



# The Next Step

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Winter 2014

**QCDSM**  
LEAN BUSINESS EXPERTS

**QCDSM is not industry specific. It establishes the practice of Continuous Improvement with full employee participation based on Lean principles within a company. It is a Formal Quality Program for companies.**



[www.instituteofgolf.co.nz](http://www.instituteofgolf.co.nz)

The Institute of Golf, Albany, New Zealand commissioned QCD Systems LTD to assist them to become a Lean company. Why would a company focusing on offering the opportunity of improving a person's golf together with providing an opportunity for the golfer to enhance their human performance through physiotherapy and other performance developments, want to become LEAN? It all has to do with CUSTOMER VALUE!

## THE LEAN JOURNEY

The Institute of Golf began the lean journey by implementing a system of continuous improvement in the way in which the services they offer are always on time and customer focused.

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 delivering the service to the customers**. 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.

It is important for every company to understand the 'culture of doing business' by the way in which they do business.

## THE INSTITUTE OF GOLF

Every company develops a culture – it is something like its DNA. This is what makes the institute of Golf 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 are always changing.

So it is with the adoption of Lean principles through QCDSM. The system will implement a method that will enhance the present culture of IoG by introducing a methodology on how to manage change and how to ensure customer value by adapting 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, IoG has committed itself to a culture change in the way they operate.

A selection of the picture and quotes are acknowledged from the Institute of Golf's web site.

## WHO WE ARE

IoG are synonymous with golf improvement.

Whether you're a seasoned touring professional an avid club golfer or a beginner, the Institute of Golf is the right step to take if you want to give your game the best chance of improving.

The Institute of Golf is New Zealand's leading golf improvement company.

Our service and product is unrivalled in multiple aspects that deliver a truly unique and performance enhancing experience to our clients.

Each client is matched with a hand picked and highly trained member of the team to ensure that the best experience and outcome is delivered.

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## How does a company like Access sustain its Lean journey?

Our fourth visit to the Access Group in Perth, Australia was to monitor and encourage the people of the company to move forward with their QCDSM implementation.

The main focus was their Green Room meetings. We found that with a little encouragement we were able to assist every meeting to focus more on the charts for their meeting and the use of the Agenda - both items critical to the process.

The most important take-away for all was the use of the very visual MATRIX chart.(see below) The purpose of the meeting is to identify issues that are affecting the performance and efficiency of the department. The MATRIX chart design is critical to visually show the issues affecting the area.

As each area began to post the recommended MATRIX chart, interesting things began to happen. The people became more involved in the meeting because they could very clearly see the issues affecting them.

Simply recording the issue day after day without any attempt to mitigate its effect is not the best route to take. The MATRIX chart enables the discussion and the generation of Ideas and Suggestion

As with every journey, therefore, along the way one 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 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.**

## The LEAN journey for the Access Group Australia as of September 2014

Try Z Seminar Access #9/10  
8th to 10th September 2014



Andrew Morrow; Maxime Deshogues; Chris Basinski; David Chamberlain; David Harford; Paul Greville; David Melbin; Kashmir Manah; Carole Cribb; Gordon McEwen; Joshua Tween-Cain; Daniel Horan.

### TRY Z ASSIGNMENT SHEET



Date:	8th - 10th September 2014		
Defects:	124	29	0
Time:	2651	2179	1457

Try Z Seminar Access #10/10  
17th to 19th September 2014



Bryan Newton; Michael Borrromei; George Moony; Steven Ward; Samantha Senior; Shironi De Silva; Bella Cummins; Vanessa Lombard; Richard Aguilera; Kristina Lumeste; Adrian Duacal  
Inserts: Jason Harvey; Lauren Criddle.

### TRY Z ASSIGNMENT SHEET



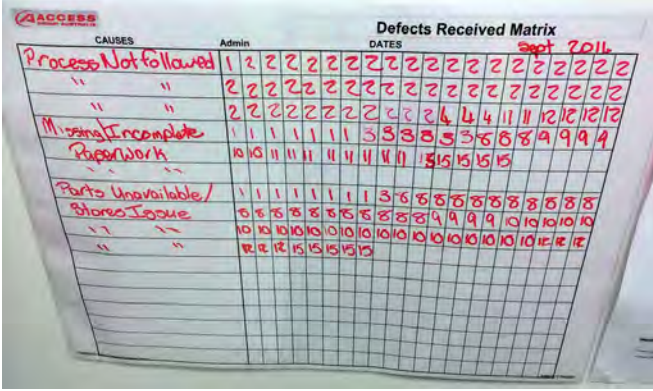
Date:	17th - 19th September 2014		
Defects:	30.80.14	13	0
Time:	2434	1955	1435

**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.

[www.qcdsm.com](http://www.qcdsm.com)  
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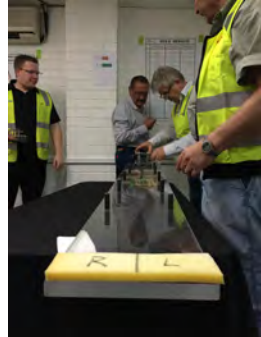
# The Try Z experience, September 2014



The all-important MATRix chart is truly the 'eye-opener' for those attending the Green Room meetings. It is used to display in graphic, visual format the actual issues which the department is experiencing and the number of times those issues are occurring monthly for their customers. The clarity of the data assists with the problem resolution.

The translation of Lean manufacturing 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. **This is what the Try Z Seminar does.**

In all the over 500 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 of the principles into their area of expertise becomes much easier.

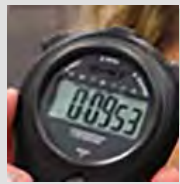
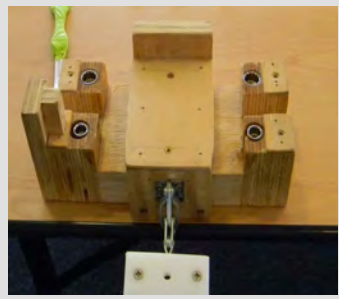


**If you always do what you've always done, you will always get what you've always got!**

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

- Access Group Finance & Admin
- Access Sales and Marketing
- 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

**Station 6 of the Try Z has become a bell-weather of excellent performance representing a well written DPS utilizing a well designed jig. The Access Group holds the record.**



1. Access St 6  
**09.53 seconds**  
World Record 2013

3. Access St 6 **08.41** Sept. 19<sup>th</sup> 2014 World Record – **George Moony**



2. Access St 6 **09.41**  
Sept. 10<sup>th</sup> 2014  
David Chamberlain

