



Managing for Daily Improvement (MDI)

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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)



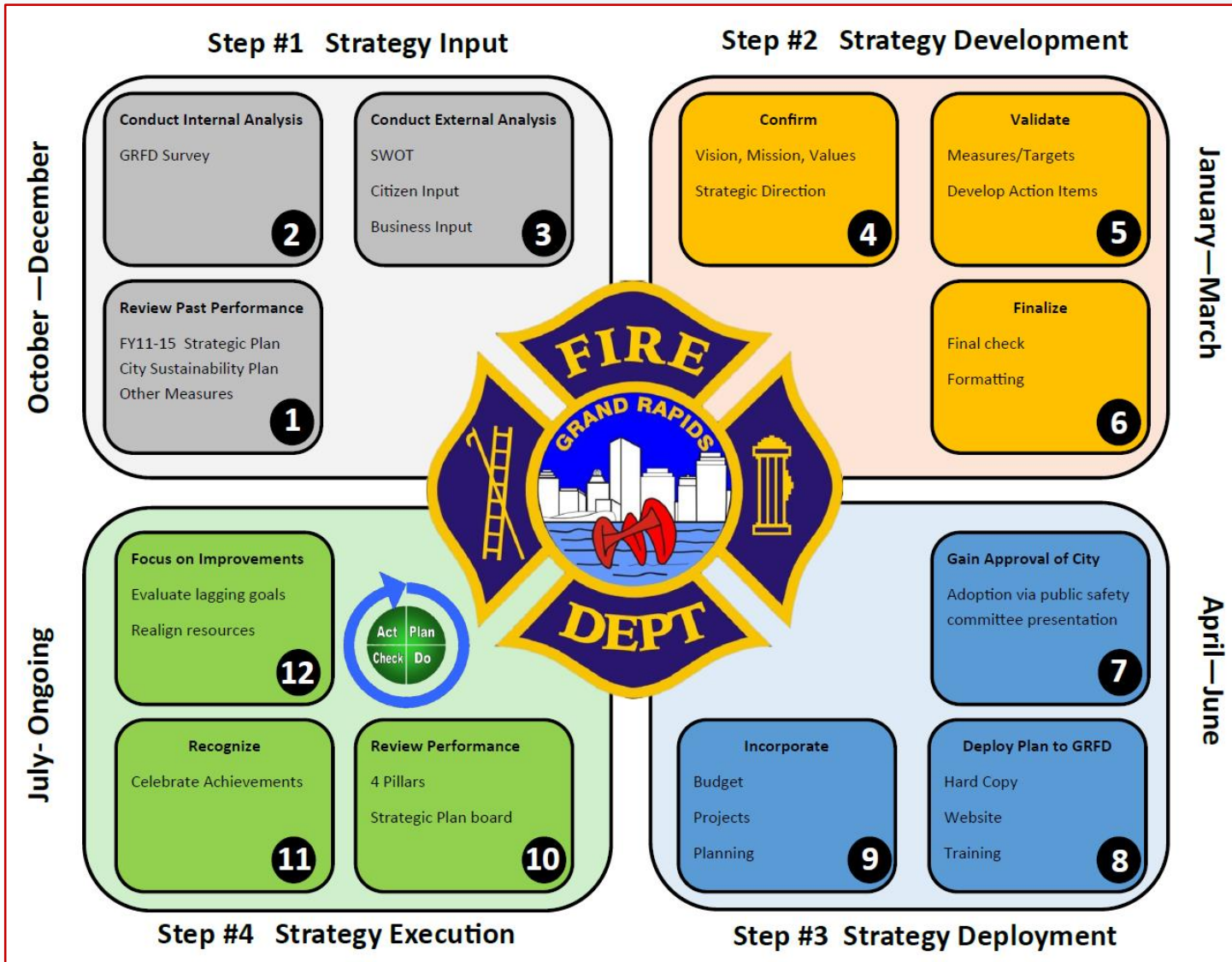
Pick a Process for Planning

| Tyson Zeeland Plant Hoshin Plan Update Process | | Origin date: | Doc Owner: |
|--|---|---------------------------------------|---------------------|
| | | Modified Date: | Doc Number: na |
| WHY: To outline and standardize the process to update our Hoshin plan on a yearly basis | | 1 | Current Cycle Time: |
| 1 | Strategic Plans will be incorporated in FY17 plans - Plant manager, Ross Myers, CI team | Conduct in 1st Period of Q2 of FY16 | |
| 2 | Create a list of the few priorities for FY17 - Plant manager, CI team, management team, key committee/project leads | Completed by 2nd Period in Q2 of FY16 | |
| 3 | 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. | Complete by 3rd Period in Q2 of FY16 | |
| 4 | Review Projects - Value stream manager submit projects to plant manager | Completed by April 1, 2016 | |
| 5 | Feedback on projects - plant manager meets with value stream managers to solidify which projects will be completed | Completed by April 15, 2015 | |
| 6 | Value stream managers modifies goals and submits to plant manager and CI team with metrics and owners assigned | Completed by April 22, 2015 | |
| 7 | 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. | Completed by 2nd Period of Q3 in FY16 | |
| 8 | Plant management reviews the key tasks as a standardized weekly scorecard meeting agenda item | Weekly Review | |

* 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



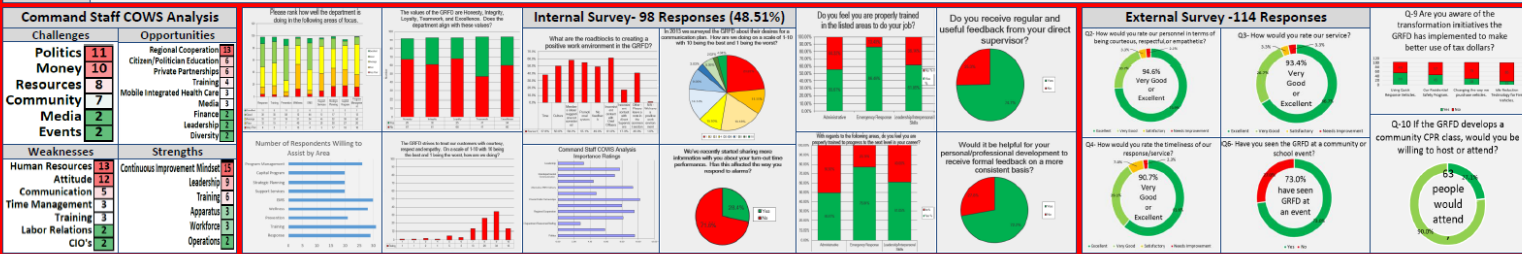
Create Goals

GRAND RAPIDS FIRE DEPARTMENT STRATEGIC PLAN FY 2016 - FY 2018

Updated By: Fire Chief Knapp

Date: 4/1/2015

| | | | |
|-------------------|---|------------------|---|
| Mission Statement | The GRFD will provide the highest level of service to our community through a commitment to excellence. | Values Statement | The GRFD is committed to doing what is right through: Honesty Integrity Loyalty Teamwork Excellence |
| Vision Statement | The GRFD strives to be an accredited national fire service leader that aligns with community needs and provides a secure work environment for its members. This is accomplished by diverse partnerships, increased adaptability, fluid communication, complete transparency and a preventative mindset towards all endeavors. | | |



| Area of Focus | Outcomes and Strategies | Fiscal Year 2016-2018 Goals |
|------------------|---|---|
| Response | Outcome 1: Achieve 90 th Percentile for Core Performance Metrics Strategy 1: Improve Resource Allocation | 1 - Prioritize Daily Work 2 - Standards of Coverage – Core Performance Metrics 3 - Regional Response and Mutual/Auto Aid |
| | Outcome 2: Increase Customer Satisfaction and Awareness Strategy 2: Implement Customer Service Q/A and Departmental Marketing Program | 4 - Improve Data Through Awareness and Education 5 - Dispatch Continuous Improvement 6 - Research and Analyze Potential for Mobile Integrated Health Care 4 - Citizens Academy |
| Training | Outcome 1: Staff Preparedness Aligns with Industry Standards Strategy 1: Clearly Defined, Scheduled and Monitored Training | 1 - Customer Service Quality Assurance 2 - External Marketing 3 - Summer Kids Camp |
| | Outcome 2: Seamless Personnel Transitions Strategy 2: Innovative Leadership Programs | 4 - Burn Building Enhancements 5 - Suppression Training Company 6 - Utilize More City University Classes 4 - Mentoring Programs 5 - Job Shadowing/Rotation 6 - External University Leadership Academy |
| Prevention | Outcome 1: Reduce Commercial Fire Loss by 10% Strategy 1: Implement/Improve Programs to Enhance Commercial Inspections Process | 1 - Increase Pre-Planning 2 - Implement a Risk Based Inspection Cycle 3 - Clearly Define Job Responsibilities and Work Flow |
| | Outcome 2: Reduce Residential Fire Loss and Injuries by 10% Strategy 2: Enhance RSA Effectiveness and Improve Public Education Efforts | 4 - Marketing Materials 5 - Increase Fire Prevention's ISO Score by 10% 6 - Increase Compliance to Compress the Inspection Time Cycle 7 - Educate Building Owners about Fire Life Safety Req's |
| Wellness | Outcome 1: Reduce Injury Rates by 10% Strategy 1: Develop Targeted Programs for Injury Reduction | 1 - Community Interaction Opportunities 2 - Public Safety Trailer Utilization 3 - CPR Classes |
| | Outcome 2: Increase Use of Encompass and CISM Programs Strategy 2: Improve Employee Awareness and Advocacy of Mental Health | 4 - Secure Funding for Fire Prevention Initiatives and Equipment 5 - Implement a Risk Watch Program for Aging Populations 6 - Company Officer Community Risk Reduction Education 7 - Laundry for Uniforms to Reduce Pathogen Transmission Exposure 8 - Rejuvenate the Wellness Committee 9 - Align Annual Physicals to NFPA 1582 7 - Clearly Define Capabilities of Encompass and CISM 8 - Establish a Culture and Morale Training Program for all Employees |
| Support Services | Outcome 1: Provide Value for Internal and External Customers Strategy 1: Continuous Improvement of Resource Management | 1 - Promote City Offered Fitness Classes 2 - Develop a Flexible Workout Schedule 3 - Increased Hydration 4 - Nutrition Training 5 - Establish Baseline Employee Health Care Costs 6 - Enhance Wellness Intern Program |
| | Outcome 2: Well Informed and Educated Stakeholders Strategy 2: Transparent and Timely Communications | 1 - Accreditation 2 - ISO Compliance 3 - Fiscal Diversity 4 - Hiring and Diversity Plan 5 - Continuous Improvement 6 - Asset Management 7 - Process Mapping for Job Duties 8 - Standard Work 9 - Union Relationship |



Create Goals



| Area of Focus | Response | Owner Support | Deputy Chief Felix Battalion Chief Tennant | Grand Rapids Fire Department Operational Plan FY 16 - FY 18 | Overall Progress | 0% | Last Updated | 4/23/2015 | | |
|--|--|--|---|---|-------------------|-------------|-----------------------------|-----------|-----------|-----------|
| Outcome | 1 | Achieve 90th Percentile for Core Performance Metrics | | | Strategy | 1 | Improve Resource Allocation | | | |
| Goals | Tasks | Owner (Support) | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 1 - Prioritize Daily Work | 1 - Identify Daily Position Requirements | DC OPS | | | | | | | | |
| | 2 - Create Std. Work for Calendar Additions | DC OPS (SPO) | | | | | | | | |
| | 3 - Implement Use of Standard Work | DC OPS (SPO) | | | | | | | | |
| | 4 - Create Time Management Policy | DC OPS | | | | | | | | |
| 2 - Standards of Coverage - Core Performance Measures | 1 - Deploy AVL Dispatching | DC OPS | | | | | | | | |
| | 2 - Utilize Weekly Core Measure Reports | DC OPS (SPO) | | | | | | | | |
| | 3 - Research Real Time Reporting Options | SPO | | | | | | | | |
| | 4 - Develop Plans to Address Deficiencies | DC OPS (SPO) | | | | | | | | |
| | 5 - Employ Visual Feedback for Turnout | DC OPS (SPO) | | | | | | | | |
| | 6 - Utilize Geofencing for Turnout Triggers | SPO (DC OPS) | | | | | | | | |
| 3 - Regional Response and Mutual/Auto Aid | 1 - Final Disposition on MABAS | DC OPS (FC) | | | | | | | | |
| | 2 - Expand Resource Collaboration | DC OPS | | | | | | | | |
| | 3 - Evaluate Regional Hazmat Concept | DC OPS | | | | | | | | |
| | 4 - Evaluate Regional CSR Concept | DC OPS | | | | | | | | |
| | 5 - Employ Standard Training and SOG's | DC OPS | | | | | | | | |
| 4 - Improve Data through Awareness and Education | 1 - Deliver Annual NFIRS Training | RMS/EMS COOR | | | | | | | | |
| | 2 - Automated NFIRS Error Reports | SPO | | | | | | | | |
| | 3 - Notification of CAD or inMotion Outage | SPO (IT, DC OPS) | | | | | | | | |
| | 4 - Immediate Feedback on Outliers | SPO (DC OPS) | | | | | | | | |
| 5 - Dispatch Continuous Improvement | 1 - Identify Call Processing Baseline | DC OPS (SPO) | | | | | | | | |
| | 2 - Capture Ring Time | DC OPS (SPO) | | | | | | | | |
| | 3 - Quick Dispatch for Urgent Calls | DC OPS | | | | | | | | |
| | 4 - Obtain EMD Times | EMS COOR | | | | | | | | |
| 6 - Research and Analyze Potential for Mobile Integrated Health Care | 1 - Identify Target Group for MHC | EMS COOR | | | | | | | | |
| | 2 - Run Cost Analysis for Services | EMS COOR | | | | | | | | |
| | 3 - Gain Approval for Plan | EMS COOR (DC OPS) | | | | | | | | |
| | 4 - Evaluate Effectiveness | EMS COOR | | | | | | | | |
| Legend | | | Overall Progress | % of tasks completed | Gant Chart Colors | Not Started | In Progress | Complete | | |
| Job Titles | EMS COOR = Emergency Medical Services Coordinator, DC OPS = Deputy Chief of Operations, FC = Fire Chief, SPO = Strategic Planning Office, RMS = Record Management System | | | | | | | | | |

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

| Area of Focus | Training | Owner Support | Training Chief Finlayson Training Captain Race | Grand Rapids Fire Department Operational Plan FY 16 - FY 18 | Overall Progress | 0% | Last Updated | 4/23/2015 | | |
|--|--|---|---|---|-------------------|-------------|---|-----------|-----------|-----------|
| Outcome | 1 | Staff Preparedness Aligns with Industry Standards | | | Strategy | 1 | Clearly Defined, Scheduled and Monitored Training | | | |
| Goals | Tasks | Owner (Support) | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| 1 - Clearly Defined Training Requirements | 1 - Identify Annual Requirements for All Sworn Personnel | TC (T CAPT) | | | | | | | | |
| | 2 - Ensure 3 Year Training Cycle Exceeds Requirements | TC (T CAPT) | | | | | | | | |
| | 3 - Further Define Requirements by Rank | TC (T CAPT) | | | | | | | | |
| | 4 - Align with MIOSHA Part 74 to Ensure Compliance | TC (T CAPT) | | | | | | | | |
| | 5 - Develop FH Reports to Track Training Requirements | TC (SPO) | | | | | | | | |
| 2 - Defined Competency Levels Objective Met | 1 - Identify Core Skills Requiring Objectives Met | T CAPT | | | | | | | | |
| | 2 - Establish Minimum Performance by Rank | T CAPT | | | | | | | | |
| | 3 - Incorporate into Succession Management Plan | T CAPT | | | | | | | | |
| | 4 - Update and Implement MCAPS | T CAPT | | | | | | | | |
| 3 - Training Center Replacement Plan | 1 - Research Potential Locations | TC (SPO) | | | | | | | | |
| | 2 - Research Grants/Private Funding for Facility and Study | GW (TC) | | | | | | | | |
| | 3 - Identify Training Center Requirements | TC (T CAPT, T LT) | | | | | | | | |
| | 4 - Explore Joint Facility with Other City Depts. | TC (DC SS) | | | | | | | | |
| | 5 - Conduct Feasibility Study | DC SS (FC) | | | | | | | | |
| | 6 - Gain Approval and Funding for Plan | DC SS (FC) | | | | | | | | |
| 4 - Burn Building Enhancements | 1 - Identify Maintenance Needs of the Burn Building and Site | TC (T CAPT, T LT) | | | | | | | | |
| | 2 - Create Annual Maintenance Plan | TC (T CAPT) | | | | | | | | |
| | 3 - Identify Building and Site Upgrades | TC (T CAPT) | | | | | | | | |
| | 4 - Increase Revenue Through Training Offerings | TC (T CAPT) | | | | | | | | |
| 5 - Suppression Training Company | 1 - Research Utilization of a Training Company Concept | TC | | | | | | | | |
| | 2 - Research the Utilization of a Shift Training Officer/Crew | TC | | | | | | | | |
| | 3 - Define Training Officer/Crew Education Requirements | TC | | | | | | | | |
| | 4 - Create Training Company Plan | TC | | | | | | | | |
| 6 - Utilize More City University Classes | 1 - Identify Appropriate City University Classes for GRFD | T CAPT | | | | | | | | |
| | 2 - Incorporate into Training Leave Policy | T CAPT | | | | | | | | |
| 7 - Enhanced Medical First Responder Skill Set | 1 - Gain Approval from KCEMS for Expanded MFR Scope | EMS COOR. | | | | | | | | |
| | 2 - Research the Cost for Upgrading | EMS COOR. | | | | | | | | |
| | 3 - Develop Proposal Plan | EMS COOR. | | | | | | | | |
| | 4 - Gain Approval from FC and City | EMS COOR. | | | | | | | | |
| Legend | | | Overall Progress | % of tasks completed | Gant Chart Colors | Not Started | In Progress | Complete | | |
| Job Titles | T LT = Training Lieutenant, T CAPT = Training Captain, IT = Information Technology, DC SS = Deputy Chief of Support Services, TC = Training Chief GW = Grant Writer, EMS COOR. = Emergency Medical Services Coordinator, SPO = Strategic Planning Officer | | | | | | | | | |



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

| Support Services FY 16-18 Operational Plan | | | | | | |
|--|------|--|-----|------------------|-----------------|----------------|
| FY 16 First Quarter Report Out | | | | | | |
| Owner: | | Deputy Chief Sehlmeier | | 7/2/2015 | | |
| Please mark one box. | | | | | | |
| Outcome | Goal | Tasks | Pen | Task not Started | Task in Process | Task Completed |
| | | 1 - Complete Self Assessment Manual | | | Yellow | |
| | | 2 - Complete Standards of Coverage | | | Yellow | |
| | | 1 - Apply Quarterly for Grants | Red | | | |
| | | 2 - Develop and Implement Standard Work for Program Manager Purchasing | | | Yellow | |
| | | 3 - Identify and Pursue Private Funding | Red | | | |
| | | 4 - Identify and Pursue Partnerships for Services | Red | | | |
| | | 1 - Finalize Hiring Plan | | | | Green |
| | | 3 - Conduct 5S | Red | | | |
| | | 4 - Continue to Use Partnerships for Lean | | | Yellow | |

| Training FY 16-18 Operational Plan | | | | | | |
|---|---|--|-----|------------------|-----------------|----------------|
| FY 16 First Quarter Report Out | | | | | | |
| Owner: | | Training Chief Finlayson | | 7/2/2015 | | |
| Please mark one box. | | | | | | |
| Outcome | Goal | Tasks | Pen | Task not Started | Task in Process | Task Completed |
| 1 - Staff Preparedness Aligns with Industry Standards | 1- Clearly Defined Training Requirements | 1 - Identify Annual Requirements for All Sworn Personnel | | | | Green |
| Notes: | The Annual Training Plan covers this for 2015. | | | | | |
| | | 3 - Further Define Requirements by Rank | | | | Green |
| Notes: | The Annual Training Plan covers this for 2015. | | | | | |
| | | 5 - Develop FH Reports to Track Training Requirements | | | | Green |
| Notes: | Changes were made to firehouse to facilitate reporting. | | | | | |
| 2 - Seamless Personnel Transitions | 1 - Succession Plan | 1 - Create Lists of Tasks for Each Position | | | | Green |
| Notes: | This is covered by our current job descriptions. | | | | | |
| | | 3 - External Training | | | | Green |
| Notes: | Working with the National Fire Academy and Texas A&M this year. | | | | | |



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

| | | | |
|---|---|----------------|------------|
|  | Standard Work Monday MDI Huddle | SW #: | 1 |
| | | Creation date: | 2015-06-15 |
| | | Revision date: | 2015-08-03 |
| Program Area: | Strategic Planning | Owner: | SPO Brown |
| Reviewed By: Chief Knapp | Reviewed Date: 2015-06-15 | | |

PURPOSE
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 08:30, the fire 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 work day 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 hitting target or questions from Quality Assurance personnel
Green- Achieving target

At 08:30 the meeting will commence, with each board owner having approximately 3 minutes to review their board with the following format:
1st Minute- Review outstanding work from previous week as indicated in email sent by planning
2nd Minute- Changes in performance (hitting/not hitting targets) indicated by **Red/Green**
3rd Minute- Discussion to solve a problem, make a decision or 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/buildings board (each major project will receive a quick status update).

The order of the boards is as follows (with predicted time):

- 1- Apparatus/Buildings (08:30-08:33)
- 2- Budget Boards (08:33-08:36)
- 3- IT (08:36-08:39)
- 4- EMS (08:39-08:42)
- 5- Support Services (08:42-08:45)
- 6- Wellness (08:45-08:48)
- 7- Prevention (08:48-08:51)
- 8- Training (08:51-08:54)
- 9- Response (08:54-08:57)
- 10- ISO (08:57-09:00)
- 11- Strategic Planning (09:00-09:06)
- 12- Accreditation (09:06-09:11)

Wrap up (09:11-09:15)

As each board is reviewed, the QA date will be updated and initialed 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.

1

- Can these be standardized (**Handout**)?
- Elements of huddles





1) HOW DOES THIS MEETING FIT INTO THE BIG PICTURE

| | |
|---------------|---------------------------------------|
| Mission | |
| Vision | |
| Values | |
| Area | Corporate Plant Support Value Streams |
| Meeting Scope | |
| Meeting Goals | |

2) WHO IS IN ATTENDANCE

| Name | Organization | Present (Y or N, indicate % if not 100%) |
|------|--------------|--|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

3) MEETING ADMINISTRATION

| | | |
|-------------------------------|-----------|----------------------------|
| Date: | Location: | Scribe: |
| Scheduled Meeting Start Time: | | Actual Meeting Start Time: |
| Scheduled Meeting End Time: | | Actual Meeting End Time: |
| Next Meeting Date: | Location: | Time: |

4) REVIEW LAST MEETING ACTION ITEMS

Yes/No (circle one) If Yes, were items complete?

If No, why not?

5) REPORT OUT/DISCUSSION

6) DECISIONS MADE

6) MEETING ACTION ITEMS

| # | Action | Assigned To | Deadline | Complete |
|---|--------|-------------|----------|----------|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |
| 4 | | | | |
| 5 | | | | |
| 6 | | | | |

7) ADDITIONAL INFORMATION

Meetings

- Can these be standardized?
- Standardized components

| | | | | |
|--|-------------------------------|-------------------------|----------------|------------|
| | Standard Work | | SW #: | 2 |
| | Command Staff Meetings | | Creation date: | 2015-06-04 |
| | Program Area: | Operations | Revision date: | |
| | Reviewed By: DC Felix | Reviewed Date: 6/4/2015 | Owner: | DC Felix |

PURPOSE
To make the best use of time, command staff meetings will follow a standardized format that will cover all major areas and still leave time for open discussion at the end within a **three hour timeframe**.

PROCEDURES
The meeting will begin with one command staff member being placed in charge of the meeting notes and keeping track of the time, serving as the meeting facilitator. Notes will be taken on the standard meeting notes template, and tracked 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 projected time (example: Previous meeting minutes 0845-0800). **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 item and person assigned. A disposition of pen, ready, doing, done will be assigned. Pen or ready items will need further action items assigned to complete, doing should have expected completion date. **This items should take 30 minutes or less.**

Strategic/Operational Plan Report Out- The strategic and operational plans will be reported out on using standard scorecards. The strategic plan will receive a brief overview and analysis of the scorecard. Operational plan area of focus owners will arrive to meeting with report out template filled out in hard copy. They will give a brief (2 minutes or less) report out of their progress, answer questions and hand hard copy form to 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 allow for command staff growth. **This area 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 for 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 Conversation- After all of the reviews, report outs and problem solving, open conversation is allowed to bring up new issues, review previous work and get up to speed on current events. **This area should take 20 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 score sheets for next month's meeting. Once the meeting is dismissed, the facilitator will take pictures of the white board, scan meeting notes and schedule the next meeting in Outlook, attaching the documents. All files will also be loaded onto the P drive: support services/ command staff meetings. Please label files with the YYYY-MM-DD format (example is 2015-06-04 Command Staff Meeting Notes or 2015-06-04 Command Staff Meeting Photo). **This should take 10 minutes or less.**



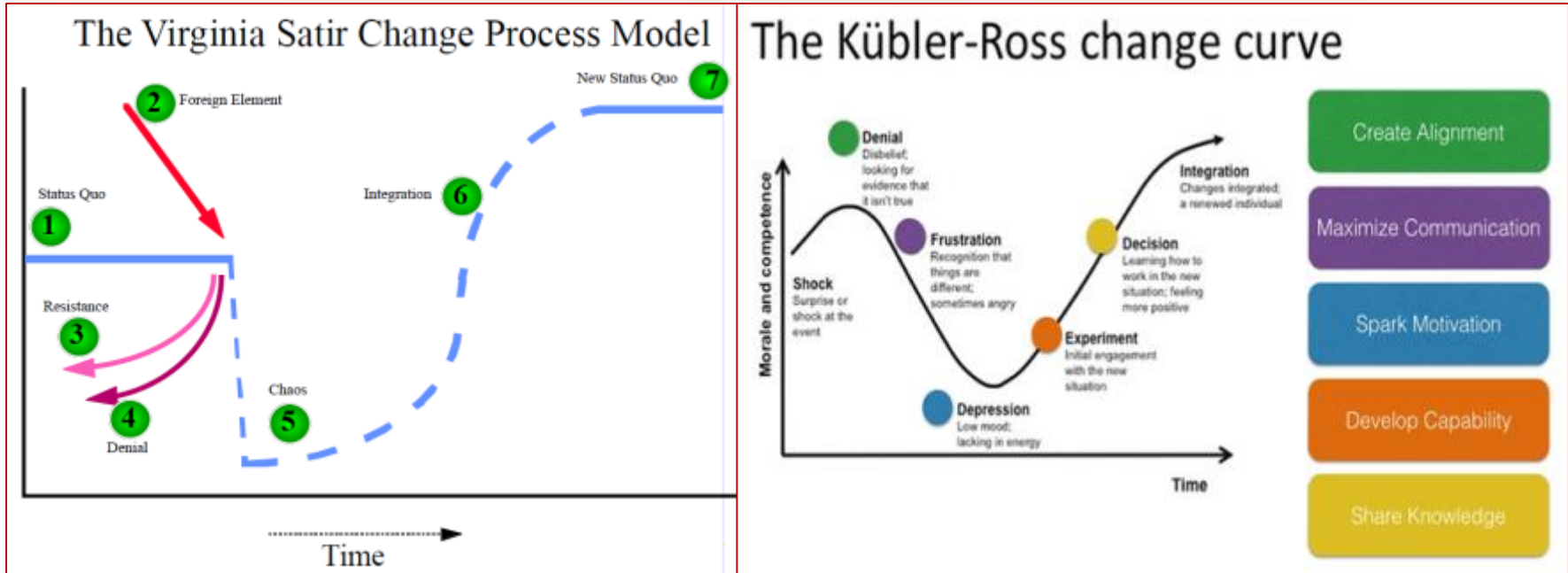
Last Chance



- 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!!!

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