



LDMS

The 20 Keys®



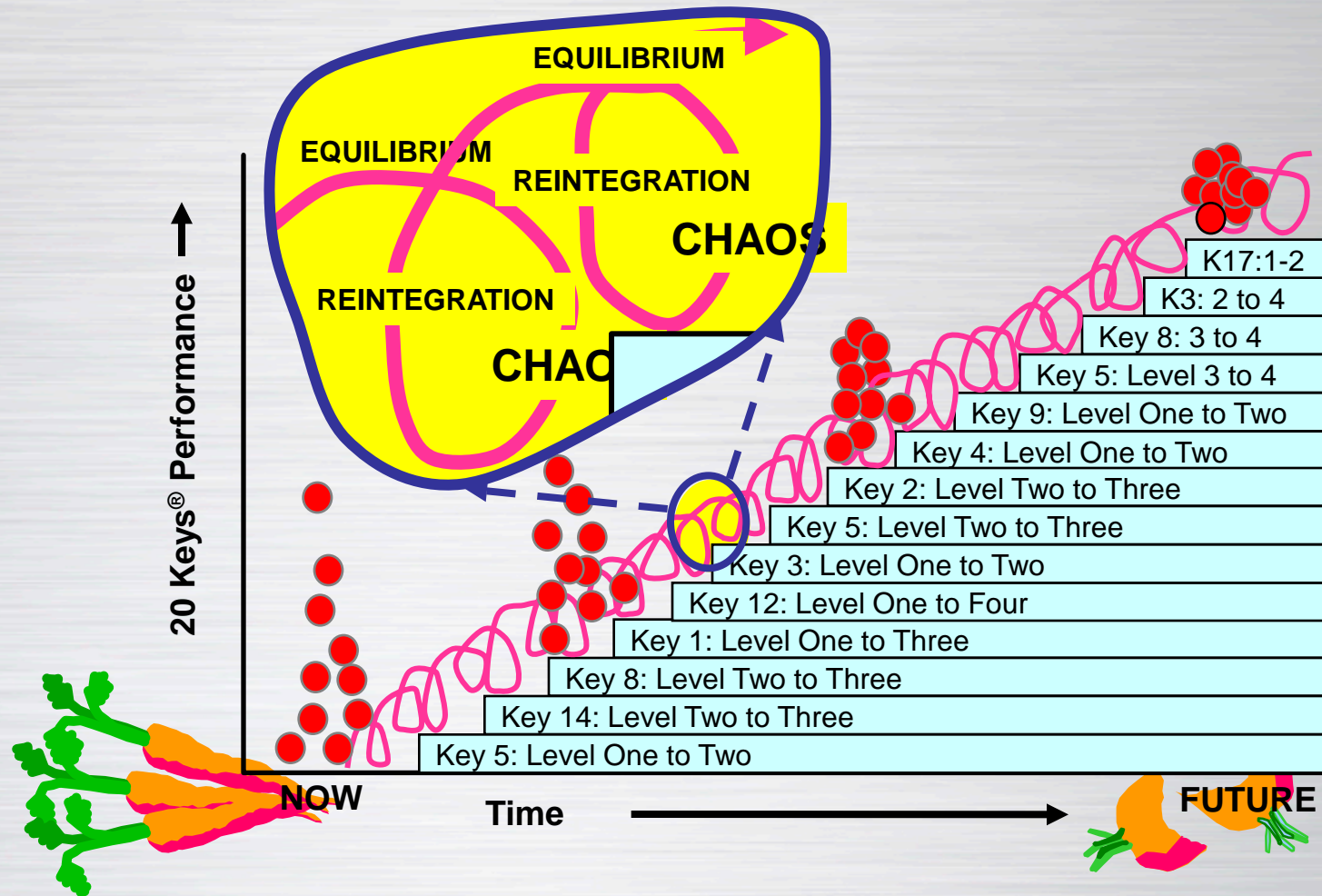
What Are The 20 Keys®?

An Intact Work Group Application

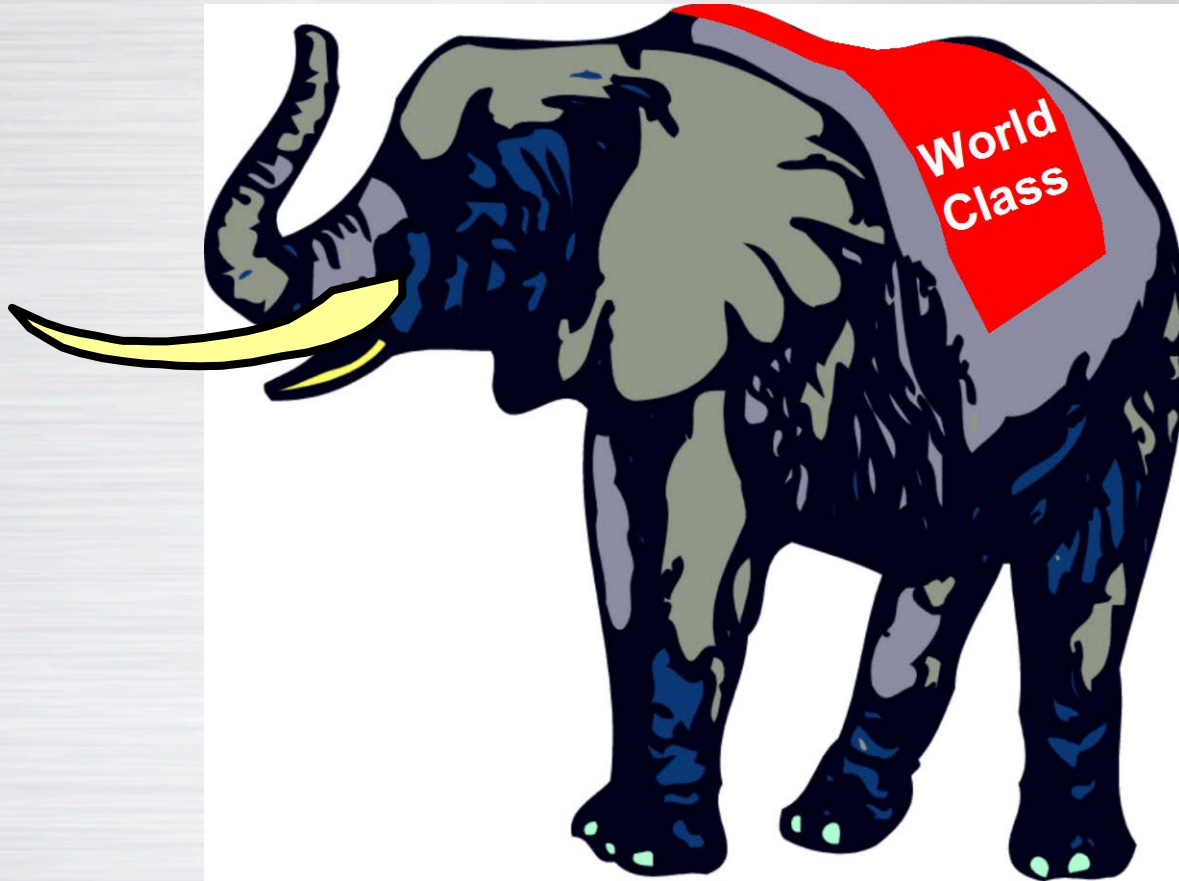
- The 20 Keys:
 - Are Not A Problem Solving “Tool”
 - Are Not A Management Control Method
 - Do Not Measure “How Much” Is Done
- The 20 Keys:
 - Assess Status Vis-à-vis World-class Practices
 - Provide A Uniform Measure Of Excellence Across All Intact Work Groups
 - Provide A Long-term Work Group Improvement Plan
 - Help Work Groups Decide What Tools To Use And When To Use Them



Create Continual Mini-Chaoses



How Do You Eat A World-Class Elephant?



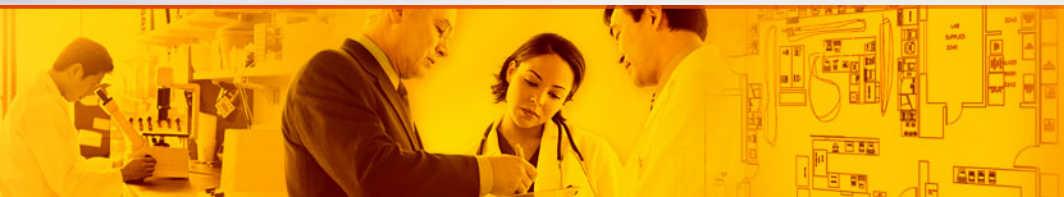
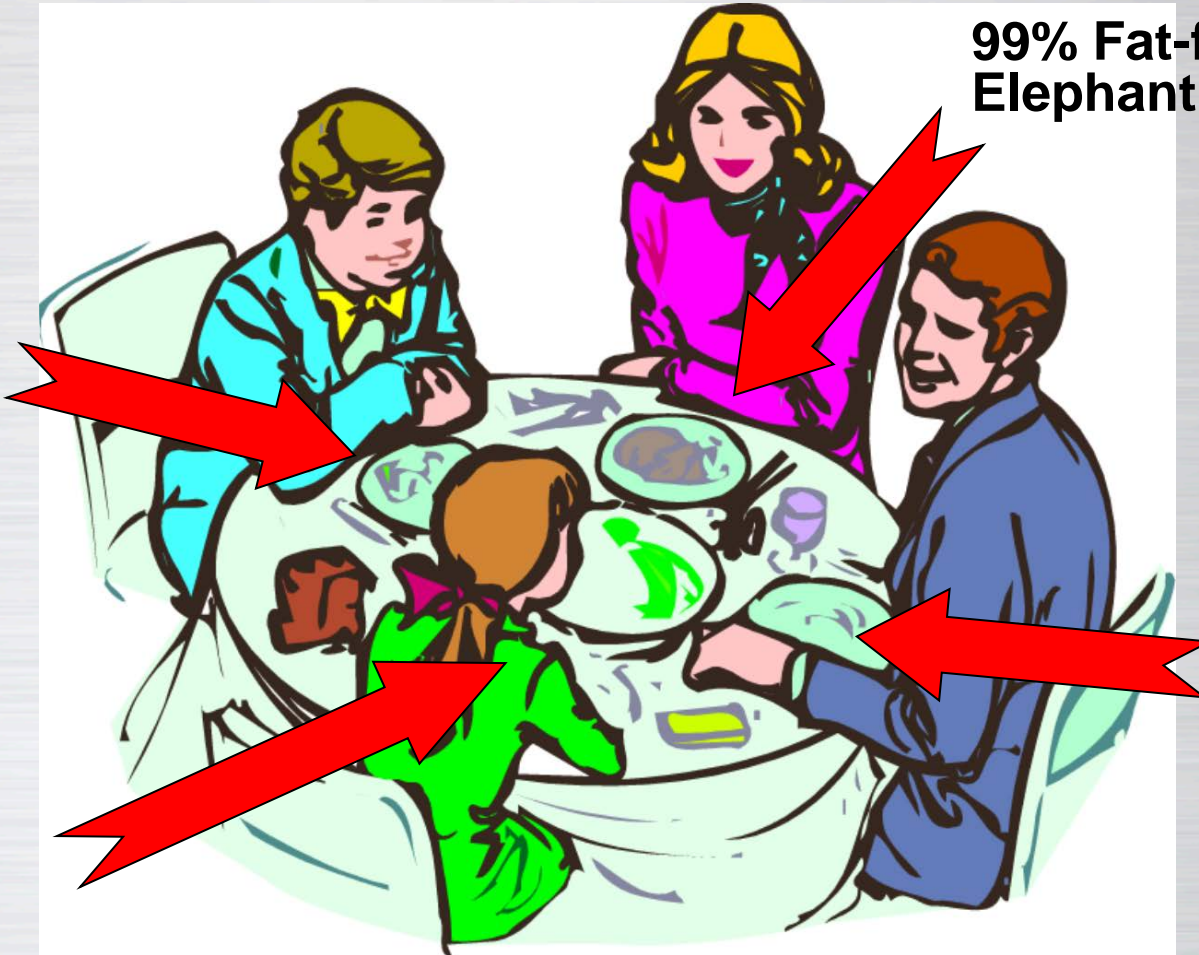
One Bite At A Time, Every Day For Several Years!

Elephant
Hot Dogs

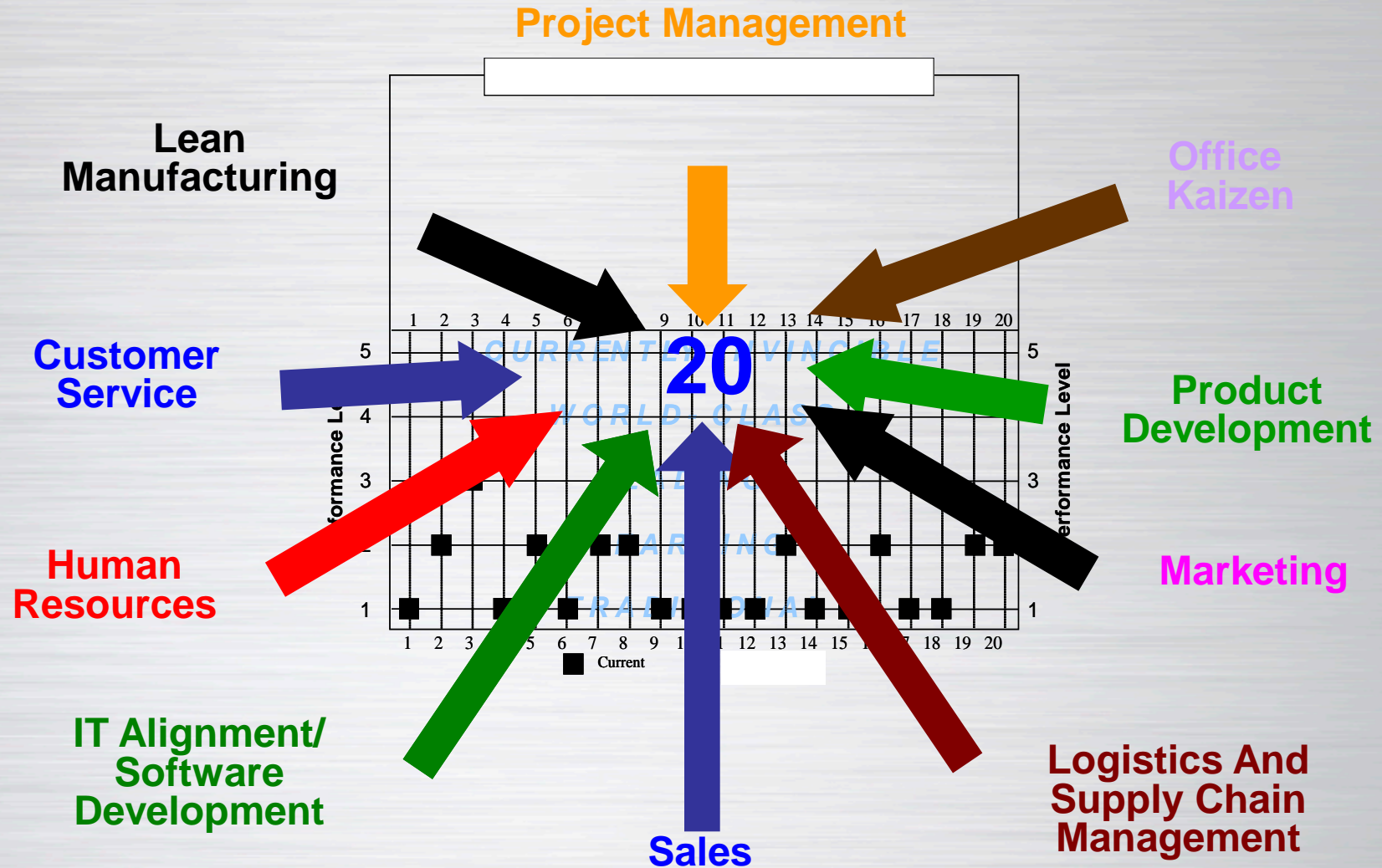
99% Fat-free
Elephant Sticks

Elephant
Ravioli

Elephant
Steak

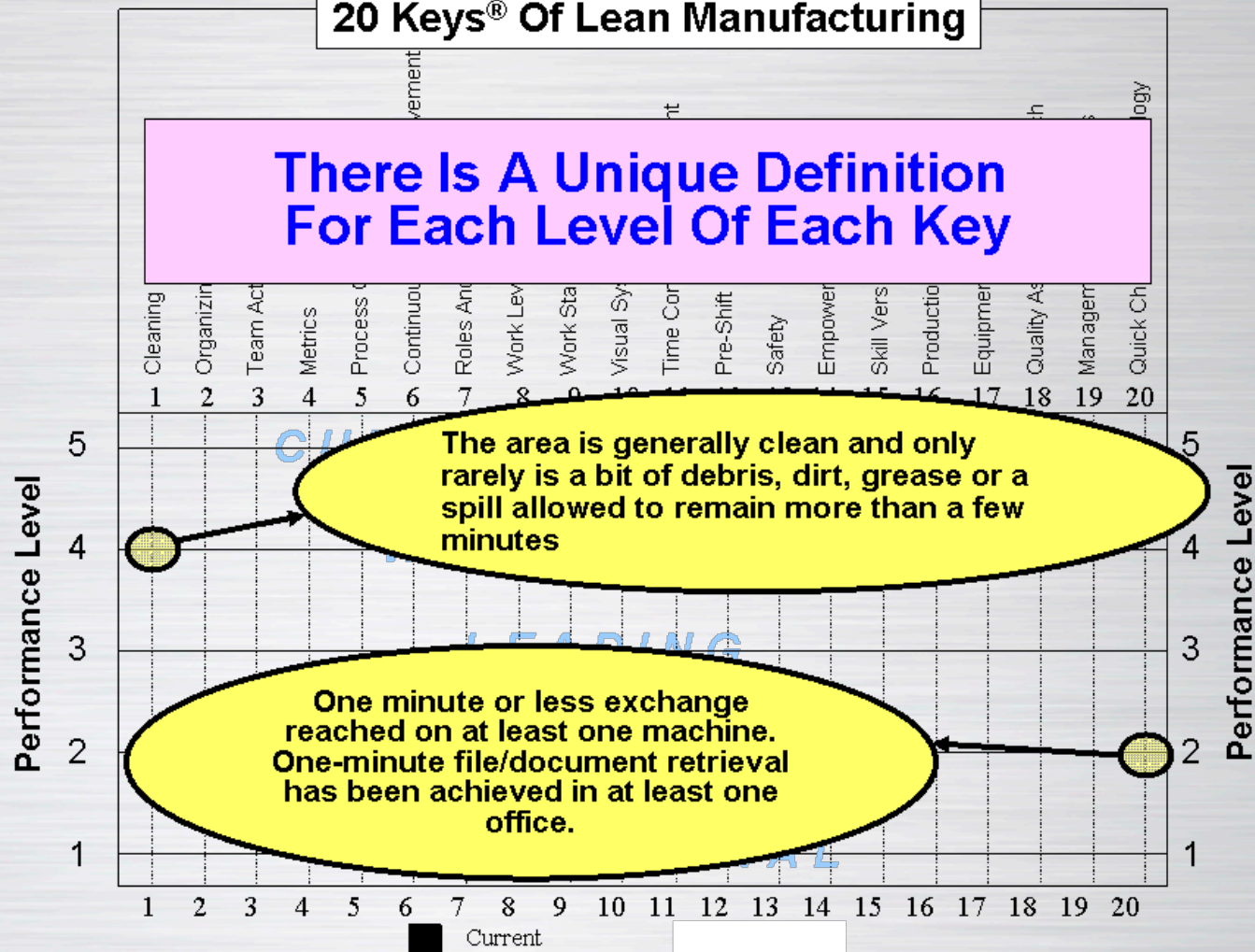


There Are Unique Sets Of Keys For Various Functional Work Groups



20 Keys® Of Lean Manufacturing

There Is A Unique Definition For Each Level Of Each Key



What The Levels Mean “Generally”

5

**CURRENTLY
INVINCIBLE**

Seamless, Transparent
Automatic Excellence

4

WORLD-CLASS

Outstanding, Not Quite Always
Automatic

3

LEADING

System Installed; Frequent
Glitches, Sometimes Serious

2

LEARNING

Awareness Established; First
Small Steps Taken

1

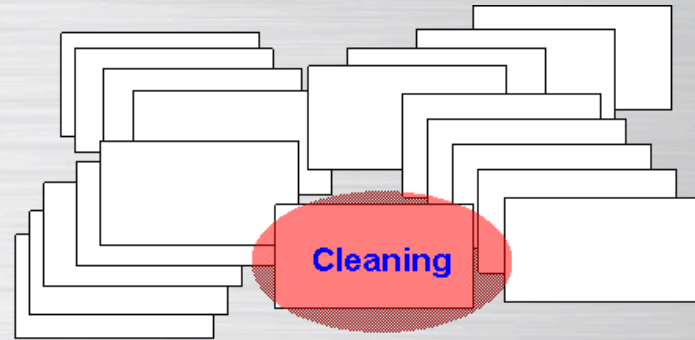
TRADITIONAL

The Usual Mess, Reactive, Few Or
Bad Systems, Many Problems,
Most Accepted As “Oh, Well....”



You Can Make Your Own!!!*

1. Brainstorm 20 Important Issues ("Keys") For The Work Group



CLEANING		
Level	Level Characteristics/ Conditions	Specific, Detailed Definition
5	Seamless, Transparent Automatic Excellence	Almost all the root causes of dirt and disorder have been eliminated. The area stays clean without much sweeping or wiping
4	World- class, Outstanding, Not Quite Always Automatic	The area is generally clean and only rarely is a bit of debris, dirt, grease or a spill allowed to remain more than a few minutes
3	System Installed; Frequent Glitches, Sometimes Serious	Equipment, shelves and work surfaces are clean. Debris and spills are promptly (within 15 minutes) cleaned up by area personnel
2	Awareness Established; First Small Steps Taken	The floor is generally clean. Debris and/or spills are cleaned up during each shift by the area employees
1	The Usual Mess, Reactive, Few Or Bad Systems, Many Problems, Most Accepted As "Oh, Well...."	Scrap, paper and general debris are found on the floor and work surfaces. Fluid spills are visible and grime and dirt is commonplace

2. Create A Definition For Each Of The Five Levels Of Each Key

* Make Sure An Adult Is Present



Example: Lean Mfg., Key One – Cleaning

Level	Level Characteristics/ Conditions	Specific, Detailed Definition
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Example: Off. Kaizen, Key 1 - Leadership

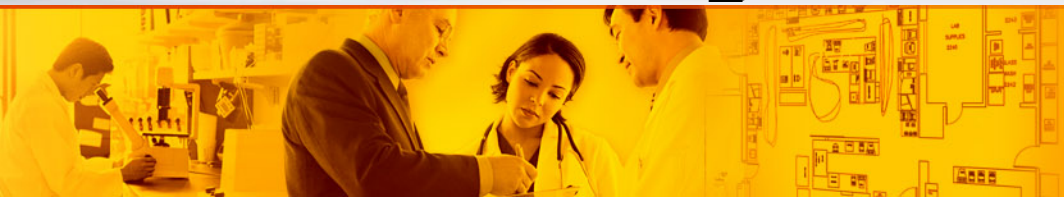
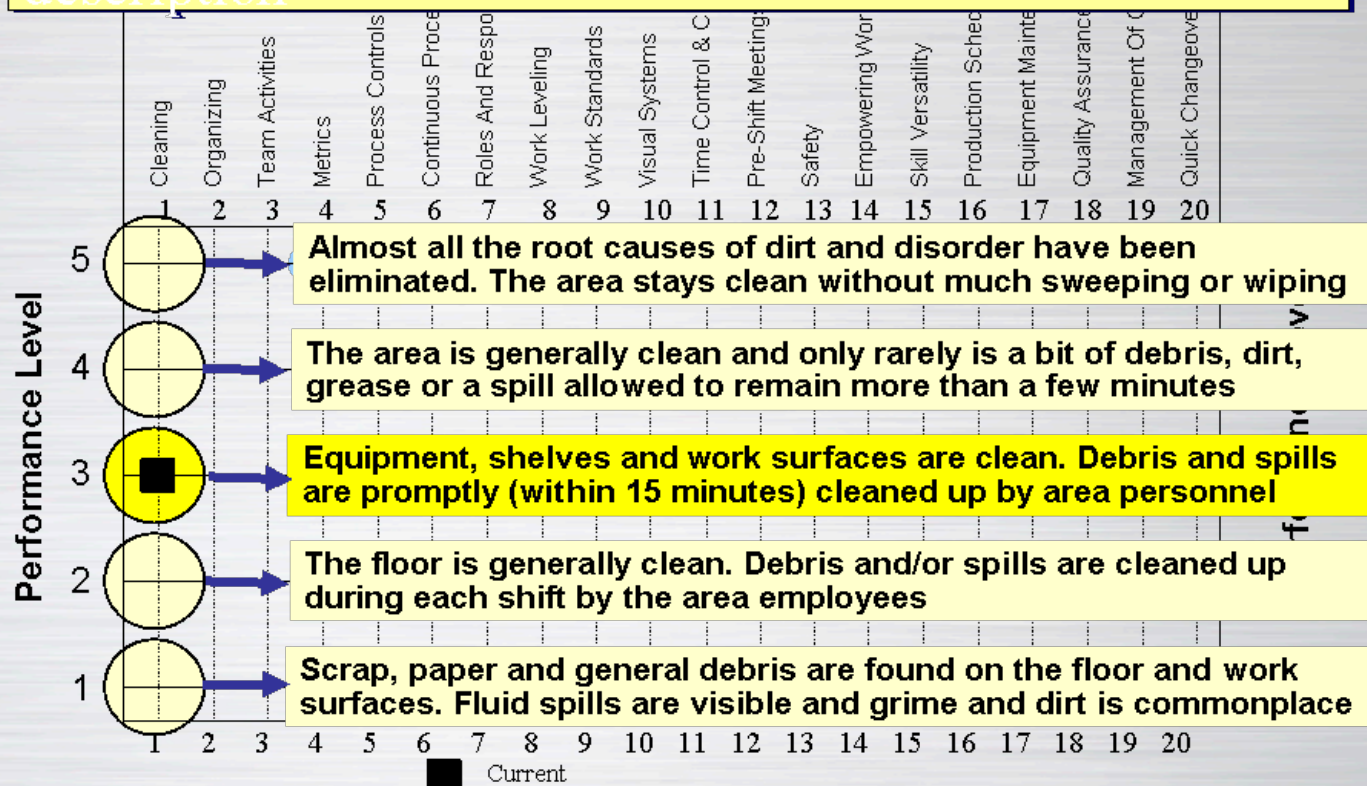
Level	Level Characteristics/ Conditions	Specific, Detailed Definition
5	Seamless, Transparent Automatic Excellence	<i>Everyone understands the vision/plan. Associates empowered to make decisions to achieve objectives. Leader(s) provides guidance and it is always appropriate and welcomed</i>
4	World-class, Outstanding, Not Quite Always Automatic	<i>Everyone in the work group understands the plan to achieve objectives. Decisions are made by group consensus facilitated by the leader whose main role is that of a coach</i>
3	System Installed; Frequent Glitches, Sometimes Serious	<i>A plan to achieve objectives is developed. Associates have input to decisions but the leader makes final approval</i>
2	Awareness Established; First Small Steps Taken	<i>The work group leader is recognized by the work group and a work group vision is defined. There is little worker participation in decision making</i>
1	The Usual Mess, Reactive, Few Or Bad Systems, Many Problems, Most Accepted As "Oh, Well..."	<i>The work group has no defined leadership structure and there is no clear leader. No work area vision or goals exist</i>



20 Keys® Of Lean

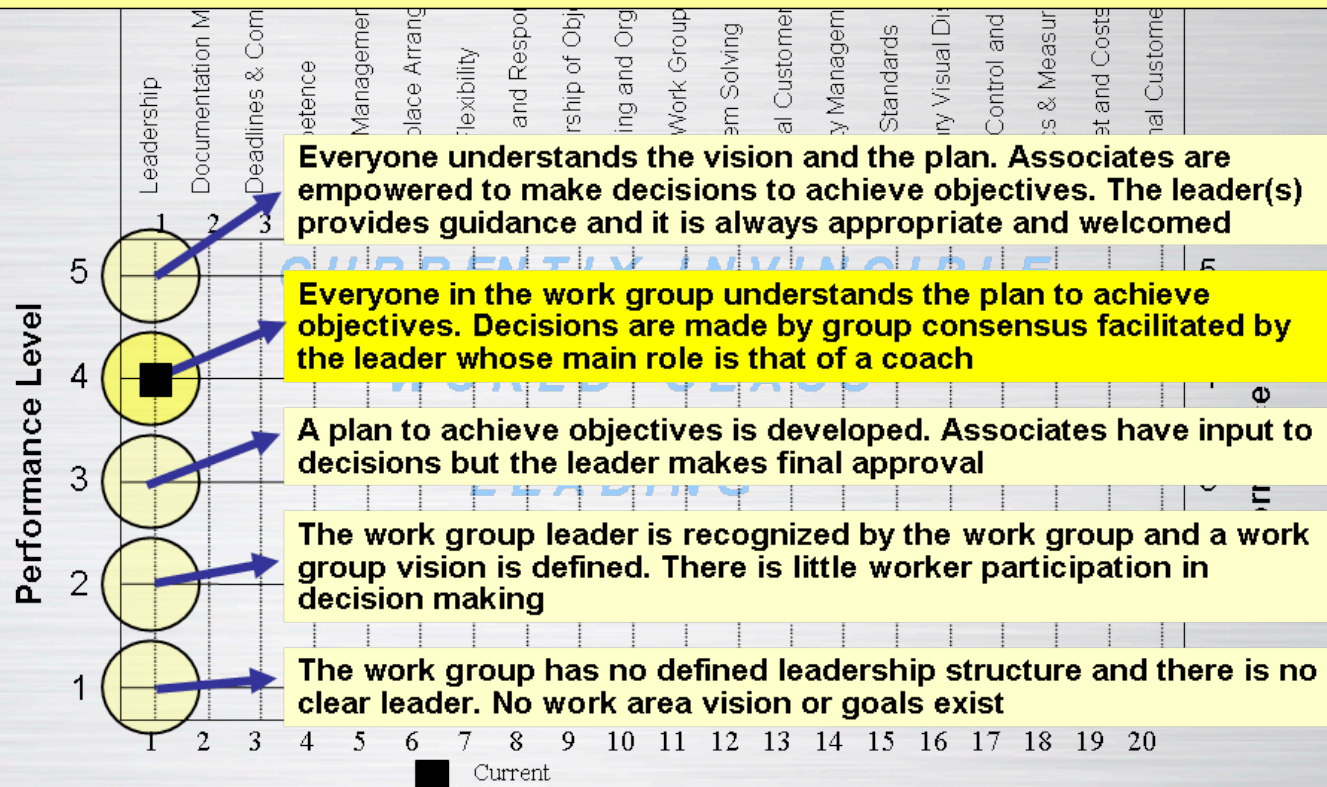
Manufacturing

Each key and level intersection has a detailed description



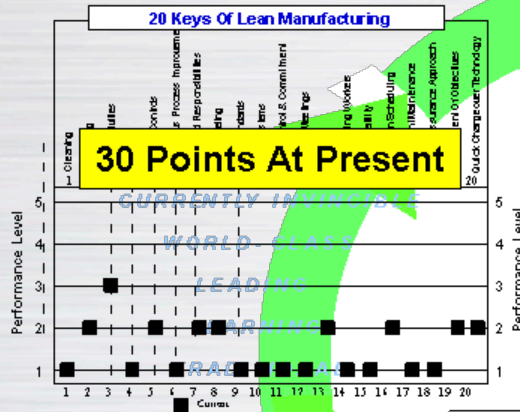
20 Keys® Of Office Kaizen

Each key and level intersection has a detailed description

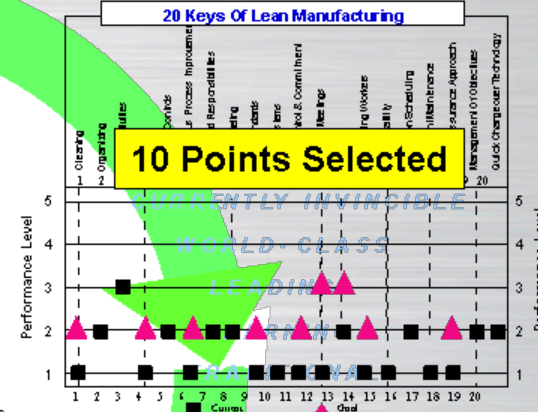


The 20 Keys Planning/Action Cycle

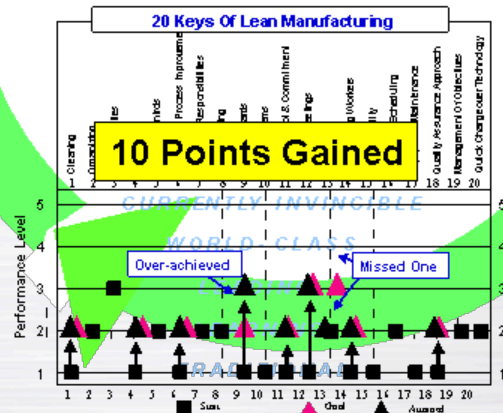
1. The Work Group Assesses It's Status
2. Executive Or Site Leader (e.g., Plant Manager) Sets 3 Or 4 Year Goal (e.g., 60 to 70 Points)



3. Work Group Identifies Which Keys And Points It Will Focus On In The Next 12 Months



6. Select New Key And Point Goals And Continue To Apply Lean Methods



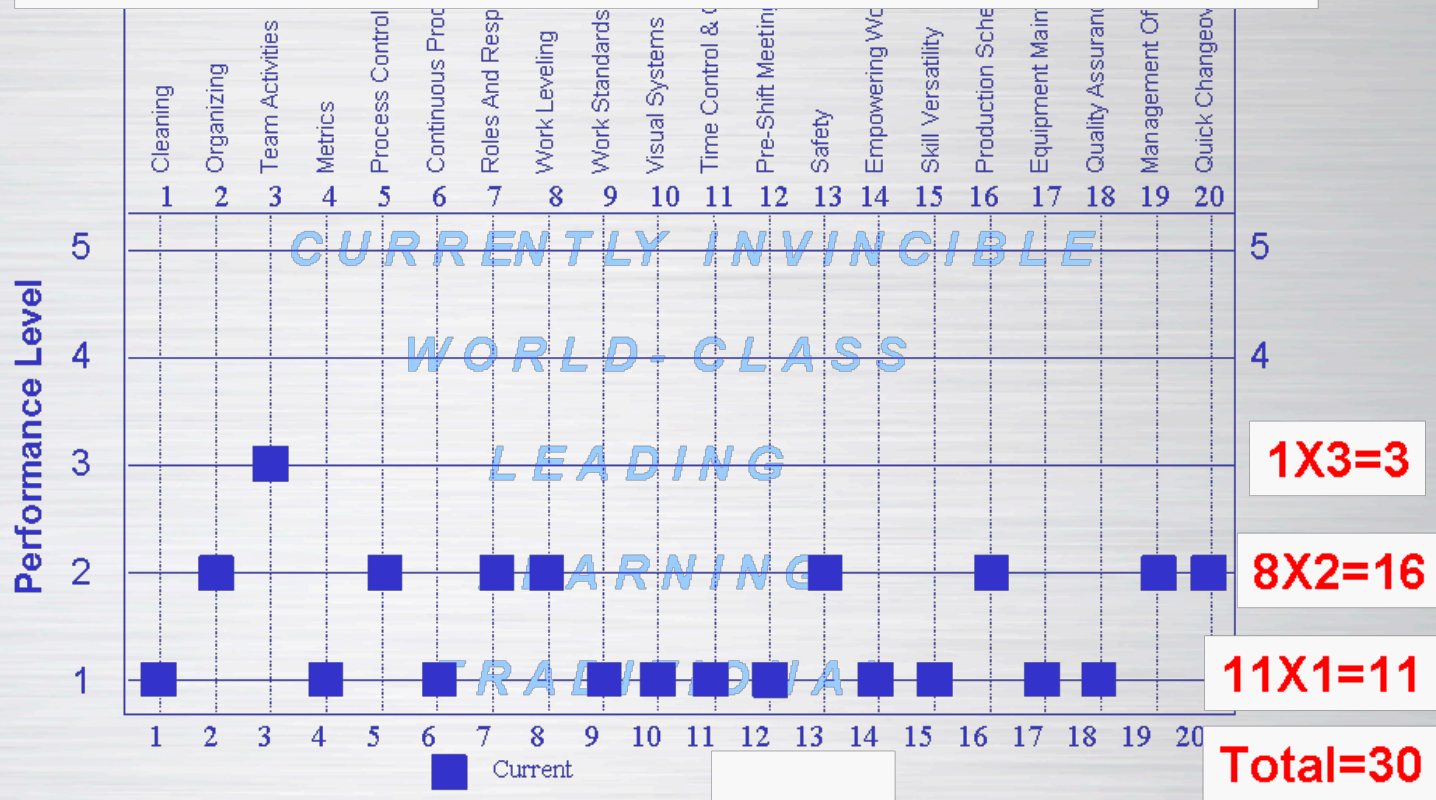
4. Develop Monthly Plan And Apply LDMS And Lean Techniques Within Work Groups

5. Conduct On-going Assessments



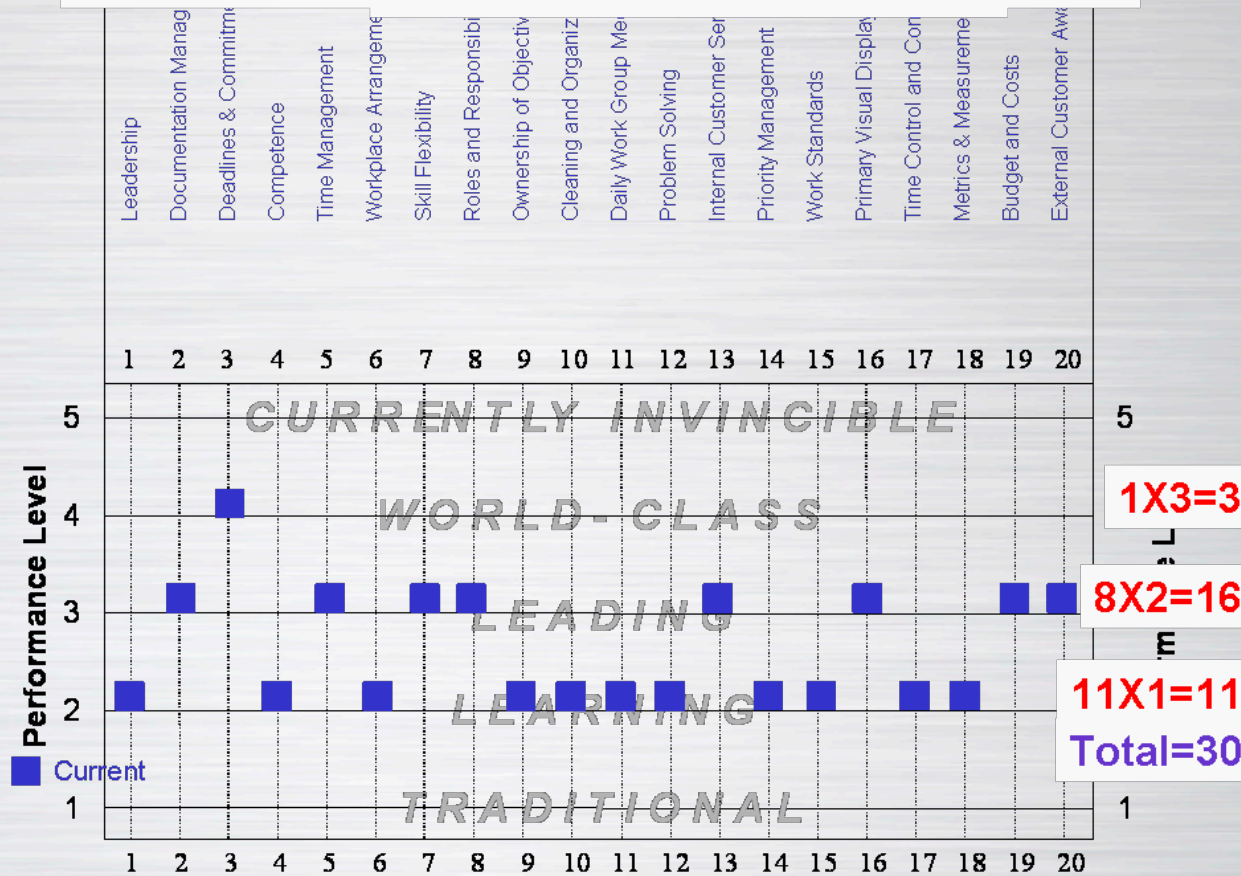
20 Keys® Of Lean Manufacturing

1. PERFORM INITIAL ASSESSMENT



20 Keys® Of Office Kaizen

1. INITIAL OFFICE ASSESSMENT



2. Site Executive Sets The Target

This Site Shall Be A 70 Point Performer In Four Years!"

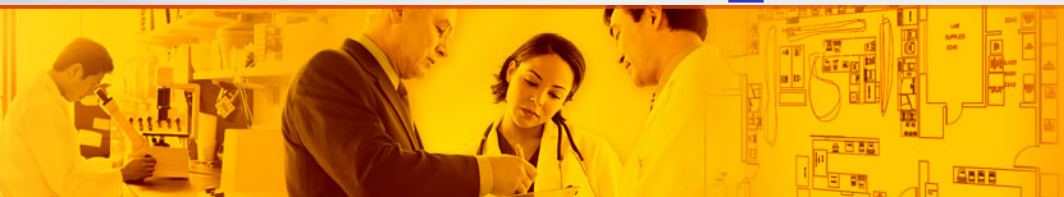
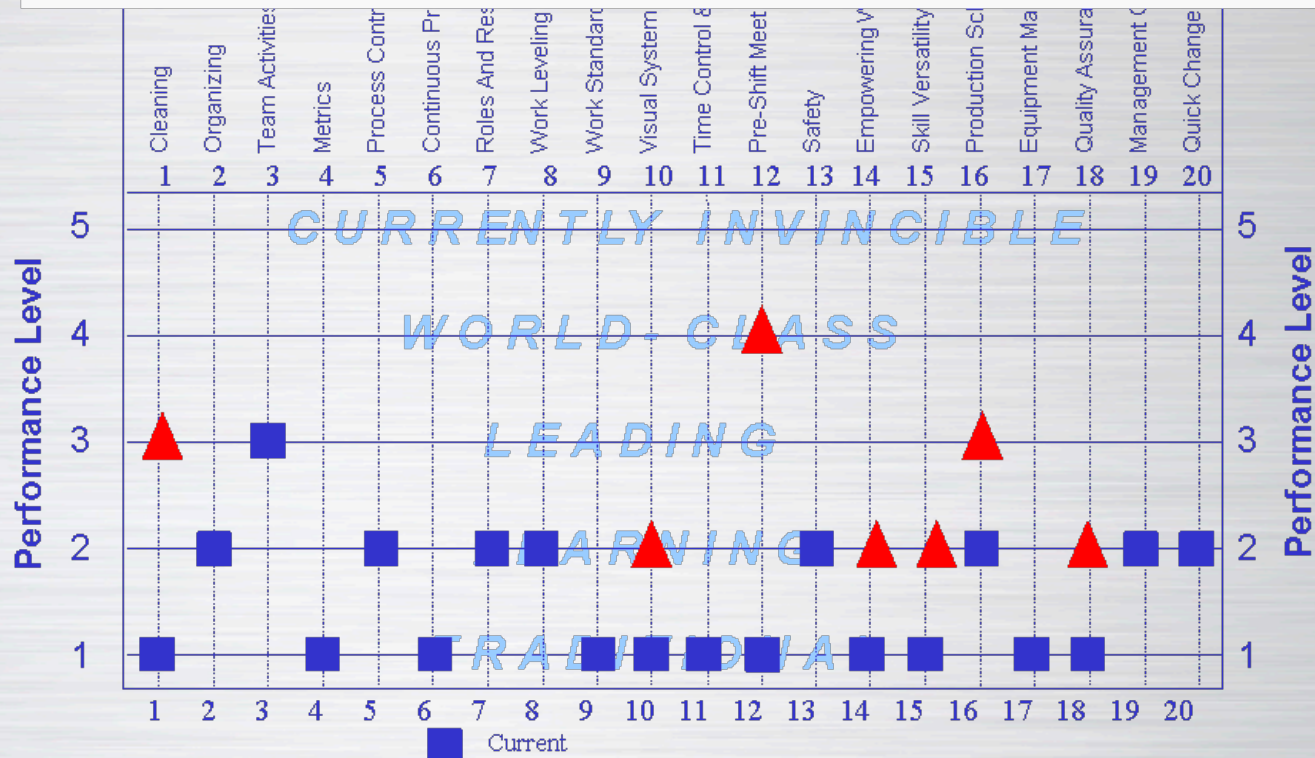
Sample Work Group Assessments And Objectives

Current			Annual Point Objectives			
<u>Goal</u>	<u>Score</u>	<u>Calculation</u>	1	2	3	4
70	30	$(70 - 30) / 4 = 10$	10	10	10	10
70	50	$(70 - 50) / 4 = 5$	5	5	5	5
70	37	$(70 - 37) / 4 = 8.25$	9	8	8	8
70	20	$(70 - 20) / 4 = 12.5$	13	13	12	12



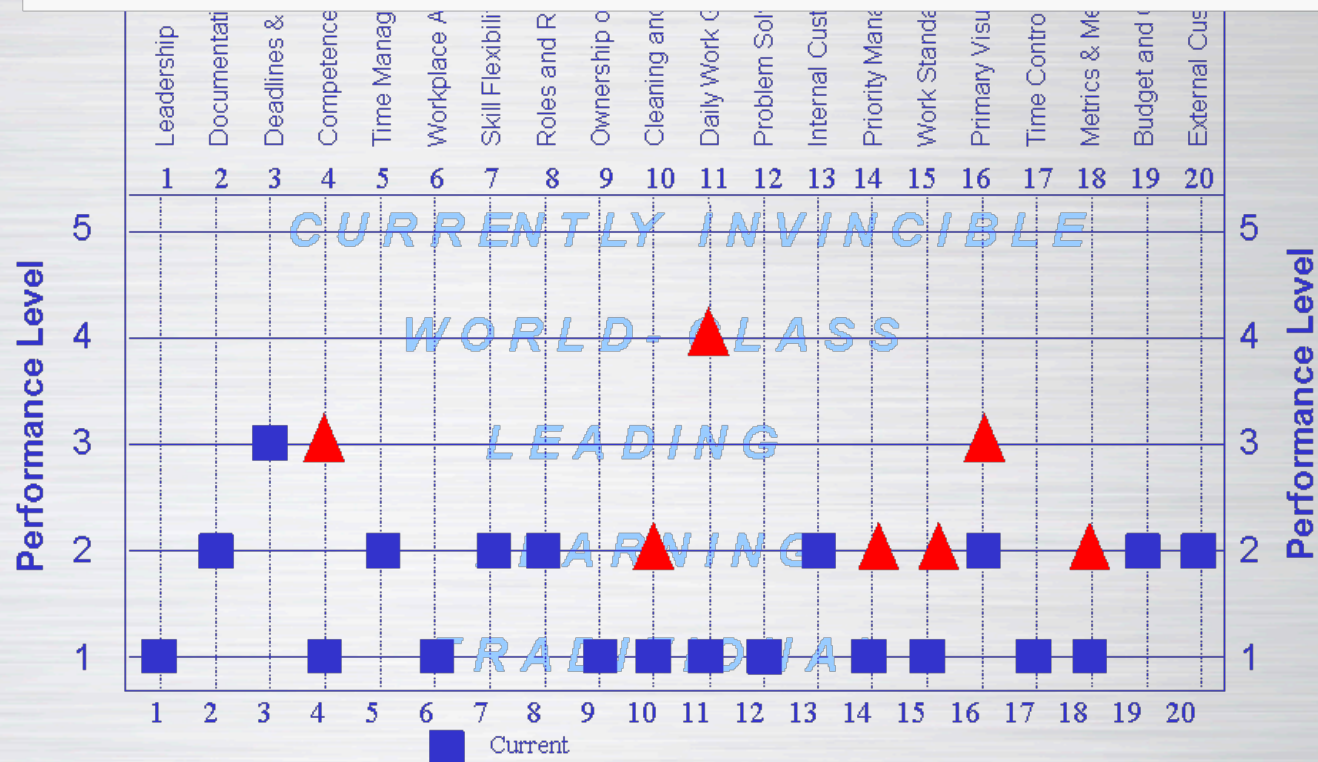
20 Keys® Of Lean Manufacturing

3. WORK GROUP SELECTS KEY LEVEL OBJECTIVES FOR THE NEXT YEAR



20 Keys® Of Office Kaizen

3. WORK GROUP SELECTS KEY LEVEL OBJECTIVES FOR THE NEXT YEAR



4. Develop Monthly Plan And Apply LDMS And Lean Tools

ACTION PLAN FOR A SINGLE KEY

For Key 1: Cleaning Moving from Level 1 to Level 3 (At Once!!!)

ACTIVITY	WEEK												PERSON RESPONSIBLE
	1	2	3	4	5	6	7	8	9	10	11	12	
<i>Make list of clean. sup.,.</i>	■												<i>Bob, Sally</i>
<i>Submit P.O. for supplies</i>		■	■	■	■	■	■						<i>Rashid, Jamail</i>
<i>Construct shadow boards</i>			■	■									<i>Abdullah, Paco</i>
<i>Develop check list</i>			■	■									<i>Gort, Mikhail</i>
<i>Develop procedures</i>				■	■	■							<i>Bob, Jamail</i>
<i>Develop RACI chart</i>				■	■	■							<i>Paco, Rashid</i>
<i>Implement new system</i>							■	■					<i>All</i>
<i>EARN POINT(S)!!!!</i>								▲					<i>All</i>



4. Develop Monthly Plan and Apply LDMS® And Lean Tools

ACTION PLAN FOR A SINGLE KEY

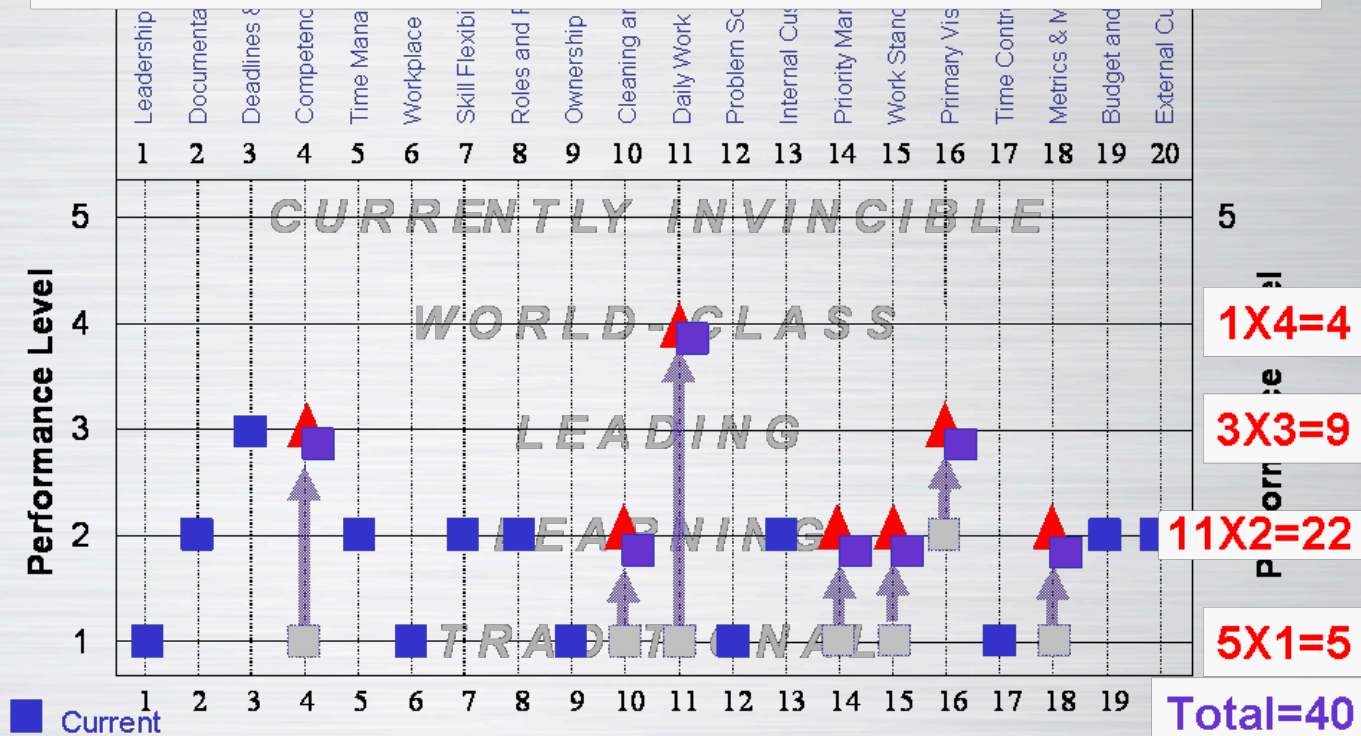
For Key 3: Deadlines and Commitments (2 points at once!)

Activity	Weeks								Person(s) Responsible
	1	2	3	4	5	6	7	8	
<i>Identify current commitments</i>									<i>Sally with all</i>
<i>Develop project tracking phases</i>									<i>Bigboote' with all</i>
<i>Create RACI for tracking projects</i>									<i>Fred and Sally</i>
<i>Create visual display</i>									<i>John</i>
<i>Assess status of current commitments</i>									<i>Sally with all</i>
<i>Post statuses on visual display</i>									<i>Fred</i>
<i>Create procedures for daily updates</i>									<i>Sally with all</i>
<i>Begin daily tracking and updates</i>									<i>Sally with all</i>

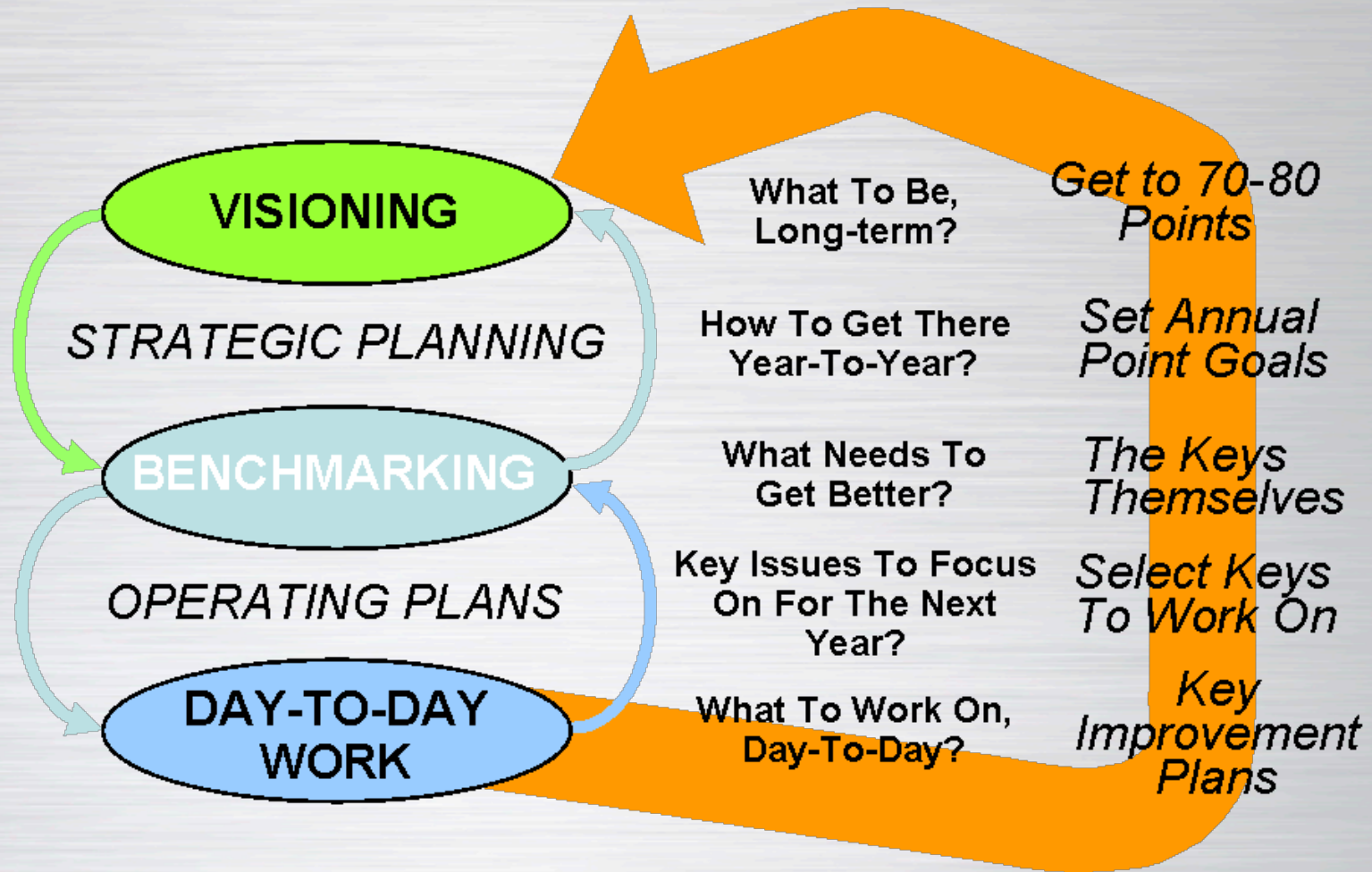


20 Keys® Of Office Kaizen

5-6. CONDUCT QUARTERLY OR SEMI-ANNUAL AUDITS; PLAN AGAIN AT START OF NEXT YEAR



Vision, Benchmarks & Metrics In One Package



Be Patient!

Months

0
1
2
3
4
5-6

- Form Executive Steering Committee
- Form Blitz Administration Team
- Form Change Teams For Primary Visual Displays And Daily Work Group Meetings
- Install And Stabilize Primary Visual Displays And Daily Work Group Meetings
- **Then, Install the 20 Keys® Into Each Work Group**



Establishing The 20 Keys®

