

LEAN THOUGHTS

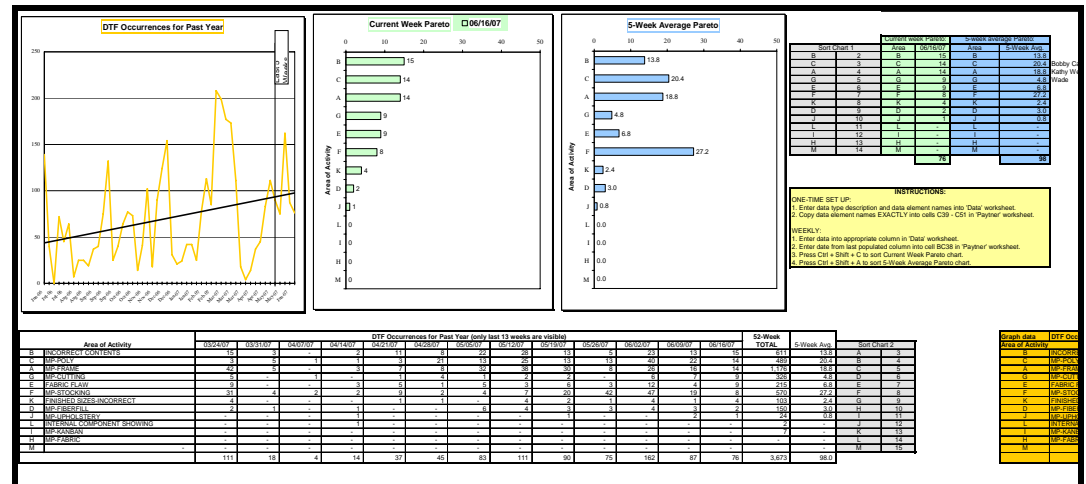
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In God we Trust ... all others bring Data The Power of using Paytner Charts to remove Disturbances to Flow

At La-Z-Boy Residential we are in the process of using Policy Deployment methodologies to bring all of our Lean Strategies together. One of the components within Policy Deployment is the use of a "Run Chart" to monitor progress as changes are made to enhance processes within the Enterprise. In a former life we replaced using Run Charts with the use of a Paytner Chart and the use of the Toyota A3 action charts for weekly reviews and strategy enhancers.

Here is how it works ... You create a high level Paytner, for example tracking Disturbances to Flow with reason codes that could identify which area is creating the disturbances. The Paytner chart embodies 3 graphs; 1) Year to Date trend 2) Current week trend 3) 5 week trend ... with the current week and 5 week trend graphs in a Pareto format. This allows you to immediately see if any changes made to process have been effective.

Sample Paytner Chart





Where "Lean Thoughts" Become Reality



If you have selected your reason codes at the high level by department for instance ... then the fun begins. The selected department must then develop their own Paytner chart with more discrete reason codes. For example if we have at the high level Paytner wood parts then the wood department would build their Paytner with reason codes like 1) missing parts 2) damaged parts 3) incorrect parts 4) wrong parts etc. The wood department team would then meet to review the Paytner data and decide on corrective actions to eliminate the number one issue contributing to the overall site Disturbance to Flow metric. The team would present their plan through the use of employee suggestions or formal problem solving in the format of an A3 report.

Some lessons learned ... Putting together your first Paytner is painful but in this case the pain can be beneficial. Development of the Paytner chart should not be relegated or delegated to lower levels within the organization ... it should be maintained by the person that can invoke change and demonstrate leadership to get things done.

We very quickly learned that Disturbance to Flow data collected was sent to an administrative person for input into some tracking system only to be regurgitated a week later in some kind of report format ... or in essence a "measurement system" and was not a management tool. As managers and supervisors began to construct their own Paytner charts conceived and perceived problems were quickly altered by viewing the data personally. So the incidents that were previously being reported in the report were different than the actual causes of Disturbances to Flow.

Report-outs of corrective actions occur quickly and with precision speaking ... since stories have been eliminated in exchange for data driven results. Unfortunately, there is not a silver bullet that will solve all of your problems but this tool brings focus that a team work on the right problems and implement the correct solution.

The other excellent by product of using Paytner is that as the team eliminates the problems that effected one Disturbance to flow and begin working on the next topic the Paytner will continue to track the initial reason code to insure that changes made have sustained the corrective fix.

However, Paytner works to assist in the resolution of "common cause" situations but not "special cause" incidents.

The other key rule is do not allow a reason code of "operator error" to be used since operators do not make errors ... only processes do.

Contact Richard.kunst@la-z-boy.com if wish copies of the templates and/or coaching on getting started to use this tool.

The following encounters with local traffic enforcement officials are to brighten your day and the start of the week ... enjoy !

GOOD

In Richardson, Texas State Trooper was running radar. He had a perfect spot to watch for speeders, but wasn't getting any. Then he discovered the problem. A 12 year old boy was standing up the road with a hand painted sign which read "RADAR TRAP AHEAD!" The officer later found a young accomplice down the road with a sign reading, "TIPS" and a bucket full of money. (And we used to just sell lemonade!)

BETTER

A motorist was mailed a picture of his car speeding through an automated radar post in Plano, Texas. A \$40 speeding ticket was included. Being cute, he sent the police department a picture of \$40. The police responded with another mailed photo of handcuffs.

BEST

Young woman was pulled over in Austin, Texas for speeding. As the TX State Trooper walked to her car window, flipping open his ticket book, she said, "I bet you are going to sell me a ticket to the Texas State Police Ball." He replied, "Texas State Troopers don't have balls." There was a moment of silence while she smiled and he realized what he'd just said.. He then closed his book, got back in his patrol car and left. She was laughing too hard to start her car.

And Finally ... 10 lines to make you smile

1. My husband and I divorced over religious differences. He thought he was God and I didn't.
2. Some people are alive only because it's illegal to kill them.
3. I used to have a handle on life, but it broke.
- 4.. Don't take life too seriously; No one gets out alive.
- 5.. God must love stupid people; He made so many.
- 6.. Being "over the hill" is much better than being under it!
7. A journey of a thousand miles begins with a cash advance
8. Stupidity is not a handicap. Park elsewhere!
9. He who dies with the most toys is nonetheless DEAD.
10. I smile because I don't know what the hell is going on.

Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 24 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p> <p>W</p> <p>La-Z-Boy Corporate Monroe MI February 14 & 15 <u>Enterprise Value Stream Mapping</u> How to use the VSM tools to map admin processes. Contact Richard Kunst for info. Richard.kunst@la-z-boy.com Register at www.ame.org</p>	<p>T</p> <p>Wednesday 14, <u>CFN Precision</u>, contact Paul Kaulback, pkaulback@cfn-inc.com</p>	<p>T</p> <p>Wednesday 21, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 18, <u>CTS Corp.</u>, contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>C</p> <p>Lean Design & Development Conference Wed 18 to Fri 20 Chicago Contact www.iirusa.com/lean</p>	<p>T</p> <p>Wednesday 16, <u>Stackpole CSD</u>, contact Don Barber Don.Barber@stackpole.ca</p> <p>Consortium Shareshowcase</p> <p>Saturday 05 <u>CGL Guelph</u>, Contact Cindy Grolleman Grolleman@canada.com or Dave Deskur daved@cglmfg.com</p>	<p>T</p> <p>Wednesday 20, <u>Morrison LaMothe</u>, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 18 to Thur 21 Edmonton, Alberta Contact www.measureupforsuccess.com</p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 26, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 10, <u>CGL Manufacturing</u> contact Dave Deskur daved@cglmfg.com</p> <p>C</p> <p>AME National Conference Mon 29 to Friday Nov 2 Chicago Contact www.ame.org</p>	<p>T</p> <p>Wednesday 14, <u>Messier-Dowty</u>, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 12, <u>Orenda</u>, contact Brenda McIntosh brendamcintosh@orenda.com</p>