Lean Daily Management

Structure and Routine for Continuous Improvement
Presentation Overview

- Background
- Lean Daily Management (LDM)
- Good, Bad & Ugly
- Examples of Improvement
- Next Steps
Background

Why Lean Daily Management?
Supports Corporate Strategies

- Consistency to manage business risk
- Continuous improvement
- Best in Class
Best in Class (BIC)

• Operations and Corporate Departments identified BIC descriptors

• Needed a way to monitor performance and drive continuous improvement towards BIC
Look Outside the Box

Gained a different perspective
Push the Limits

Recognized Value of Expertise
Lean Daily Management (LDM)

What is it?
What is LDM?

- Daily process of gathering data and assessing performance on key performance indicators
- Assessment process is done to drive action, not just information sharing session
  - Create targets
  - Track performance
  - Analyze
  - Take Corrective Action
  - Review
Who does LDM?

- Collection, analysis and updating of Metric Boards are done every day by Operations and Corporate Departments
- Leadership team – Gemba Walk to the Metric Boards
- Everyone is responsible for reviewing information and engaging in problem solving
When is LDM Performed?

• Process is done daily
• Continuous Improvement never ends
How is LDM Performed?

Remote Location
Why use LDM?

• Drive communication and collaboration
• Measures small to “miss” small
• Focused problem solving to fix systemic problems
• Continuous Improvement
• Best in Class
Metric Boards

Visual Indicators
Metric Boards
Metric Types

Safety
Quality
Delivery
Cost
Productivity
Run Charts
Living Pareto Charts
Problem Solving

5-Why Analysis

Action Plans
Implementation

Putting it into action
Implementation

• 15 Corporate Departments
• 9 Operations Regions
Feedback

Good, Bad & Ugly
Benefits of LDM

• Increased internal communication
• Increased external communication
• Created validation processes
• Drives discipline
Benefits of LDM

• Real-time response to issues
• Focused problem solving
• Drives action
• Connection to Best in Class
Criticisms of LDM

- Difficult to manage Gemba process daily
- Tendency to deviate from process (for example – problem solving shouldn’t occur during Gemba walks)
- Balance who is required for problem solving
- Process improvement is hard
Examples of Improvement

• Craft force overtime
• Craft productivity
• Safety results
• Non-compliant risk transfer
• Released injured workers not working
• Recruiting Milestones
• Business Development
Next Steps

Improvements
Next Steps

- Metrics
- Living pareto categories
- Problem solving
- Action plans
- Pace of improvements
Questions?

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