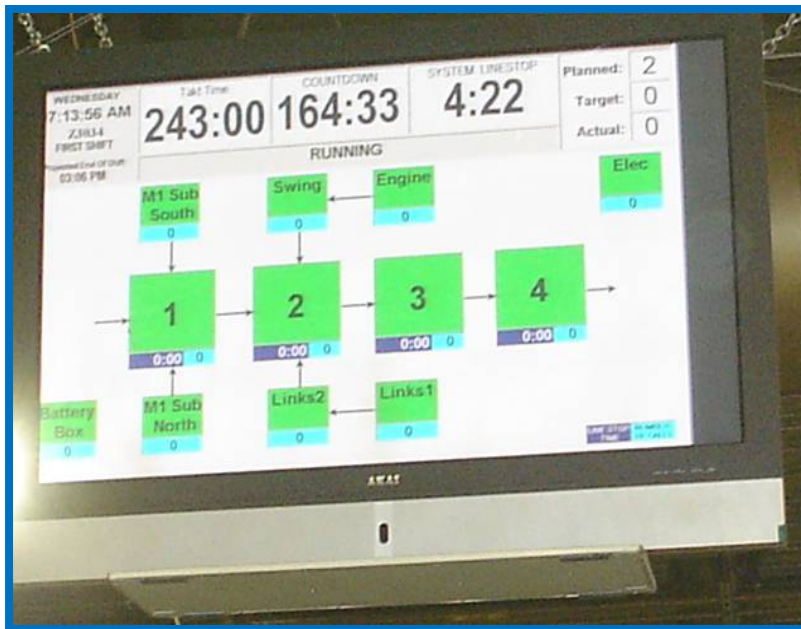
- A visibility wall is an essential element of Lean Daily Management. It provides a permanent location to easily view the work of the organization
- Posting categories include quality, cost, delivery, safety and morale.
- Each wall has a statement of purpose, a communications section for unit activities and improvement ideas or projects.





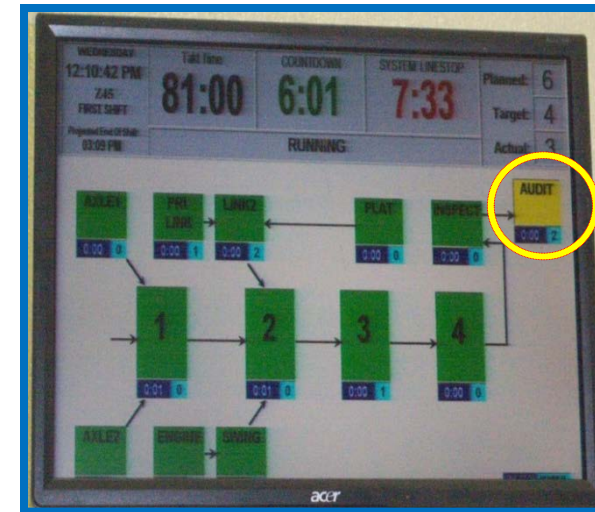
# Production display boards

- An “at-a-glance” visual display of the status of the production/office area
- Provides a way to quickly and easily see the status of processes
- Helps bring focus to the process to drive improvements



# Andon (Signal to identify abnormalities)

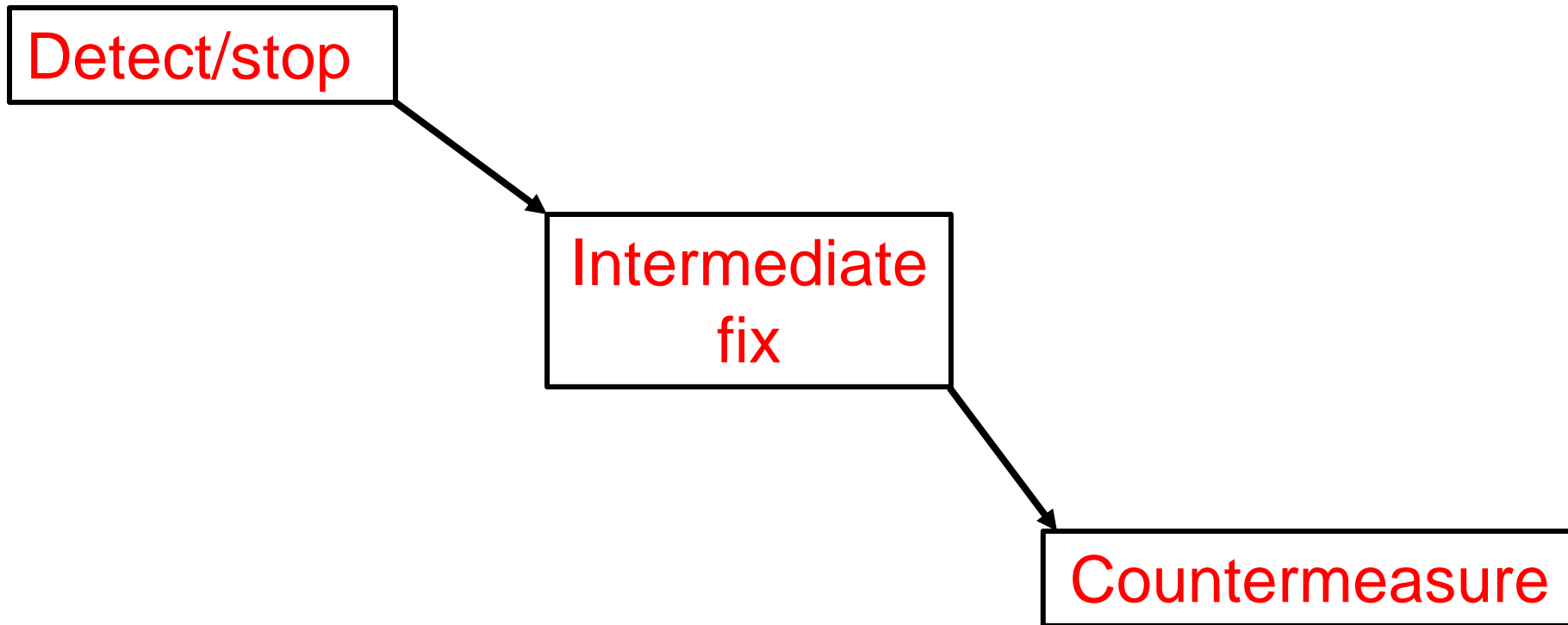
- A signal to notify management and support personnel of a safety, quality, or process problem
- The signal helps the team determine the root cause of the abnormality, defect, or delay in order to prevent a re-occurrence



# Escalation Procedure

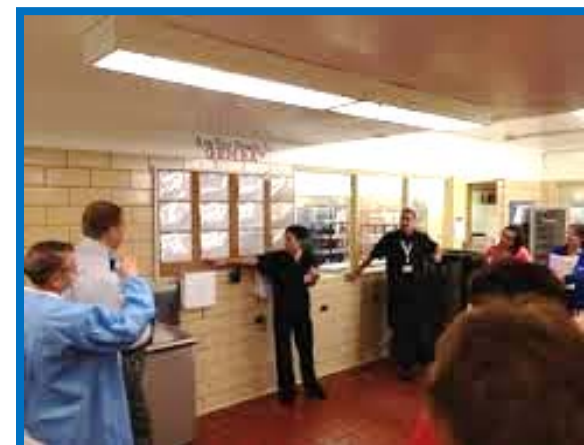
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- Structured series of steps to be followed whenever a team member (at any level) encounters an abnormal condition
- Escalation is used to raise the level of awareness and sense of urgency in the identification and rapid resolution of problems or issues in production



# Daily accountability-Huddles

- Daily huddles are a key part of daily management.
- Daily huddles are team or cross-functional group meetings focusing on process status, identification of challenges
- Benefit: Enable the team to raise and address issues as they occur, preventing larger problems from developing.
- Huddles typically occur at the visibility wall at the same time each day.



# Daily accountability -Tiered Meetings

Three Separate but Interconnected Meetings:

- Tier 1 - Team Leader with Team Members
- Tier 2 - Supervisor with Team Leaders
- Tier 3 - Manager with Supervisor(s) and support staff (possibly Director)



# Tiered meetings: Standards

## Tier Meeting Content

Tier 1 – Team Leaders & Team Members	Tier 2 – Supervisors & Team Leaders	Tier 3 – Manager, Supervisor & Support
<p><b>Safety</b> PPE Injuries from previous period</p> <p><b>Attendance</b> Backfill / X-training</p> <p><b>Delivery</b> Schedule Line Stop from previous period</p> <p><b>Concerns This Period</b> Materials / SWIP Equipment / Tools Process / Methods</p>	<p><b>Safety</b> Issues from previous period</p> <p><b>Attendance</b> Plan for next period</p> <p><b>Delivery</b> Schedule for next period Line Stop from previous period Plan vs. Actual from previous period</p> <p><b>Quality</b> Issues from previous period</p> <p><b>Projects</b> Done by Team / Move to Acct. Board</p>	<p><b>Safety</b> Safe Day previous period?</p> <p><b>Delivery</b> Plan vs. Actual from previous period Conversions / RA from previous period Downtime from previous period</p> <p><b>Quality</b> Direct Run from previous period First Pass Yield from previous period Units in Hospital</p> <p><b>Abnormalities</b> All un-planned events that effected the Daily PLAN</p>



# Problem Tracking

- Methodology to track issues that cause variation from a safety, quality, cost or delivery standard

unit #	Time in	issue
10-Aug-09 782	5:30	
39049 [in box]	1:15	chip in Chw on LS, possibly on LS Bracket for Battery Box latch
39050		- Low engine oil - Missing engine full gauge pkg. - Adjust fuel tank inward - RLW extension tube - Missing sentry seal on LIF torque hub
17 Aug 09 39051	5:30	- pin hole on primary LS doubles, to weld rework - Paint too thick on drive crossmembers
39052	6:45	- Secondary rest pad loose - Secondary lift cylinder hoses twisted

QUALITY					
	ASSEMBLY	FABRICATION			
	PAINT	ASSEMBLY SERVICES			
	ISSUE			NEW	OLD
				TRAINED	SELF CHECK
	2 Clamps loose in area (Too many Tm's in area)				N
	Bolt on star for loose (Supplier)			N	N
	Red 7" cable loose in rear axle solenoid. (Self check)			N	N

Total: 12 Open: 1 Resolved: 9 Dropped: 2

Status:  From:

Issue ID	Description
Diff 7854	Should this subclass FileAttachmentCommentBlockModel instead
Diff 7887	This looks like it'll interfere with the diff viewer.
Diff 7888	Can you include a comment block describing this?
Diff 7889	The function you provide is the same signature as _addComm

# Leadership discipline-Audits

## 5S Area Owner Checklist

Area: RT85 links Weld  
 Owner: RICH SMITH

Week of: April 20<sup>th</sup>, 2009

TM / Owner - Initial appropriate square to indicate completion

M	T	W	Th	F	Sat	Sun
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**Sort**

1	Remove all items blocking safety equipment and access	RS	RS				
2	Assess work area and orange tag unnecessary items	RS	RS				
3	Remove all orange tag items to orange tag area	RS	RS				
4							
5							

Comments

We are out of orange tags

**Simplify**

6	Identify and label proper locations for all safety equipment	RS	RS				
7	All necessary items are returned to proper locations	RS	RS				
8	All locations for necessary items are labeled	RS	RS				
9							
10							

Comments

GOOD JOB KEEPING THE AREA ORGANIZED

**Systematic Cleaning**

11	Complete all daily equipment checks prior to usage	RS	RS				
12	All safety items are clean and in good condition	RS	RS				
13	Floor/Walls/Exits are swept clean and free from hazards	RS	RS				
14	Empty waste cans (trash, dirty rags, diapers)	RS	RS				
15	All necessary items are clean and in good condition	RS	RS				
16							
17							
18	Mop the floor						
19	Replace labels and floor tape/paint (as required)	RS					
20	Perform equipment preventative maintenance		RS				
21							
22							

Comments

REPLACE FLOOR TAPE PER THE STANDARD

Team Leader Sign Off CT CT

## Supervisor and Manager 5S Review Sheet

Area: RT85 Weld (chassis - Platform links)

Supervisor: John Doe Month: April

Daily 5S Check	Mon	Tue	Wed	Thu	Fri	Weekly 5S Walk
Date:	4/4	4/5	4/6	4/7	4/8	
Supervisor Initials:	JD	JD	JD	JD		JD <sub>Sup</sub> AP <sub>TL</sub>
Date:	4/11	4/12	4/13	4/14	4/15	
Supervisor Initials:	JD	JD	JD	JD		JD <sub>Sup</sub> AP <sub>TL</sub>
Date:	4/18	4/19	4/20	4/21	4/22	
Supervisor Initials:	JD	JD	JD	JD		JD <sub>Sup</sub> AP <sub>TL</sub>
Date:	4/25	4/26	4/27	4/28	4/29	
Supervisor Initials:	JD	JD	JD	JD		JD <sub>Sup</sub> AP <sub>TL</sub>
Date:						
Supervisor Initials:						Sup TL

**Supervisor & Manager Monthly 5S Audit**

JD  
Supervisor

AP  
Manager

4/21  
Date

**Manager & Ops Manager / Director Monthly 5S Walk**

RS  
Manager

SO  
Ops Mgr / Dir

4/28  
Date



# Leadership discipline-Daily Accountability board

- Accountability reinforces the need to adhere to commitments
- Ensures Timely Counter Measure Implementation

Name  
Department

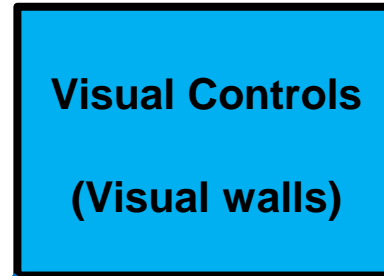
30, 60, 90 Day  
Section

The image shows a large grid-based accountability board. The top row contains dates from 20 to 19. The board is populated with numerous sticky notes and handwritten notes, organized into rows and columns. On the right side, there is a section labeled '30, 60, 90 Day Section' with columns for 'A', 'P', 'F', and 'M'. Below this, there are rows numbered 1 through 6. The board is used for tracking commitments and countermeasure implementations.

Incoming  
Queue

# Lean Daily Management Implementation

- Identify the demand
- Understand your takt time (pace)
- Understand your processes
- Develop daily management processes



- Develop a production board
- Develop a response plan (escalation)



- Monitor problems
- Monitor performance



- Conduct daily stand-up meetings

# Benefits

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- Helps provide data on where you are (actual) compared to where you want to go (planned)
- Assists with meeting customer demand
- Improves process quality
- Reduces process variation
- Ensures effective problem solving
- Helps standardize the way organizations manage their facilities
- Ensures sustainability for improvement efforts

# Lean Daily Management - Summary

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- Supports all principles of the Lean Operating/Business System
- Ensures countermeasures are put into place for identified non-conformances
- Process not people focused
- Allows for a reliable method for problem solving
- Problems are more visual to allow quick action
- Relies on Leader Standard Work to sustain correct behaviors
- Gives transparency to management decisions

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Questions?