



The Next Step



QCDSM
LEAN BUSINESS EXPERTS

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QCDSM is not industry specific! It establishes the practice of Continuous Improvement based on Lean principles within a company. Winter 2013 QCDSM IN THE ACCESS GROUP AUSTRALIA.



QCD Systems was commissioned to implement the QCDSM method of Lean Management into Access Group Australia.. The Group employs over 130 employees plus 50 contractors and operates over \$200 million worth of equipment, giving them one of the largest fleets in Australia. Their intent is to become the Leanest provider of equipment in Australia.

THE LEAN JOURNEY

The Access Group was on its way to becoming an excellent company when it invited QCD Systems to assist it on this journey.

There are always stages on a journey and the same principle applies to the Lean journey.

However, what is a constant on all journeys once the 'maps' or 'route' are determined, is how well the travellers follow the chosen way.

The all-important culture:

This is where the main ingredient for a successful LEAN journey needs to be focused on - the people. This is when important decisions and actions need to be taken along the way to ensure that the stages along the journey are always reached and passed. Hopefully, this newsletter will help to point out those milestones in order for everyone to keep to the chosen way.

Every company develops a culture – it is something like its DNA. This

is what makes the Access Group, what it is. But, unlike DNA that is determined, the culture of a company can be adapted to ensure that it is up to date and able to overcome the challenges of the marketplace that is always changing.

So is it with the adoption of Lean principles through QCDSM. The process will implement a method that will enhance the present culture of Access by introducing a methodology on how to manage change and how to adapt to the new challenges facing the company. As with all change, resistance is inevitable and until and unless everyone involved is convinced that the process will enhance the efficiency and productivity of their areas, the journey may be delayed and in some cases, abandoned.

In taking this first step, Access has committed itself to a culture change in the way they operate that will move their company to the next step on its journey.

"Access Group offers the complete service solution for all your project needs. We offer equipment rental and purchase, certified training, 24/7 service and support and all backed by years of industry experience."

We wish them well with this decision

The plan for Access was to present their people with the opportunity of first participating in the Try Z seminars before being led through the process of setting up their Green Rooms.

So intent were their leaders in offering this to their people that they made the journey to Auckland to participate in a Try Z seminar before embarking on the journey in Perth, Australia.

The Group General Manager, Tom Fraser accompanied the CFO Nat Harrison together with the Group Operations Manager, Henk Oudman and the Tilt Trays and Low Loader Manager, Craig Plimmer. Tom Fraser had participated in a Try Z Seminar in 2008 when he was in New Zealand and after taking up his post in Perth, wanted Access to benefit from the system.

Upon their return they spoke about the seminar and how they envisioned the implementation of QCDSM would assist them in their quest for excellence. Their support of the process was very important.

How does a company sustain its Lean journey?

Not every issue can be fixed. Many issues remain until the company can address them within a time frame that is practical.

Therefore, every Green Room must develop a mindset on how to mitigate - either work around the issue or reduce the impact of the issue - until it can be resolved.

This is where the whole process of Ideas and Suggestions is so important. The effectiveness of your answer to that question can only be measured by the ideas and suggestions that are recorded and decisions taken to mitigate the issues.

The vital importance of the Idea/Suggestion database to the success of the LEAN process rests with this simple requirement:

'Every issue identified in the Green Room requires a corresponding attempt by the people of that Green Room to either solve or mitigate the issues through the ideas and suggestions that they offer.'

THE NUMBER OF IDEAS BASICALLY MEASURES THE EFFECTIVENESS OF THE GREEN ROOM . SUGGESTIONS ARE RECORDED TO EITHER SOLVE OR IN VIRTUALLY EVERY CASE, TO MITIGATE THE EFFECT OF THE ISSUE UNTIL A REAL FIX IS AVAILABLE.

Simply recording the issue day after day without any attempt to mitigate its effect is not the best route to take.

As with every journey, therefore, along the way you must take stock of the progress. Were any wrong turns taken, any directions not verified etc.? The requirement for a company the size of Access is that everyone in the company assumes the responsibility for not only their jobs, but also the performance of the area that they work in. The LEAN tools are very simple and easy to use. The challenge lies with you, the people.

The first stages of the LEAN journey for the Access Group Australia



**If it ain't broke, FIX IT!
You cannot manage what you do not measure!
Pay attention to Detail!
Different people need to do the same job in the same way!
The Green Room!**

All of the above and many, many more words of encouragement are needed when a company embarks on this journey. The ability to assimilate the message and make it their own is the greatest challenge.

The competition that developed between the 5 groups of Try Z participants was interesting to observe. It can be summed up in one incident that did occur. ([Go to www.qcdsm.com](http://www.qcdsm.com) and click on the Training tab. All the Access Try Z results are posted there.)

On the last day of the seminar, Station # 6 has epitomized the drive for productivity improvement with quality. The purpose of this station was to finally align and tighten the unit before passing it into storage. A special jig is provided and the challenge was to perform the task as quickly but efficiently as possible with quality. The record was established by Ballance Agri-Nutrients in New Zealand with 12 seconds. But Access stepped up to the plate; Jamie Giddens during the 2nd seminar achieved a 10 second result. This was remarkable. However, during the last seminar, Tanja Stiller broke that record at **9.53** seconds. Congratulations.



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The Try Z experience



The translation of Lean management and manufacturing into a company depends very heavily on helping all the people of the company to understand and 'experience' the principles. Combining the learning experience with a hands-on involvement results in many 'aha!' moments. Conducting the learning themselves enables them to test their theories, present their ideas and argue for them among their peers but more importantly to focus on the end goal the whole time.

In all the over 450 of these seminars we have conducted all over the world, this methodology has been proven to be the most effective when the principles need to be translated into the real life of the company. Having learned how to manage the efficiency and productivity of this little unit the translation into their area of expertise becomes much easier.

If you always do what you've always done, you will always get what you've always got.

Congratulations to all now involved in the setting up and participating in your Green Rooms. The transfer of your learning from the Try Z seminar to your real work area has begun. *Bon chance* on your new journey.

- Access Group Finance & Admin
- Access Group - IT
- Access Hire – Office
- Access Hire – Sales Reps
- Access Hire SA – Office
- Access Hire SA – Sales Reps
- Access Hire SA – Service
- Access Rentals – Office
- Access Rentals – Sales Reps
- Access Service – Admin
- Access Service – Diesel & Repairs
- Access Service – Electric Scissor
- Access Service – On Road
- Access Service – Paint and Prep
- Access Service – Stores
- Tilt Trays

The QCDSM-Access Business Model.

