



Managing To Create Problem-Solvers

 **Lean Transformation**
Summit 2017
Carlsbad, CA | March 7-8, 2017

Lantech[®]

**Lantech
Management System**

Presentation Outline

- 1. Component of Management System**
- 2. How Lantech started the Management System Process**
- 3. Share early successes**
- 4. What does it look like today**
- 5. Pitfalls/Benefits**
- 6. Question and Answers**

Our Management System

*A broad base of people and processes to
maintain and improve upon current
condition.*

*We call it W.A.R.
Walk About Review*

Our Management System

- **Leadership Boot Camp**
- **Understand the work environment (current condition)**
 - Standardized Work / Standard Process
 - *(Teach Managers to see Work)*
 - Problem Solving
 - *(Teach Managers how to put things back like they were)*

Standardized Work

1. Work Design

2. Seeing and Witnessing

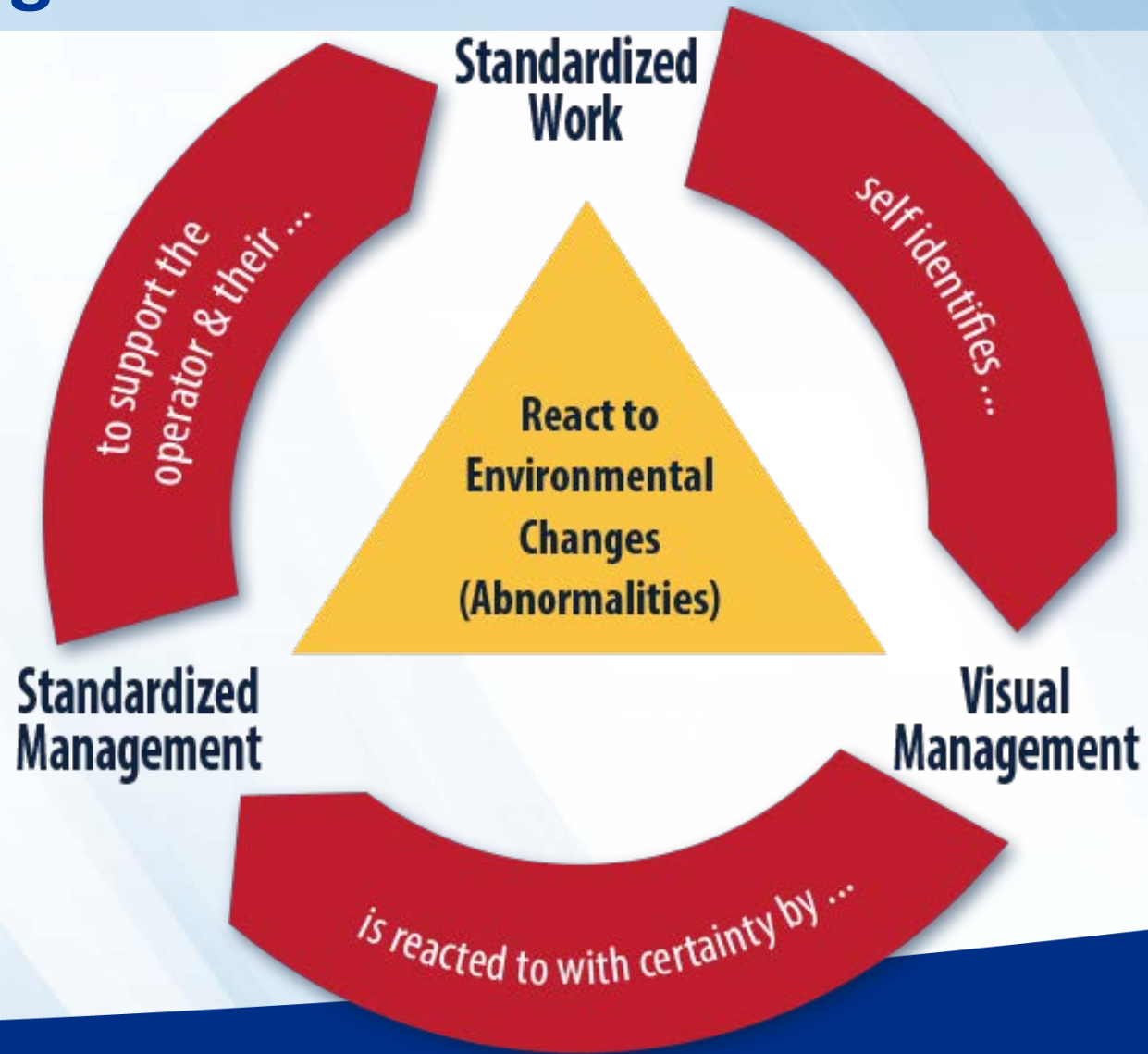
❖ *Different than going to the Gemba*

Two Components Of The System

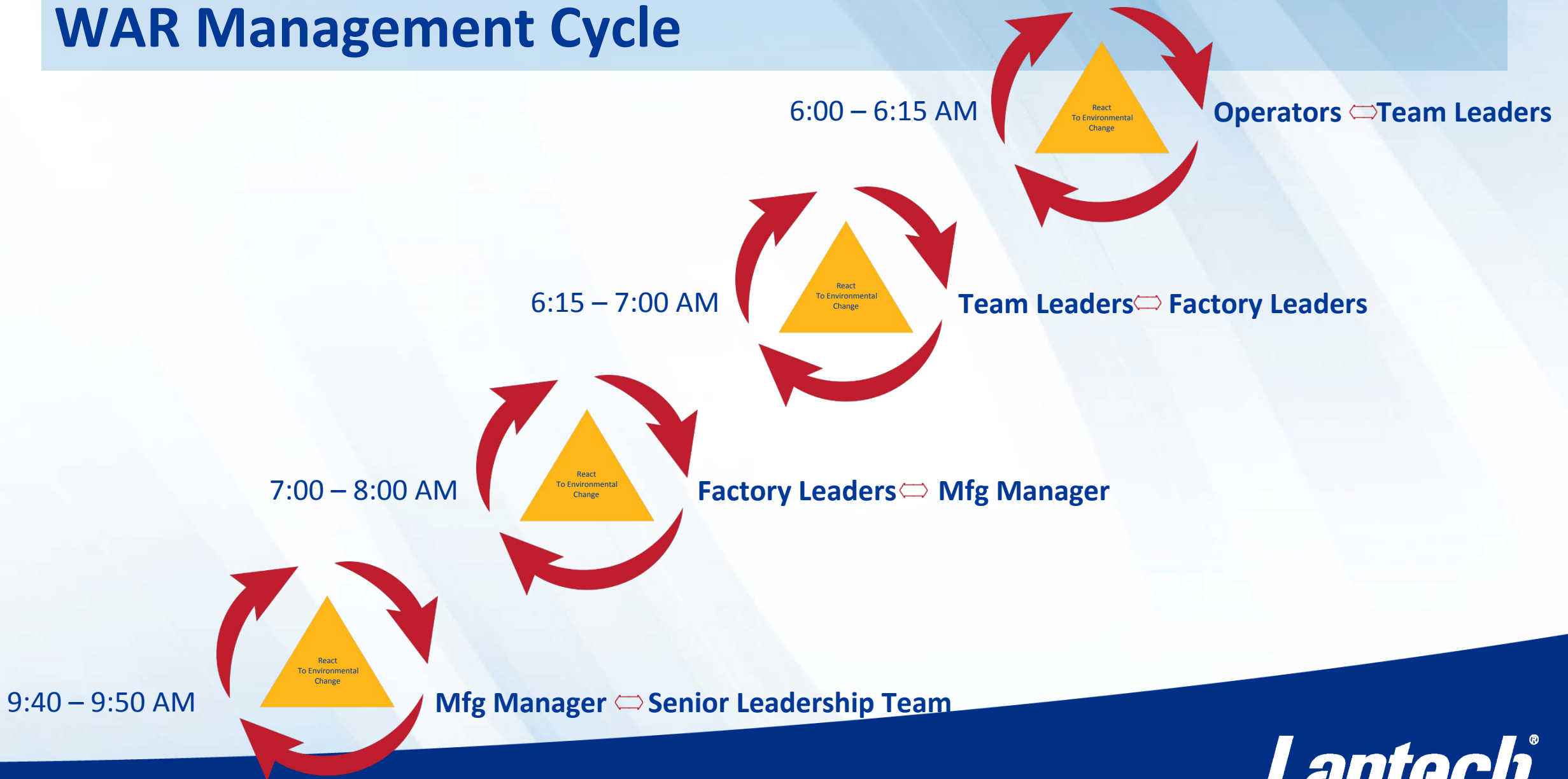
1. Visual Management

2. Standardized Management

Golden Triangle

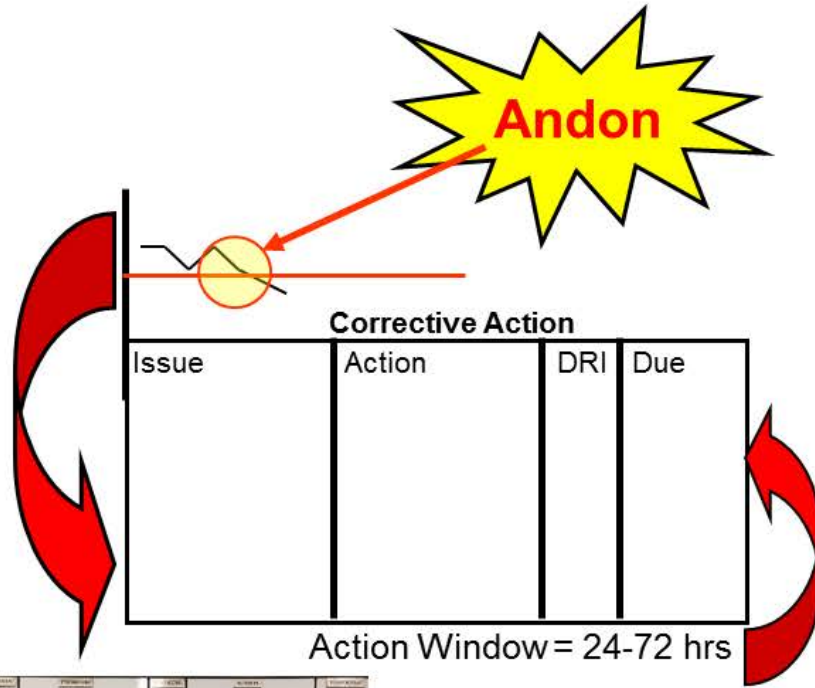


WAR Management Cycle



Maintain the Current Condition

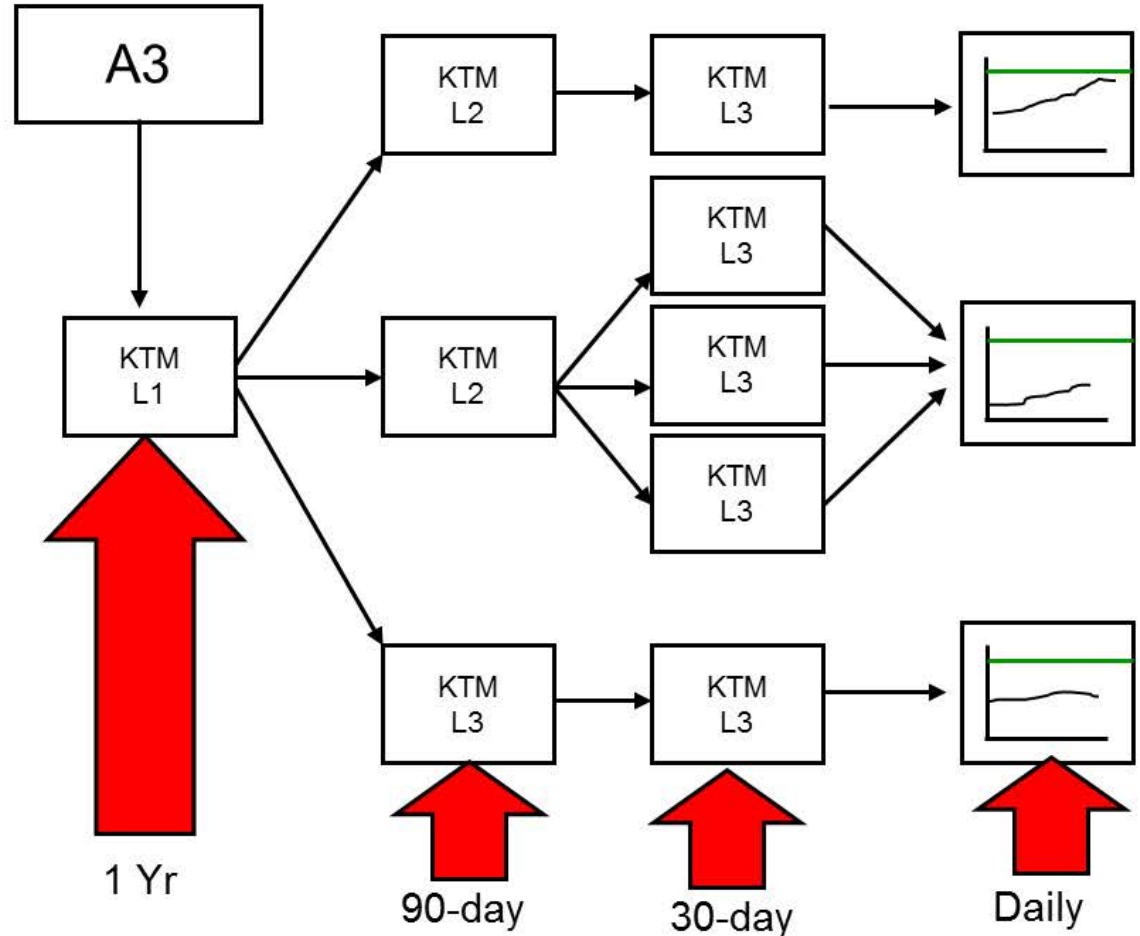
P
D
C
A



Issue	Action	DRI	Due
1			
2			
3			
4			
5			

Actions in response to a "tripwire"

Improve the Current Condition



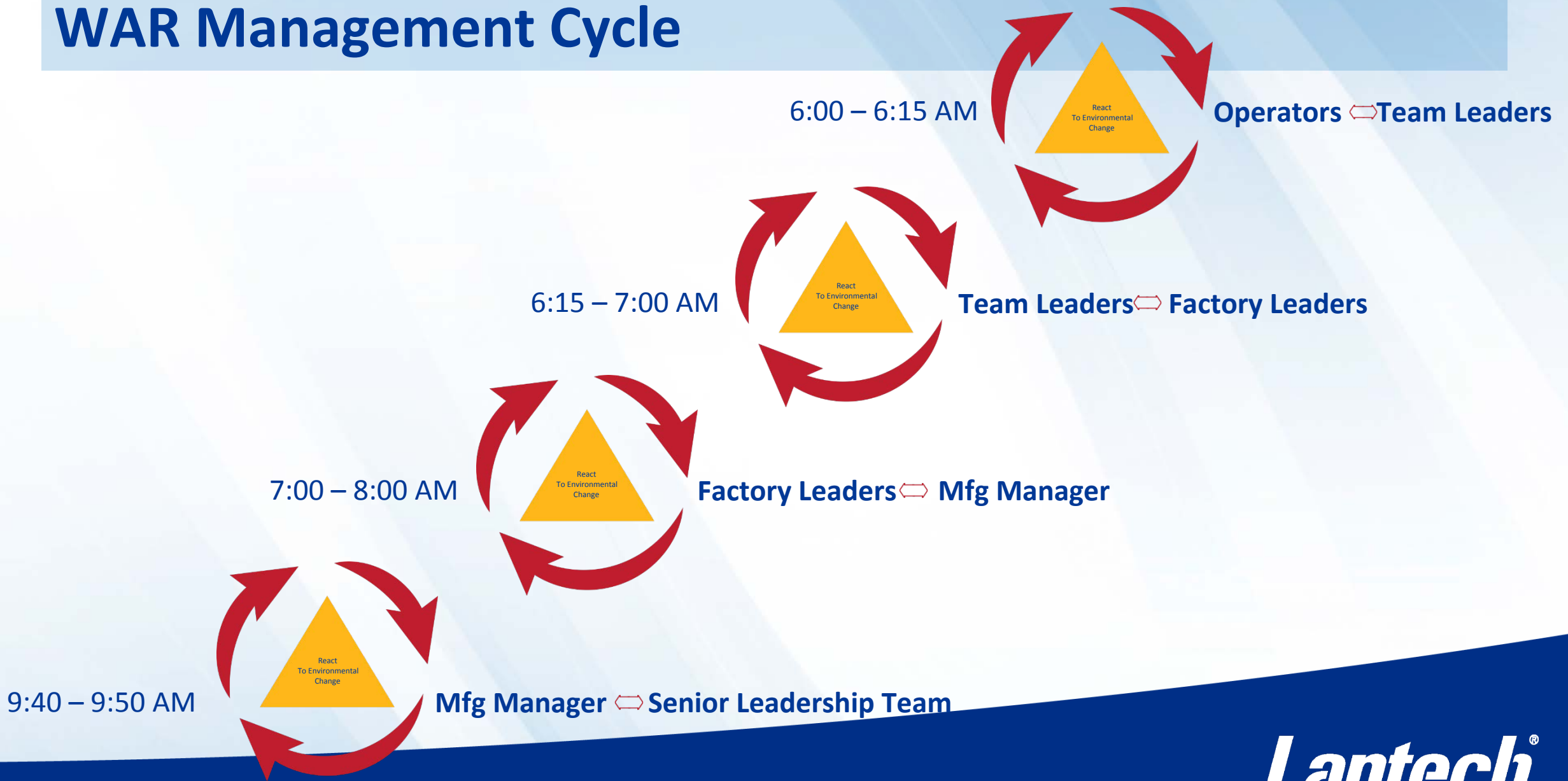
P
D
C
A

Actions to achieve goals

Problem Solving Flow

- Problems remain at the level in which they can be solved
- Measure “rolls down” to next level management board
- Support “rolls up” to the operator
- Problems requiring resources outside of the manager’s span of control “rolls down” to the level that has the ability to resource the solution

WAR Management Cycle



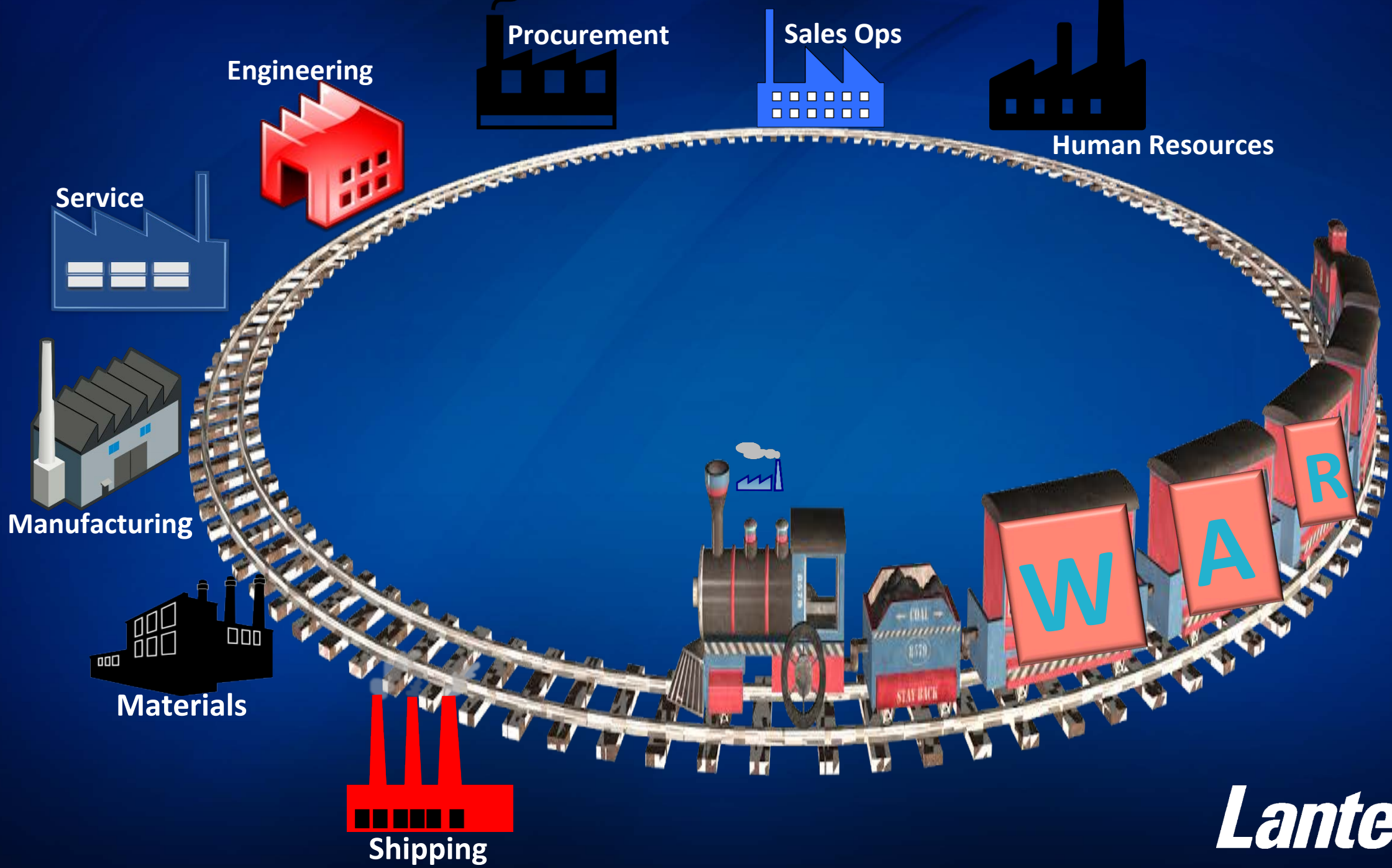
Lantech's Journey

... How We Did it!

- **Started in 2007 / 2008**
- **Part of business planning process**
- **Our business issue was Quality / Skills**

Management System Implementation Assignment

- **Capture where you are currently**
- **Use existing metrics**
- **Try to make it flow from the work**
- **Two measures**
- **Report to be at the place of work**
- **Left side of the board (M.C.C.)**
- **One week to get it into place**



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WAR Agenda

- 1. Receive area update**
 - a. Are audits occurring?
 - b. Are today's skill gaps covered?
- 2. Provide action update on outstanding issues**
- 3. Are there any other business issues you are experiencing?**
- 4. Recap outstanding issues/actions/DRI's/due dates**
- 5. Is there anything else.....**

KEEP PROBLEM SOLVING AT THE PROPER LEVEL

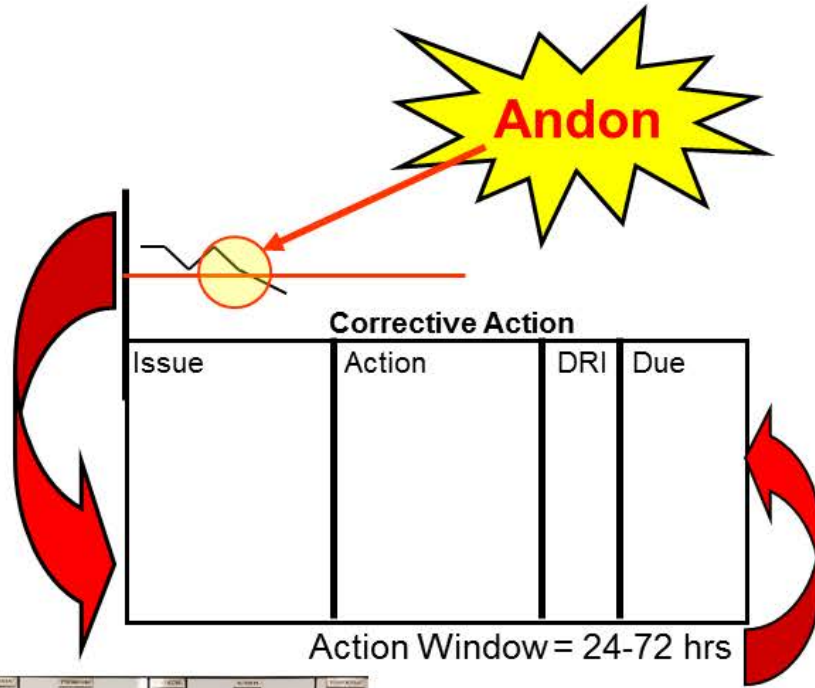
Manufacturing Quality

- What were our existing measures?
- Barrier Boards
- Tracked every issue
- Pareto charts / Analyzed
 - Which is most important?

Lantech.com		PRODUCTION SYSTEM																																				
BARRIER LOG		BARRIER - ANYTHING THAT STOPS PRODUCTION OR CAUSES DEVIATION FROM STANDARD WORK, DOCUMENTATION, OR PREVENTS SHIPMENT.																																				
Date:		<table border="1"> <tr> <th>Code</th> <th>Description</th> <th>Down Time Codes</th> <th>Code</th> <th>Description</th> </tr> <tr> <td>WM</td> <td>Workmanship Internal/External to Factory</td> <td>P</td> <td>P</td> <td>Paint</td> </tr> <tr> <td>F</td> <td>Fixtures</td> <td>M</td> <td>M</td> <td>Material Availability</td> </tr> <tr> <td>E</td> <td>Equipment</td> <td>DI</td> <td>DI</td> <td>Design Issue</td> </tr> <tr> <td>DW</td> <td>Drawing/Schematic Issue</td> <td>VL</td> <td>VL</td> <td>Vendor Late</td> </tr> <tr> <td>LI</td> <td>Logic Issue</td> <td>VQ</td> <td>VQ</td> <td>Vendor Quality</td> </tr> <tr> <td>BOM</td> <td>Bill of Materials or Configuration</td> <td>ECN</td> <td>ECN</td> <td>ECN Process</td> </tr> </table>		Code	Description	Down Time Codes	Code	Description	WM	Workmanship Internal/External to Factory	P	P	Paint	F	Fixtures	M	M	Material Availability	E	Equipment	DI	DI	Design Issue	DW	Drawing/Schematic Issue	VL	VL	Vendor Late	LI	Logic Issue	VQ	VQ	Vendor Quality	BOM	Bill of Materials or Configuration	ECN	ECN	ECN Process
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Occurrence	Problem or Issue Brief description	Activity Log																																				
		Date	Assoc.	Activity																																		
Serial No. RK1068 Date: 1/14 Time: 2:18 Assoc. Reporting: TL	The fillet weld on the clamp mount (3007784) on the clamp assembly interferes with its mounting.	1/14 1/15 1/14 1/14 1/16	QA Eng TL QA TL	To investigate. - <i>Prmt Issue.</i> To update drawing. To coordinate rework. To check stock. - <i>Stock is also wrong.</i> To coordinate rework of stock. - <i>Stock reworked.</i>	Down Time AT .75 Hrs Rework Time .5 Hrs Root Cause to be determined by																																	
# 1	WM P F M E Bom DW DI LI ECN <u>VQ</u> VL			ECN# 10027 PARTS DUE: NC# <input checked="" type="checkbox"/> Short Term Fix Completed																																		
Serial No. QP83 Date: 1/20 Time: 7:35 Assoc. Reporting: TL	(2) 11/32" holes were drilled in the wrong location on the cylinder Rod plate (30057936) for the Overhead Pusher assembly.	1/20 1/20 1/20 1/21	QA QA MS QA	To investigate. - <i>Part wrong. Drilled @ 3-1/4" & not 3-1/8" apart.</i> To write noncon to return part for rework. To get with Supplier to find out when reworked part will be delivered. To check stock. - <i>Stock O.K.</i>	Down Time AT .5 Hrs Rework Time Root Cause to be determined by																																	
# 2	WM P F M E Bom DW DI LI ECN <u>RW585</u> <u>VQ</u> VL			ECN# PARTS DUE: 1/22 NC# 113957 <input checked="" type="checkbox"/> Short Term Fix Completed																																		
Serial No. QM16147 Date: 1/26 Time: 3:35 Assoc. Reporting: TL	The lag down bracket (40012305) on the base was welded backwards.	1/26 1/26 1/26 1/26 2/10	QA TL TL TL TL	To investigate. - <i>Part made wrong internally.</i> To coordinate rework or part replacement. To coach Operator. - <i>Operator coached.</i> Root Cause - <i>Part could be put in fixture backwards.</i> To implement mistake proofing device. - <i>Device implemented on 2/9.</i>	Down Time AT 65 Mins Rework Time 1 Hr Root Cause to be determined by																																	
# 3	WM P F M E Bom DW DI LI ECN <u>VQ</u> VL			ECN# PARTS DUE: NC# <input checked="" type="checkbox"/> Short Term Fix Completed																																		

Maintain the Current Condition

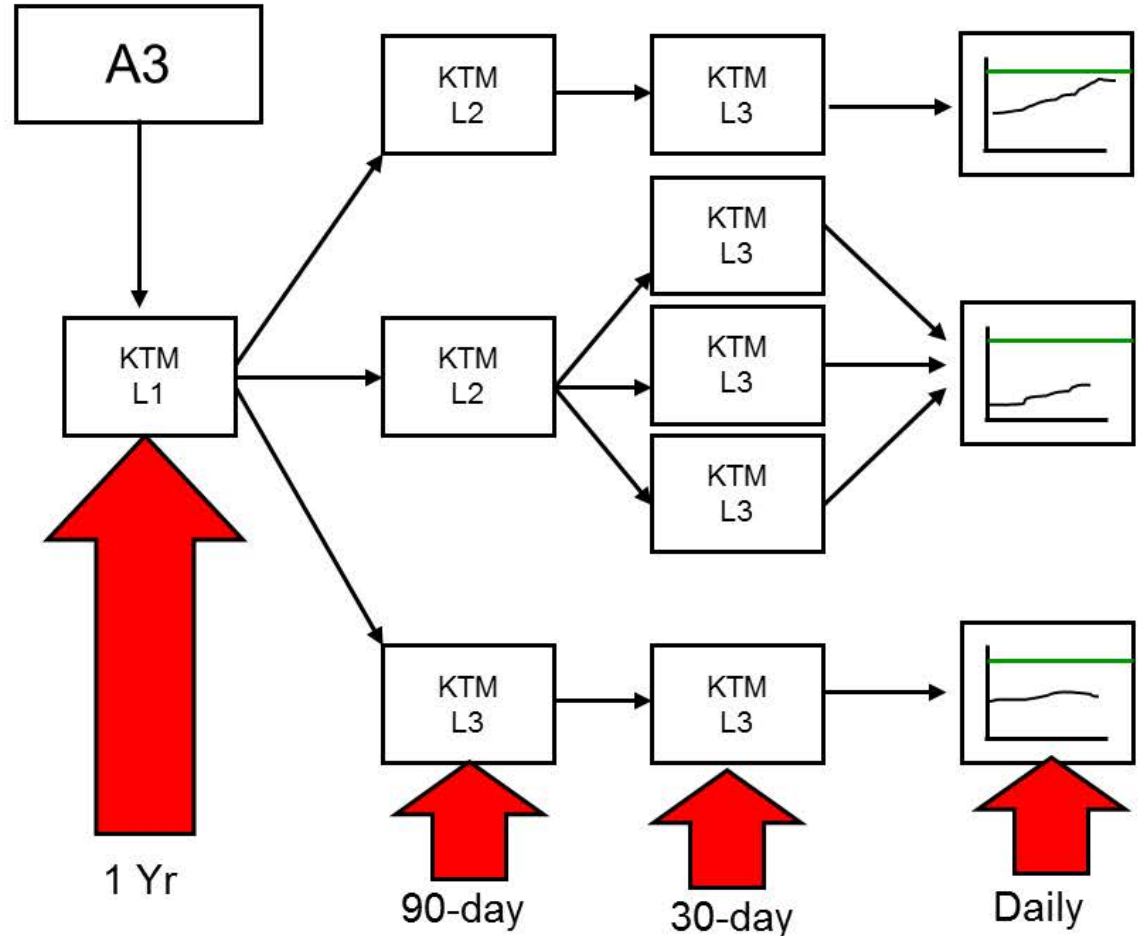
P
D
C
A



Issue	Root Cause	Corrective Action	Due Date	Completed
1				
2				
3				
4				
5				

Actions in response to a "tripwire"

Improve the Current Condition






P
D
C
A

Actions to achieve goals

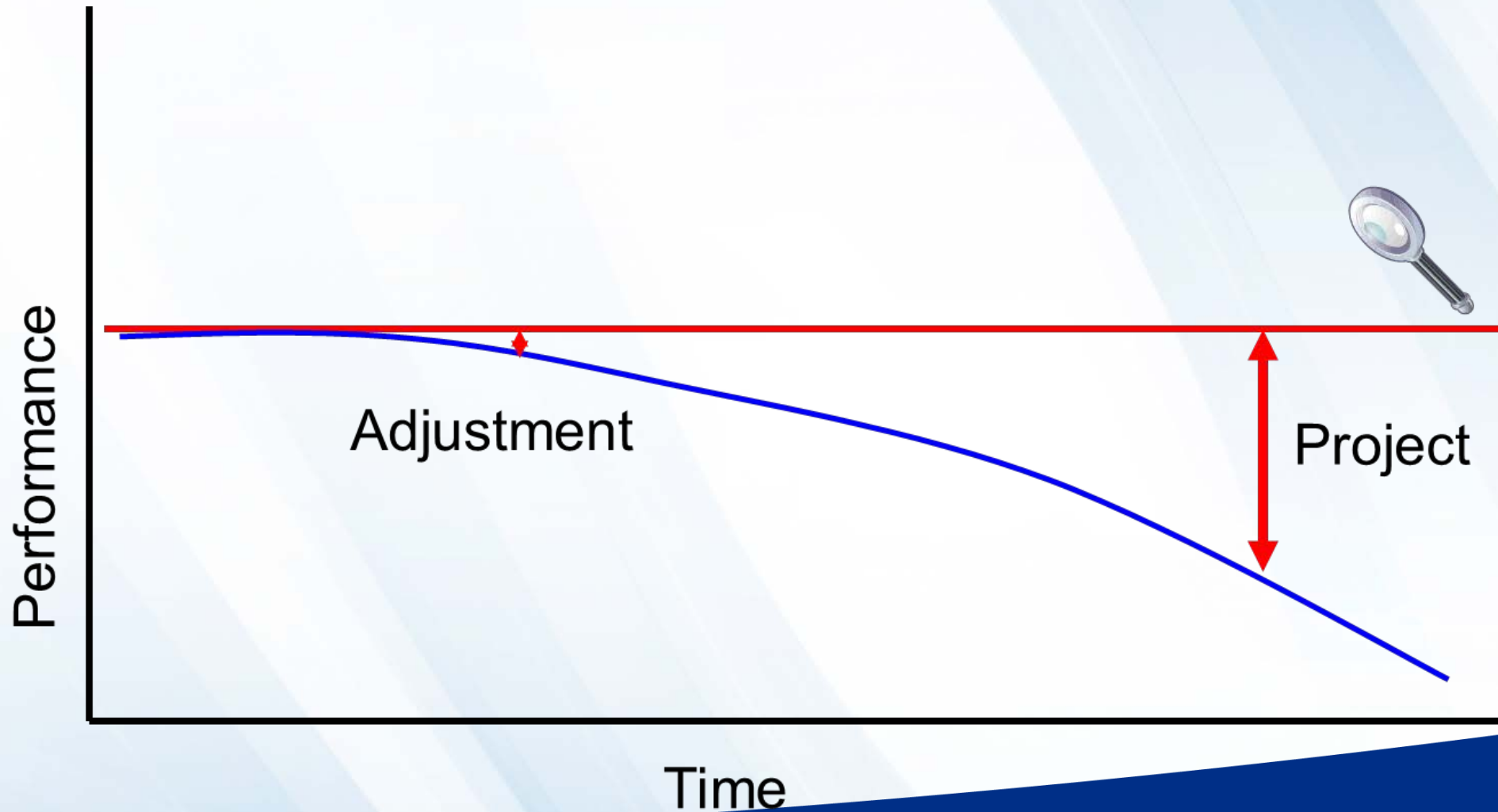
Quality Loop Board

ISSUE #	DATE	PROBLEM	WORKING	ACTION	TRACKING
1	2/9	Sec Hardware on gate		Build Alert Tag Retrain Assoc. on standardized work	1996 5743 2069 5813 2071
2	2/9	Colors missing on CE safety bar	2/9	Reworking call to add parts to gate Tray Put bin on code cart so callers are at end of use	1958 1966
3	2/9	wrong Flat cable for cold pack	2/14	Retraining with Assoc. on reading paper work Posted Options List in Assoc. work call	1758 1768 5743 2069 5813 2071 5802
4	2/13	PLS-2 and PC7 wired wrong in J-box	2/13	Reviewing standard work working with Assoc on reading and highlighting paper work Revised Tester so PC7 bonds read	1959 1966 5743 2069 5813 2071 5744 5802
5	3/1	Fittings on FDS motor loose		Review Assoc. process.	

Quality Improvement Run Rate

Defects per Machine	<i>January 2008</i>	<i>December 2008</i>	<i>1st Quarter 2009</i>	<i>2nd Quarter 2009</i>	<i>3rd Quarter 2009</i>	<i>4th Quarter 2009</i>
Q-Semi	5.4	3.1	3.1	1.5 	1.4	1.3
Q-Auto	4.0	3.0	2.1 	1.2	1.2	1
S Factory	14.0	4.5 	4.5	4.5	3.8	2.5

Daily Cadence



Manufacturing W.A.R.

Manufacturing

9:50-10:00

SAFETY

Category	1	2	3	4	5	6	7	8	9	10
Occupational	1	0	0	0	0	0	0	0	0	0
Product	1	0	0	0	0	0	0	0	0	0
Process	1	0	0	0	0	0	0	0	0	0
Material	1	0	0	0	0	0	0	0	0	0
Environment	1	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	0
Total	5	0	0	0	0	0	0	0	0	0

ENVIRONMENT

Category	1	2	3	4	5	6	7	8	9	10
Occupational	1	0	0	0	0	0	0	0	0	0
Product	1	0	0	0	0	0	0	0	0	0
Process	1	0	0	0	0	0	0	0	0	0
Material	1	0	0	0	0	0	0	0	0	0
Environment	1	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	0
Total	5	0	0	0	0	0	0	0	0	0

Quality / Delivery

Item	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

DATE	PROBLEM	ACTION	DATE	STATUS
10/10/17	Problem with some equipment	Check equipment	10/10/17	OK
10/11/17	Problem with some equipment	Check equipment	10/11/17	OK

Manufacturing Issues / Actions

Category	1	2	3	4	5	6	7	8	9	10
Quality	1	0	0	0	0	0	0	0	0	0
Product	1	0	0	0	0	0	0	0	0	0
Process	1	0	0	0	0	0	0	0	0	0
Material	1	0	0	0	0	0	0	0	0	0
Environment	1	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	0
Total	5	0	0	0	0	0	0	0	0	0

Issues / Actions:

- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment

Manufacturing Cross Training Skills Tracking

Category	1	2	3	4	5	6	7	8	9	10
Quality	1	0	0	0	0	0	0	0	0	0
Product	1	0	0	0	0	0	0	0	0	0
Process	1	0	0	0	0	0	0	0	0	0
Material	1	0	0	0	0	0	0	0	0	0
Environment	1	0	0	0	0	0	0	0	0	0
Other	1	0	0	0	0	0	0	0	0	0
Total	5	0	0	0	0	0	0	0	0	0

Issues / Actions:

- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment
- Check equipment

Business Issues

DATE	ISSUE	ACTION	DATE	STATUS
10/10/17	Problem with some equipment	Check equipment	10/10/17	OK
10/11/17	Problem with some equipment	Check equipment	10/11/17	OK

Manufacturing Quality Run Rate

DATE	1	2	3	4	5	6	7	8	9	10
10/10/17	1	0	0	0	0	0	0	0	0	0
10/11/17	1	0	0	0	0	0	0	0	0	0

Torque Audit Schedule 2017

Month	Day	Time	Location	Status
January	1	10:00	Plant 1	OK
February	1	10:00	Plant 1	OK
March	1	10:00	Plant 1	OK
April	1	10:00	Plant 1	OK
May	1	10:00	Plant 1	OK
June	1	10:00	Plant 1	OK
July	1	10:00	Plant 1	OK
August	1	10:00	Plant 1	OK
September	1	10:00	Plant 1	OK
October	1	10:00	Plant 1	OK
November	1	10:00	Plant 1	OK
December	1	10:00	Plant 1	OK

Procurement W.A.R.

TRACKING										START DATE	END	HOW TO GET BACK TO GREEN	CURRENT MEASURE	START DATE	FOLLOW UP
	2/10	2/11	2/12	2/13	2/14	2/15	2/16	2/17	2/18						
PENDING PROCESSING >7	2	3	1	11	0	4	4	6	1						
Pending Shipped > 10 Days >4	3	2	0	0	0	0	0	0	0						
Pending Supplier Time > 10 Days >1	1	1	0	0	0	0	0	0	0						
WARRANTY > 40 DAYS >0	4	1	0	0	0	4	4	4	4						
KANBAN >0	3	2	0	1	0	0	0	0	0						
PO >3	3	4	1	0	1	3	1	1	2						
IMS >1	2	0	0	0	0	0	0	0	0						
SUPPLIER MISSING WINDOW >1	0	1	0	0	0	1	1	0	0						
Supplier PW >1	0	1	0	0	0	0	0	0	0						
DOLLARS %															
MOD1 OUTSOURCING DAY MONTH	449	449	449	449	449	449	449	449	449						
GRNI 45 TO 59 DAYS >0	3	10	10	17	0	25	15	17	25						
GRNI 60 to 74 DAYS >1	4	11	11	10	0	15	15	17	25						
GRNI > 75 Days >0	12	0	0	0	1	0	0	0	0						
QUOTES PROCESSING TIME >0	0	0	0	0	0	0	0	0	0						
QUOTES SUPPLIER TIME >0	0	4	2	0	2	1	0	0	1						
QUOTES ON HOLD >0	9	10	12	12	13	9	9	10	12						
KANBANS REQUESTS > 9 DAYS >0	0	0	0	0	0	0	0	0	0						
KANBANS ON HOLD >0	0	0	0	0	0	0	0	0	0						
IMS REQUESTS > 9 DAYS >0	0	0	0	0	0	0	0	0	0						
IMS ON HOLD >0	0	0	0	0	0	0	0	0	0						
PO CONFIRMATIONS >1 DAY >0	27	20	12	15	3	13	16	16	16						
PO CONFIRMATIONS >2 DAY >0	49	65	25	20	25	63	69	64	64						
Unmet Demand	11	5	0	7	0	9	25	10	0						
ECN'S	0	1	2	2	3	0	0	0	1						
RE SCHEDULING >2 DAYS															
										01/08	95 bearing 212R200W 1P005003	Need (1) of (2) del by 02/15, conf for 02/02 del	Shipped 02/04, out for delivery 02/27	02/27	
										01/08	3011015 Potter bearing	Verify delivery date, quality issue w/ Just bearing	Delivered Follow up on Just Non con - AV-4	02/28	
										02/05	30204027/R SLA06W9	Need 05/01, shipping 05/02	Expediting Sched meeting w/ Eurodrive	02/28	
										01/15	RE005750 25751 25758	Light Cables cant ship from Germany until 3/31 Larger than standard	Deliver to Europe 3/13 from Sick Germany Our Parts Ship 3/1 from US	02/27	
										01/17	GLH0501	Transformer Missing	Due 2/12 2/27	02/27	
										01/17	SLH05105	Shakes winery pushed out to 3/31+4/1	MIR HOT LING	03/3	

Service W.A.R.

TRUCK	MON	Tues	Wed	Thurs	Fri
STAFFING					
<10	14				
PARTS CRIB <5	7				
RETROS <1	2				
FIELD SERVICE	14/11/1 3	14/12/1 3	14/13/1 3	14/14/1 3	14/15/1 3
ABANDONED					
> 1 DAY Rep	0				
TFC > 1 DAY Rep	0				
RETROS > 1 DAY Rep	3/1				
QUALITY					
OE ERRORS >1	0				
SHIPPING ERRORS >1	0				
K6 > 24					
DELIVERY					
DOMESTIC SHIPPING SAME DAY < 85%	72%				90%
INT'L SHIPPING 5 DAY < 77%	100%				89%
CIRs < 30 DAYS	13	12	12	10	10
OVERDUE INVOICING < 4	4	4	4	4	4
REVENUE					
PARTS	8544	12760			18497
RETROS	16595	15093			21426
SERVICE	12453	22935			19506
TOTAL	11449	165718			214119

ISSUE	ACTION
<p>no hours TSC / Avd</p> <p>11/25/17 MT</p>	<p>Investigate</p> <p>No Action</p> <p>Jc. 2/22</p>
CHECK PENS + ERASERS	
BUSINESS ISSUES	
<p>Just bearings out for oval - no noncon entered</p> <p>01/25/18 194 Inconform Lubo uses regarding replacement of LSC 40s - determined after shipment - 16 CIR Generated</p>	<p>- Enter NonCon - Note info from Risk</p> <p>- Disseminate TALK to Dist</p> <p>Rob?</p> <p>* expedite replacement LSC 40s due to cust 2/21. Current ship date 2/2</p> <p>* Root Cause no CIR generated for issue (series - 2/17)</p>
<p>RE 152900, 51, 52 (Uniq) Engineering data 2/21, 2/22 - artist arrival date</p>	<p>Coord for expedite 3/11-3/13 flight to Av</p> <p>→ Air Freight estimate to arrive in Av on 3/3</p> <p>Leavik contact 2/16 10:27 - 10:28 AM 2/16/18</p>



Engineering W.A.R.

		MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI	Start Date
		20	21	22	23	24	27	28	1	2	3	
Next Available	Order Mechanical	40	20	12	16	14	12					
	Electrical	40	40	36	34	32	30					
	Configuration	0-0	0-0	0-0	0-0	0-0	0-0					
	Retrofits Mechanical	40	46	44	42	40						
	Electrical	40	58	56	54	52	50					
	Audit Mechanical	4	4	3	3	2						
	Electrical	3	3	2	2	1						
	Configuration	0	0	0	0	0						
	Late Mechanical	0	0	0	0	0						
	Electrical	0	0	0	0	0						
Drawing	Mechanical	0	0	2	0	0						2/13 2/20
	Electrical	0	0	0	0	0						
ECN	Mechanical	0	0	1	1	0						2/20
	Electrical	0	2	3	2	0						
Staffing	3	2	1	2	0							
Travelers	3	2	3	3	2							
Panel Shop	3	2	2	2								
Feeder	1	1	1	0	0							
Labels	6	6	4	4								
BOMs	6	6	4	5								
Floor Support	Mechanical	0	9	15	10	4						
	Electrical	0	0	0	0	0						
	Technician	0.5	1.25	2.25	0	0						

Sales Operations W.A.R.

10:30-10:40

Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1																															
2																															
3																															
4																															
5																															
6																															
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45	52
50	55
58	58
58	54
50	45
54	54
40	51

MCC - scheduling

GM 5041 - ship 2-2K copy submittal - 8/20/01

GM 12087 CANCELED - 8/20/01

60001055 CANCELED - 8/20/01

CE 1723 - hold - ? and call 6/21/01 300/400

Call JK Today!

Quality Loop - Scheduling

CI 5061 - Audit - Integrate into W.I. Cor 3/3

Missing Customer in offering which come up for review

CE 1723 - hold - ? and call 6/21/01 300/400

CE 1723 - hold - ? and call 6/21/01 300/400

CE 1723 - hold - ? and call 6/21/01 300/400

CE 1723 - hold - ? and call 6/21/01 300/400

Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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Scheduling Overlay

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	

Quality Loop CAP

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	

2200505 - BORING, LATE Review sch 2/27

22005021 - Change order 3/1

CG 70 - Quant Back Log Review Priority CG 2/27

Looper Print & edit with date not 12.1 2/27

APISS - C/M HAS TO be schedule by 3/1 3/1

Call 5/22/01

Call 5/22/01

February

13	
19	
26	21

Quality Loop - Scheduling

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31

2200505 - BORING, LATE Review sch 2/27

22005021 - Change order 3/1

CG 70 - Quant Back Log Review Priority CG 2/27

Looper Print & edit with date not 12.1 2/27

APISS - C/M HAS TO be schedule by 3/1 3/1

2/27

5/22/01

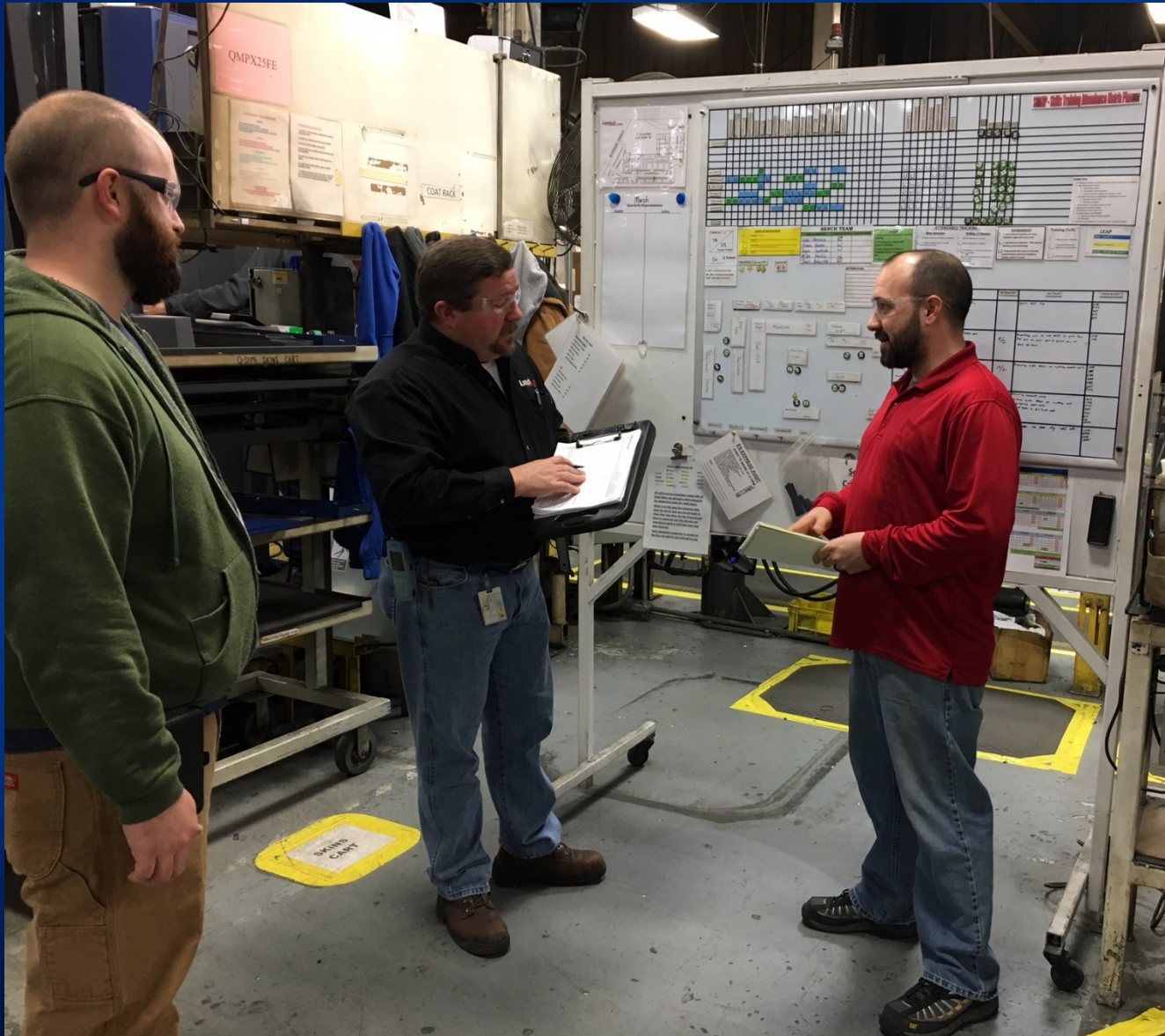
5/22/01

Operator To Team Leader



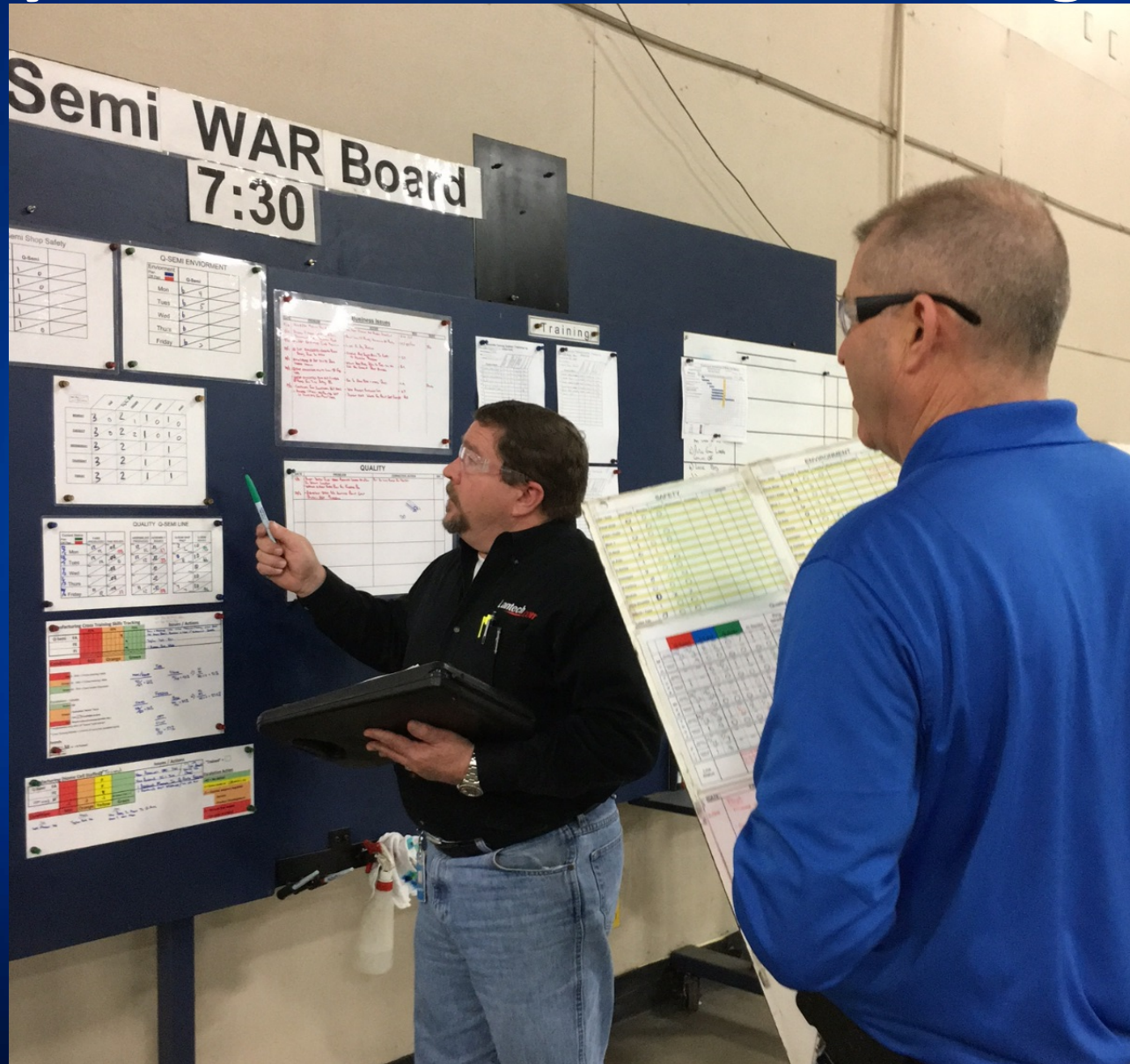
Lantech[®]

Team Leader To Factory Leader



Lantech[®]

Factory Leader To Production Manager



Lantech[®]

Manufacturing Manager To Sr. Leadership Team



Lantech[®]

Pitfalls

- **Boards primary purpose becomes reporting**
 - Make the use of the boards part of the work
- **The fine line between coaching/teaching and micromanagement**
 - Keep problem solving at the right level.
- **Complacency:**
 - We don't let anyone go backwards
 - We hunt in a pack

Value/Benefits

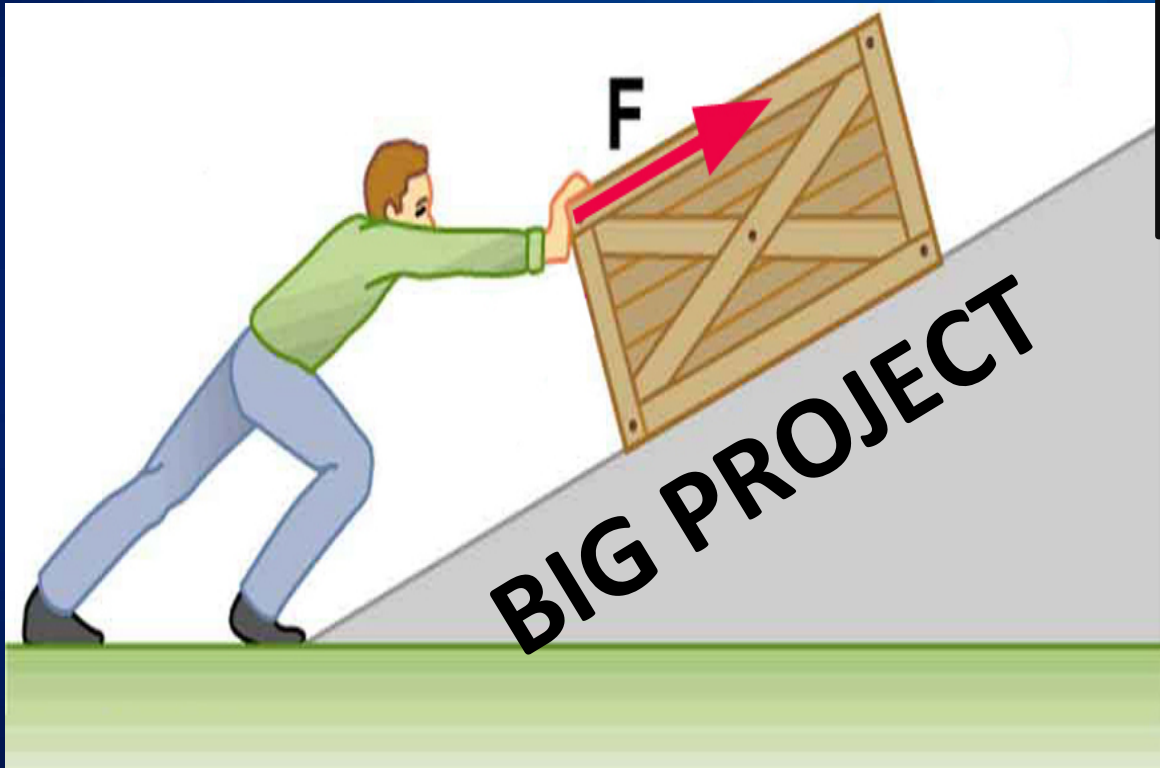
- **Catch problems when they're small**
- **Quicker decision making**
- **Links the business horizontally through the route the WAR takes**
- **Minimizes meeting time/maximizes problem solving time**

Value/Benefits

- Gets managers closer to the work
- Management gains an in-depth understanding of how the business is doing *today*
- Frees up time to focus on improving
- The power of asking “anything else. . . ?”

Problem:

**“Our big strategic projects
were progressing very slowly”**



Scope
Creep

Lack of
Resources

No
Decision
Maker

A3 PROPOSED WORK REQUEST

PROJECT TITLE:

PREPARED BY:

DATE:

REV DATE:

REV NUMBER:

1. BUSINESS ISSUE/NEED (THE "PROBLEM")

4. HOW TO INVESTIGATE AND GET THIS DONE

2. DELIVERABLE/VALUE

3. CURRENT CONDITION

5. FUTURE CONDITION

6. VERIFICATION

KTM – Level 1 Quarterly

Level 1		Continuous Improvement KTM (Key Task Monitor)												Project Leader :			
Project Started : Proposal Produced :		Project Description												Project Leader :			
Project	Month	Quarter			Quarter			Quarter			Quarter			Project/ Task	Completi on Date		
														DRI	Metric	Plan	Actual
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	

Key:	Plan	■	Comments
	Actual	■	
	Off Plan	■	
	Plan Delay	■	

KTM – Level 2 Weekly

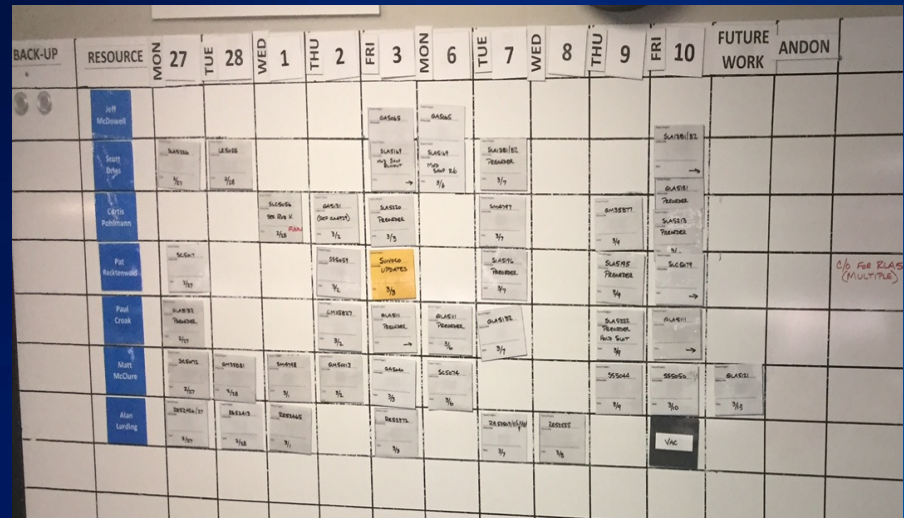
Level 2		Continuous Improvement KTM (Key Task Monitor)																Project Leader :				
Parent Project		Project Description																Project Leader :				
Task #	Milestone	Improvement Metric																Milestone	Milestone Completion			
		Week Starting	1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/5	3/12	3/19	3/26	DRI	Plan	Actual					
1																						
2																						
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10																						
11																						
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13																						
14																						
15																						
16																						

Key:	Plan	■	Comments
	Actual	■	
	Off Plan	■	
	Plan Delay	■	

Deliverable Board Layout

	M	T	W	TH	F	M	T	W	TH	F	Future Work	
Res	27	28	1	2	3	6	7	8	9	10		
Scott Stephens												
Angela Satterly												
Brian Wilkerson												
Diane Richards												
Corey Groseclose												
Ken Mitchell												

Engineering



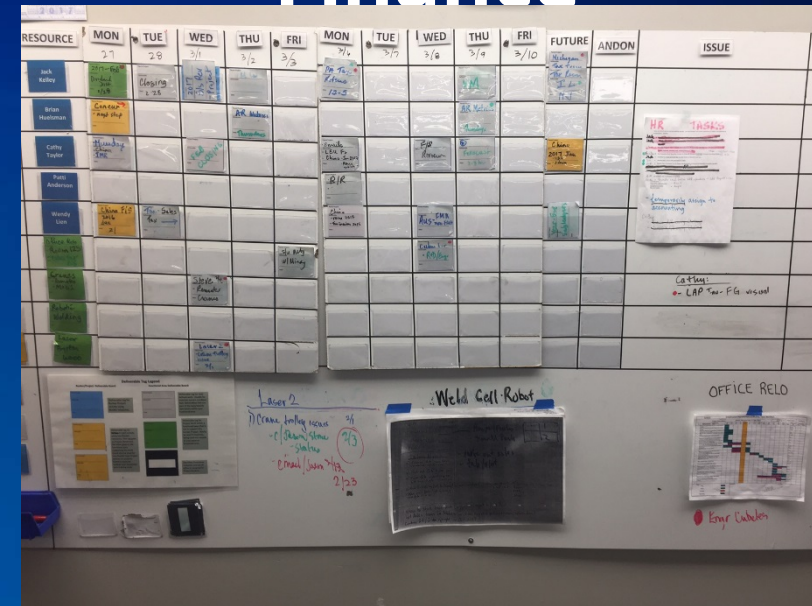
A resource calendar grid for the Engineering department. The grid has columns for days of the week (MON 27, TUE 28, WED 1, THU 2, FRI 3, MON 6, TUE 7, WED 8, THU 9, FRI 10) and rows for resources. Resources listed include John McDermott, Scott Ridge, Chris Pollock, Pat Hoffmann, Paul Cook, Matt McCure, and Alan Landig. The grid contains handwritten notes and colored markers indicating resource availability and assignments.

Human Resources



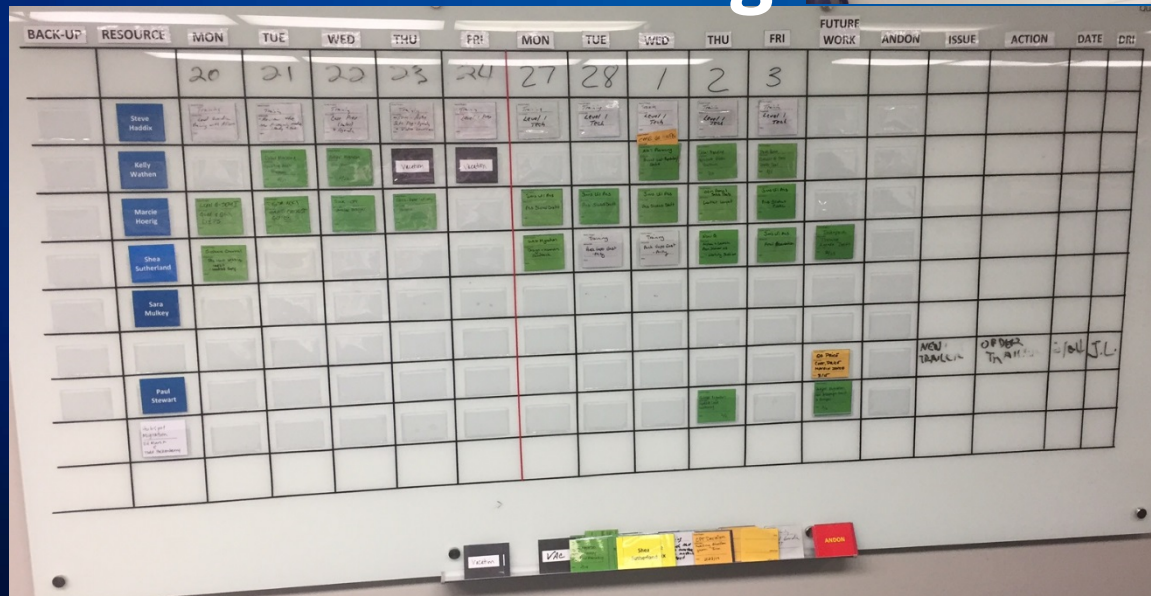
A resource calendar grid for the Human Resources department. The grid has columns for days of the week (MON 6, TUE 7, WED 8, THU 9, FRI 10, MON 27, TUE 28, WED 1, THU 2, FRI 3) and rows for resources. Resources listed include Gina McIntosh, Cheakita Webster, Becky Norris, Eve Hopper, Katie Jones, and Christina Rodriguez. The grid contains handwritten notes and colored markers.

Finance



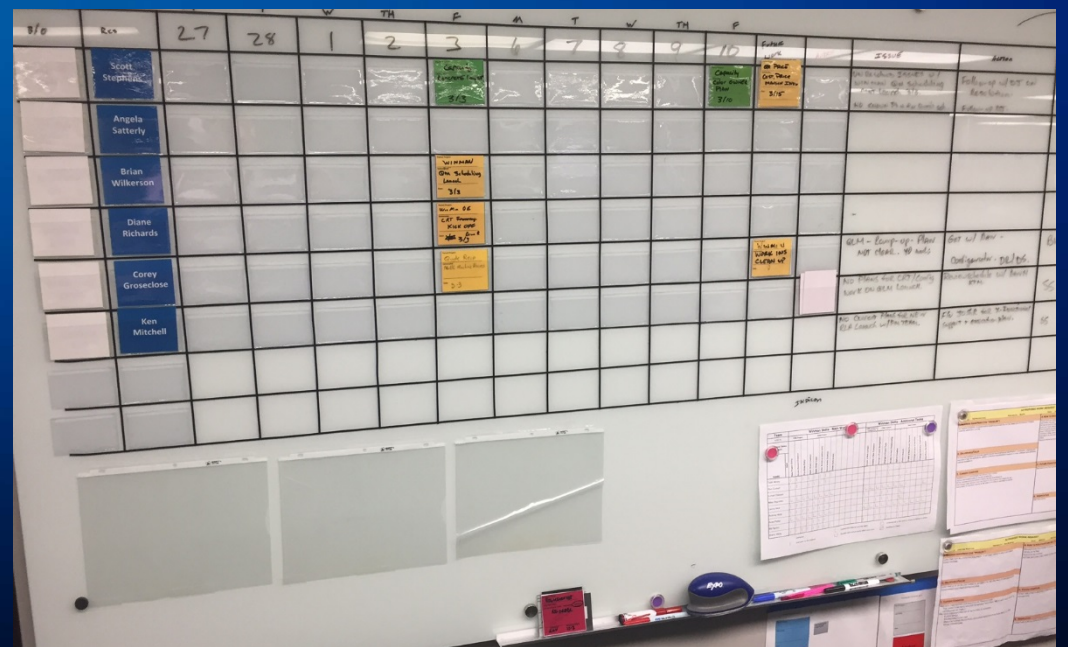
A resource calendar grid for the Finance department. The grid has columns for days of the week (MON 27, TUE 28, WED 31, THU 1, FRI 2, MON 7, TUE 8, WED 9, THU 10, FRI 11) and rows for resources. Resources listed include Jack Miller, Brian Houtman, Chris Taylor, Paul Anderson, Wendy Lee, and others. The grid contains handwritten notes, colored markers, and a small chart titled "OFFICE RELO".

Marketing



A resource calendar grid for the Marketing department. The grid has columns for days of the week (MON 20, TUE 21, WED 22, THU 23, FRI 24, MON 27, TUE 28, WED 1, THU 2, FRI 3) and rows for resources. Resources listed include Steve Haddix, Kelly Watson, Marilee Poirier, Shea Sutherland, Sara Mackay, and Paul Stewart. The grid contains handwritten notes and colored markers.

Sales



A resource calendar grid for the Sales department. The grid has columns for days of the week (MON 27, TUE 28, WED 1, THU 2, FRI 3, MON 7, TUE 8, WED 9, THU 10, FRI 11) and rows for resources. Resources listed include Scott Stephenson, Angela Satterly, Brian Wilkerson, Diane Richards, Corey Groseclose, and Ken Mitchell. The grid contains handwritten notes and colored markers.

Deliverable Board

Grey Cards

RESOURCE	NEXT WEEK					THIS WEEK					FUTURE WORK	ANDON
	MONDAY	TUESDAY	Wednesday	THURSDAY	FRIDAY	MONDAY	TUESDAY	Wednesday	THURSDAY	FRIDAY		
	6	7	8	9	10	27	28	1	2	3		
Gina McIntosh							Benefits EMP Training 2-28-17			Stacy's Day The-Unit-Body 2-17-17		
Cheakita Webster		Compliance Ballarmino University 9A-10A	Recruiting Open Interviews	Out at 11:30AM		Benefits Ballarmino University Recruitment 2/27	Express Assessment Backwards	Communication Recruiting Open Interviews		Out at 2:00 PM		
Becky Norris								Comp Change report input 3/4	Update Changes of CC to new format Action-Items - 4/27/17	Comp Self-Service dual 3/2	5:00 PM Signed up with Stacy 2/2	
Eve Hopper			Benefits 4pm	Benefits 12pm 4pm				Communication Onboarding 3 Steward		Out at 4pm		
Katie Jones	Recruiting? Onboarding? J. Hall - 2/20/17		Recruiting? Open Interviews - Weds		AWAY FROM DESK 11:00 AM - 12:00 PM - EVERY FRIDAY	Recruitment Business help as needed - Mondays	Communication Support w/ GM - 2/28/17			AWAY FROM DESK 11:00 AM - 12:00 PM - EVERY FRIDAY	Out at Card Engineering - 2/2/17	
Christina Rodriguez		Training Stamp board training Tool - 2/28/17	Recruiting Open Interviews					Recruiting Open Interviews				

Parent Project:

Deliverable

Date:

Deliverables in my own area for routine tasks

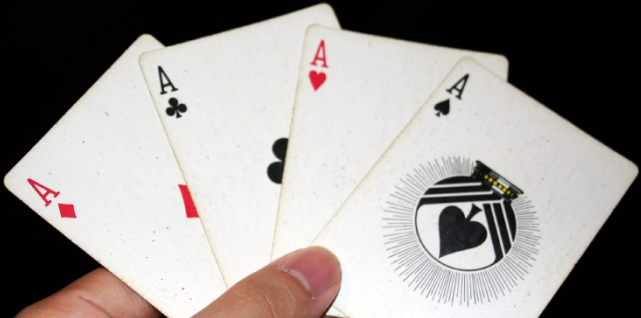
Deliverable Board

RESOURCE	MONDAY	TUESDAY	Wednesday	THURSDAY	FRIDAY	27	28	1	2	3	FUTURE WORK	ANDON
Gina McIntosh	6	7	8	9	10		Ben's EMP Training 2-28-17	Communication		Shirley's Day The Web Site 2-17-17		
Cheakita Webster		Compliance Bullying Harassment 2-1-17	Recruiting Open Interviews	Out at 11:30 AM		Benefits Bullying Harassment Recruiting 2/27	Express Assessment Checkouts	Recruiting Open Subscribers		Out at 2:00 PM		
Becky Norris								Comp Change input input 3/1	4/20/17 Change of all the personnel and Admin. Andon 4/20/17	Comp Self Study due 3/2	5500 Send up with string etc.	
Eve Hopper			Benefits 4pm	Benefits 12pm 4pm				Communication		Out of Appt		
Katie Jones	Recruiting Onboarding? J. Hall - 2/20/17		Recruiting Open Interviews - Weds		AWAY FROM DESK 2-21-17 2-22-17 - EVERY FRIDAY	Recruiting Open Interviews - Weds	Communication Aligning w/ GM - 2/28/17	Onboarding? O. Steward - 3/1/17		Appt FROM DESK Recruiting Open Interviews - Every Friday	Out of Appt	
Christina Rodriguez		Training Stamp board training Jan - 2/28/17	Recruiting Open Interviews					Recruiting Open Subscribers				

Parent Project: _____

Deliverable _____

Date: _____



Deliverable Board

RESOURCE

NEXT WEEK

THIS WEEK

RESOURCE	MONDAY	TUESDAY	Wednesday	THURSDAY	FRIDAY	27	28	1	2	3	FUTURE WORK	ANDON
Gina McIntosh	6	7	8	9	10		Don't do EMP training 2-28-17			Stacy's baby 2-17-17		
Cheakita Webster		Compliance Baltimore University 2/28-3/1	Recruiting Open Interviews	Out at 11:30am		Baryll's Suburban Homebased 2/27	Express Account Backlogs	Communication Recruiting Open Interviews		Out at 2:00 pm		
Becky Norris								Camp Change input input 3/4	System	Camp Get Smoke deal 3/3	Send up with Sterling	
Eve Hopper			Benefits 4pm	Home Aids 12:00 pm				Communication		Out at 4pm		
Katie Jones	Recruiting Onboarding? J. Hill 2/20 7:15		Recruiting Open Interviews - CWs		Away from desk 10:00 am - EVERY FRIDAY	Recruiting Onboarding help as needed Monday	Communication Alignment Call 2/28 10			Away from desk 10:00 am - EVERY FRIDAY	Criteria Card Benchmarking - Ongoing	
Christina Rodriguez		Training Stamp board training Jan 2/28/17	Recruiting Open Interviews					Recruiting Open Interviews				

Deliverable Tag Legend

Project Charter

Project Status Report

PPID

Deliverable Board

Res	M	T	W	TH	F	M	T	W	TH	F	Future Work
Segtt Stephens	27	28	1	2	3	6	7	8	9	10	Future Work
Angela Satterly											
Brian Wilkerson											
Diane Richards											
Corey Groseclose	Vacation	Vacation	Vacation	VAc	ANDON						
Ken Mitchell											

ANDON



Deliverable Board

BACK-UP	RESOURCE	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI	FUTURE WORK	ANDON	ISSUE	ACTION	DATE	DR:
		20	21	22	23	24	27	28	1	2	3						
	Steve Haddix	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10						
	Kelly Wathen		Task 11	Task 12	Task 13	Task 14			Task 15	Task 16	Task 17						
	Marle Hoerig	Task 18	Task 19	Task 20	Task 21		Task 22	Task 23	Task 24	Task 25	Task 26						
	Shea Sutherland	Task 27					Task 28	Task 29	Task 30	Task 31	Task 32						
	Sara Mulkey																
	Paul Stewart																

Yellow Cards

Parent Project:

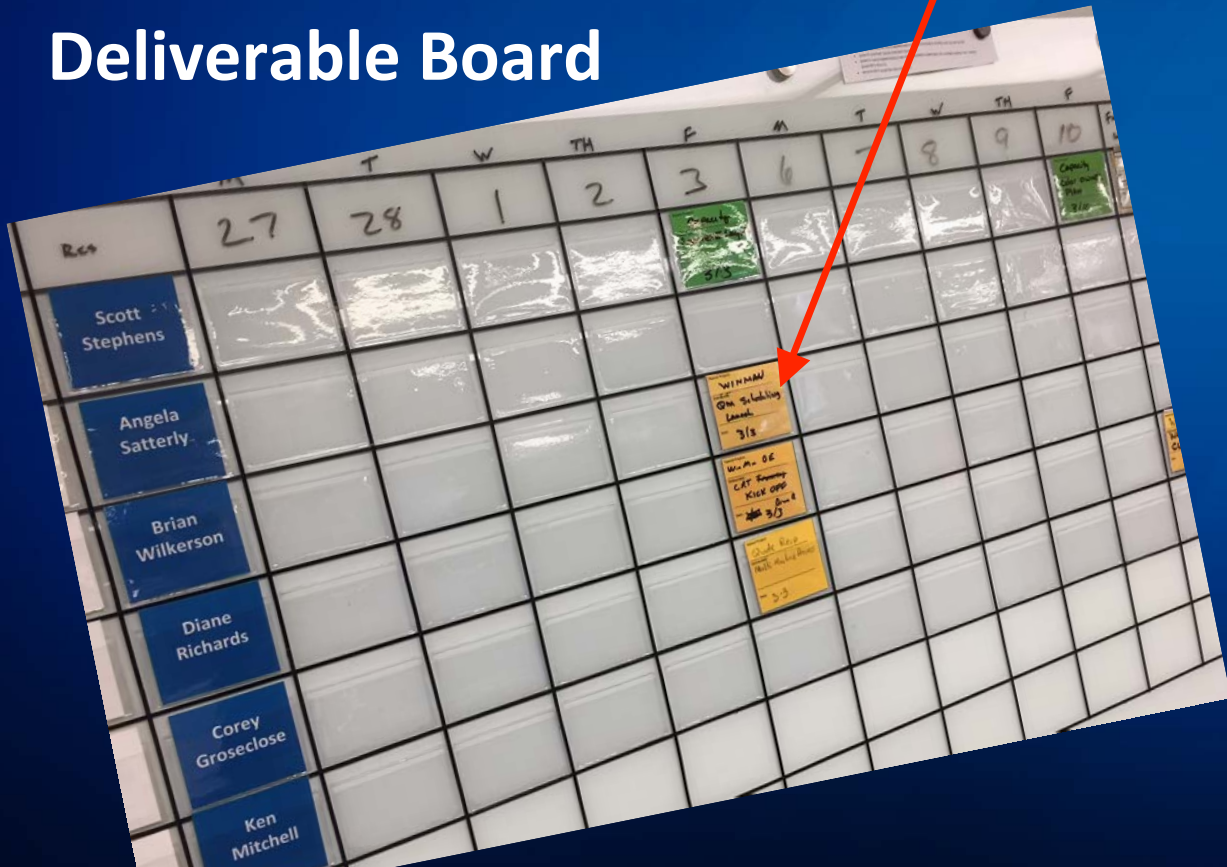
Deliverable

Date:

Deliverable in my area supporting another area

Deliverable Board

Procurement Deliverable Board



Parent Project: _____

Deliverable _____

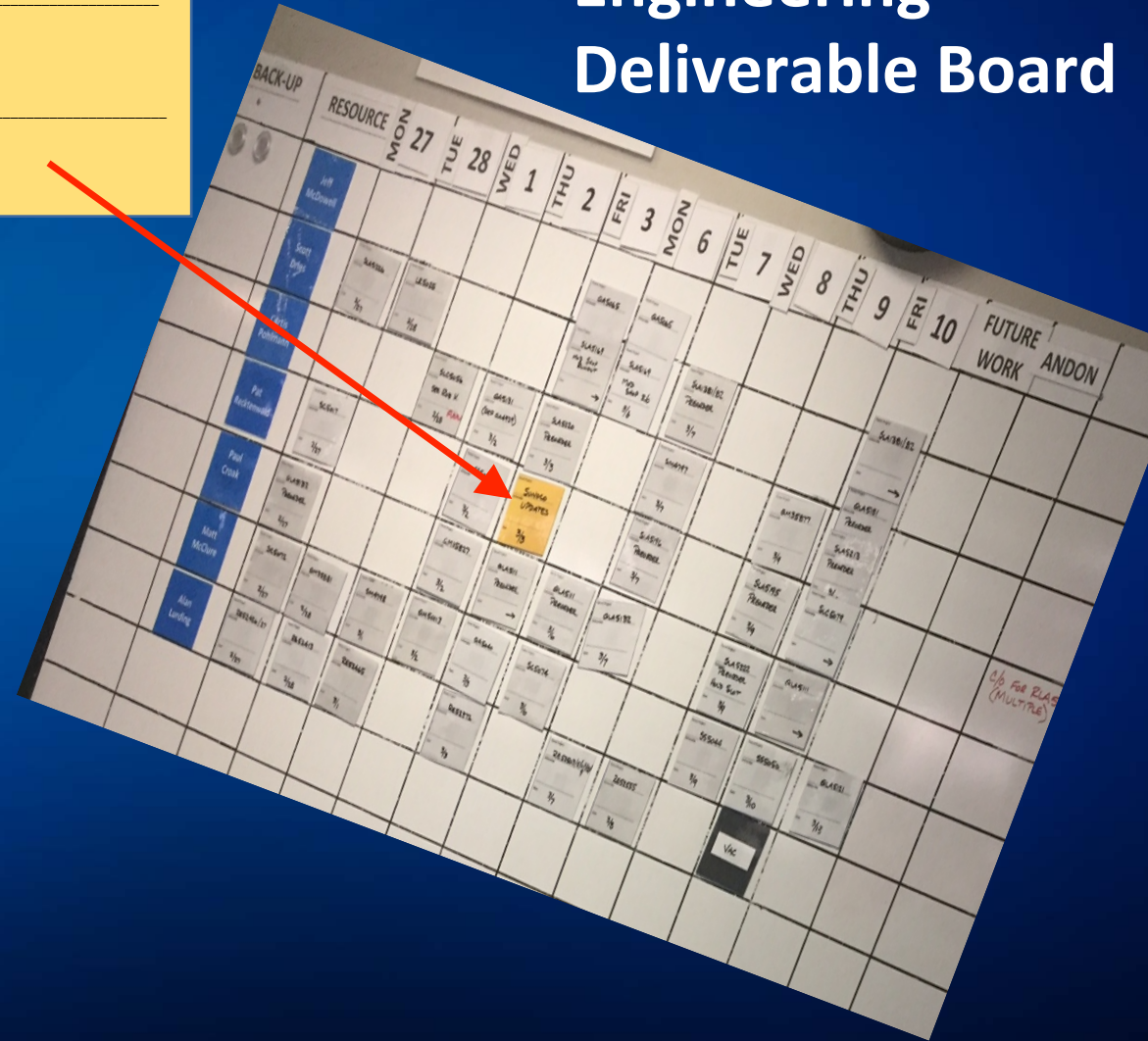
Date: _____

Parent Project: _____

Deliverable _____

Date: _____

Engineering Deliverable Board



Thank you!

Q&A

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Managing To Create Problem-Solvers

 **Lean Transformation**
Summit 2017
Carlsbad, CA | March 7-8, 2017