Managing for Daily Improvement (MDI)

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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)
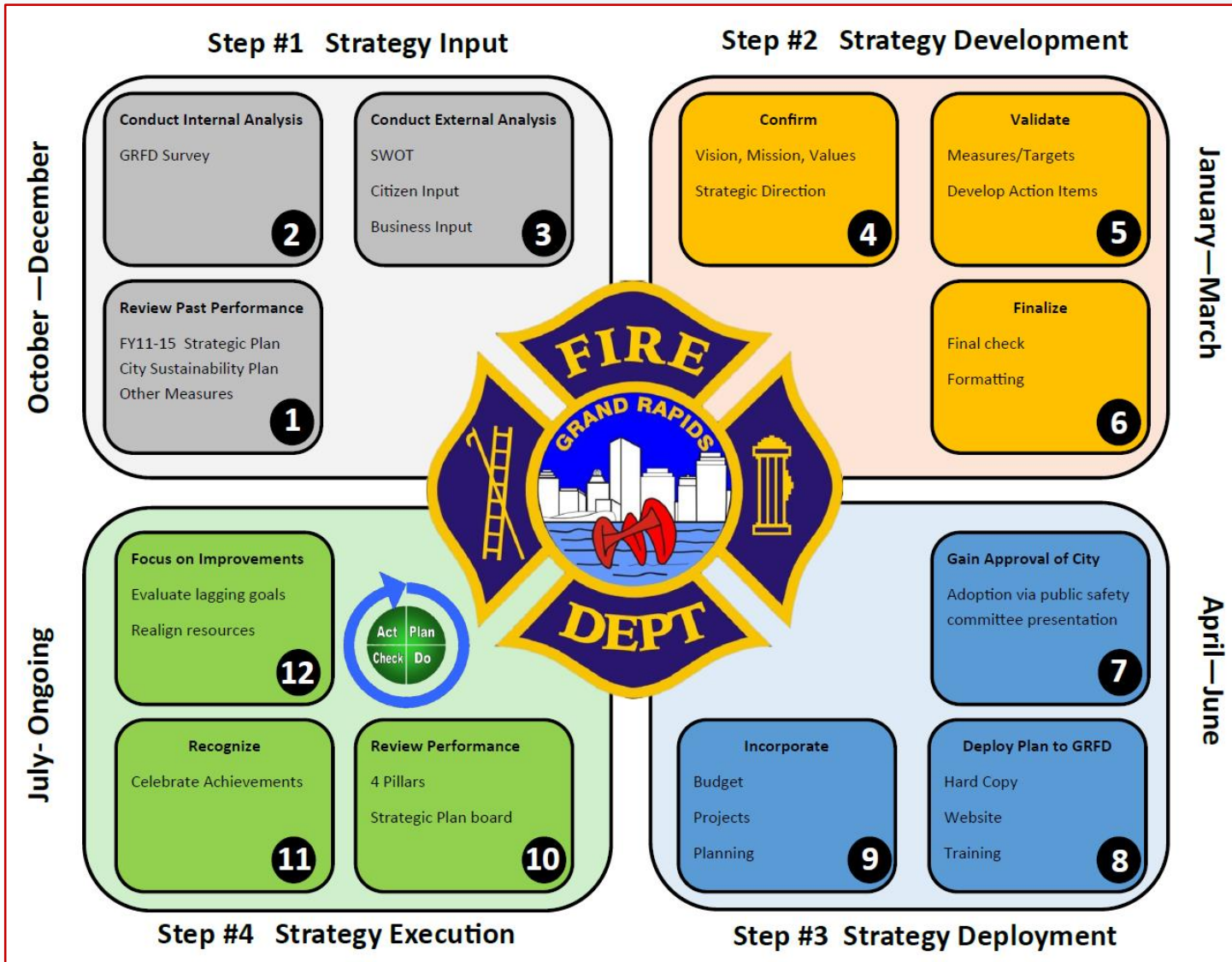
- Process to set goals (Handout)

Pick a Process for Planning

	Zeeland Plant Hoshin Plan Update Process		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	Timing	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
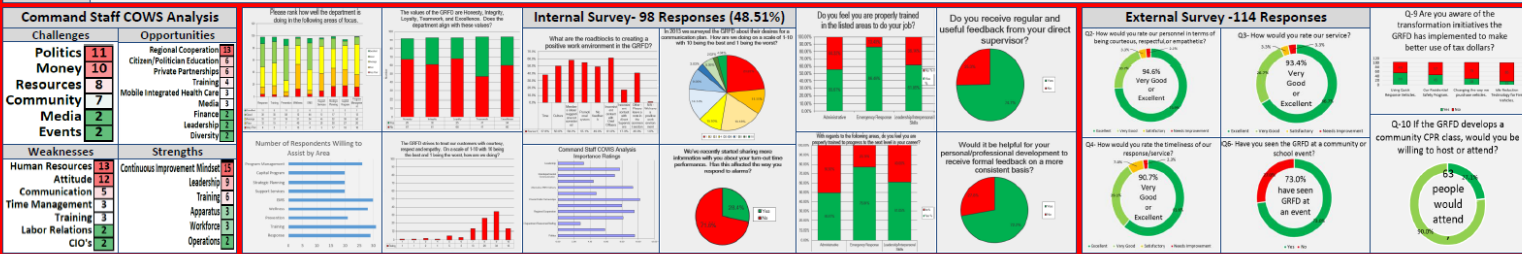
Pick a Process for Planning

Create Goals

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

		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.

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Meetings

- Can these be standardized?

- Standardized components

Tyson Foods Meeting Template

1) HOW DOES THIS MEETING FIT INTO THE BIG PICTURE

Mission	
Vision	
Values	
Area	Corporate	Plant	Support	Value Stream
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

Tyson Foods Meeting Template

6) DECISIONS MADE

6) MEETING ACTION ITEMS

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

7) ADDITIONAL INFORMATION

Rev. 2014-12-08v.2

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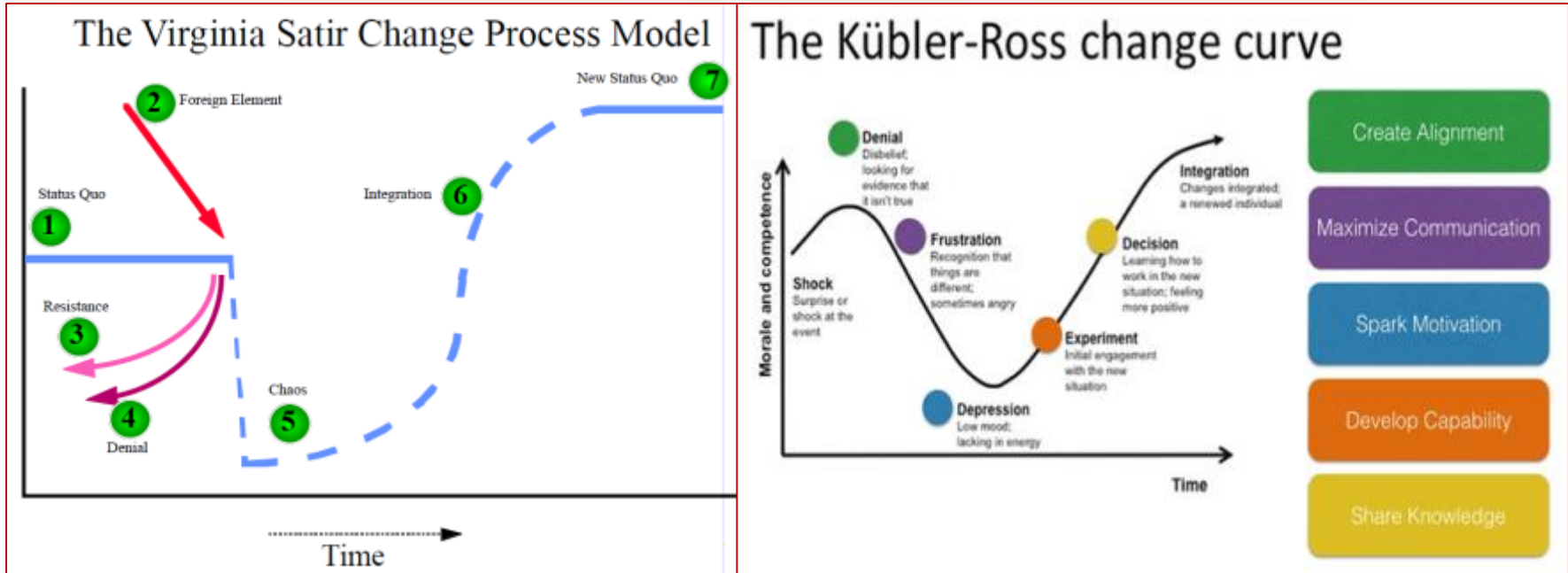
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Tyson

Last Chance

- Make desired process improvements (3 min)

- Work (7 min)

- Update boards (2 min)

- Report out (VS, plant, then Corporate)

Lesson's Learned

The Virginia Satir Change Process Model / The Kübler-Ross change curve

- 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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