Principle 7: Use Visual Control So No Problems Are Hidden

Chapter 13

Use regular management audits to stay disciplined

Sort
Clean out rarely used items by red tagging

Sustain
Create rules to sustain the first 3 S’s

Straighten
Organize and label a place for everything

Standardize

Shine
Clean it

The 5 S’s
Separate what is needed every day to perform value-added work from what is seldom or never used.

5S's

Any communication device used in the work environment that tells us at a glance how work should be done and whether it is deviating from the standard.

Visual Control

Before 5S: Examples
After 5S: Examples

• Take a photograph of your study area & send it to me at william.maloney@uky.edu

Assignment

How do visual control systems allow you to improve value-added flow?

What are some examples of visual control systems?
Use Only Reliable, Thoroughly Tested Technology That Serves Your People and Processes

Chapter 14
“It is the individual human being who must solve the problems”

Eiji Toyoda

Does proposed technology add value to the process?

Fundamental Question

- Design & use technology to support continuous flow in the production process and help employees perform better
- Find ways to support the actual work process while not distracting people from the value-added work

Guiding Principle
First, work out the manual process, and then automate it. Try to build into the system as much flexibility as you possibly can so you can continue to kaizen the process as your business changes. Always supplement the system information with genchi genbutsu.

• Handout

Process Streamlining

Grow Leaders Who Thoroughly Understand the Work, Live the Philosophy and Teach It to Others

Chapter 15
“Until senior management gets their egos out of the way and goes to the whole team and leads them all together ... senior management will continue to miss out on the brain power and extraordinary capabilities of all their employees.”

Then and Now

- My father retired from the DuPont Co. after 47 years.
- Today, estimates are that you will work for 5 different firms during your career.
- From a human development perspective, which pay is better?

Then and Now

![Diagram showing hierarchy of technical, management, and people aspects with philosophical principles]

- Technical: Safety, IT, Jobs, Culture
- Management: True North, Tools to focus management attention, Sit and See, Problem-solving, Presentation skills, Project management, Supportive culture
- People: Long-term asset = learned skills, Machinery depreciates = lose value, People appreciate = continue to grow

- PHILOSOPHICAL: Customer first, People are more important assets, Sit and See = focus on floor, Give feedback to teams members and earn respect, Efficiency thinking, True (or apparent) condition, Total (or individual) team involvement
• Going to the source to see an understand extends to understanding what customers want.
• How do you develop a visceral sense of what the customer wants?

**Putting the Customer First**

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- Coercive power
- Reward power
- Legitimate power
- Referent power
- Expert power
- Informational power

**Bases of Power**

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- Being blessed by top executives at Toyota
- Controlling the vehicle program
- Leading the program
- Having proved that you are an exceptional engineer
- Being a critical link between engineering and customer satisfaction

**Toyota Chief Engineer’s Power**
• Focused on a long-term purpose for Toyota as a value-added contributor to society
• Never deviated from the precepts of the Toyota Way DNA and lived an modeled themselves around this
• Worked their way up doing the detailed work and continued to go to the gemba
• Saw problems s opportunities to train and coach their people

**Toyota Leader Common Traits**