



# Leveraging Lean to Lead Talent Development

Follow Up Slides

*ATDps* - November 2015 Chapter Meeting

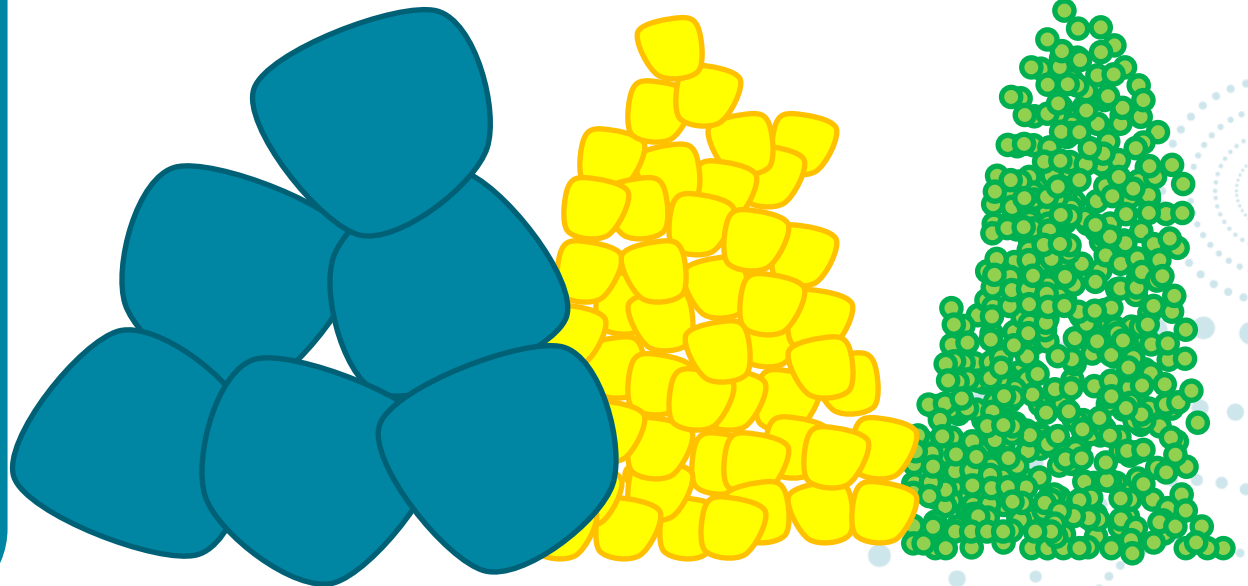
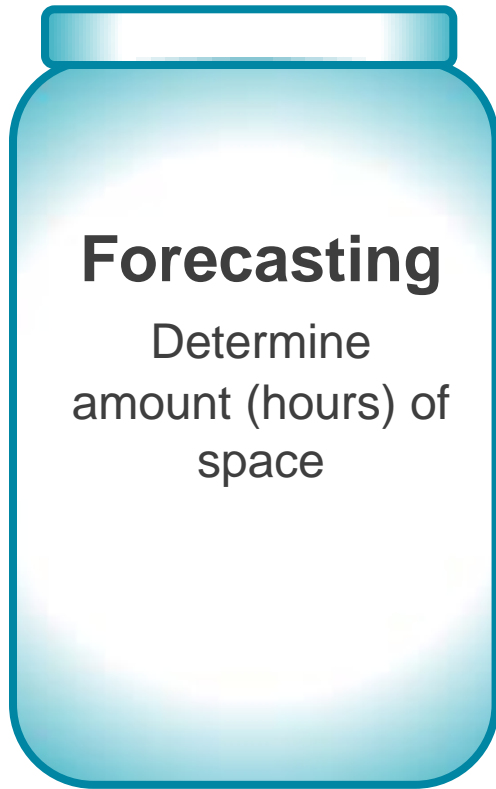
*Mary Alida* Brisk, Director of Talent Management

# Then a miracle occurs....

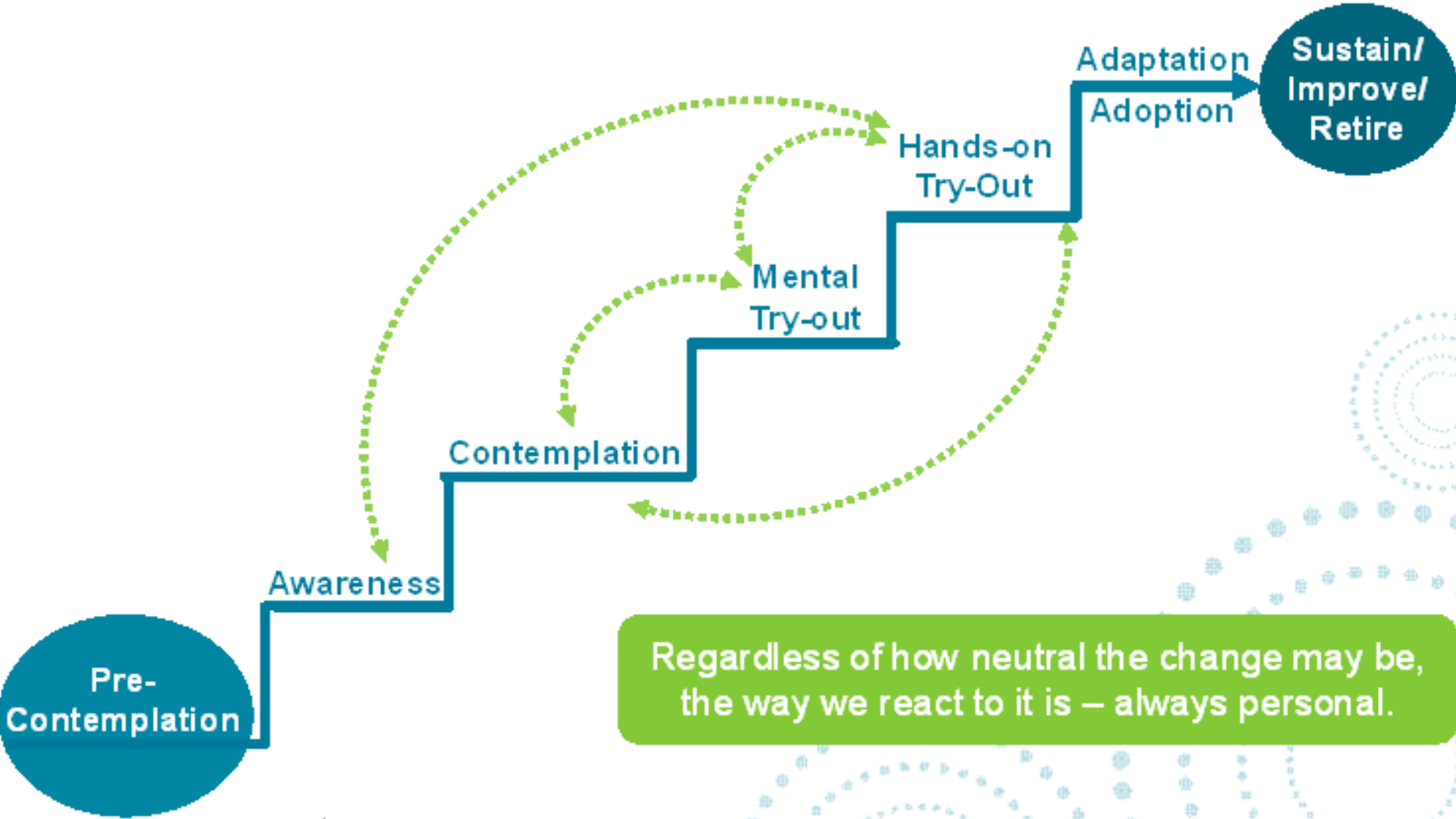


# The "Big Rocks" Challenge

How can you get all of the "hours of things to do" in the jar?



# Preparing for Significant Changes





# Methods to reduce waste?

The “standard way” to remove waste –  
**Training Within Industry *Job Methods*.**

*Note:* The work (must be **explicitly**) documented to start.

Eliminate?  
Combine?  
Rearrange?  
Simplify?

**HOW TO IMPROVE  
JOB METHODS**

A practical plan to help you produce  
**GREATER QUANTITIES** of **QUALITY  
PRODUCTS** in **LESS TIME**, by making  
the **best use** of the **Manpower, Machines  
and Materials**, now available.

**STEP I—BREAK DOWN** the job.

1. List all details of the job **exactly**  
as done by the **Present Method**.
2. Be sure details include all:—
  - Material Handling.
  - Machine Work.
  - Hand Work.

**STEP II—QUESTION** every detail.

1. Use these types of questions:  
WHY is it necessary?  
WHAT is its purpose?  
WHERE should it be done?  
WHEN should it be done?  
WHO is best qualified to do it?  
HOW is the ‘best way’ to do it?
2. Also question the:  
Materials, Machines, Equipment,  
Tools, Product Design, Layout,  
Work-place, Safety, Housekeeping.

**STEP III—DEVELOP** the new method.

1. **ELIMINATE** unnecessary details.
2. **COMBINE** details when practical.
3. **REARRANGE** for better sequence.
4. **SIMPLIFY** all necessary details:—
  - Make the work **easier and safer**.
  - **Pre-position** materials, tools and  
equipment at the best places in  
the **proper work area**.
  - Use **gravity-feed** hoppers and  
**drop-delivery** chutes.
  - Let **both hands** do **useful work**.
  - Use **jigs and fixtures** instead of  
hands, for holding work.
5. **Work out** your idea **with others**.
6. Write up your proposed new method.

**STEP IV—APPLY** the new method.

1. **Sell** your proposal to the **boss**.
2. **Sell** the new method to the **operators**.
3. Get final approval of all concerned  
on **Safety, Quality, Quantity, Cost**.
4. Put the new method to work. Use  
it until a **better way** is developed.
5. Give **credit** where credit is due.

**Job Methods Training Program  
TRAINING WITHIN INDUSTRY  
War Manpower Commission**

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# Appendix & Resources

## Resources

- Pascal Dennis – “Thinking, Systems, Tools” Model
- Thedacare – Roadmap
- % of Time Allocation
- Seattle Children's' Management Systems Model
- Seattle Children's' Management Systems - Details
- Seattle Children's' Daily Management Systems Model
- Toyota Books (Toyota Culture, Toyota Talent, Field Guide Book)
- Getting the Right Things Done, Gemba Walks, Memory Jogger Pocket Guide
- CPI Department, LEI (Lean Enterprise Institute) FastCap YouTube

## Tools (some of the tools used in these processes – not comprehensive)

- Hours Tracking
- Forecasting
- Visibility Boards
- A3s (a variety of these – focus on the One Pager)
- PDCA
- TWI – Job Methods