



Spring
2018

New Zealand



QCDSM
LEAN BUSINESS EXPERTS

The Next Step

QCDSM/SQCDM establishes the practice of Continuous Improvement throughout the Supply Chain of any business with full Employee participation based on Lean principles.

Since 1989 we have had the privilege of working with a number of different companies on all five continents. The experience we have gained is remarkable. What is QCDSM and how can this system involve all your people in continuous improvement thus becoming the LEAN business culture of your company?



Editorial by Peter J Paola and Willem J Botha,

Our website contains much more information and we invite you to visit it: www.qcdsm.com

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The QCDSM System - The Return on your Investment?

Everyone (we have included others) receiving this Spring Newsletter has invested in the QCDSM/SQCDM System in their company.

The decision to do this may have been arrived at considering many different points of view. But, we believe, that perhaps the most important was to obtain a method, a structure, whereby they could involve all the people to ensure that the products/services are giving the customers, yes, and the suppliers the best possible service and cost.

There are many other methodologies available but we believe that your choice was made because you believed that the QCDSM/SQCDM system provided you with a focused methodology of really involving your people in the quest for quality, safety, efficiency and productivity.

How is it going? Surely with any investment, reviewing its performance is a critical part of the decision. Has QCDSM/SQCDM given you the return you expected?

But, we must ask it another way. Has your company embraced the methodology trained and is it being followed as trained?

We believe that the return on the investment involves this process. Firstly, do it the way it was trained.

Ensure that it has become the 'culture' of the company. Continuously improve on it and introduce improvements to suit your needs. If the above applies, then the question is very relevant.

Our Offer

We have always been interested in your progress but we also believe that a review of the principles and methods and the rationale behind your first decision needs to be revisited.

We are prepared at nominal cost in time and expense to you, to offer over the internet, a method of reviewing your QCDSM/SQCDM as it is being practiced now in your company. We would review the status quo, obtain your input and comments and depending on our findings, will be able to offer succinct and informative review sessions to focused groups in your company.

Our purpose would be to present the basic methodology and then enter into a dialogue with you on how to sustain your system incorporating the improvements that you have introduced.

One caveat however, needs to be stated. The basic structure has been proven to support the outcome you first intended. If any of the basic methods are missing, changed, or are not being followed, we will be able to inform you of this and leave it to you to decide on the next steps.

Approached this way the review of your investment will allow you to make the necessary decisions on what to do.

The Try Z Seminar

QCD Systems can claim uniqueness with our Try Z Seminar. We have not discovered another seminar that offers what the TZ offers, viz. an opportunity for individuals and groups to truly experience, first hand with their direct involvement, the methodology that achieves the goals of LEAN resulting in safety, efficiency, productivity and customer satisfaction in their areas and in the company.

Many of your people experienced this when they attended the TZ. However, you must have people who have been hired in or changed who have not experienced the seminar since the implementation.

It you believe that the TZ experience is **THE** explanation that is best understood to achieve your goals thereby opening the way for the QCDSM/SQCDM structure to be implemented, then perhaps offering this experience to those people could be part of the reviewing of your investment.

What is involved – next page

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.

Headquarters are in New Zealand.

Email:

info@qcdsm.com

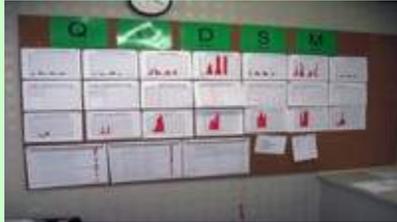
Web site

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How does a company sustain its Lean journey?

The physical place for the 1st level meetings is the critical first step after the Try Z seminar. The charts that are set up provide the environment for good meetings is the **standardization of the arrangement of the charts** and is what is key to fruitful and good meetings.



The above chart arrangement is an example of a template for the Green Room wall set-up. Left to Right – Q. C. D. S. M with the Daily, Matrix and YTD charts under each category.

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

The written DPS for these meetings is the **Agenda**. Without the Agenda, 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 the participation of the people and will result in an effective meeting.

(1st Level) Standing in front of the charts being discussed, and pointing to the information shown on each chart, is very important at the 1st Level to assist the attendees to link their performance to the daily/weekly results recorded on the charts.

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

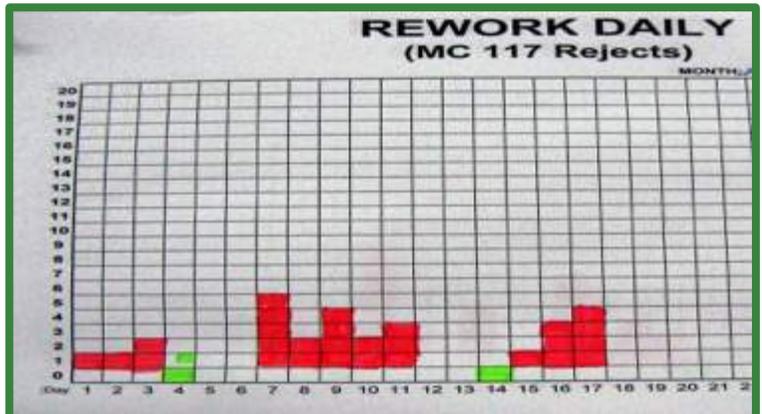
What is involved?

If you decide to REVIEW YOUR INVESTMENT, QCD Systems has two scenarios to provide the service.

1. Using the internet, and apart from the Try Z seminar - must be on site, we are able to assist you in reviewing the Green Room meeting structure in place in your company..

2. We will set up a training intervention in your facility to not only conduct the Try Z Seminar, but also to assist you in reviewing the Green Room meeting structure.

There are a number of other QCD training sessions enabling the system. For example we provide training on how to write and establish procedures, the backbone of continuous Lean management, which we call the DPS' - (Detailed Process Sheets)



REWORK MATRIX	
CAUSES	MONTH: 2011
Lump Model	1 9 10
Lump Straps G. drum	2
High Gmps	3 3 9 9 11
clean roller	7 7 7 7 8 9 10 11 15 16
Wet Product	7 16 17 17 17 17
check roller	8
Lump mm162	11
Screen Self Army	16

The Rework Daily chart, example above, posts data for the meetings. The 'picture' (Chart) which speaks a hundred words, indicates (top) that there is an issue with their product from different customers over a number of days. On the second chart, (Rework Matrix) those issues are clearly defined by the number of times individual defects are reported on. The horizontal red bars against the individual issue record the number of times a particular defect has been reported on and the date it occurred. By being able to visualize and actually see the extent of the issues, 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. Unfortunately, Production Meetings etc. held in most companies only talk about the issues.

How does a company sustain its Lean (QCDSM/SQCDM) 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 procedures, therefore, is to establish standards so that consistent work is delivered. If people deviate from the processes, issues arise. “

QCDSM/SQCDM relies on the fixed agendas to establish the process – the written DPS for Agendas, through which QCDSM/SQCDM can deliver its purpose. What went right, what went wrong and what they, the people, 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 2nd and 3rd 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.

This 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 strongly enough the importance of the use of the Agendas for each category of meetings.

The 1st Level Agenda in summary:

1. Go through the full set of charts up to the Safety charts, 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 and to give ideas/suggestions. Ensure that they are recorded. (Use the end of the meeting to allocate those who will pursue the ideas so as to obtain results.) Idea/Suggestion 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 1st 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 2nd Level Agenda.

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

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

2nd Level Agenda:

Page 1: If it is the very first meeting, the manager begins with the section: **ITEMS FROM 1st LEVEL MEETING.** The 1st 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 go 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 1st level leader. Therefore the 2nd level meeting is as much attending to business as it is also to coach.

The 3rd, 4th 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

The Amcor Rigid Plastics, San Salvador Try Z experience 2016

Defects Received Matrix

CAUSES: Process Not followed, Parts Unavailable/Photo Issue

DATES: Sept 2014

The day/s of the month on which the issues occurred, sometimes more than once.

The Issue/s

TARGETS

	PRODUCTION 1		PRODUCTION 2		PRODUCTION 3	
	TARGET	RESULTS	TARGET	RESULTS	TARGET	RESULTS
DEFECT FREE UNITS	13	0	13	12	13	13
PARTS INCORRECTLY FITTED	5	15	5	1	3	0
PRODUCTION TIME	3040	3142	3458	2719	1292	1871
PERFORMANCE TEST AV: 15 UNITS	3.6	2.9	4.0	4.47	4.5	3.7
NUMBER OF UNITS UNDER 3 POINTS	3	6	3	1	1	4

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

Take note of the performance data above by the Amcor, San Salvador Try Z group. Remember they had no experience in assembling these 15 plastic models of 68 parts each. After the first run they applied their experience and expertise to develop jigs and tools using ideas and suggestions, rewriting the DPSs and training the new operators – 6 new operators each run.

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 Try Z learning experience with a hands-on involvement, results in many 'aha!' moments. Involving the people directly in the learning enables them to test their theories, present their ideas and to 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 experience taught them.**

The performance test required each unit to run down the track and pass all 5 bollards without knocking them over. They went from a 2.9 out of 5 average to 3 bollards knocked down. They had to devise a way to align the wheels so the unit scored a clear run, and passed all 5 bollards. Their final average was 3.7 (3.0 is standard.)

In all the over 400 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 Try Z unit, the translation of the principles into their area of expertise becomes much easier.



VES II RESULTS

Run	Time	Score	Notes
1	5.0	5	
2	5.0	5	
3	5.0	5	
4	5.0	5	
5	5.0	5	
6	5.0	5	
7	5.0	5	
8	5.0	5	
9	5.0	5	
10	5.0	5	
11	5.0	5	
12	5.0	5	
13	5.0	5	
14	5.0	5	
15	5.0	5	
16	5.0	5	
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44	5.0	5	
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48	5.0	5	
49	5.0	5	
50	5.0	5	



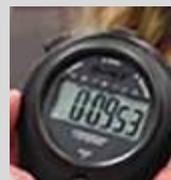
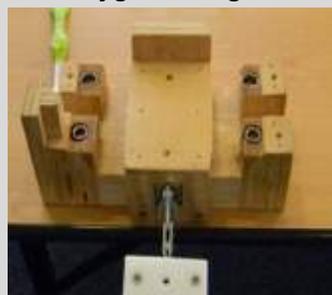
2.9 4.4 3.7
3.0 is the Standard

The selection of pictures below represents the work of the groups in the Try Z seminar using the data collected from a previous production run to continuously improve their results.

Station 6 of the Try Z has become a bell-weather showing the excellent performance achieved with a well written DPS and utilizing a well designed jig. The Access Group AU holds the world record time.

The purpose is to use 6 different operators for each of 3 production runs to build 15 units in 6 stations so as to obtain the minimum production time with maximum efficiencies and zero defects.

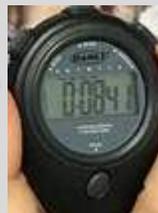
From no jig to this Jig for St. #6



1. Access St 6
9.53 seconds
World Record 2013

The three attempts at this task result in the removal of waste, the use of 5S principles, the generation of ideas and suggestions to continuously improve. The most important learning is after observations, to speak to their supply chain both customers and suppliers and to ensure that they not only get what they need, but provide what the next station needs. Below is the result for PowerBar holding the world record since 1999. 0/1066 = 0 Defects on 1066 secs for 15 units. The ultimate is 0/1000!

3. Access St 6, 8.41secs
Sept. 19th 2014
Present World Record
George Moony



2. Access St 6, **9.41**
Sept. 10th 2014
David Chamberlain



POWERBAR, BOISE, IDAHO

WORLD RECORD HOLDER		
Run	Time	Defects
1/28/99	57	0
257	1846	1066



QCDSM

in action