

# Continuous Process Improvement

WHAT IT CAN MEAN FOR YOU.



# Introduction

- ▶ 25 years in process improvement & Six Sigma
- ▶ PACCAR, Gordon Trucking, Seattle Schools, Port of Seattle
- ▶ Love to be outside



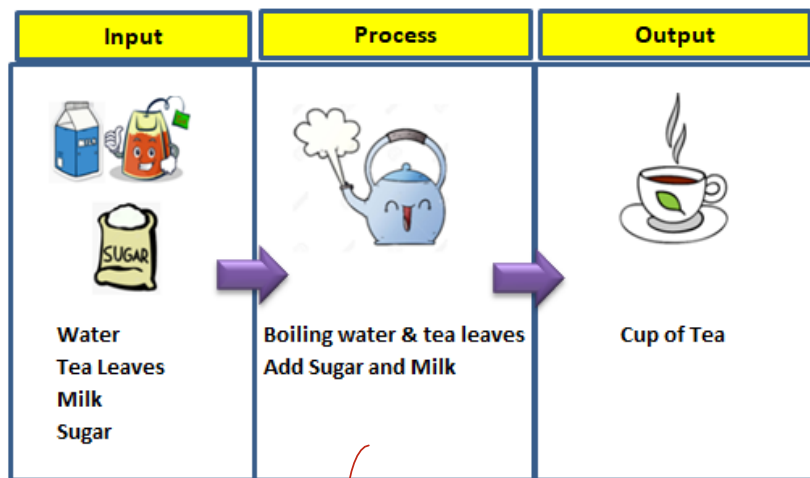
# What is \*Continuous Process Improvement

(\*CPI here on out)

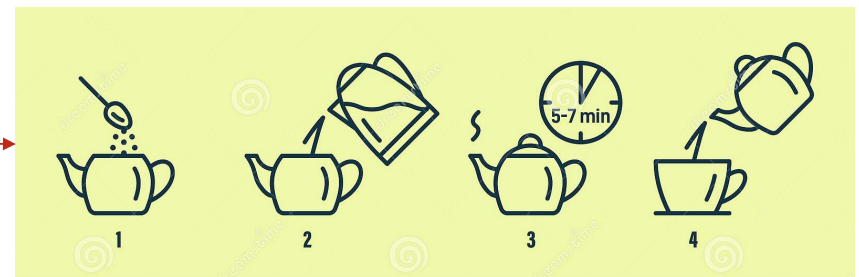
- ▶ PDCA - framework - heart of continuous process improvement
- ▶ The PDCA Cycle helps you in your efforts in continuous improvement



# What is Process?



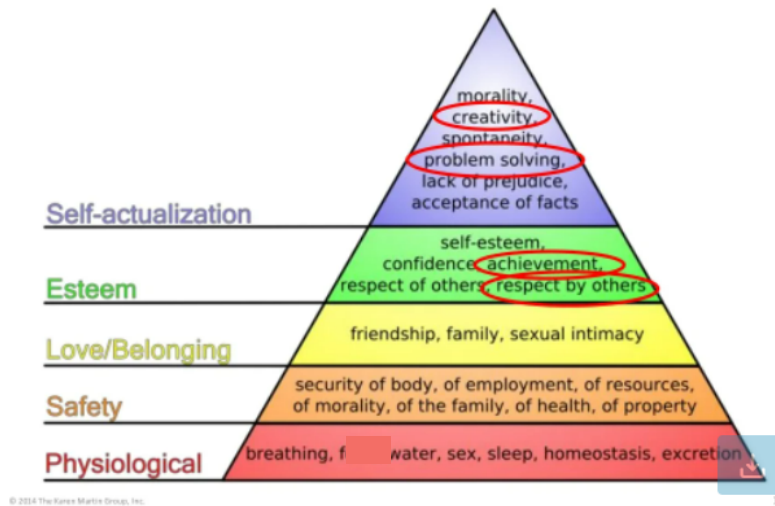
- ▶ A process is a set of activities that interact with one another.
- ▶ Often, the output of one process is the input for another process.





# Why Care About Process? Respect for People!

## Maslow's Hierarchy of Needs



► Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

1. **Go See** - Profound knowledge about potential process or product improvements starts with observation
2. **Ask Why** - Ask open-ended questions based on observing actions, not on assumptions. Use 5 Why's to find root cause and real needs vs surface asks
3. **Show Respect** - Assume the person on the ground knows more about their specific context than you or their manager. But avoid embarrassing them, too

# What is Our Current Situation?



- ▶ Everyone is busy
- ▶ No one has time
- ▶ We have always done it this way
- ▶ Old ways of doing things

# Goals – Metrics - Check and Adjust



- Occupancy rate starts to fall

# GO SEE – Go To The GEMBA

Respect for People

## Key elements of a gemba walk



**observe,  
don't  
correct**

Not meant to be a  
corrective exercise

**value add  
activities**

What is working  
about this  
process?



**innovate and  
improve  
conditions,  
tools, and  
procedures**

Remove the elements  
that are detrimental to  
production

**seek to  
understand**

Why is it this way?



**subtracting  
value**

Where are you losing  
value in the existing  
process? Why?

- ▶ Go to the location of the work
- ▶ Learn from those doing the work
- ▶ ASK questions
- ▶ Voice of the Customer
- ▶ 5 WHYS

# What are the 5 Whys – Why use them?

## 5 Whys

The 5 Whys is a simple analysis technique that moves past symptoms by asking “why” until reaching the true root cause of an issue.



- Dive into the root cause of a problem simply and quickly



# 8 Forms of Waste



## Defects

Efforts caused by rework, scrap and incorrect information



## Overproduction

Production that is more than needed or before it is needed



## Waiting

Wasted time waiting for the next step in a process



## Non-Utilized Talent

Underutilizing people's talents, skills & knowledge.



## Transportation

Unnecessary movements of products & materials.



## Inventory

Excess products and materials not being processed.



## Motion

Unnecessary movements by people (ex.walking).



## Extra-Processing

More work or higher quality than is required, by the customer.

# 5S Method For CPI

- ▶ Identify area
- ▶ **Sort** – what is necessary to keep?  
Needed weekly or customers?
- ▶ **Set in Order** – a place for everything  
and everything in its place
- ▶ **Shine** – cleanliness, safe, swept
- ▶ **Standardize** – process for cleanup,  
proper maintenance
- ▶ **Sustain** – making a habit of properly  
maintaining the process

## 5s CPI WORKPLACE

### 1. SORT

Organization – keeping only what is necessary and discard everything else – when in doubt, throw it out



### 2. SET IN ORDER

Orderliness – arranging and label only necessary items for easy use and return by anyone



### 3. SHINE

Cleanliness – keeping everything swept and clean for inspection – for safety and preventative maintenance



### 4. STANDARDIZE

Standardized cleanup – the state that exists when the first three pillars or "S's" are properly maintained



### 5. SUSTAIN

Sustaining the discipline – making a habit of properly maintaining correct procedures



# Why Do 5S?

Effectiveness	<ul style="list-style-type: none"><li>• Less waste when work area is organized</li></ul>
Teamwork	<ul style="list-style-type: none"><li>• Lets people share jobs</li><li>• Less borrowing of needed tools</li></ul>
Impressions	<ul style="list-style-type: none"><li>• Customers, potential investors, job seekers all judge your work area</li></ul>
Stress	<ul style="list-style-type: none"><li>• Less stress trying to find things</li><li>• Less irritation when things disappear</li></ul>

## 5S – Examples



**Before implementing 5S**



**After implementing 5S**



# Shadow Boxing





# What Does it all Mean?



- Improvement is continuous
- Respect for people is #1
- Improvements are happening all around you
- Walk, learn, listen, ask
- Capture process
- Monitor goals
- HAVE FUN!

## Questions?

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