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**QCDSM**  
LEAN BUSINESS EXPERTS

# The Next Step

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**QCDSM is not industry/business specific. It establishes the practice of Continuous Improvement throughout the Supply Chain with full employee participation based on Lean principles within a company. It is a Formal Quality Program for companies utilizing LEAN manufacturing and management principles.**

**Since 1988 we have had the privilege of working in a number of different companies on all five continents. The experience we have gained is remarkable. For this reason the format of our newsletter this time will be to offer an opportunity for all of you to assess how well your company is doing in pursuit of LEAN management and manufacturing through the practice of QCDSM**

## AMCOR LATIN AMERICA Cali, Colombia

We welcome the good folks of Amcor Rigid Plastics, Cali, Colombia into our QCDSM family. In April this year we travelled to Cali to present the Try Z seminar to this group and implement QCDSM into the Cali facility.

AMCOR Latin America has extensive manufacturing facilities throughout Latin America and it is their intention to standardise the quest for Lean manufacturing and management throughout the facilities there. Our next visit is to El Salvador in November.

The Try Z Seminar is always the starter training session.



The purpose is to demonstrate the QCDSM Lean Manufacturing and Management principles by setting up an actual manufacturing situation which is unknown to them. The training seminar is designed to enable them to apply lean principles to produce 15 plastics models of 68 parts in three production runs to achieve continuous improvement and a smooth flowing supply chain. The purpose? The transfer this knowledge into their facility.

The next step is to transfer the principles learned by hands-on practice to their work areas. QCDSM establishes a process to enable this transfer. We call it the Green Room meeting which is conducted daily in manufacturing and weekly in all the other departments.

We believe that combining this practical hands-on experience in the Try Z seminar with the transfer to the Green Room meeting process, the people of the company will have obtained a practical understanding of what Lean principles can achieve. When we introduce them to the Green Room meeting process they then understand how to apply the same principles in their work areas. The ideas and Suggestions they applied to obtain the remarkable results in their seminar will be the foundation of continuous improvement.

## ESTABLISHING THE PROCESS

Together with the physical requirements, the selection and training of the Leaders of the Green Room meetings is critical to the process.

The Agendas for each level meeting is the DPS (Detailed Process Sheet – a new one for each meeting – which controls the consistency of the meeting and establishes the QCDSM process.

**The 2<sup>nd</sup> Level Meeting** supports the 1<sup>st</sup> Level leader and enables the QCDSM 'supply chain process.'

**The 3<sup>rd</sup> Level meeting** and any other level meeting above this enables the performance of the 1<sup>st</sup> Level.

## The Green Room meeting check List

### The physical place:

- ✓ Set aside only for meetings
- ✓ Requires a set of specific charts / Agendas
- ✓ Small storage place for charts
- ✓ Well lit/somewhat quiet
- ✓ Red/Green/Yellow Markers

### The Charts

3 charts per category:

#### Daily/Matrix/YTD

**Quality:** External & Internal (required) Customer Concerns

Defects Received  
Defects Produced

**Cost:**

Downtime  
Extra Time  
Rework etc. etc.

**Delivery:**

Units Produced  
Customer Calls  
Payroll  
Jobs Completed

**Safety:**

Injuries  
Accidents  
Near Hits/Misses

**Ideas/Suggestion Tablet Attendance Chart**

### The Agendas

1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> level and upwards  
(Vitaly important for a well-run 1<sup>st</sup> Level meetings and for follow-up.)

1<sup>st</sup> Level Meeting Schedule  
2<sup>nd</sup> Level Meeting Schedule  
3<sup>rd</sup> Level Meeting Schedule  
Top Level meeting schedule

*We can provide you with PDF copies of training materials and any literature you may need to ensure compliance with QCDSM. Please also visit the updated web site and read through the various tags.*

**Email us:**  
[info@qcdsm.com](mailto:info@qcdsm.com)  
Web site  
[www.qcdsm.com](http://www.qcdsm.com)

## How does a company sustain its Lean journey?

The physical places for the 1<sup>st</sup> level meetings is the critical first step. The charts that are set up provides the environment for good meetings but the standardization of the arrangement of the charts is what is key to fruitful and good meetings.



The above chart arrangement is the template for Green Room wall set-ups. This picture is from the Finance department of our Client, Stabcraft in Invercargill, New Zealand. On page 1 above the list of charts required in a Green Room is detailed.

The result of this standardization of the wall charts ensures that the leaders of the 1<sup>st</sup> level meetings are able to conduct a well run, informative 10-15 minutes meeting.

The written DPS for these meetings and all the others is the Agenda. Without this the meetings lose focus and purpose. We cannot stress enough the importance of using these agendas.

If properly trained the leaders will impart good information with leading questions. This will encourage participation of the people and will result in an effective meeting.

(1<sup>st</sup> Level) Standing in front of the charts being discussed and pointing to the information being imparted is very important at the 1<sup>st</sup> Level to assist the attendees to link their performance to the results shown on the charts.

The **MATRIX** chart is the most important chart in the 1<sup>st</sup> Level meeting. This chart reveals the actual situation/s that have occurred and becomes the focus for questions, explanations and the generation of ideas and suggestions.



AMCOR, Cali, wanted to apply QCDSM in a slightly different way. They wanted Safety to lead the way and for the M, instead of Moral, they wanted Motivation. This rearrangement in no way affects the overall process.



In the two pictures above we transferred the Try Z experience into coaching their selected leaders on how to conduct a Green Room meeting before they actually began holding them in the company. We had contacted them 2 weeks prior to our arrival and coached them on how to collect data for the meetings. They simply began, with our explanations, to learn how to transfer the data they collected to a set of charts. This proved to be very effective.

After 4 months the Cali facility has developed a good QCDSM process after a very short training period. The Delivery set of charts across is a good example of how they have progressed. The 'picture' which speaks a hundred words indicates that there is an issue with their delivery and in the second chart, that issue is clearly defined by the number of entries. By being able to visualize the issue, the attendees of that meeting can now apply their experience and insights into developing ideas and suggestions on how to remedy this as they did in the Try Z seminar. The usual Tool meetings held in most companies simply talk about the issues.



## How does a company sustain its Lean journey?

A statement:

***“Every work area in a company is governed by the processes needed to complete the work in that area. Unwritten processes; incomplete processes; processes not properly trained etc.etc. lead to variations in the work and output. The purpose of processes is to establish standards so that consistent work is delivered. If people deviate from the processes, issues arise. “***

QCDSM relies on the fixed agendas to establish the process – the written DPSs through which QCDSM can deliver its purpose – efficient, clear, explanations to the people who attend. What went right, what went wrong and what they can do to fix it is visually displayed. Deviating from following the agenda will reduce the meetings to inconsequential results.

**THE NUMBER OF IDEAS GENERATED IS A MEASURE OF 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 second part of the 1st Level Agenda sheet completes the meeting. It provides the opportunity for the attendees to become directly involved in their area through their work assignments.

The 2<sup>nd</sup> and 3<sup>rd</sup> level and above meetings need to continually stress the importance of written current DPS documents and the resultant ideas and suggestions offered by the people as a result of discussing the issues revealed on the charts.

The results in a motivated workforce taking control of their areas and will effectively result in continuous improvement and an increase in productivity and efficiency.

**We cannot stress enough the importance of the use of the Agendas.**

### The 1<sup>st</sup> Level Agenda in summary:

1. Go through the full set of charts up to the Safety set beginning with Quality, E.g. External Customer Concerns: In all categories, point to the Daily chart and note the data. Then to the Matrix chart linking the Daily data to the specific issues and then show the overall performance - YTD. Do this for all charts. However, once you have completed one set of charts, e.g. External Customer Concerns, if the Matrix in this instance shows an issue/s, then invite the group to comment, to give ideas/suggestions and ensure they are noted. (Use the end of the meeting to allocate those who will pursue the ideas so as to obtain results.)  
Morale Tablet: Use this Tablet to review past ideas, their status and what needs to be done to expedite them. This is an essential part of the meeting.

### Page 2 of the 1<sup>st</sup> Level Agenda.

1. **Questions from the Charts:** Prior to the meeting select one or two issues you want to highlight during the meeting at this point based on the data for the day. Use this to problem solve and obtain ideas/suggestions.
2. **Feedback from Yesterday/Previous meeting/Previous Shift:** Always be sure to give feedback to your people especially if you could not answer a query during the previous meeting.
3. **Attendance:** Do not discuss an individual's attendance publicly but if necessary, use this section to encourage and praise their punctuality.
4. **Ideas and Suggestions (Ideas Presented / Resolved / Pending):** Use this to delve deeper into the Idea/Suggestion process and generally encourage and promote them. Make sure you keep them up to date regarding the pending ideas vs the outstanding ideas that need action.
5. **Announcements/Todays Targets:** After addressing these items always send them off with words of encouragement and support.

**( You may alter, add, remove items here but always do so to improve the participation of the people. Copies of these agendas are included in our email to you.)**

### The 2<sup>nd</sup> Level Agenda.

This is probably the most important meeting of the whole QCDSM methodology. It is the 'glue' that binds the process. The manager of the 1<sup>st</sup> Level leader uses this meeting to monitor, direct, encourage and deal with issues that are occurring in the department. This is why holding this meeting after the 1<sup>st</sup> level meeting and doing this religiously will ensure that QCDSM will be entrenched as the way to do business. Our worldwide experience has shown us that when QCDSM falters it is because the meeting structure is not operating correctly.

This 2<sup>nd</sup> Level agenda does two things. Firstly, it records the most important issues brought up in the 1<sup>st</sup> Level meeting and allocates how to resolve them ensuring that the 1<sup>st</sup> level leader can give good feedback to the 1<sup>st</sup> level meeting. Secondly, this meeting reviews Page 2 of the 1<sup>st</sup> Level meeting's agenda to ensure that proper attention is being paid to issues.

### 2<sup>nd</sup> Level Agenda:

**Page 1:** If it is the very first meeting, the manager begins with the section: ITEMS FROM 1<sup>st</sup> LEVEL MEETING. The 1<sup>st</sup> Level Leader mentions the most important issues of that day or that week. They discuss this and enter ACTION PLANS for the issues.

The manager then prepares for the next day/weeks meeting by transferring the ACTION PLANS decided on, onto a new Agenda sheet in the section: ITEMS FROM THE PREVIOUS MEETING. This is the section that begins the next meeting and so on.

**Page 2:** This focuses on issues, ideas/suggestions/Safety etc. Remember the manager is also the coach of the 1<sup>st</sup> level leader. Therefore, the 2<sup>nd</sup> level meeting is as much attending to business as it is also to coach.

**The 3<sup>rd</sup>, 4<sup>th</sup> levels etc. Same Agenda, modified if necessary, but held weekly/monthly. (ICC = Internal/External Customer Concerns.)**

### COACHING, MENTORING, COMPLIANCE

ARE THE CHARTS UP TO DATE?				
ARE THE ICC'S BEING GENERATED?				
ARE SUGGESTIONS BEING OFFERED?				
ARE NEAR MISSES BEING CHARTED?				
IS THE TEAM RECEIVING ICC'S AND WHAT IS BEING DONE?				
HAS THE NEED FOR DPS' BEEN IDENTIFIED?				
IS THE LEADER STEERING THE TEAM TO RESOLVE PROBLEMS?				
WHAT IS THE TEAM DOING TO ACHIEVE IT'S TARGETS?				
WHAT ISSUES HAS THE TEAM BEEN UNABLE TO RESOLVE?				
IS THE GREEN AREA MEETING FUNCTIONING AS TRAINED?				
OTHER				





QCDSM

in action