A JOURNEY TO DAILY IMPROVEMENT

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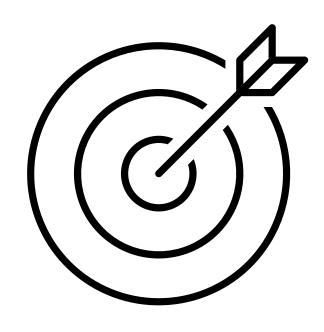
VMAC - NANAIMO





SO, WHAT IS MY TARGET CONDITION?

VMACs History
Planning for daily improvement
Daily coaching problem solving





EARLY DAYS OF VMAC







VMAC TODAY











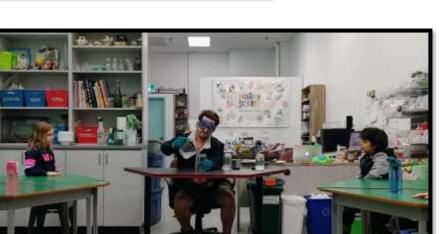


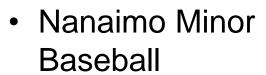


VMAC COMMUNITY SUPPORT



- Nanaimo Science
- VIU Soap Box





- Hospice
- NDSS Prom
- Child Development Center





VMAC CULTURE



CONTINUOUS LEARNING RAPID EXPERIMENTATION



Best Workplaces[™]

Great Place To Work

2021













WHAT DO WE DO





- Underhood
- Gas Drive
- Hydraulic Drive
- Diesel Drive
- Multifunction
- EV









WE USE LEAN AS A GROWTH STRATEGY







OUR COWORKERS GROWTH



Starts on the first day
Lean 101
Kata
In class and hands on lean training
Learner and Coach Dojo



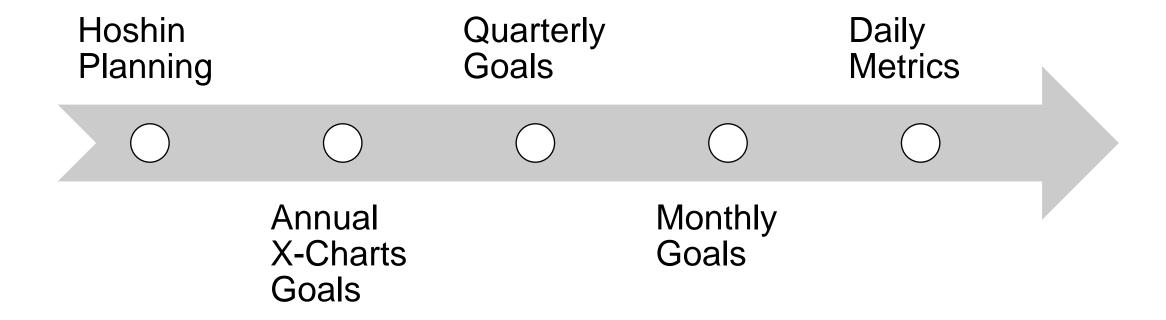
OUR VALUES

Safety
Respect
Improve to provide maximum value
Innovation
Experimentation
Perseverance
Accountability
Sustainability





HOW WE DO IT



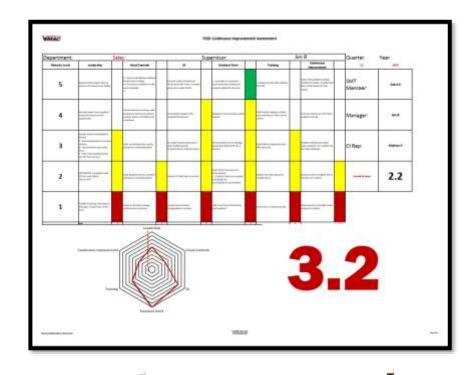


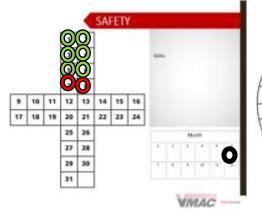
HOW DO WE KNOW

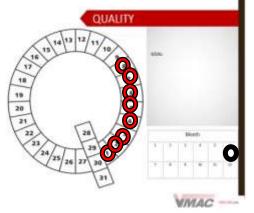
Quarterly CI Assessment

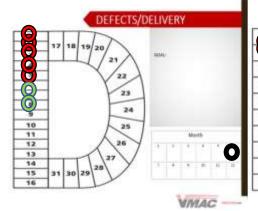
Daily Metrics

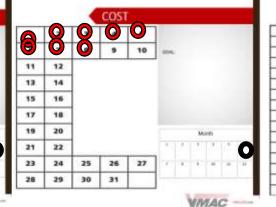
Gemba Walks

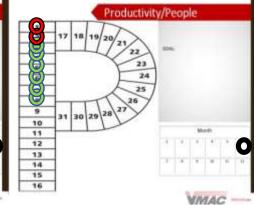














WHAT IS YOUR TARGET CONDITION

- What do want to be different?
- By when?
- What change in pattern do you want to observe?



WHAT IS YOUR ACTUAL CONDITON NOW

- What does failure look like?
- What happens when your boss fails?
- What happens when the president enters the shop floor?



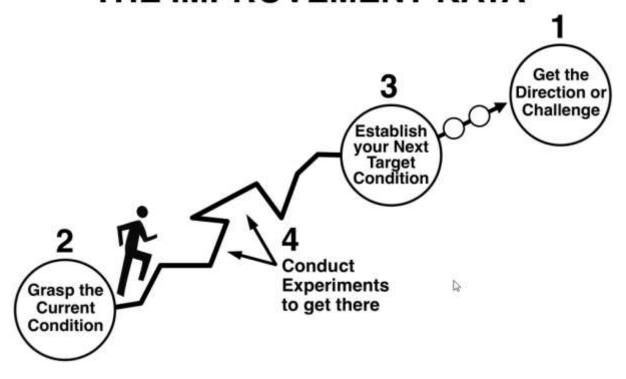
WHAT IS STOPPING ME FROM HITTING MY TARGET CONDITION

- Fear?
- Lack of structure?
- Resistance?



WHAT CAN I DO ABOUT IT

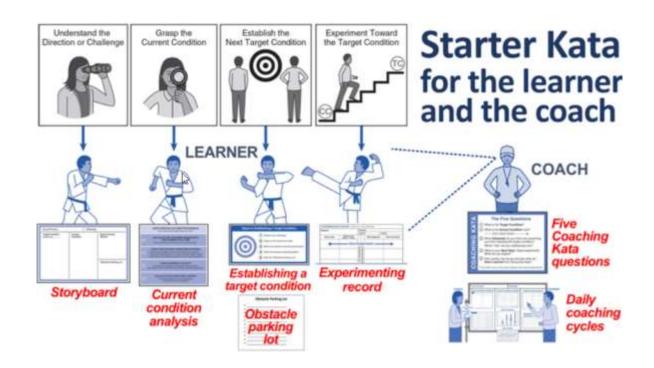
THE FOUR STEPS OF THE IMPROVEMENT KATA





TOYOTA KATA

- Teaches scientific thinking
- Experiment quickly
- Build a culture of learning and respect





THE FIVE QUESTIONS

A Script for a daily improvement conversation

OACHING KATA

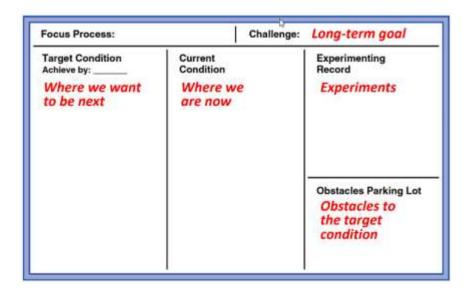
The Five Questions

- 1) What is the Target Condition?
- ② What is the Actual Condition now? ------(Turn Card Over)------
- What Obstacles do you think are preventing you from reaching the target condition? Which *one* are you addressing now?
- 4 What is your **Next Step**? (Next experiment) What do you expect?
- (5) How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments

THE LEARNERS STORYBOARD

Visualize and engage



A GOOD TARGT CONDITION

Achieve By Date Metrics What will be different





Current Condition

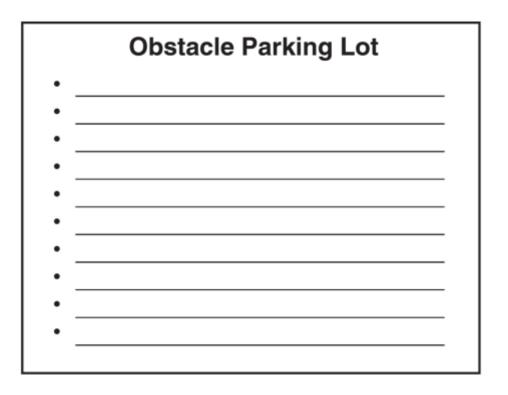
Process Diagram
Current Data
Metrics
Operating Pattern
Understanding of current
state





OBSTACLES PARKING LOT

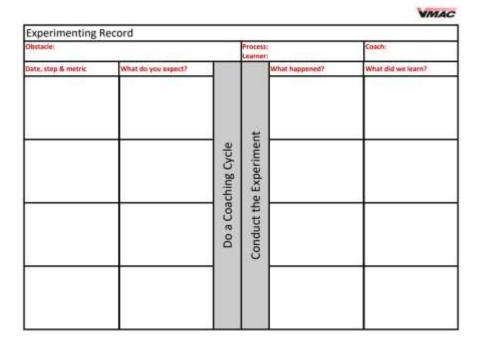
- Facts, data, negative result
- I can't hit my target ...
- Is not a complaints list





EXPERIMENTS RECORD

- When, What
- What do you think will happen?
- What actually happened?
- What did you learn?

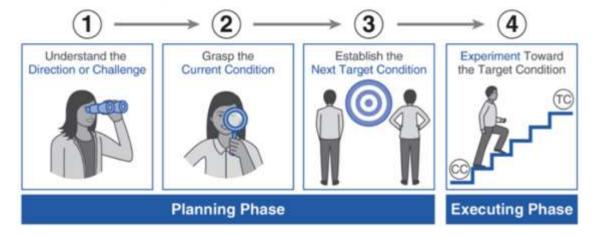




THE PATTERN

- Becomes a habitual conversation
- Develop a culture of learning
- Fail together

The Improvement Kata Pattern





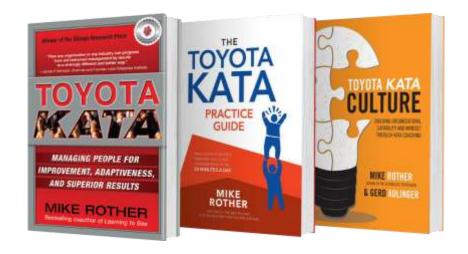
WHAT IS MY ACTUAL CONDITION NOW

VMACs History
Our plan for daily improvement
Coaching daily problem solving
Kata





RESOURCES





http://www-personal.umich.edu/~mrother/Homepage.html



THANK YOU!

A JOURNEY TO DAILY IMPROVEMENT

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