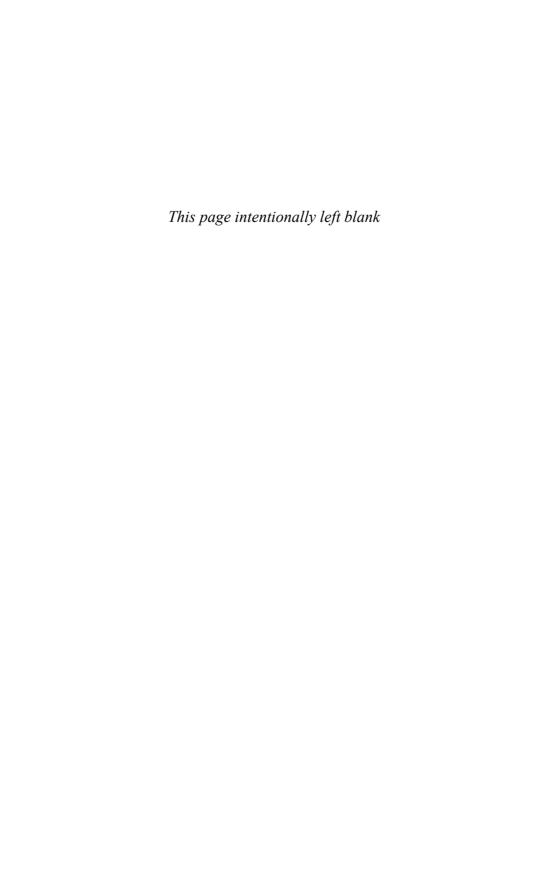


# Lessons from a LESSONS From a CONSULTANT

Avoiding Lean Implementation Failures on the Shop Floor

CHRIS A. ORTIZ

# Lessons from a Lean Consultant



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**Avoiding Lean Implementation Failures** on the Shop Floor

Chris A. Ortiz



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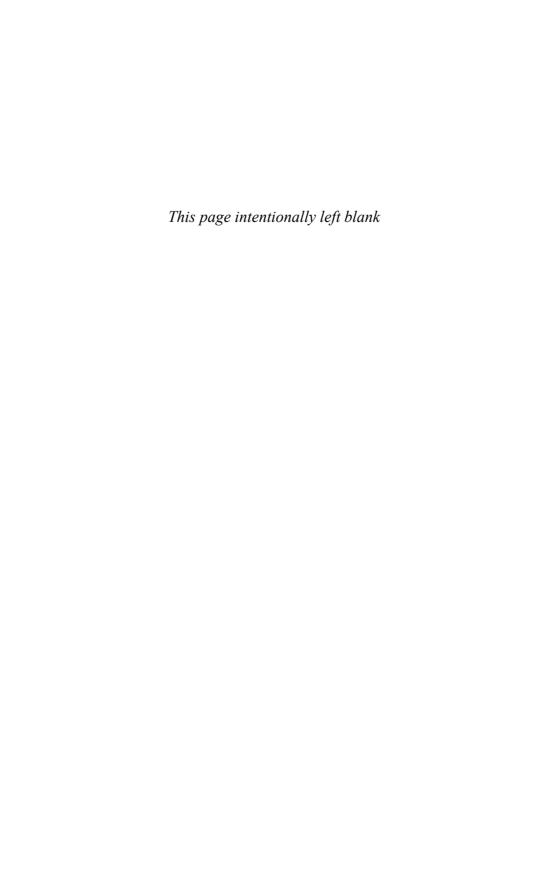
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This book is dedicated to my wife, Pavlina, and my two boys, Sebastian and Samuel, who support me in my business and writing endeavors.



# Contents

reface xv	
cknowledgments xvii	
pout the Author xix	
troduction xxi	
Case Study: How Lean Failed 1 Gung Ho! 2 Lean Training 2 The First Kaizen Event 5	
Struggling with Change 9 Raising the Bar: 5S Implementation 11 Improving Work Instructions 12 Lack of Accountability 13 The Second Kaizen Event 14 Giving Up on Lean 17 End of the Journey 19	
The Change Commitment 21  The Three Main Drivers of Product Success  Cost 23  Quality 24  Delivery 25  The Big Picture 26  Owners 27  Employees 27	22
	cknowledgments xvii  cout the Author xix  troduction xxi  Case Study: How Lean Failed 1  Gung Ho! 2  Lean Training 2  The First Kaizen Event 5  Struggling with Change 9  Raising the Bar: 5S Implementation 11  Improving Work Instructions 12  Lack of Accountability 13  The Second Kaizen Event 14  Giving Up on Lean 17  End of the Journey 19  The Change Commitment 21  The Three Main Drivers of Product Success  Cost 23  Quality 24  Delivery 25  The Big Picture 26  Owners 27

```
The Strategic Purpose
                           28
     Productivity
     Quality
               30
     Inventory and WIP
                          31
     Floor Space Use
                        32
     Throughput Time
                         33
  Creating Your Strategic Purpose
                                    34
     Estimated Annual Improvement to the Metrics
                                                    34
        Productivity
                      35
        Quality
        Inventory and Work in Process
                                        36
                      37
        Floor Space
        Throughput Time
                           38
     Departmental Responsibilities
                                     38
        Purchasing
                      39
                       39
        Engineering
        Sales and Marketing
                              ΔN
        Production Control
                             40
        Maintenance
                       ۷1
  Chapter Wrap-Up
                      41
3 The Lean Infrastructure: Kaizen
                                    43
  Creating the Company Kaizen Program
                                           44
  Kaizen Champion
                      44
  Kaizen Events
                   46
     Kaizen Event Selection
                              47
     Kaizen Team Selection
                              48
        Manufacturing or Industrial Engineer
                                              48
        Quality Engineer
                          48
        Facilities and Maintenance Personnel
                                               49
        Materials Operator
                             49
        Line Operators
                       49
        Management
                       50
     Kaizen Team Leader Selection
                                     50
     Kaizen Event Date and Length
                                     51
```

Kaizen Team Goals and Expected Results 52
Kaizen Event Planning 52
Kaizen Event Budgeting 53
Kaizen Steering Committee 53
Kaizen Champion 54
General or Plant Manager 55
Engineering Manager 55
Manufacturing Manager 55
Human Resource Manager 56
Purchasing or Materials Manager 56
Maintenance or Facilities Manager 56
Kaizen Event Tracking and Scheduling 57
Tracking 57
Pre-event Items 57
Post-event Items 58
Scheduling 58
Kaizen Event Communication 59
Kaizen Event Tracking Sheet 60
Kaizen Newsletter 61
Communication Boards 62
Employee Suggestion Box 62
Monthly Kaizen Meeting 63
Open Action Items 64
Past Kaizen Event Results and Lessons Learned 64
Upcoming Kaizen Events 64
Getting Started 65
Schedule a Meeting with Upper and Middle Management 65
Schedule and Conduct the First Kaizen Meeting 66
Create the Kaizen Event Tracking Sheet 66
Your First Kaizen Event 67
Planning 67
Selecting the Area 68
Selecting the Team Leader 68
Solosting Toom Mombars 49

```
Week of the Kaizen Event
                                69
        Day 1
              69
        Days 2 and 3
                       69
        Last Dav
                   70
  Chapter Wrap-Up
                       70
4 Early Stumbling Blocks
                            71
  5S and the Visual Workplace
                                 72
     Mistakes in Straightening
                                 72
     Mistakes in Sustaining
                              76
        5S Audits
                    77
        5S Tracking Sheet
                            79
  Time and Motion Studies
                             79
     Use a Stopwatch
     Document the Work from Start to Finish
                                               81
     Collect the Work Content First
                                     82
  Waste Removal
                    83
     High-Priority Waste
                           84
     Medium-Priority Waste
                               85
     Low-Priority Waste
                           86
  Quality at the Source
                          87
  Workstation Design
                        89
     Lines versus Work Cells
                                89
     Physical Flow
        Conveyor Belts
                          91
        Conveyor Rollers
                           91
        Lift Tables
                    92
        Workbenches
                        92
        Mobile Lines
                       93
     Material Presentation
                             93
     Tool Presentation
                         94
     Operator Fatigue and Safety
                                   95
     Painting and Lighting
     Documentation
                       96
  Chapter Wrap-Up
                       96
```

5	Operator and Supervisor Involvement 97
	Standard Work 98
	Following the Work Content 100
	Using Single Piece Flow and Controlled Batches 102
	Staying in the Workstation 104
	Maintaining Communication 105
	Working within Effective Hours 107
	How to Get Them Involved 108
	Using the Kaizen Suggestion Box 108
	Kaizen Steering Committee Floor Representatives 109
	Involving Operators in Data Collection 110
	Lean Manufacturing Training 111
	Chapter Wrap-Up 112
6	Lean Training Programs 113
	Training Programs for New Employees 113
	Level 1: Company Product Overview 114
	Level 2: Quality Overview 115
	Level 3: Introduction to Lean Manufacturing 116
	The Seven Deadly Wastes 116
	5S and the Visual Workplace 118
	Standard Work 118
	Effective Hours 119
	Kaizen 120
	Level 4: Mock Line Training 120
	Cross-Training Program 121
	Levels of Progression 122
	Novice 122
	Certified 123
	Trainer 124
	Progression of Temporary Workers 124
	Cross-Training Matrix 125
	Training Managers and Engineers 127
	Managers 128
	Engineers 128
	Chapter Wrap-Up 129

7 Lean Manufacturing as a Growth Creator 131 Lean Goals 132 Pay-for-Skill Program 133 Number of Certifications 134 Years of Experience 134 Attendance 13/ Kaizen and Kaizen Event Participation 135 **Quality Errors** 137 Providing Incentives for Good Ideas 139 Chapter Wrap-Up 140 8 Lean Leadership Made Simple 141 Poor Leadership Traits 143 The Master Delegator The Yes/No Manager 144 The Crisis Junkie 144 The Poor Decision Maker 144 The Personal Boss 145 A More Congenial Leadership 145 Acknowledge and Involve Your Staff 145 Provide an Environment in Which People Can Be Successful 146 Do Not Humiliate Anvone Who Works for You 146 Create an Environment Where Mistakes Are OK 146 Remember Personal Details 146 Don't Hide behind Your Position 147 Be Approachable 147 Admit Your Mistakes 147 Listen in a Way That Encourages Employees to Talk to You 147 148 Be Clear in Your Requests Stand behind Your People 148 Be a Good Communicator 148 Effective Lean Leadership 149 Ten Signs of Incompetent Lean Leaders 151 Five Lean Leadership Rules for Success 153

Chapter Wrap-Up

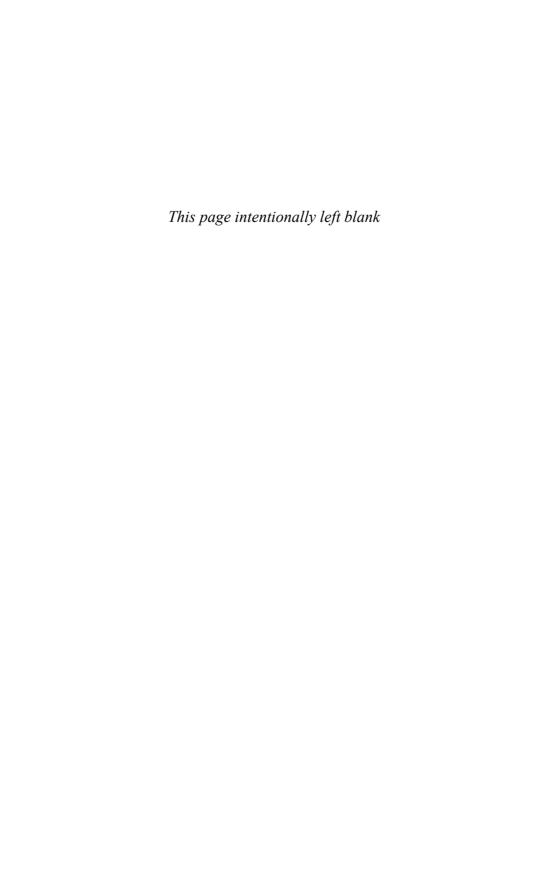
155

Appendix A Quick Reference 157
The Seven Deadly Wastes 157
Key Elements of a Company Kaizen Program 158
Appendix B Supplemental Material 159
5S Audit Form 159
5S Tracking Sheet 159

159

Glossary 163 Index 167

Time Study Sheet



## Preface

By itself, implementing lean manufacturing on the factory floor will not generate the desired results unless certain systems are in place, production support staff operate efficiently, and the operators are fully engaged and committed to the change. As a lean consultant, I have traveled around the country and have seen a variety of companies and manufacturing operations. Each one was unique in its approach to lean manufacturing.

I am often asked why some companies are successful and others fail in their lean implementations. Or more simply put, what did they do to get the results they obtained?

Lessons from a Lean Consultant outlines the fundamental mistakes companies make in trying to implement lean manufacturing. I provide solutions for upper managers, engineers, and supervisors who are struggling to keep their lean implementations afloat or are looking for advice on how to mold their production operators into the powerful change agents they need to be. Lessons from a Lean Consultant helps prepare managers for working in a lean shop floor environment. Lean succeeds or fails depending on the commitment from management. Dealing with the ups and downs of lean implementations can be tough. This book shows what is expected of managers and their subordinates.

From my perspective, the lean manufacturing training and consulting business has changed over the years. It used to be common practice for companies to spend tens of thousands of dollars on individuals who taught generalized, theory-based curriculums. I am not implying that all consultants operated in this manner, but many did. This type of training and guidance has become outdated, and companies are looking for hands-on approaches to lean training.

This change in the market has affected my books on lean manufacturing. I saw this market transformation about two years ago and wrote *Kaizen Assembly: Designing, Constructing, and Managing a Lean* 

Assembly Line in an attempt to cater to the nuts-and-bolts needs of the market. Lessons from a Lean Consultant takes the same approach to lean management and culture change, providing detailed, real-life solutions to those who are struggling with workers who do not want to adapt to lean methods or adhere to the systems and procedures in place. In short, this book takes a nuts-and-bolts approach to lean management and culture transformation.

Chapter 1 briefly tells the story of how an attempt to implement lean manufacturing failed in a company for which I was the senior lean manufacturing engineer. Chapter 2 lays the foundation for the book by outlining the importance of meeting customer needs and developing a competitive balance between cost, quality, and delivery. Chapter 3 provides a step-by-step guideline to creating a company kaizen program, an organization's foundation for continuous improvement. Chapter 4 helps the manufacturing professional identify the early stumbling blocks that commonly occur during the planning and implementation of lean manufacturing in a factory environment. This chapter defines the cornerstones of the early stages of lean manufacturing: 5S, visual management, data collection, waste removal, and process design.

Chapters 5 and 6 illustrate the importance of developing a relationship with your line operators and teaching them how to work and interact in a lean process. Success requires solid up-front planning and training of existing and new employees. Chapter 7 feeds off of Chapters 5 and 6, explaining in detail the incentive and pay-for-skill systems that help you encourage cross-training and develop a flexible workforce.

Chapter 8 takes a unique approach to lean leadership. This chapter emphasizes how the best leaders treat people, with or without a lean journey. In short, if company leaders manage through negative reinforcement, the organization will struggle to adapt to a lean culture.

Appendixes A and B illustrate forms, documents, and templates that are useful during your lean journey. The Glossary lists and defines the key lean terms you should know.

It's my hope that professionals working in the manufacturing sector holding titles such as plant manager, engineering manager, lean manager, and even lean engineer will find value in this book. My goal is to provide a tool for creating a solid lean program in which the people in direct control of its success are driving the improvements, thereby ensuring that their implementations endure and prosper.

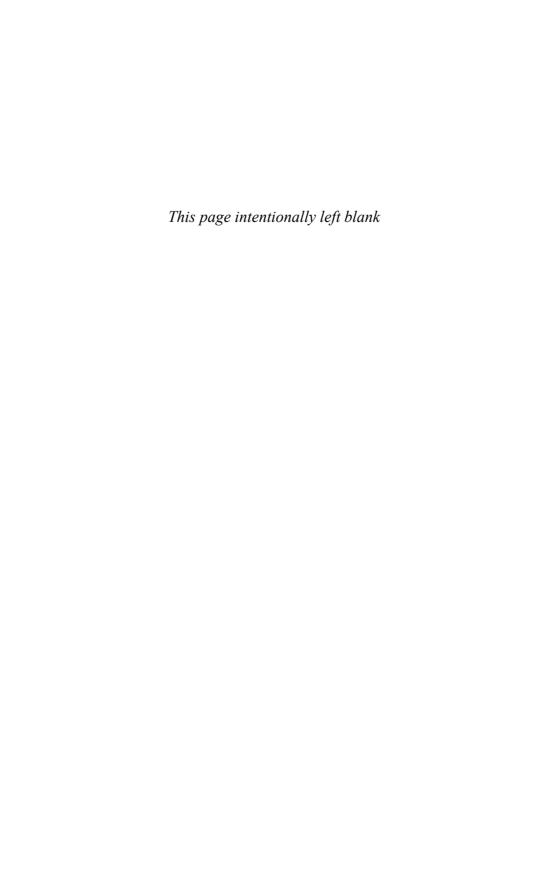
# Acknowledgments

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Second, I want to thank the staff at Prentice Hall who first took interest in this book and their professional approach to making it become a reality. I want to acknowledge my editor, Bernard Goodwin, for his passion for lean manufacturing and for taking on my project. I also have to thank Betsy Hardinger for her support in helping shape the manuscript.

The final name to mention is Debra Riffin. Debra was critical to the completion of this manuscript. I want to thank her for editing and proofreading the manuscript and helping me better convey my thoughts. Debra, you were a valuable asset.

It is important also to recognize the countless number of manufacturing professionals I have had the luxury of working with over the years. My clients are the true experts. I learn from them, and the relationships I have developed with them are critical to my company's success.



## About the Author

Chris Ortiz is a senior lean consultant and the owner of Kaizen Assembly. He has spent the majority of his professional career working for *Fortune* 500 companies, teaching and guiding them to become more efficient businesses. Chris has also led more than 150 kaizen events around the United States.



Ortiz is also an instructor at five Washington state community and technical colleges. He has developed a reputation for delivering fast-paced, highly detailed, and interactive classroom-style courses.

He is the author of the book *Kaizen Assembly: Designing, Constructing, and Managing a Lean Assembly Line* (Boca Raton, FL: Taylor and Francis Group, 2006). His lean implementation techniques have been featured in a variety of trade magazines, newspapers, corporate newsletters, *Industrial Engineer* magazine, *Industrial Management* magazine, and other lean manufacturing newsletters and periodicals.

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