Managing for Daily Improvement (MDI)

Brad Brown – Grand Rapids Fire Department
Rob Pease – Tyson Foods

2015 MLC Annual Conference
2015-08-12
Agenda

• Introduction
• Group Kickoff
• Goals → Create
• MDI → Create
• Huddles
• Wrap Up
Objectives

• Discuss MDI’s purpose
• Discuss how goals and MDI partner
• Illustrate components of MDI
• Start/Revive MDI
Company Intro and Rules

- Review the company fact sheets (Handout)

- Rules of Engagement
  - One Group Leader
  - One spokesperson – only person to travel between groups and report out
  - One scribe
  - The rest are stakeholders
Let’s Meet Our Groups

• Introductions (5 min)
  • Standard Work – Name, Company, Years in Lean, Experience with MDI

• Work (5 min)

• Corporate Report Out of Success and Challenges (2 min)
Goals

- Elements of a good goal *(Handout)*
  - S – Specific
  - M – Measurable
  - A – Attainable
  - R – Realistic
  - T – Time bound

- Strategic vs. Operational Goals
- What are KPI’s *(Handout)*
- Process to set goals *(Handout)*
Pick a Process for Planning

Zeeland Plant Hoshin Plan Update Process

**Why:**
To outline and standardize the process to update our Hoshin plan on a yearly basis.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic Plans will be incorporated in FY17 plans - Plant manager, Ross Myers, CI team</td>
<td>Conduct in 1st Period of Q2 of FY16</td>
</tr>
<tr>
<td>2</td>
<td>Create a list of few priorities for FY17 - Plant manager, CI team, management team, key committee/project leads</td>
<td>Completed by 2nd Period in Q2 of FY16</td>
</tr>
<tr>
<td>3</td>
<td>Brainstorm improvements and analyze value stream performance for opportunities in respective areas - Plant manager, CI team, value stream manager, supervisors, and key project/committee leads. Add selected projects to #3.</td>
<td>Complete by 3rd Period in Q2 of FY16</td>
</tr>
<tr>
<td>4</td>
<td>Review Projects - Value stream manager submit projects to plant manager</td>
<td>Completed by April 1, 2016</td>
</tr>
<tr>
<td>5</td>
<td>Feedback on projects - plant manager meets with value stream managers to solidify which projects will be completed</td>
<td>Completed by April 15, 2015</td>
</tr>
<tr>
<td>6</td>
<td>Value stream managers modifies goals and submits to plant manager and CI team with metrics and owners assigned</td>
<td>Completed by April 22, 2015</td>
</tr>
<tr>
<td>7</td>
<td>Owners complete work breakdown details, including the timeline, and cost savings (if necessary). Note: Period 1 projects for the next FY are to start 2 months prior to FY start to realize full savings.</td>
<td>Completed by 2nd Period of Q3 in FY16</td>
</tr>
<tr>
<td>8</td>
<td>Plant management reviews the key tasks as a standardized weekly scorecard meeting agenda item</td>
<td>Weekly Review</td>
</tr>
</tbody>
</table>


---

Without standards we cannot agree on the “best way today,” and we would not have solid ground to improve on tomorrow.
Pick a Process for Planning

**Step #1 Strategy Input**
- Conduct Internal Analysis
  - GRFD Survey
- Conduct External Analysis
  - SWOT
  - Citizen Input
  - Business Input
- Review Past Performance
  - FY11-15 Strategic Plan
  - City Sustainability Plan
  - Other Measures

**Step #2 Strategy Development**
- Confirm
  - Vision, Mission, Values
  - Strategic Direction
- Validate
  - Measures/Targets
  - Develop Action Items
- Finalize
  - Final check
  - Formatting

**Step #3 Strategy Deployment**
- Incorporate
  - Budget
  - Projects
  - Planning
- Deploy Plan to GRFD
  - Hard Copy
  - Website
  - Training

**Step #4 Strategy Execution**
- Focus on Improvements
  - Evaluate lagging goals
  - Realign resources
- Recognize
  - Celebrate Achievements
- Review Performance
  - 4 Pillars
  - Strategic Plan board

**Timeline**
- October—December
- January—March
- April—June
- July—Ongoing
Create Goals

- Create Strategic & Operational Goals (10 min)
- Work (5 min)
- Corporate Report Out Success/Challenges (5 min)
What is MDI?

- Management system for managing and sustaining continuous improvement
- It is visual
  - Very easy and quick (glance) to understand if it needs attention
Examples of MDI Boards

Plant level, station level, and value stream problem solving level
Components of MDI

- Components include:
  - Visual management boards (Consider Standard Work... Handout)
  - Daily huddles
  - Daily Audits
  - Suggestion systems
  - Leadership Standard Work (Handout)
  - Problem Solving

- Add the ER → SMARTER Goals
Create MDI Boards

• Add ER (5 min)
• Create Boards (3 min)
  • Cost, Quality, Service, Teamwork
  • May add other areas like Celebrate/News, Problem Solving
• Place goals on sheets (2 min)
• Create an Andon (1 min)
• Share your boards (1.5 each)
Time to work

- Improve your process – Discuss/Do (3 min)
- Make product (3 min)
- Update MDI boards with progress (3 min)
- Create Leadership Standard Work (7 min)
Huddles

• Can these be standardized (Handout)?

• Elements of huddles

Standard Work
Monday MDI Huddle

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Strategic Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reviewed By: Chief Knapp</td>
<td></td>
</tr>
<tr>
<td>Reviewed Date: 2015-06-15</td>
<td></td>
</tr>
<tr>
<td>Owner: SPO Brown</td>
<td></td>
</tr>
</tbody>
</table>

Purposes:
Standardization of the Monday morning Managing for Daily Improvement (MDI) huddle to ensure maximum information transfer and decision making within the 45 minutes of time allotted.

Procedures:
On Monday mornings at 8:30, the site chief, deputy chiefs, and strategic planning officers will assemble at the North end of the East hallway outside of the Apparatus/Building office. Board owners will join in the walk as their board is reviewed.

This meeting will take place on the first workday after Monday if it is rescheduled due to a holiday or other extenuating circumstances.

The boards will be updated by the program manager or designee prior to the huddle, including the MDI outstanding items list that is posted by the planning division in the current projects area.

The colors on the MDI boards have specific meaning:
- **Black**: Normal information
- **Red**: Not noting target or question from Quality Assurance personnel
- **Green**: Achieving target

At 0830 the meeting will commence, with each board owner having approximately 5 minutes to review their board with the following format:
1. **Minute**: Review outstanding work from previous week as indicated in email sent by planning
2. **Minute**: Changes in performance (hit/run/no hitting targets) indicated by **Red**/**Green**
3. **Minute**: Discussion to solve a problem, make a decision on schedule follow up meetings/work

The exception to this format will be the budget boards (a general overview on goals/targets and how the budget is trending) and the apparatus/building board (each major project will receive a quick status update).

The order of the boards is as follow (w/ predicted time):
1. Apparatus/Buildings (08:30-08:35)
2. Budget Board (08:35-08:40)
3. IT (08:40-08:45)
4. EMS (08:45-08:50)
5. Support Services (08:50-08:55)
6. Wellness (08:55-09:00)
7. Prevention (09:00-09:05)
8. Training (09:05-09:10)
9. Response (09:10-09:15)
10. ISO (09:15-09:20)
11. Strategic Planning (09:20-09:25)
12. Accreditation (09:25-09:30)
Wrap up (09:30-09:35)

At each board is reviewed, the QA data will be updated and initialled and the red/green indicator will be adjusted to reflect the accuracy of the board (**Red**= needs work, **Green**= updated). Following the end of the meeting, the planning division will update the standard email that captures the high level overview for each area and what work needs to be accomplished, in addition to posting outstanding items on each board.
Meetings

- Can these be standardized?
- Standardized components

**Standard Work**

**Command Staff Meetings**

**Purposes**

To make the best use of time, command staff meetings will follow a standardized format that will cover all main areas and will have items for open discussion at the end within a three-hour timeframe.

**Procedures**

The meeting will begin with a centralized staff member in charge of the meeting minutes and keeping track of the time, serving as the meeting facilitator. Notes will be taken on the standard meeting notes template, and tasked on dry erase boards with photos taken at the end of the meeting. The meeting will cover the following main areas of focus:

- **Agenda Review:** Meeting facilitator will present the agenda which is outlined on the dry erase board by topic heading and presented time (example: Previous meeting minutes 0841-0900). This area should take 5 minutes or less.
- **Previous Meeting Minutes:** The previous meeting minute action items will be covered. These items will also be placed on the dry erase board with action items and parent assigned. A disposition of open, closed, done will be assigned. For each topic area, the current action items assigned to a template, doing should have expected completion date. This item should take 10 minutes or less.
- **Strategic/Operational Plan Report Out:** The strategic and operational plans will be reported on using standard templates. The strategic and operational plans of areas will be included in the meeting with report out template filled out in hard copies. There will be a brief (2 minutes or less) report out of these plans, with questions from the audience and hand hard copies from meeting facilitator. The entire process for each area of focus should be 5 minutes, for a total of 25 minutes.
- **Educational Component:** The command staff meetings will include an educational component from either internal or external staff. New training programs, planning methods, project management tools, etc. will follow the command staff gear. This item should take an hour or less.
- **Problem Identification/Decision Making:** This is where current problems are discussed using the problem solving card format: 1) describe the problem, 2) describe the desired condition, 3) what is preventing you from fixing the problem, 4) what do you need to do to fix the problem, 5) what needs to be done next, 6) who will do it, 7) when will it be done, 8) did you achieve your desired condition. This area should take 30 minutes or less and focus on the most pressing 2 to 3 problems.
- **Report out/Open Conversations:** After all of the reviews, report outs and problem solving, open conversation is allowed to bring up any issues, express concerns and get up to speed on current events. This area should take 30 minutes or less.

**Meeting Wrap-up:** The meeting facilitator will review identified action items, set the next meeting date, time, and hand out hard copy operational notes. The next month’s meeting: Open the meeting is dismissed; the facilitator will take notes of the white board, set meeting notes and schedule the next meeting in Outlook, attaching the documents. All files will also be loaded onto the drive, report services/command staff meetings. Please label files with the YYYY-MM-DD format (example: 2016-06-04 Command Staff Meeting Notes or 2016-06-04 Command Staff Meeting Photos). This should take 10 minutes or less.
Last Chance

• Make desired process improvements (3 min)
• Work (7 min)
• Update boards (2 min)
• Report out (VS, plant, then Corporate)
Lesson’s Learned

- Virginia Satir (1964) – Life improvement by transforming the way you see and express
- Elisabeth Kubler-Ross (1969) – How to deal with an intimate death
Lesson’s Learned

• Reference challenges mentioned
• Include ER in the goal setting phase of MDI
• Standardize current state with a slight push
• Start – Top down or with an early adopter
• Trouble shooting guide:
  • Visual and easy
  • Daily Huddles
  • Goals clear and understood
  • Standardization
Thank You!!!

Brad Brown
bbrown@grcity.us

Rob Pease
Robert.Pease@Tyson.com