

EMBRACING EXCELLENCE

# LEAN

CONFERENCE CANADA  
WINNIPEG | JUNE 6-9, 2022



PRESENTED BY

CANADIAN  
MANUFACTURERS  
& EXPORTERS

CANADA'S LARGEST LEAN  
EVENT IN 2022

[EMBRACINGEXCELLENCE.CA](http://EMBRACINGEXCELLENCE.CA)



# A FUNCTIONAL CONVERSATION RE: DYSFUNCTION

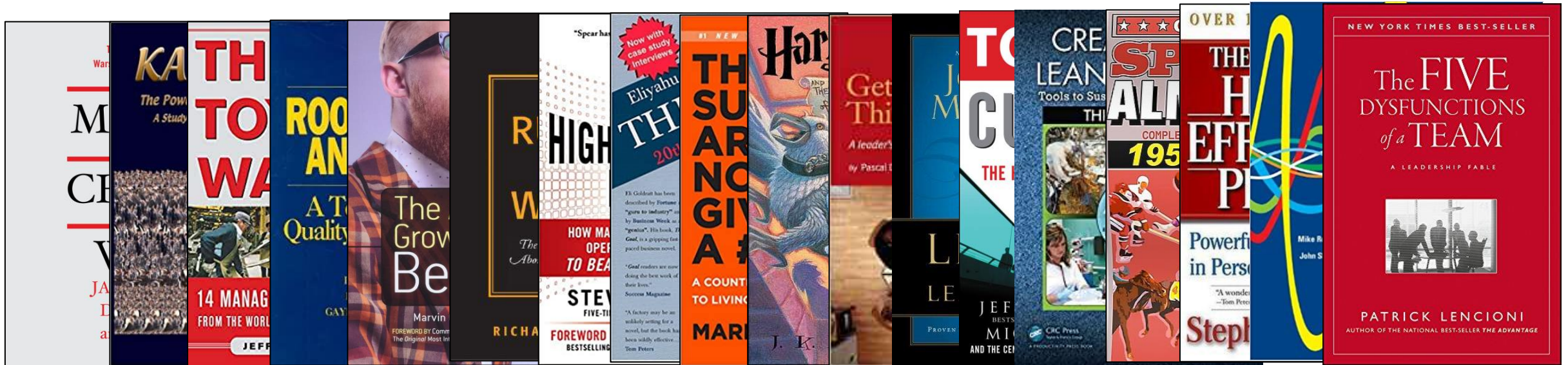
**JOHNNY BOWLER**

*OPERATIONS MANAGER*

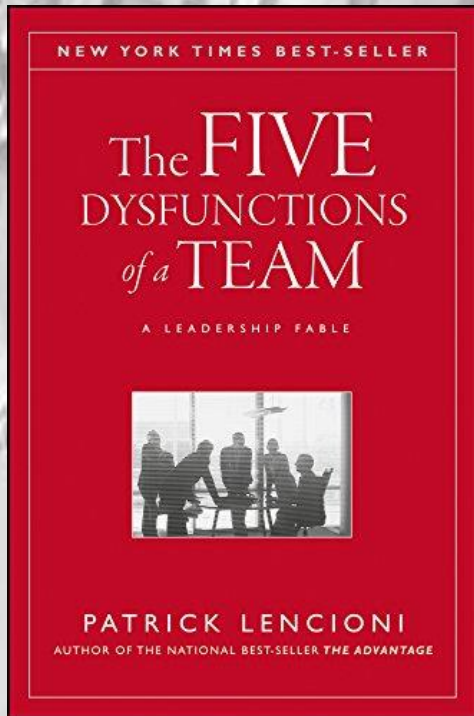
RUSSEL METALS-WINNIPEG SOUTH



# If only there was some help out there...



# EVER BEEN A PART OF A FUNCTIONAL TEAM?



Does a dysfunctional team know its dysfunctional?

# Dysfunction # 1—Absence of Trust



How do we build it?

# Dysfunction # 2-Fear of Conflict



How do we remove it?

# Dysfunction # 3-Lack of Commitment

Russel Metals			
AGENDA: Scheduling Meeting			
PURPOSE: Identify and resolve obstacles that threaten our weekly schedule achievement. Capacity Planner to be opened prior to meeting start to be prepared to discuss Production Capacities			
Path: I Drive/DBase/FrontEnd/CapacityBTO			
Scheduling RAID List will be utilized to track attendance, identify challenges and risks to our planned production Path: I Drive/DBase/FrontEnd/Partmaster			
Sequence	Department	Item #	Topic of Discussion
1	Programming	1)	Programming to provide update to the team to start the meeting, constraints, outstanding orders, etc.
2	Flat Lasers	2)	Flat Laser Department Capacity Planning Tool reviewed (3 Week View)
		3)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted
		4)	Sales to discuss any Rush, Late, or Outstanding Orders remaining to be entered for the week
		5)	Operations Confirms Machine Capacity, agrees to the Flat Laser Production Plan
3	Tube Lasers	6)	Tube Laser Department Capacity Planning Tool reviewed (3 Week View)
		7)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted
		8)	Sales to discuss any Rush, Late, or Outstanding Orders remaining to be entered for the week
		9)	Operations Confirms Machine Capacity, agrees to the Tube Laser Production Plan
4	Plasma & Messer	10)	Plasma/Messer Department Capacity Planning Tool reviewed (3 Week View)
		11)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted
		12)	Sales to discuss any Rush, Late, or Outstanding Orders remaining to be entered for the week
		13)	Operations Confirms Machine Capacity, agrees to the Plasma/Messer Production Plan
5	Hyd-Mech Saw (Inside)	14)	Hyd-Mech Saw Department Capacity Planning Tool reviewed (3 Week View)
		15)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted
		16)	Sales to discuss any Rush, Late, or Outstanding Orders remaining to be entered for the week
		17)	Operations Confirms Machine Capacity, agrees to the Hyd-Mech Saw Production Plan
6	Do All Saw (Beam Yard)	18)	Beam Yard Do All Saw Department Facilities Booking Tool reviewed (3 Week View)
		19)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted
		20)	Sales to discuss any Rush, Late, or Outstanding Orders remaining to be entered for the week
		21)	Operations Confirms Machine Capacity, agrees to the Do All Saw Production Plan
	Router	22)	Router Department Capacity Planning Tool reviewed (3 Week View)
		23)	Weekly Soft Booking Hours Reviewed, Requests for addition or deletion are submitted

Russel Metals	
AGENDA: Daily Production Meeting	
PURPOSE: Identify and resolve obstacles that threaten our daily schedule achievement.	
Raids File to be opened prior to meeting start to be prepared to discuss and record open issues, attendance, etc.	
Path: I Drive/Continuous Improvement/8am Production Meeting/Raid File	
PartMaster to be opened prior to meeting start to be prepared to discuss any outstanding MP's Path: I Drive/DBase/FrontEnd/Partmaster	
Sequence	Topic of Discussion
1	<b>Safety Issues:</b> Near Miss, Incidents, Medical Aids, Outstanding Monthly Audits/Observations or Safety Risks Identified for both branches 50 & 51
2	<b>Quality Issues:</b> QC issues found that should be shared with the group
3	<b>Yesterday's Production:</b> a) Prior days production plan review b) Partmaster review of incomplete orders (previous and current day outstanding MP's)
4	<b>Action Item Board:</b> Review for resolutions, or barriers to closing off items
5	<b>Production Schedule:</b> a) Plan for today's successful schedule (Today's Plan) b) All machines planned accurately and distributed c) Logistics planned and set up for In and OutBounds
6	<b>Barriers:</b> Are there any issues standing in the way of today's success? Round Table Roll Call to Highlight anything specific to a Department
7	<b>Awareness:</b> Does anyone have anything which they need to share?

## How do we promote Buy-in?

# Dysfunction # 4-Avoidance of Accountability

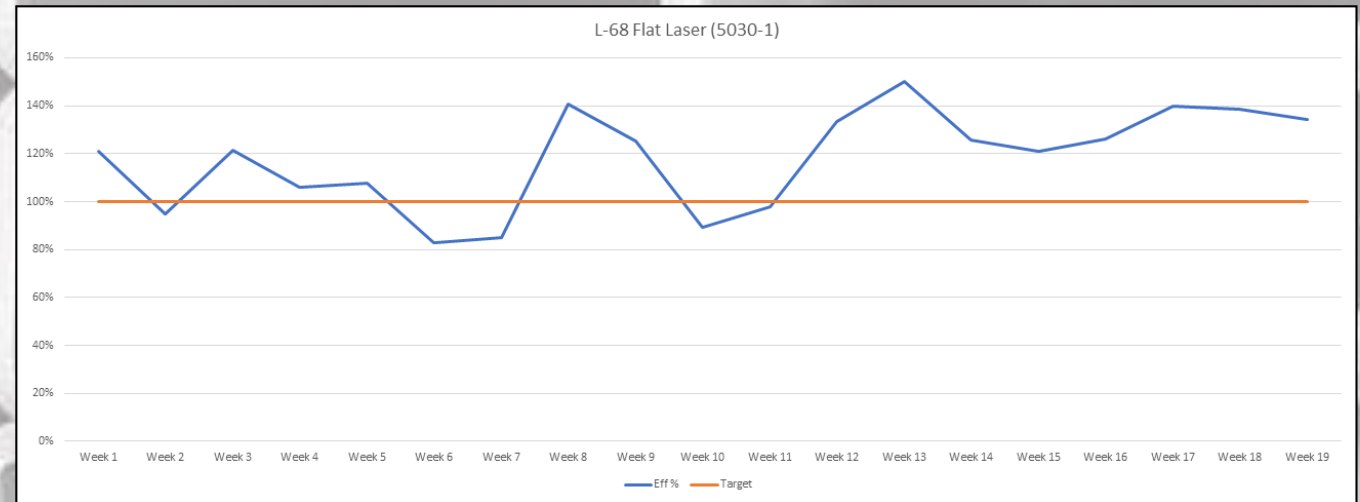
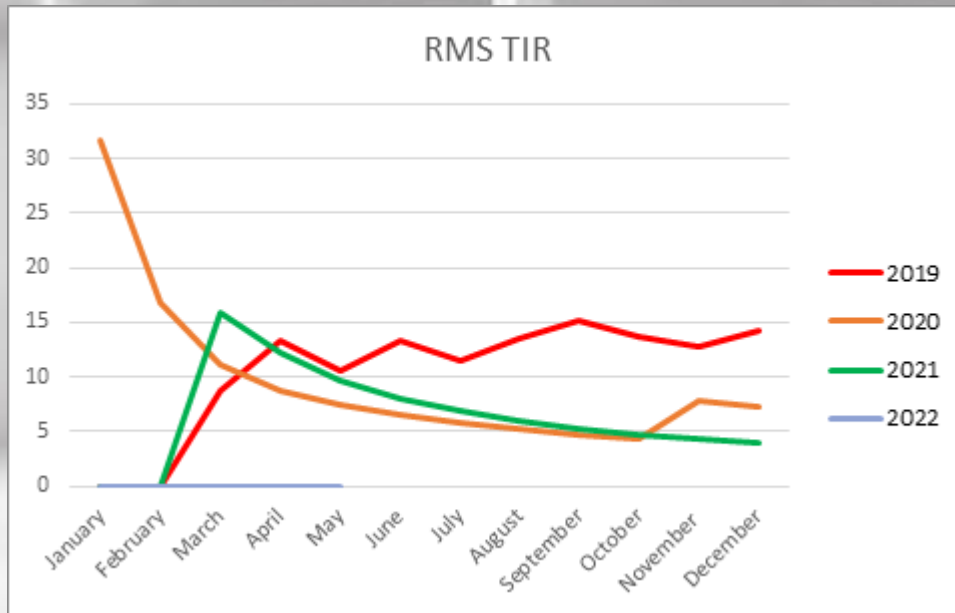
#	ISSUE	COUNTER MEASURE	OWNER	DUE DATE
1	Remove Robert OK about 8:30pm	Set size standards & toolbox of team	JB	FEB 28
2	Call TRUCE'S remaining	Hold training JB or	GO	FEB 19
3	Ask CRUISE about TRUCE'S	Hold training for team	DJ	FEB 28
4	Send out all issues before 1:00pm	Set rules & communicate new expectations	TF	FEB 28
5	Discuss schedule & issues	find scanner that works	DJ	FEB 28
6	Check up on scanner and get it	investigate - create if req'd.	SS	FEB 28
7	Get 2nd set of scanner	create sop	JB	FEB 28
8	Get 2nd set of scanner	create sop	DJ	FEB 28

B	C	D	E	F	G	H	I	J	K	L
Mntce	552	All operators saying L68 welds in parts when running faster than 80% for all material thicknesses.	Maintenance team is talking with Trumpf about issue. Need update on corrective action.	Nav	1/27/2022	1/31/2022	3-Feb	7	Completed Late	Graham was in on Feb 2 and worked with the team
Mntce	553	L68 went down Thursday 6pm while performing the lubrication cycle. Resetting the machine did not help. Machine down: M# 05227	Maintenance prioritizing the L68 this morning. Require status update throughout the day.	Nav	1/28/2022	1/31/2022	28-Jan	0	Completed On Time	Belows from richardson that were recently installed are more rigid than Trumpf parts. Machine triggers a collision when going west and pushing up against Feb 1 Parts are ordered, some coming from Germany so this may be down for a bit here. Feb 7 Alignment completed by Francis, machine still has issues. Feb 9 parts delivered. Nav to verify with Mntce that we are good to go with the repair. Feb 10, parts verified, repair yet to be scheduled. Feb 14, 1 part still missing to complete the repair.
Mntce	554	BLM went down on the 27th at 7PM yesterday. Errors with the steady rest and grippers. M# 05229 and 05230	Maintenance will look into it and give status update.	Nav	1/28/2022	1/31/2022		129	Past Due	Programmed too large to load into the machine. Sheldon working on the resolution. Feb 11 awaiting disposition from GM and how to proceed
Operations	555	NCR 104690- General Metals. 7 out of the 8 parts that were sent had poor cut quality.	investigate what could've caused the cutting issues. Follow up with operator on sampling plan.	Marvin	1/28/2022	1/31/2022	15-Feb	18	Completed Late	New parts are ordered, quote submitted, parts can be cut, but the machine needs to be reset each time a new sheet is loaded, downtime is happening on account of Feb 10 Part ordered, not confirmed by Triumph as of yet-Feb 15 Tech was here and ordered more parts. Feb 17 Tech confirmed
Operations	556	Furnace down in Oakbluff	Call in the furnace guys to get the heat back on, Terry to stay OT if required to let them in or out of the	Sheldon	2/1/2022	2/3/2022	3-Feb	2	Completed On Time	
Mntce	557	L68 down, resonator is down	Bring in the technician to investigate issue	Nav	2/7/2022	2/8/2022	7-Feb	0	Completed On Time	
Mntce	558	L68 down on account of a hard drive issue	Technician requested, confirmed to be here on Monday the 14th	Nav	2/9/2022	2/11/2022	17-Feb	8	Completed Late	

How do we get it?

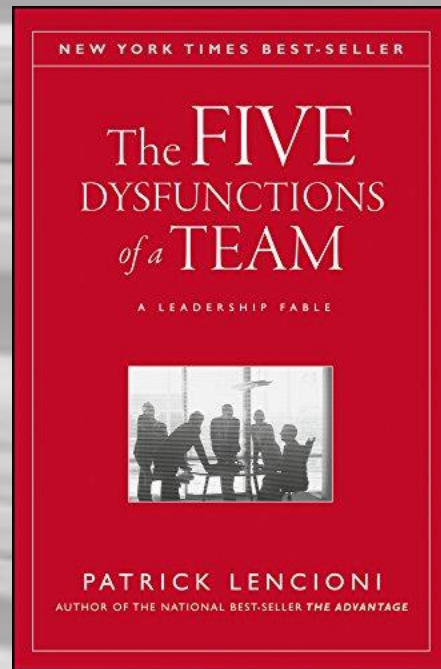


# Dysfunction # 5-Inattention to Results



## What Results do we focus on?

# We are all in a People Management Business



Everyone you work with;  
Will forget what you do, and they  
will forget what you say, but they  
will never forget how you made  
them feel. Never.



THANK YOU!

A FUNCTIONAL CONVERSATION  
RE: DYSFUNCTION

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