

Team work & continuous process improvement

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Team work and
continuous process improvement
...continuous improvement in daily business

Project “Facilitation of work groups on shop floor”

Project scope

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This documentation is based on the project „Facilitation of work groups in a shop floor environment” in a medium sized manufacturing company

Objectives were the revitalization of an existing team work process and the design of a supporting organization as an external “Lean”-Expert and Facilitator

250 employees from manufacturing, warehouse and shipping divided into 16 groups were involved in the project

The duration of the project was 9 month and included more than 90 events. On average 4 facilitated events a day took place on shop floor on 2 days per week

Why group work?

Objectives and Actions

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Objectives

- Improvement of Business results
- Long term protection of jobs

Actions

- Decrease production- and product-costs
- Simplification of workflows
- Delegation of decision making
- Involve employees in decision making processes
- Continuous process improvement processes should assure product quality in production
- Meet customer expectations and market needs

What is group work?

Definition:

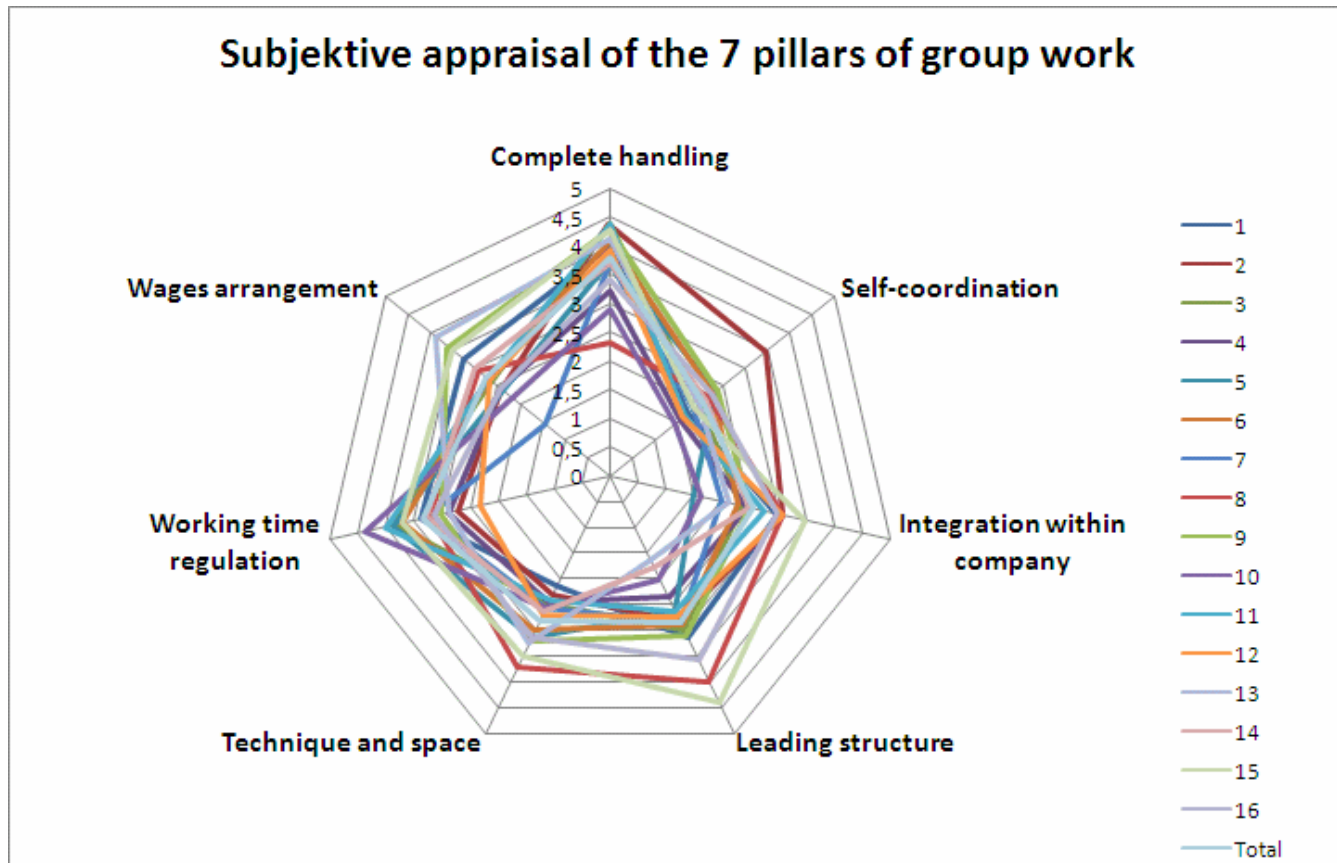
- ➔ Group work is the collaboration of multiple employees with a shared task
- ➔ The task itself is clearly defined/scoped and can be controlled by the group itself
- ➔ The team controls the allocation of work and job rotation taking into account general technical and organizational specifications

Analysis phase with assessment of the current situation within the single groups

Current situation determined with subjective appraisal

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The subjective appraisal of the 7 pillars of group work using a standardized questionnaire within the particular groups shows improvement potential of the group environment.

Specific Group training

- Identification of waste in daily business on shop floor -

The 7 types of waste

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- ➔ Unnecessary motion
 - ➔ Waiting time
 - ➔ Transport
 - ➔ Correction
 - ➔ Overprocessing
 - ➔ Overproduction
 - ➔ Inventory
-
- ➔ **+ Wasted manpower**

Specific team training

- Quality tools used during the problem analysis within the particular groups -

The 7 quality tools

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Defect collection:

- Defect check sheet

Defect analysis

- Pareto-diagram
- Cause-and-Effect diagram (Fishbone-diagram)

Facilitation techniques

- Brainstorming
- Idea cards and prioritization (N/3-Methode)

Process analysis

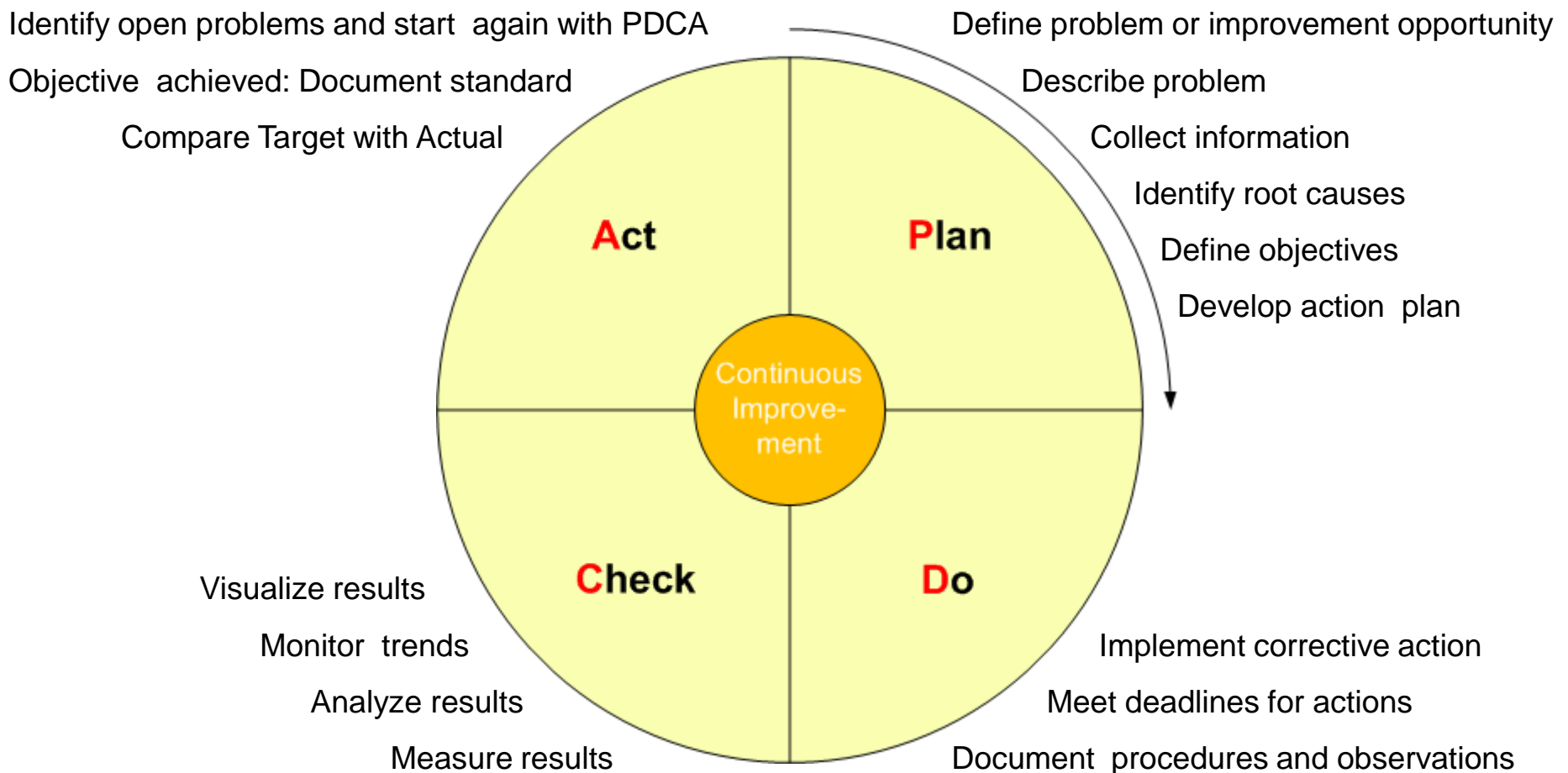
- The 5 „WHY“ Questions
- Flowchart

Basis for the improvement process is the circle of quality (PDCA-Circle)

The quality circle with the 4 phases

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Team discussion process

Quality circle and continuous improvement process

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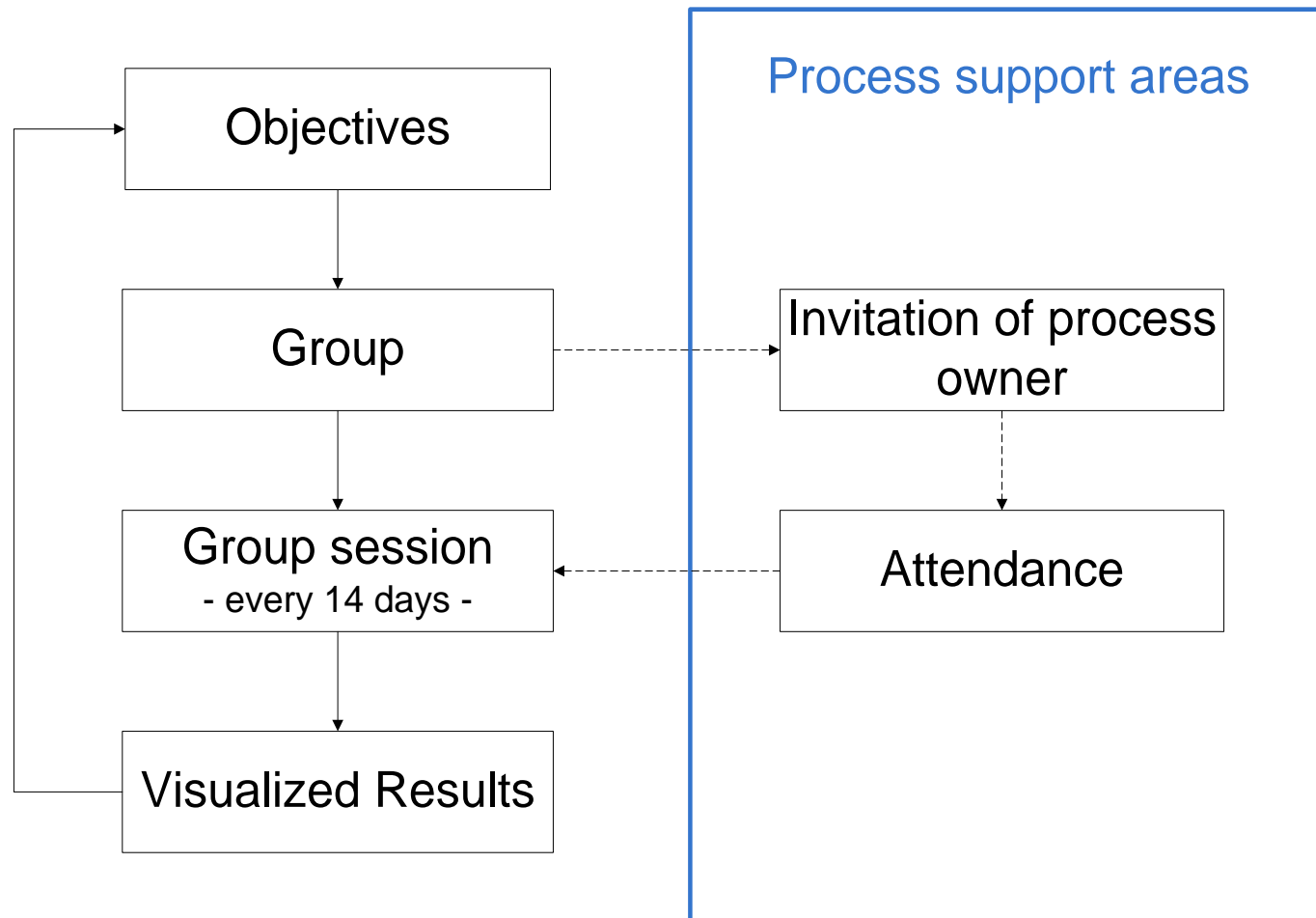
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Every group follows a standardized process

- Generate and document ideas
- Define actual problem
- Specify expected results
- Plan corrective actions and assign responsibility
- Implement corrective action
- Measure results
- Standardize process
- Visualize results



Group session process



Single team presentation with activities and results

The whole process visualized with the PDCA Circle

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The team is shown in Phase 4 of the quality circle. Team members are responsible for their actions and the sustainable implementation

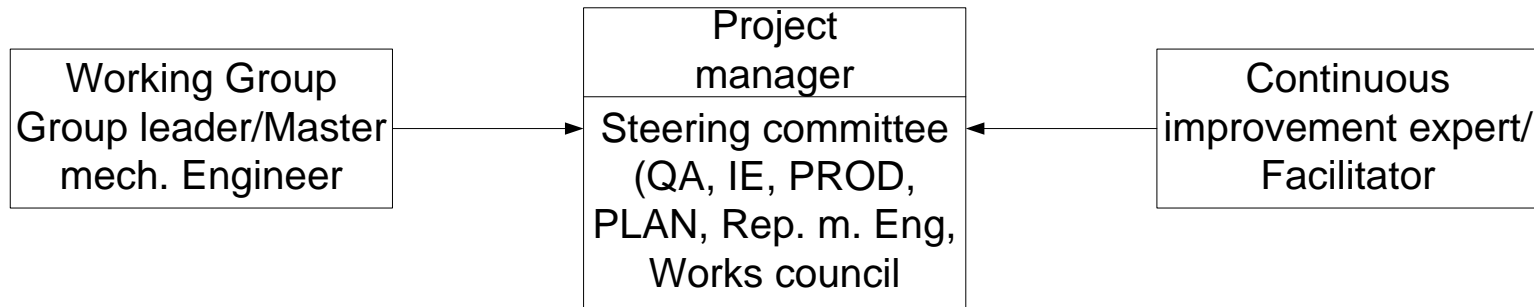


Making the process stick.....

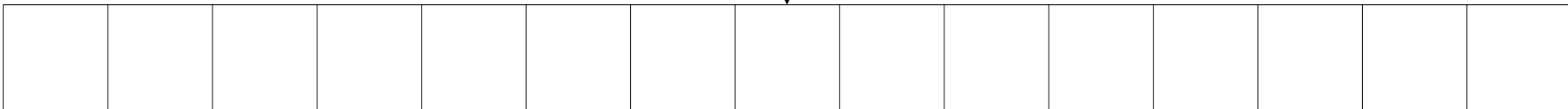
Project organization

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16 Groups



The teams are supported by a continuous improvement expert, at the beginning from an external resource. The Steering committee consists of managers of all production support areas together with the works council. The working group „Teamleader/Master mech. Engineer” deals with overall issues regarding team work.