

Improvement Kata



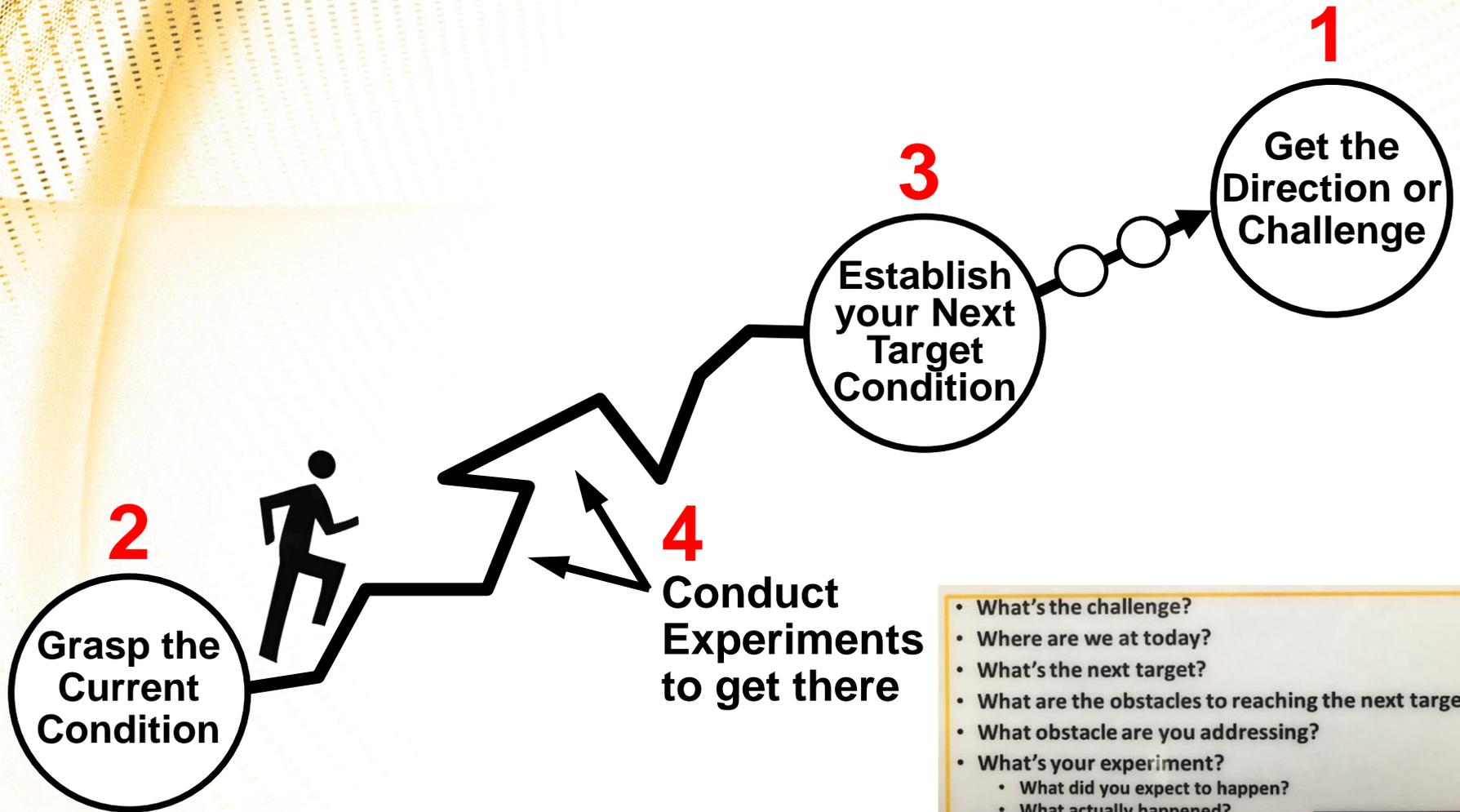
IK Makes the Impossible Discussable

Kata and Continuous Improvement at The Andersons

- Who we are
- Our approach to CI
- Training
 - (100 attendees so far)
- Applied Learning
- Why Kata?
- Next Steps



THE FOUR STEPS OF THE IMPROVEMENT KATA APPROACH



- What's the challenge?
- Where are we at today?
- What's the next target?
- What are the obstacles to reaching the next target?
- What obstacle are you addressing?
- What's your experiment?
 - What did you expect to happen?
 - What actually happened?
 - What did you learn?

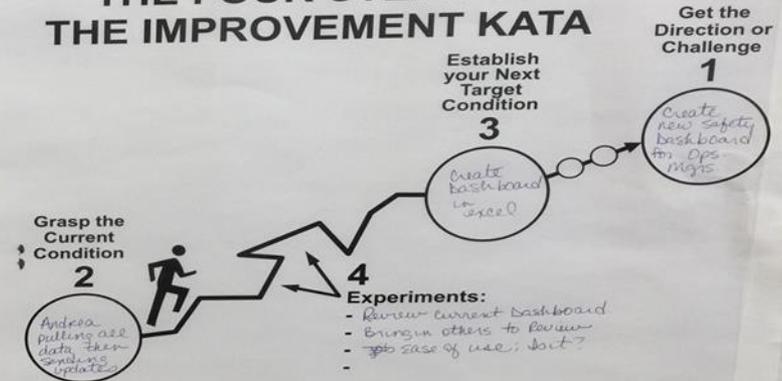
4 Panel

Process Ops Safety Dashboard Date: 3/7/16

Current Condition / Target Condition

Current Condition	Target Condition
Andrea completes monthly updates from various databases and forms to complete the overall dashboard of where we are at in various safety programs such as LPP, RSE, etc.	Operations and/or S/S chairs own their own store and complete their own detail monthly on a shared safety dashboard.

THE FOUR STEPS OF THE IMPROVEMENT KATA



Process Ops Safety Dashboard Date: 3/7/16

Obstacles

1. Change Management; people don't like change.
Management support
2. Various databases utilized
- changing at some point
3. Training
- where to find data cheat sheets on job aids
- how to use
4. Time
- for me to design as well as for them to complete
5. Audits - monthly deadlines and checks/balances
6. Data from others (areas) needs to be provided in a timely manner and as we will need to complete (potentially an area of dashboard) later than deadline.
7. Technology challenges - bandwidth equipment plus breadth of pc program knowledge across the board.

Process Ops Safety Dashboard Date: 3/7/16

Experiment:	What do you expect?	What actually happened?	What did you learn?
User Friendly Dashboard Seek Feedback from end user	People to use, easy for them correct data.		
Audit monthly and provide coaching as or when needed.	complete by deadline by all facilities monthly feed back and check in		

Scott Paul – Production Supervisor

➤ How does what you've done before differ now after your training?

- Before the training, and operations, the of including the criti optimization, which of the improvement pebbles; the 5 "Why" and change the curr are able reach the s stage.

LOCATION: Upper Sandusky	TASK: Return Procedure	Date: 3/27/2016
1	Before accepting ANY return employee must check with front office or supervisor that the return has been OK'd to be received.	
2	Use a RED clip board with a Merchandise Return Form located on the master shipment board (PIC 1) to record necessary information to receive in returned merchandise. (PIC 2)	 1
3	Place the returned merchandise in the return area (PIC 3). Place the completed Merchandise Return Form and red clip board with the returned merchandise (PIC 4).	 2
4	Notify supervisor that a return has been received. Supervisor will then notify proper department that product has been received and needs attention.	
5	Within 48 hours of receiving, the returned product needs to be designated for either return to inventory, lab hold, or disposal by the department whose merchandise was returned.	
6	If determined for return to inventory : Merchandise needs to be removed from return area, placed into correct inventory area and received into BAAN.	 3
7	If determined for lab hold : Lab needs to be notified that a return is being placed in the product hold area (PIC 5). The merchandise needs to be removed from return area and placed in the product hold area with RED clip board and return merchandise paper work (PIC 6) until lab releases it for inventory, rework, or disposal.	 4
8	If determined for disposal : Merchandise needs to be removed from return area and disposed of using appropriate methods.	
9	After merchandise is removed from return area or product hold area the return paper work needs to be filed in the return merchandise data folder with the lab.	 5
		 6
<p>PROPER PPE Hard Hat, Safety Shoes, Safety Glasses, High Vis Vest</p>		

Process: 30303030 Date: 3/27/16

Current Condition / Target Condition

Current Condition	Target Condition
...	...

Obstacles

THE FOUR STEPS OF THE IMPROVEMENT KATA



What do you expect? What actually happened? What did you learn?

Unpredictable Path



1971 movie *Evel Knievel* starring George Hamilton. In the movie, Hamilton (as Knievel) states, "I am the last gladiator in the new Rome. I go into the arena and I compete against destruction and I win. And next week, I go out there and I do it again."

2
Insurance
Salesman



1
Greatest
Dare Devil
In History

Setting the Next Target Condition



"There are two primary choices in life:
To accept conditions as they exist,
Or accept the responsibility for changing them."

- Denis Waitley

Involving the Genius(s) in the Experiments



“It is not our differences that make us great, it is our differences that ensure our survival”

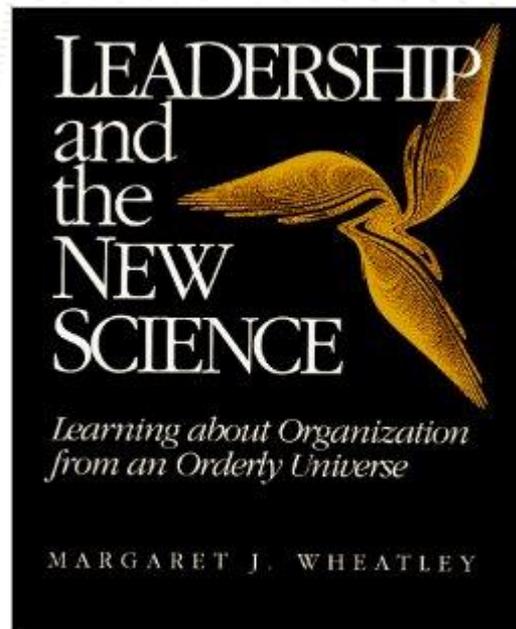
What Did You Learn?



■ - viper – Top Gun (1986)

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Kata and Leadership



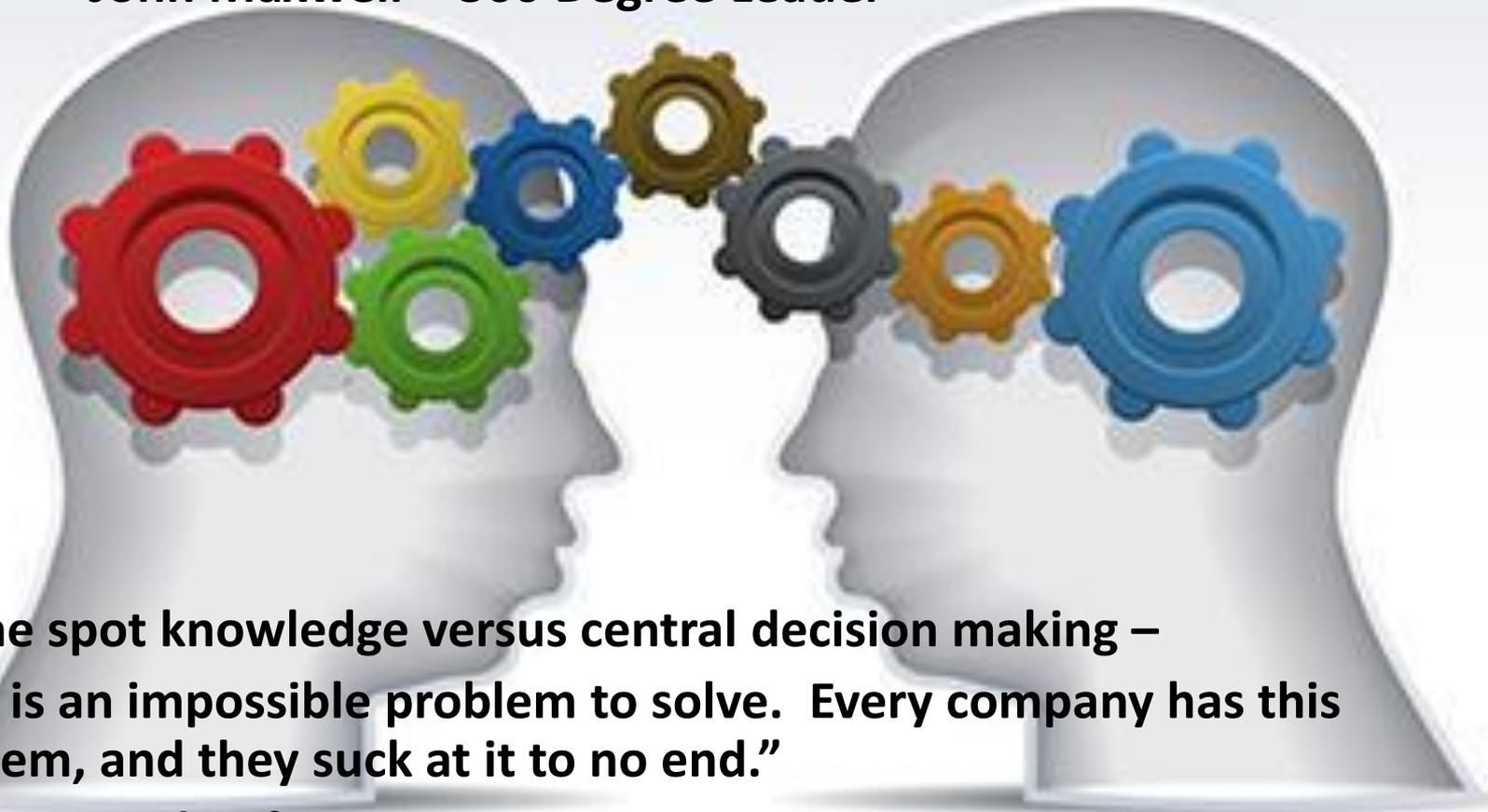
“So we must live with the strange and the bizarre, even as we climb stairs that we want to bring us to a clearer vantage point. Every step requires that we stay comfortable with uncertainty..... we can walk with a sure step. For these stairs we climb only take us deeper and deeper into a universe of inherent order.”

- Margaret Wheatley – Leadership and the New Science

Leadership Understanding

“If you're not moving forward as a learner, then you are moving backward as a leader.”

- John Maxwell - 360 Degree Leader



On the spot knowledge versus central decision making –

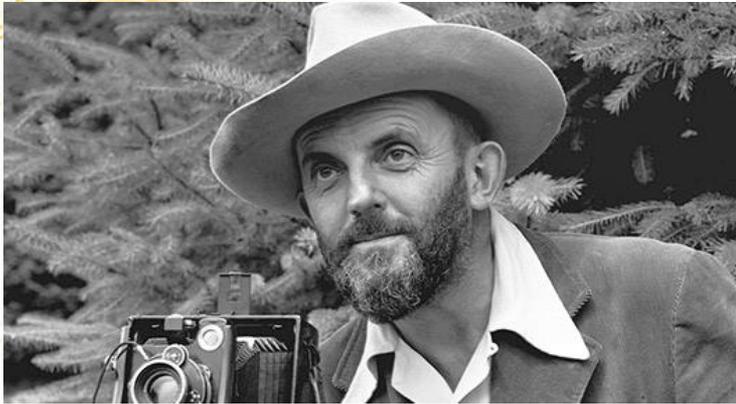
“This is an impossible problem to solve. Every company has this problem, and they suck at it to no end.”

- Fred Kofman

Technique

“There is nothing mysterious about technique, it is really nothing in itself, except a means to an end.”

- Ansel Adams



The beauty of something rests not in its perfection, but in its continuous evolution

Continuous Solutions – Mind Set and Meta Skills Vs Tools and Preconceived ideals

"The way to succeed is to double your failure rate.
Failure is the opportunity to begin again more intelligently."
- **Henry Ford**

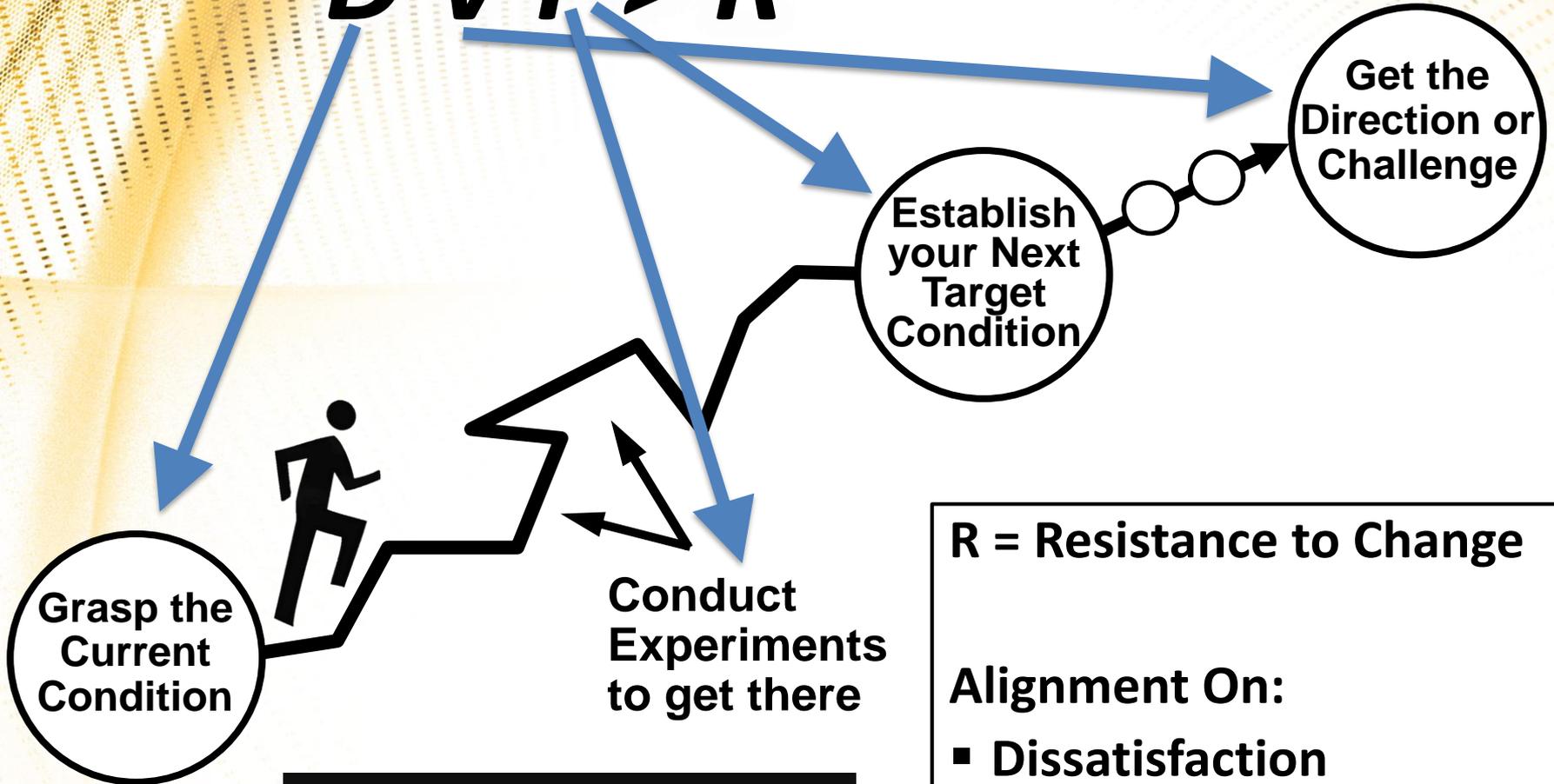
"You must have long range goals
To keep from being frustrated
By short-term failures."
- **Robert Freed Bales**

"No man ever steps in the same river twice,
For it's not the same river
And he's not the same man."
- **Heraclitus**

Breaking Down Long Standing Biases



$$D V F > R$$



R = Resistance to Change

Alignment On:

- **Dissatisfaction**
- **Vision**
- **First Steps**

Progress cannot be generated when
we are satisfied with existing
situations.

— Taiichi Ohno —

In Closing

For Virginia St. John and Marianne Matthews and all the great teachers of this earth.



The dreamer is a madman quiescent,
the madman is the dreamer in action.

- Frederick Henry Hedge