



KanDo Lean – Preview Information

Extracts from the Facilitator's Overview:

Introduction

KanDo Lean is a stimulating way to learn more about lean processing and understand how it can improve customer service, profitability and job satisfaction. In KanDo Lean everyone is involved in designing and running an assembly process, which makes plastic trolleys to specific customer requirements. Being involved in the design and assembly is instructive, but most learning comes from reviews and discussions that focus on challenging norms and experimenting with the core elements of lean processing.

Topics and Principles Covered

Topics raised for discussion during KanDo Lean are likely to include:

- working with the customer for mutual benefit (understanding and agreeing the value each adds, forecasting sales, sharing documentation etc.)
- efficient material and work flow
- managing product variety and complexity
- overall capacity planning – workload versus resources
- problems with batch processing and high WIP
- benefits of shorter lead times
- balancing individual work loads with the need to minimise the amount of stock and work in progress (for both cost and space reasons)
- developing a consistent approach and effective communications between the customer, suppliers, design, processing and sales
- the practical application of the principles behind lean processing in participants' places of work.

Activity Design

KanDo Lean is split into phases, each following the same pattern:

1. Planning
2. Production run
3. Review of performance:- individual thinking guided by questionnaires followed by group discussion to develop understanding
4. Summary of learning

Each time the cycle is repeated the customer becomes more demanding. To survive it is essential that productivity improves. Participants will have their own ideas about potential improvements, but ideas and guidance are fed into the group through the workbook these ideas can be discussed, implemented where appropriate, tested and assessed.

The activity concludes by everyone thinking about their own place of work to identify issues that were reflected in some way during the activity. By using logical analysis the learning from the activity is related to these workplace issues so potential solutions can be generated and evaluated.

Supporting Documentation

Each participant has a personal workbook that guides him or her through the whole activity.

The workbook provides:

- Briefs for each of the 5 phases of the activity
- Supporting information about the principles behind Lean Processing
- Personal review sheets which help focus individuals' attention on the key issues
- Documentation to help people make use of their learning at work.

Extracts from the 24 Page Participants' Workbook

Phase 1 Task extracts.....

Your team has sole responsibility for meeting this customer's requirements (product assembly and delivery) as well as material recovery, recycling and all aspects of material handling. You will have the freedom to organise yourselves and any processes in any way you wish....

Your task is to supply your customer with 'KanDo Trolleys' on time and to specification.....

You have 10 minutes to familiarise yourselves with the components and the products, prepare for production phase 1 and plan your approach.....

Phase 2 Review Sheet extracts.....

Think about each of these statements and tick the appropriate boxes....

During production:

Statement	This is an accurate description	This happened once or twice	I don't think this happened	This definitely didn't happen
1. We got in each other's way				
2. We all settled into a routine				
3. We all stuck to our plan / roles				
13. Product specifications were understood by all				
14. Customer focus improved				

Which two of your answers in the table above raise the most serious concerns? Why?.....

Phase 2 Quality

.....appropriate quality is essential for customer satisfaction..... you must have a thorough understanding of your customer's requirements. To achieve this level of understanding you may need to understand the product's use and required benefits.

Phase 5 Background information

In earlier phases visual triggers in kanban squares and sales order cards were used to provide product information to people in work areas. Similar techniques can be used to trigger the movement of sub-assemblies or components from one location to another or from suppliers to customers.....

.....Before using triggers between suppliers and customers the following should be considered.....

Learning Transfer extracts.....

This work sheet will:-

- help you think through how the principles behind lean processing can be used
- focus attention on your place of work to see where and how lean processing might be able to help you.....

The concepts of lean processing (customer focus, information flow, continuous flow, balancing work loads, pull systems and visual triggers) have been introduced using an assembly process. However this doesn't mean that they can only be used in assembly situations – they have widespread use. Examples are as diverse as retail, hospitals (the patient has to 'flow through the system'), website design, construction, financial or legal services.

Before focussing on your place of work.....

Now turn your attention to your place of work. If you were to rate its efficiency at the moment, what percentage would it score and why? (100% would be perfect.)

Using the table overleaf think through and note where there is waste at your work (of time or resources), where are the bottlenecks and what causes frustrations? (If you can think of more than 4, pick the 4 where there is most room for improvement.....)



What our customers are saying about KanDo Lean:

“It switches people on to the possibilities.”

Stephen Woolley, manufacturing manager, Geest.

“Shows the advantages of visual systems and continuous improvement..”

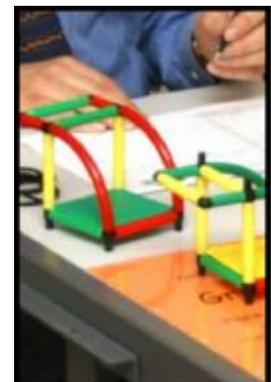
Arthur Pemberton, training consultant, Muller UK Ltd.

“An excellent, stimulating and fun environment in which to learn ...”

Wendy Garner, senior lecturer, School of Engineering, Coventry University.

“Opens your mind in a very graphical way.”

Paul Hart, manufacturing director, Jenway.



Questions Trainers Frequently Ask about KanDo Lean:

Can I contrast traditional push systems and lean pull systems?

Yes. The KanDo Trolley product can be manufactured using traditional batch / push systems or lean / pull systems. Typically participants design their factories using batch processes so they create traditional problems – high stocks, component shortages and resource conflicts. As the design of the activity forces them to change to pull systems so the differences become apparent.

Do groups always discover the right answer?

One of the strengths of KanDo Lean is that there are many ways to design and run their assembly process. Groups focus on continuous improvement and problem solving rather than looking for the one right answer.

Can I use KanDo Lean to emphasise topics that are particularly important to us?

Yes. KanDo Lean is inherently flexible and you may customise the reviews to match your desired learning outcomes. There are additional review questions in the Facilitator's Manual. If you have any specific issues that you want to introduce or emphasise please contact us to discuss these requirements.

How long does it take to run KanDo Lean?

There are two options. The shorter version (4 phases) takes about 3 hours, the longer version (5 phases) is normally run over one day (or two half days). The longer version extends the concepts to include broader elements of supply chains and gives participants the opportunity to practice the techniques.

The structure of both versions ensures that everyone fully understands and assimilates both the use and the benefits of lean processing.

Is there an option to use short 'introductory' workshops?

Yes, depending upon the group and your objectives. e.g.

- Executive introduction to Lean Manufacturing - 1 hour, phase 1
- Existing Lean project team - 2 hours, phase 1 and phase 3
(planning the use / roll-out of KanDo Lean)
- To initiate / stimulate continuous improvement ideas - 2 hours, phase 1 and 2
(then concentrate on brainstorming the issues)

Please Note:

All the above are extracts from KanDo Lean are for preview purposes only. If you would like to discuss any element of KanDo Lean or join a demonstration workshop please contact us:

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