Small Wins Panel Presentation

The Essence of Continuous Improvement
Panel Presentation Agenda

• Introduction to Panel Presenters (5 min)
• Just Get off the Escalator! (3 min)
• Small Wins Presentation per Company (30 min)
  • What does “Small Wins” mean?
  • Examples
  • Biggest Challenge, Success, Lessons Learned
• Group Discussion (15 min)
• Conclusion (5 min)
  • Key Takeaways
  • Plus / Delta
• Meeli Linnik, Production Engineer, HerreroBoldt

• Sabrina Odah, Project Engineer, HerreroBoldt

• David Mitchell, MEP Project Engineer, HerreroBoldt

• Mark Napier, Project Executive, Southland Industries

• George Chrisman, Vice President, Walters and Wolf
HerreroBoldt
What does “Small Wins” mean?

• Tapping the creative energy of every worker
• Identifying and implementing ways to improve everyday
• Quick and easy improvements
  • Empower those around you
  • If it makes sense, just do it!!
• Creating a culture of continuous improvement
HerreroBoldt Example
Daily Commitments Huddle

- Daily huddle began as a stand up meeting between project managers & trade partners
- Meeting dates and times were inconsistent
- Meeting had no structure
- Trade partners discussed current work and constraints
HerreroBoldt Example
Daily Commitments Huddle

- At Owner’s request, daily commitments were included in the huddle
- Daily huddle was moved to the Architect’s board
- Weekly work plan was posted
- Trade partners swarmed weekly work plan and marked the board with constraints
- Metrics such as percent planned complete were not tracked
- Meeting still lacked structure
HerreroBoldt Example
Daily Commitments Huddle

• A team member recommended implementing a ‘pick a number’ system to allow trade partners to have the floor

• Assigning numbers brought order to the huddle

• Team members gave status of tasks and identified constraints to be swarmed

• Meeting was long and prone to sidetracking
HerreroBoldt Example
Daily Commitments Huddle

• Will Lichtig recommended implementing a four question system to focus the team:
  • What have you completed since the last check-in?
  • What will you complete before the next check-in?
  • Is your current work on track?
  • Do you have any constraints?

• Team members still prone to being sidetracked
HerreroBoldt Example
Daily Commitments Huddle

• Steve Yots recommended the use of a ‘parking lot’ board to record constraints that team members needed help resolving

• Trade partners were encouraged to swarm constraints at the end of the meeting to resolve issues quickly

• Constraints on the parking lot are statused at the beginning of every huddle to assure resolution
HerreroBoldt Example
Daily Commitments Huddle

- Instructional video was created to inform new team members of the process and expectations of the daily huddle
- Daily huddle has become a Boldt company standard, and is now shared with other companies
HerreroBoldt
Biggest Challenge / Success / Lessons Learned

• Biggest Challenge: Difficult to begin until it becomes part of the culture
• Biggest Success: Once part of the culture, Small Wins are contagious and well-received
• Biggest Lesson Learned: Do not let filling out a form keep you from sharing your ideas
• 2nd Biggest Lesson Learned: Support from upper management is essential to begin and sustain this program
Southland Industries
What does “Small Wins” mean?

• Current State – Not effectively sharing ideas between jobs & division

• Future State – Implement a process for sharing ideas between jobs & division

• Solution – Build on Paul Akers’ 2nd Lean – Southland Lean Videos
Southland Industries Example
Safety & Construction Methods

• Safety Improvements
  • Cord management
  • Ladder for truck loading
  • Improvement to material handling carts

• Construction Method Improvements
  • Pipe cutting
  • System testing
Southland Industries Example
Southland Industries
Lean Video Competition – Win a Trip to 16th Annual LCI Congress
Southland Industries Example
Southland Industries
Biggest Challenge / Success / Lessons Learned

• Biggest Success – One video becomes catalyst for another winning improvement

• Biggest Challenge – Getting employees to submit ideas

• Lesson Learned – Need champions throughout the organization to create excitement around the sharing
Walters & Wolf
What does “Small Wins” mean?

• Core Purpose: A Company of Opportunity, where the drive to be the best challenges us to constantly improve together
• Enhance our reputation through continuous improvement
• Set new standards for others to follow
• Create a culture of learning
• Have respect for people
• Live our Core Values
• Have passion to be the best
• Fix what bugs you
• Over 3000 improvement videos captured
Walters & Wolf Example
Our Lean Journey
Walters & Wolf Example
Office & Management
Walters & Wolf Example
General Knowledge

Here's how you put together the "Lean of the Week" update.

1. Go to youtube and select a video you'd like to share.
2. Copy URL "note - make sure video is marked as "public".".
3. Click youtube thumbnail tab (http://www.youtube/yt_thumb.html).
4. Paste URL in Video ID then click outside of box.
5. Open Lean of the Week word doc.
6. Go back to youtube thumbnail.
7. Open snipping tool (new - rectangular snip).
8. Go to Word document and right click on picture - paste - resize new image to fit template.
9. Go back to youtube video you picked - copy URL again - go back to word doc - right click image - select hyperlink - paste URL.
10. Edit document with content for the week.

***You are now ready for mailing instructions***

1. Click mailings tab on word doc. - Located on upper tool bar.
2. Start mail merge - select step by step Wizard - Located on upper tool bar.
3. Select recipients - Use an existing list.
4. Click next at bottom right of doc.
5. Next: Preview your email message.
Walters & Wolf Example
Purchasing & Shop

Constant Never-ending Improvement
Walters & Wolf Example
Shipping Receiving
Walters & Wolf Example
Home Improvement
Walters & Wolf Example
Project Management
Walters & Wolf Example
Field Operations
Walters & Wolf
Biggest Challenge / Success / Lessons Learned

• Changing a culture requires leadership from the top
• Sustaining continuous improvement has to happen everywhere
• Great ideas can come from anywhere
• Change is a lot of hard work
• Fix what bugs you – don’t wait for someone else to do it
• Things are either getting better or getting worse
• Small improvements add up over time
Conclusion

• Eliminate 8th waste of unused employee genius
• Create a network of sharing and learning
• Build a lean culture and state of mind
• Continuously build on the ideas of other’s
• If it makes sense, *just do it!!*