



INTERNATIONAL ROAD DYNAMICS INC.

Experience the Connection:  
Safer. Greener. Trusted.

# From Basement to Boardroom

## Success Found Through Employee Engagement

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## Trevor O'Byrne

- Manufacturing Services Manager
- Supply Chain Manager
- Lean Coach/Mentor
  
- Introduction to Lean – 2007
- Certified Lean Greenbelt Champion – 2015
- Certified Lean Blackbelt Champion – 2016



*“Every Person you meet is your Teacher and every Environment is your Classroom” – unknown*



# International Road Dynamics

- Founded in 1980
- Leading supplier to the global Intelligent Transportation Systems (ITS) business
  - World's largest provider of Weigh-in-Motion (WIM) systems
  - Extensive global install base
  - Wide range of proprietary ITS products & solutions
  - Operations in Canada, the United States, Chile, Belgium, and Germany
  - Quaterhill Team Member - 2017





# 44 Offices and Agents Worldwide



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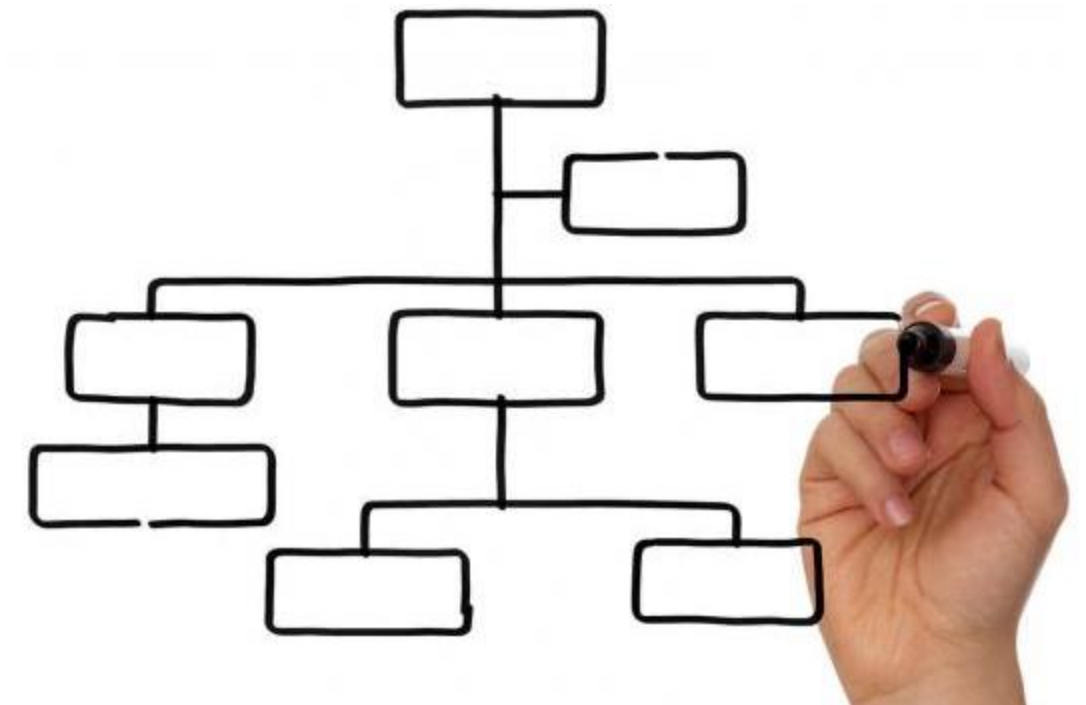
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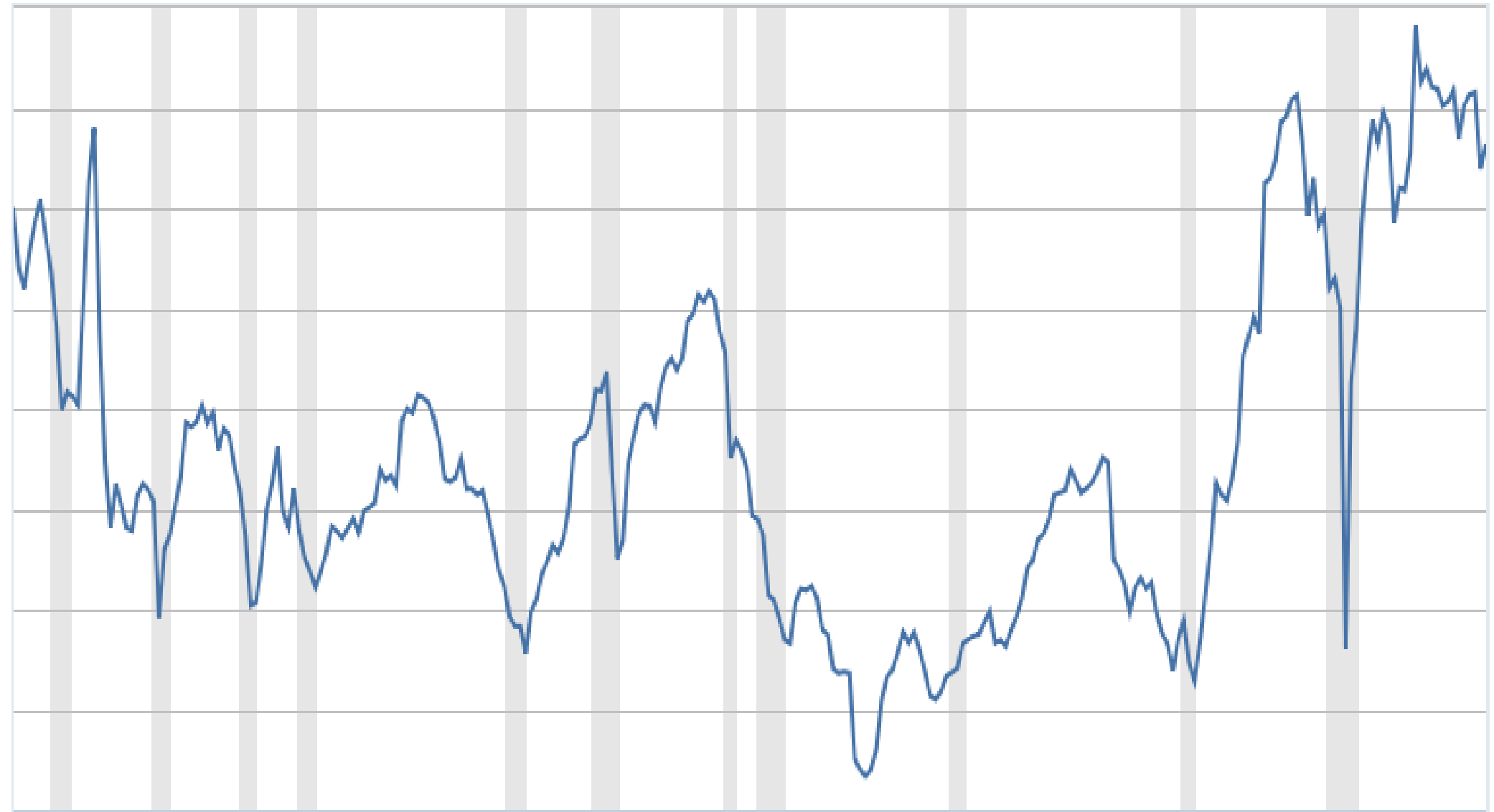
# Organizational Makeup

- Over 200 Employees in North America
- Departments include:
  - International Sales
  - Domestic Sales
  - Operations
    - Project Management
    - Field Services
    - Manufacturing
    - Data Services
  - Product Management
  - Finance & IT
  - Corporate Resources
  - Engineering
    - R&D
    - Projects
    - Product Development and Design
    - Software
    - Systems





# Our Journey



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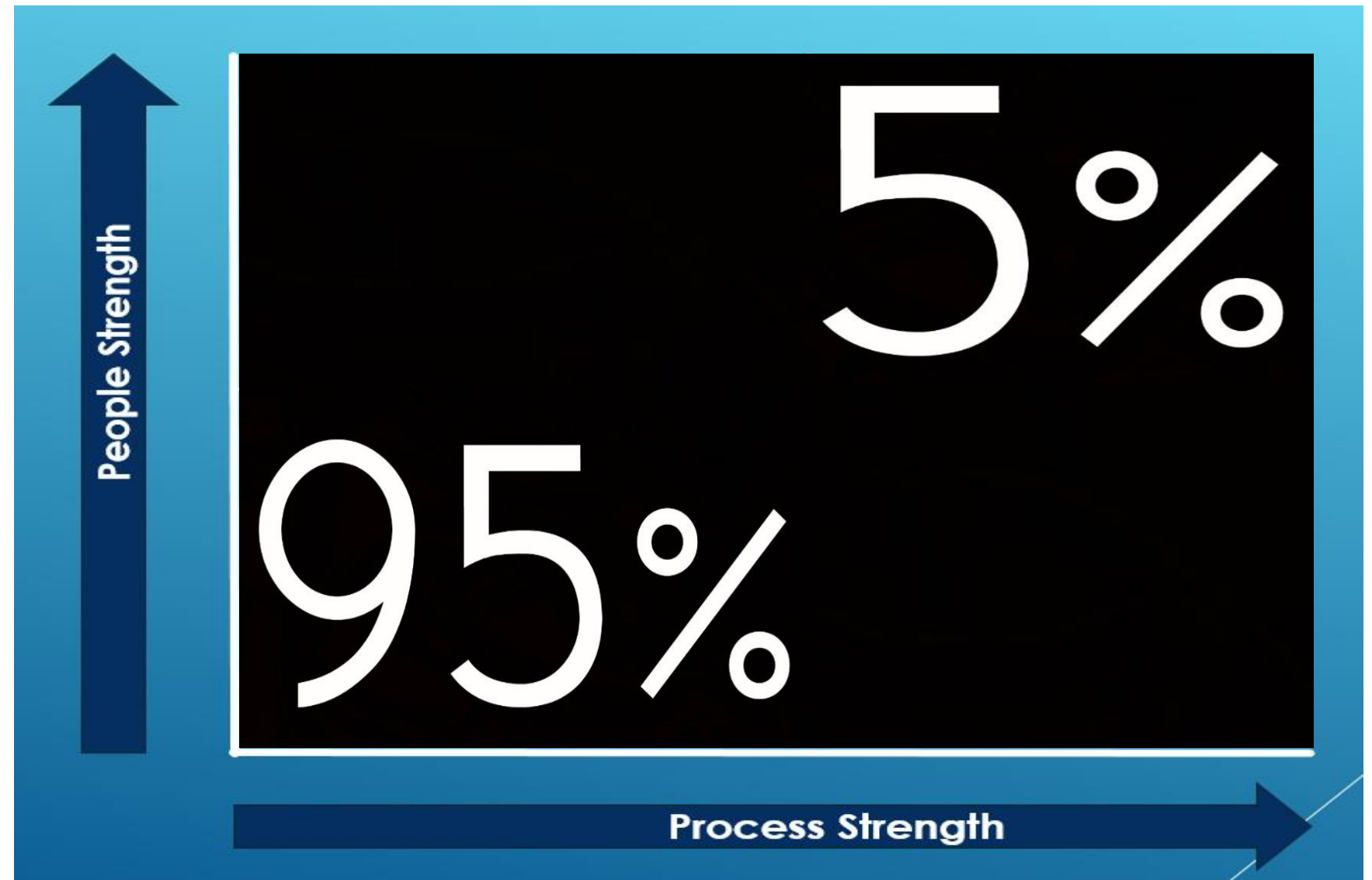
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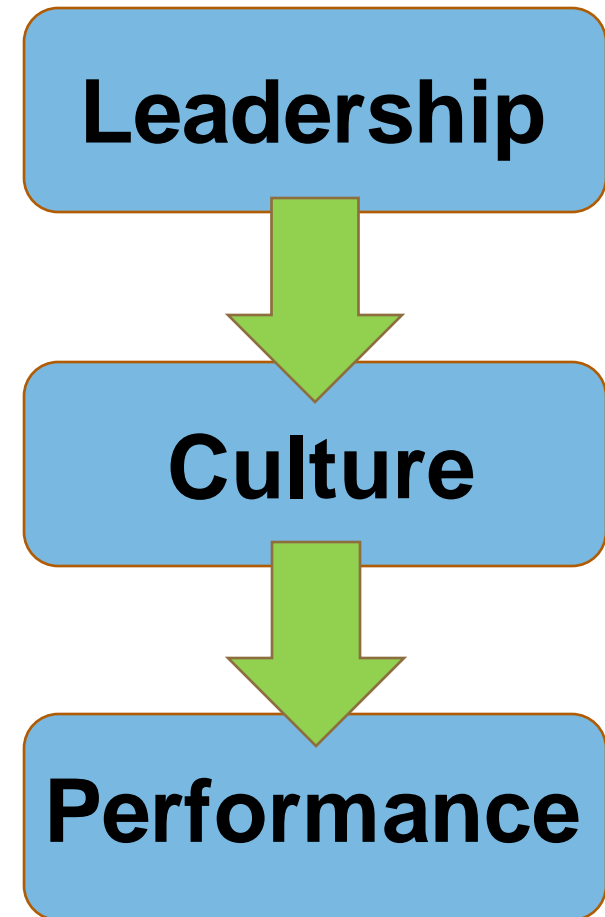
# Moment of Reflection





# Moment of Truth

1. How do we become the 5%?
2. How do we stay in the 5%?





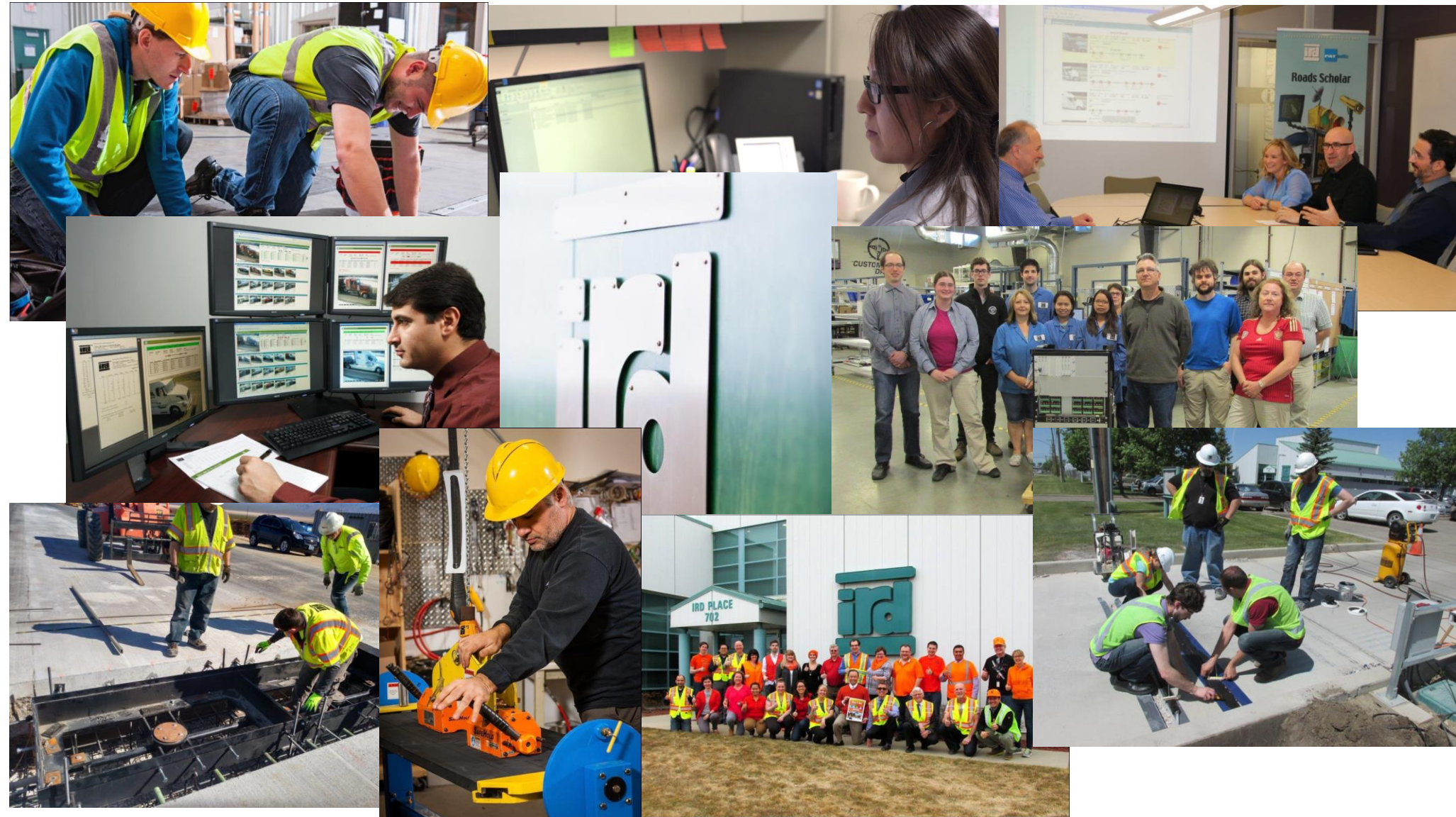


# Change in Thinking...





# Success Found Through People



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# Foundational Elements

- 1) You need to CARE!
- 2) When in doubt do the right thing!
- 3) Respect - Everyone has the right to meaningful work **and to excel at it!**





# Areas of Focus

- Building the Culture
- Creating Partnerships
- Defining Leadership
- Commitment to Self Development
- Training and Mentoring
- Continuous Improvement





# Building the Culture

## Tools:

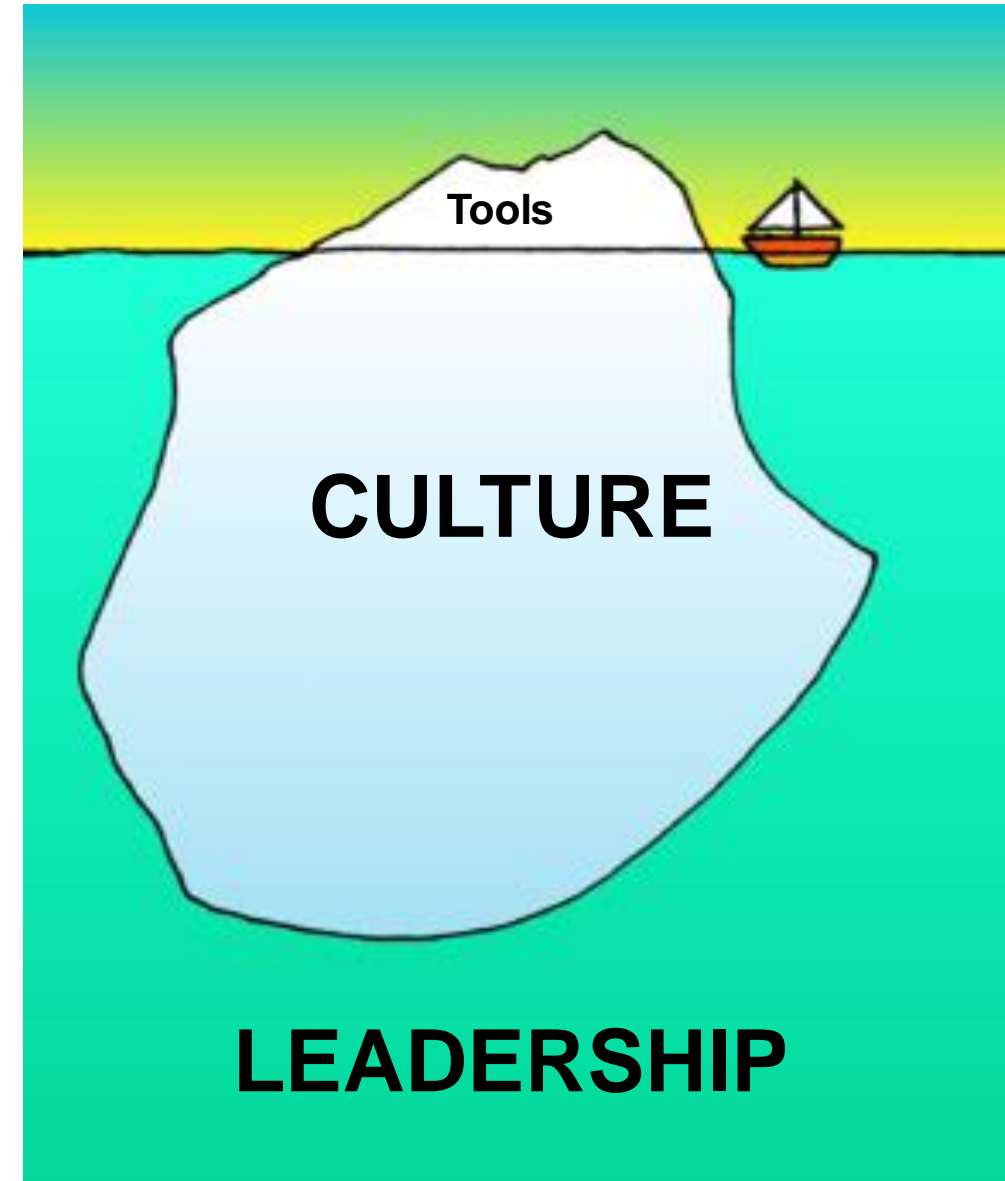
- 5S
- Cycle-Time Reduction
- Value Stream Mapping
- Kanban
- Takt Time
- A3
- Single Minute of Exchange of Die

## Culture:

- Continuous Improvements
- Learning Organization
- Long-Term Thinking
- Problem Solving
- “No Blame” Environment

## Leadership:

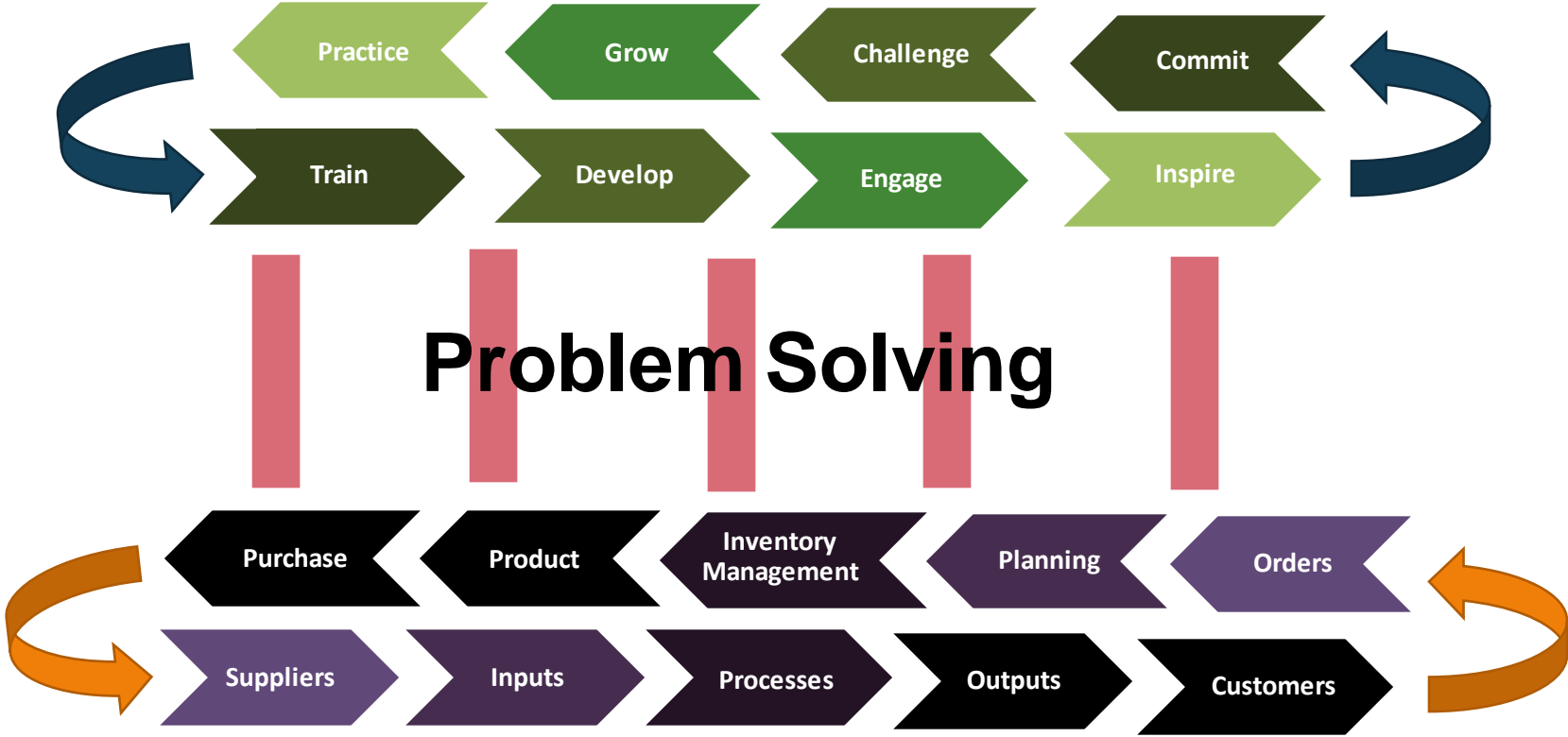
- Direction
- Challenge
- Mentorship





# Building the Culture

## People Value Stream

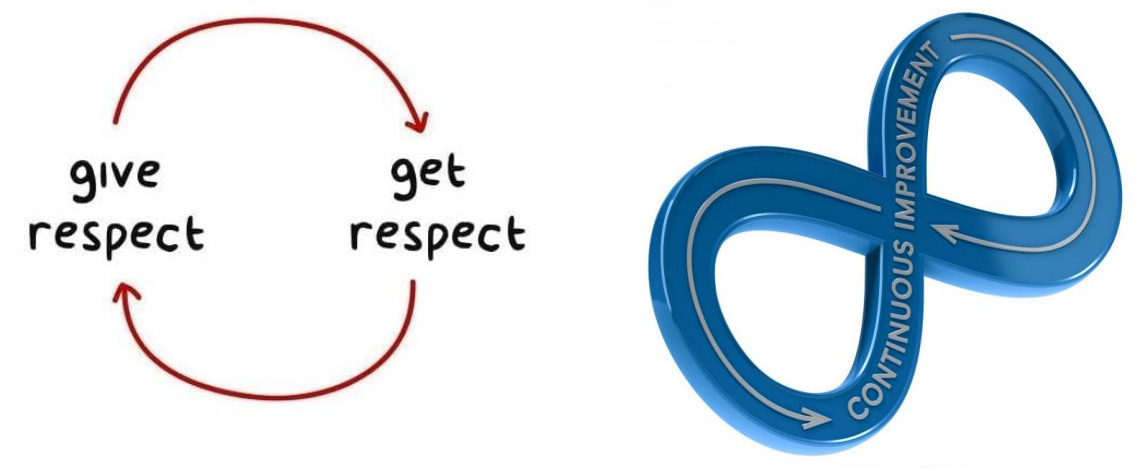


## Material/Information Value Stream





# Creating Partnerships



Organizational success is achieved through Continuous Improvement which in turn provides the employee with challenge, growth and satisfaction, forming the basis for long term mutual prosperity.





# Leadership

- “Leaders, and the leadership model that a company cultivates are the root drivers of successful engagement of team members throughout the company.”
  - Continuous Improvement is the effect of this engagement, not the cause.” *The Toyota Way to Lean Leadership – Jeffrey Liker*
- Creates and aligns goals both vertically and horizontally.
- Commits to Self Development and Learning
- Provides Coaching and Development of Others
- Daily Support of Continuous Improvements







# Self Development

## THE DIFFERENCE BETWEEN BEGINNERS AND EXPERTS



- Individuals who commit to a consistent cycle of self-development will attain and address shortcomings in their own skill set to become effective leaders who aim for and sustain excellence.





# Training and Mentoring



**It is Management's role with the help of Lean Practitioners to mentor and challenge in support of growth, towards learning through problem solving.**

**As Mentors we need to understand that everyone is on a Lean Journey – even if it just started today!**

**The speed of Change will be more controlled if we understand it is limited by the rate at which people can understand, own, and act up each improvement step.**

*“People come to work to succeed. It is our responsibility as managers to support them so that they do.” - Michael Balle*





# Daily Support of Continuous Improvement

- Recognition that change is required in order to excel – foster a bias towards improvement
- Commit to change everyday even if it is small - incremental change over time can lead to great things
- Continuous Improvement is better than delayed perfection





# Strategic – Business Plan



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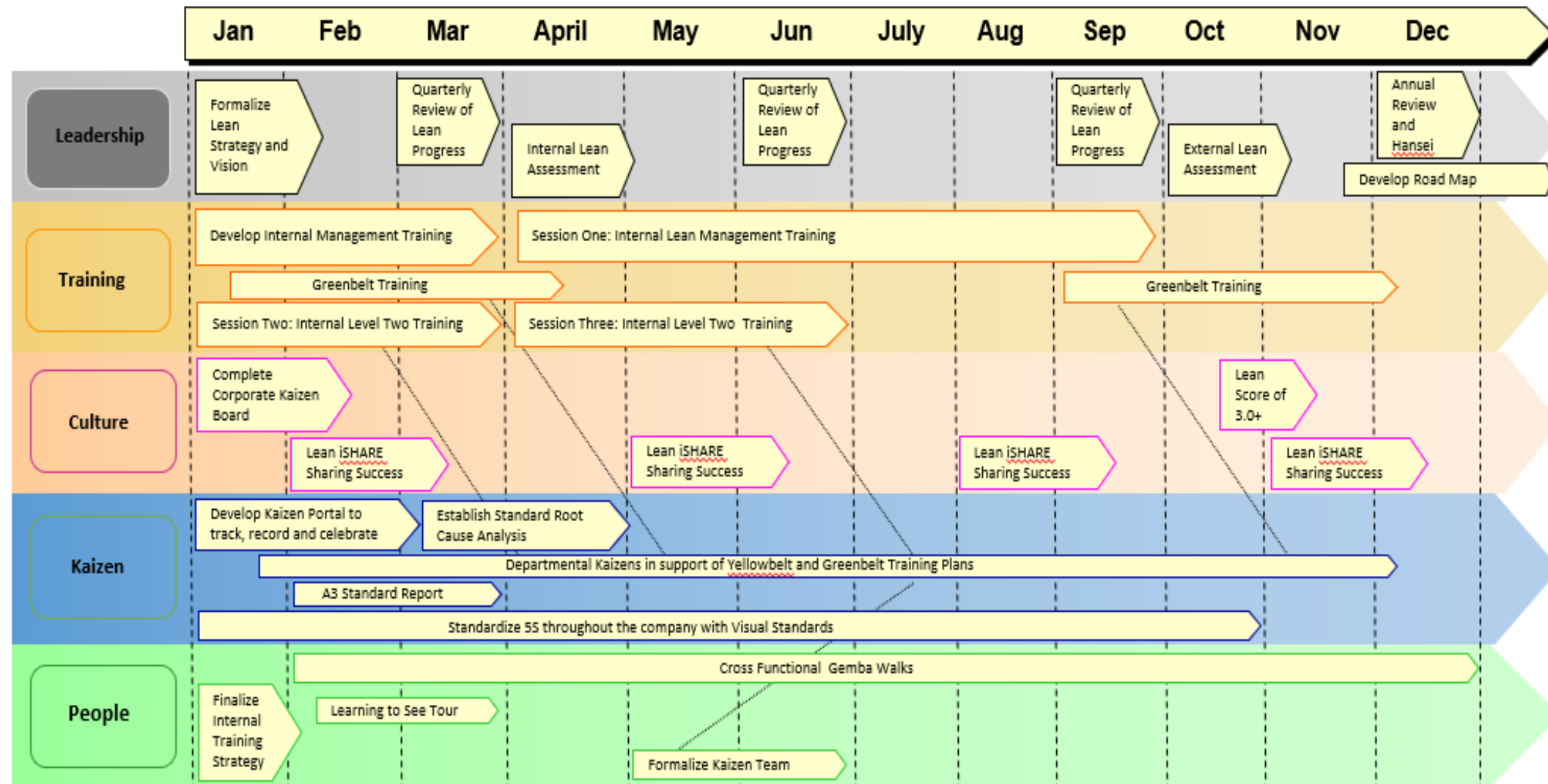
# Lean Assessment

Criteria	Y1	Y2	Y3		Blackbelt Assessment
Management Support	1.5	3.2	3.5	↑	3.5
Culture	2.25	3.0	3.5	↑	3.3
5S	2.0	2.5	4.2	↑	2.4
Value Stream Mapping	2.75	3.5	3.7	↑	3.5
Setup Reduction	1.2	1.6	2.0	↑	2.0
Total Productive Maintenance	3.0	3.0	3.0	→	3.3
Pull Systems	1.6	2.0	2.5	↑	2.2
Production/Information Flow	1.75	2.0	2.5	↑	2.5
Plant/Facility Layout	1.5	2.2	3.0	↑	3.2
Standard Work	2.5	2.0	2.5	↑	2.5
LPPD	0.5	1.0	2.0	↑	1.5
Accounting Support for Lean	0.5	1.0	1.0	→	1.3
Supply Chain	3.0	3.2	3.7	↑	3.6
Continuous Improvement	1.6	3.0	2.8	↓	3.8
<b>Average</b>	<b>1.9</b>	<b>2.4</b>	<b>2.9</b>	<b>↑</b>	<b>2.8</b>



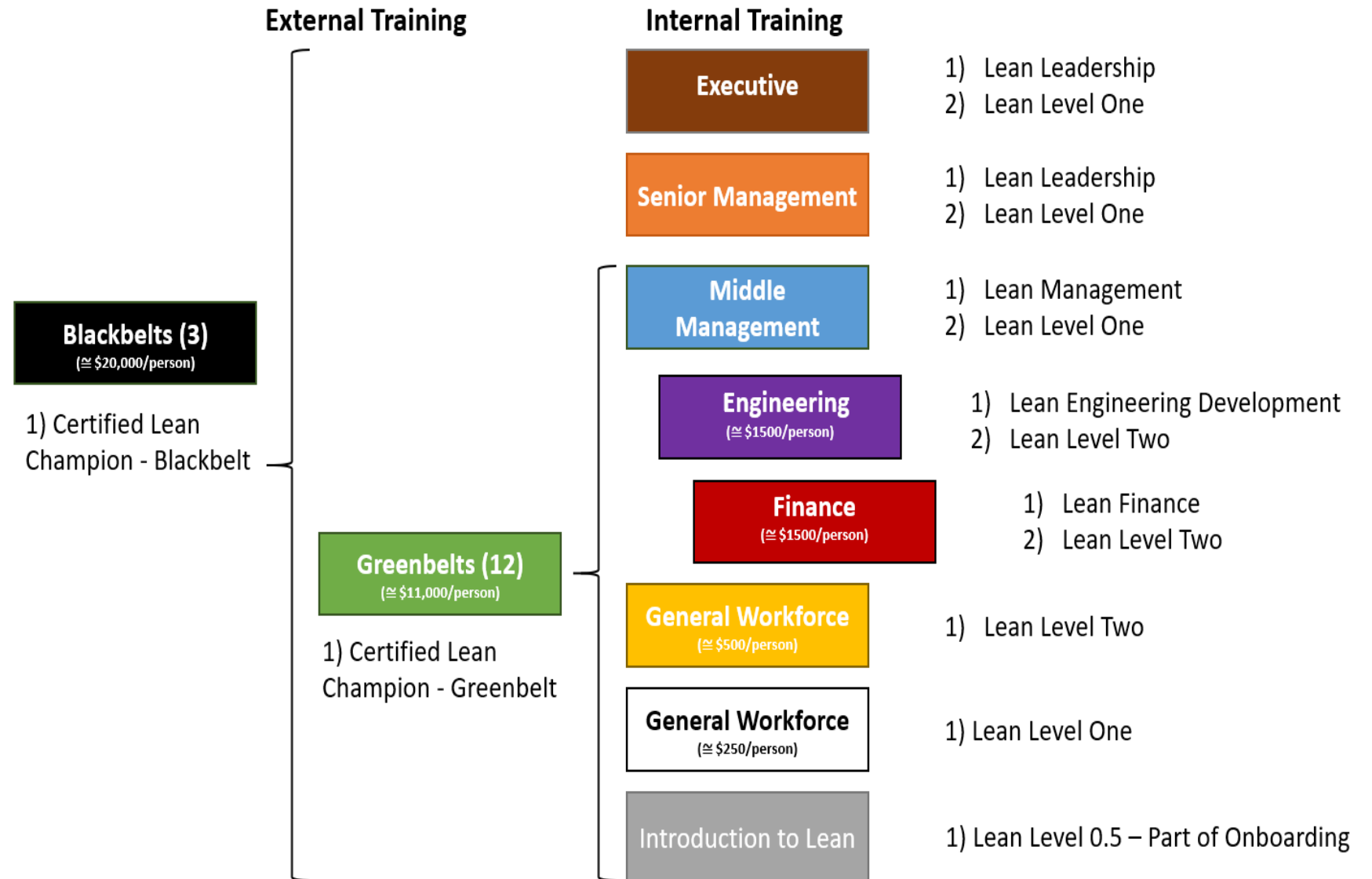


# Lean Road Map



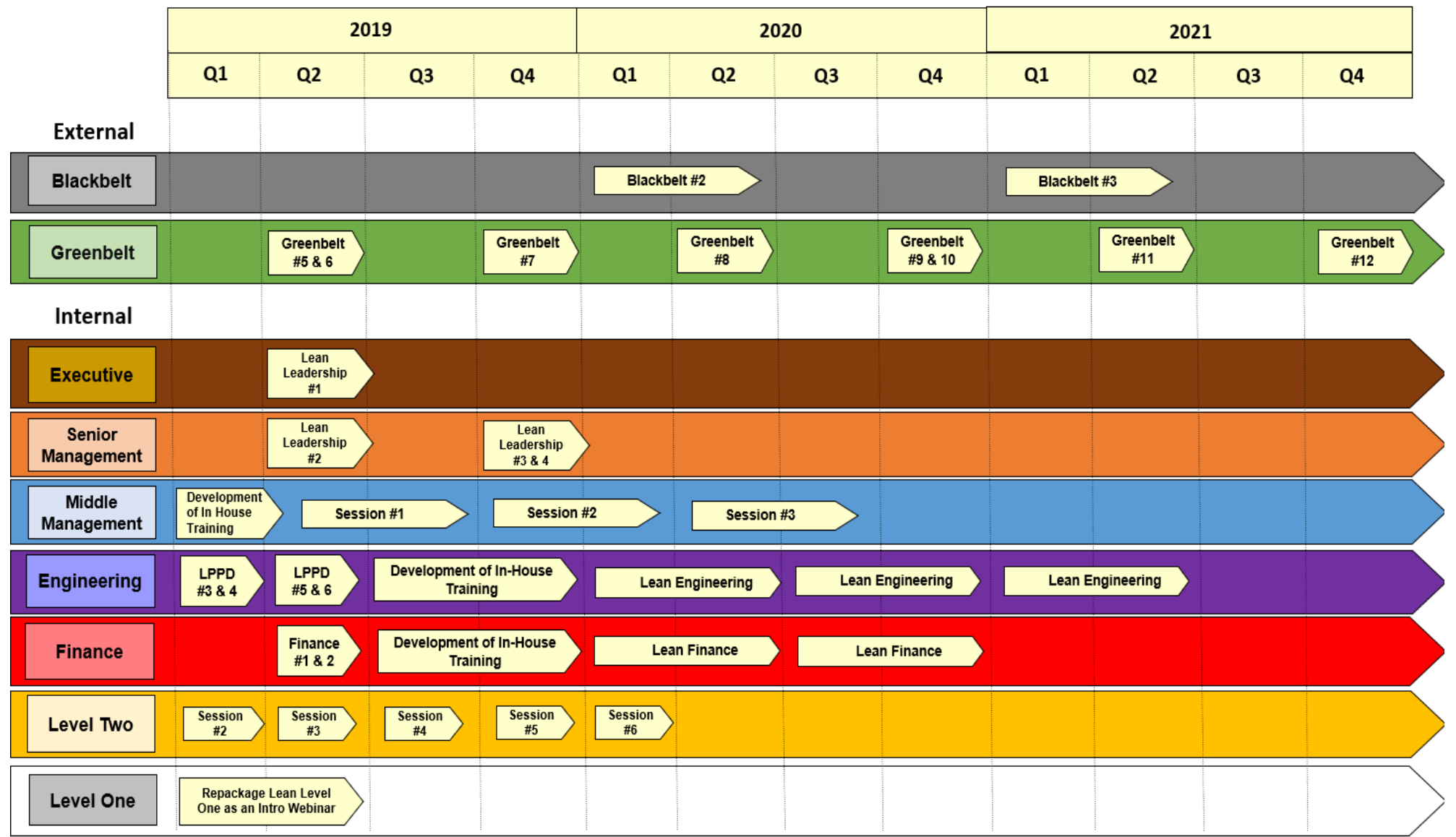


# Training Plan





# Training Roadmap



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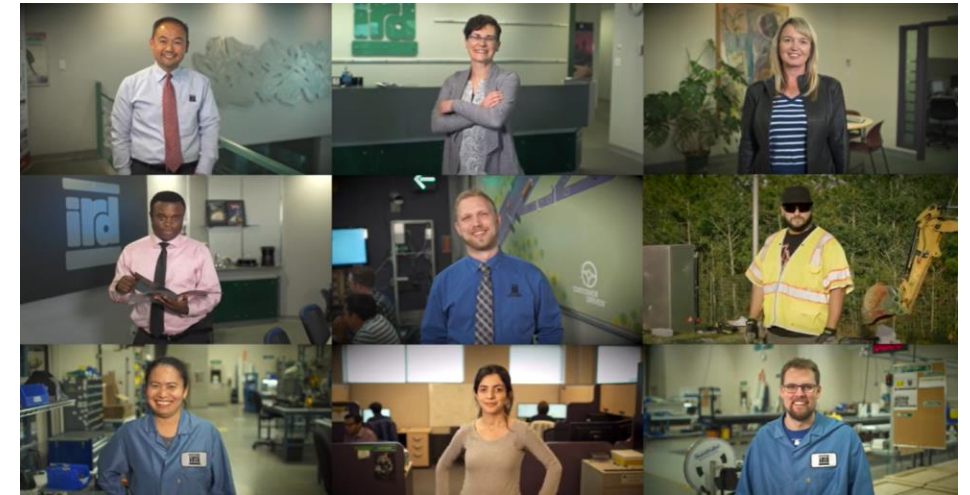




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# Results

- 1 Intercompany Kaizen
- 2 Supply Chain Kaizens with Strategic Vendors
- 11 Interdepartmental Kaizens – 3 in progress
- 42 Departmental Kaizens
- 268 Quick Kaizens
- 1 Community Kaizen
- Over 90% Corporate Participation



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