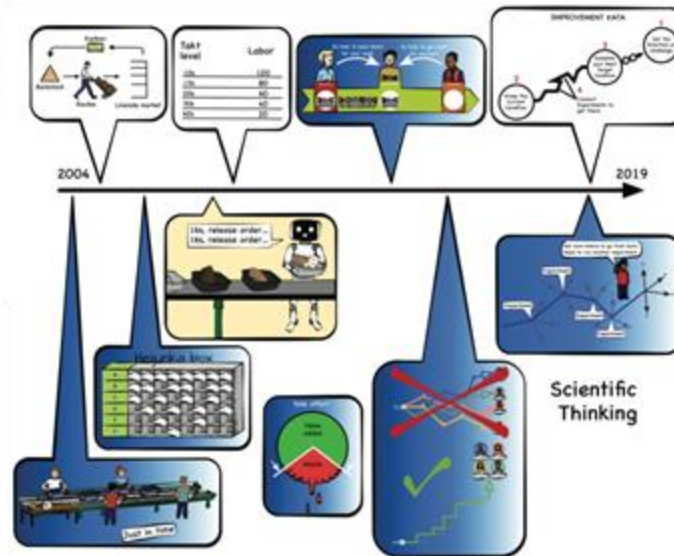


ZMO's Scientific Reaction to Covid



Betty Gratopp
Manager at ZMO



Covid response
enabled by Lean
and Kata

Scientific
Thinking

Zingerman's[®]

mission statement

we share the zingerman's experience
selling food that makes you happy
giving service that makes you smile
in passionate pursuit of our mission
showing love and care in all our actions
to enrich as many lives as we possibly can

Zingerman's

stewardship compact

Leadership
agrees to:

- ① document clear performance expectations
- ② Provide the resources to do the work
- ③ recognize performance
- ④ reward performance
- ⑤ provide the freedom to manage the day-to-day work within the guidelines established in the expectations

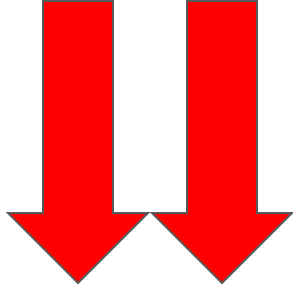
staff
agree to:

- a. deliver on the expectations that the leader laid out
or
- b. negotiate through to agreement and then deliver on an alternate set of expectations

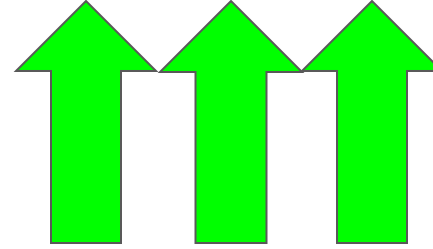


Covid-19 hits ZMO March 2020.

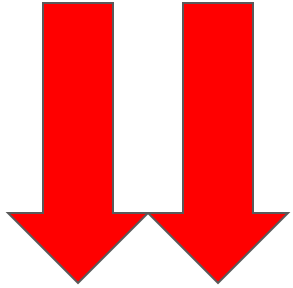
Staffing



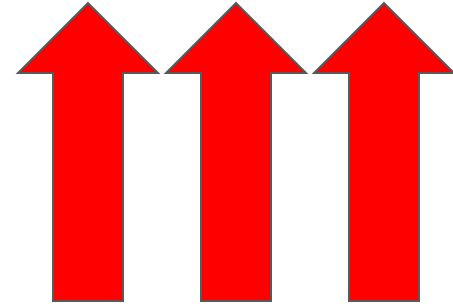
Demand for food



Capacity



FEAR



Our everything has changed.

Whats GONE

- No training classes
- No weekly huddles
- No Daily pre-shift huddles
- No All Staff meets
- No way to communicate
- No food tastings
- Can't eat lunch or break as a big group.
- No community sharing of anything



What replaces

- On shift training only/spaced 6ft
- No replacement
- No replacement
- No replacement
- No replacement
- Emails and communication boards
- Take over training room as lunch room
- No replacement

We are in a most uncertain, scary situation

We shrink capacity and say NO to customers to work on safety FIRST.

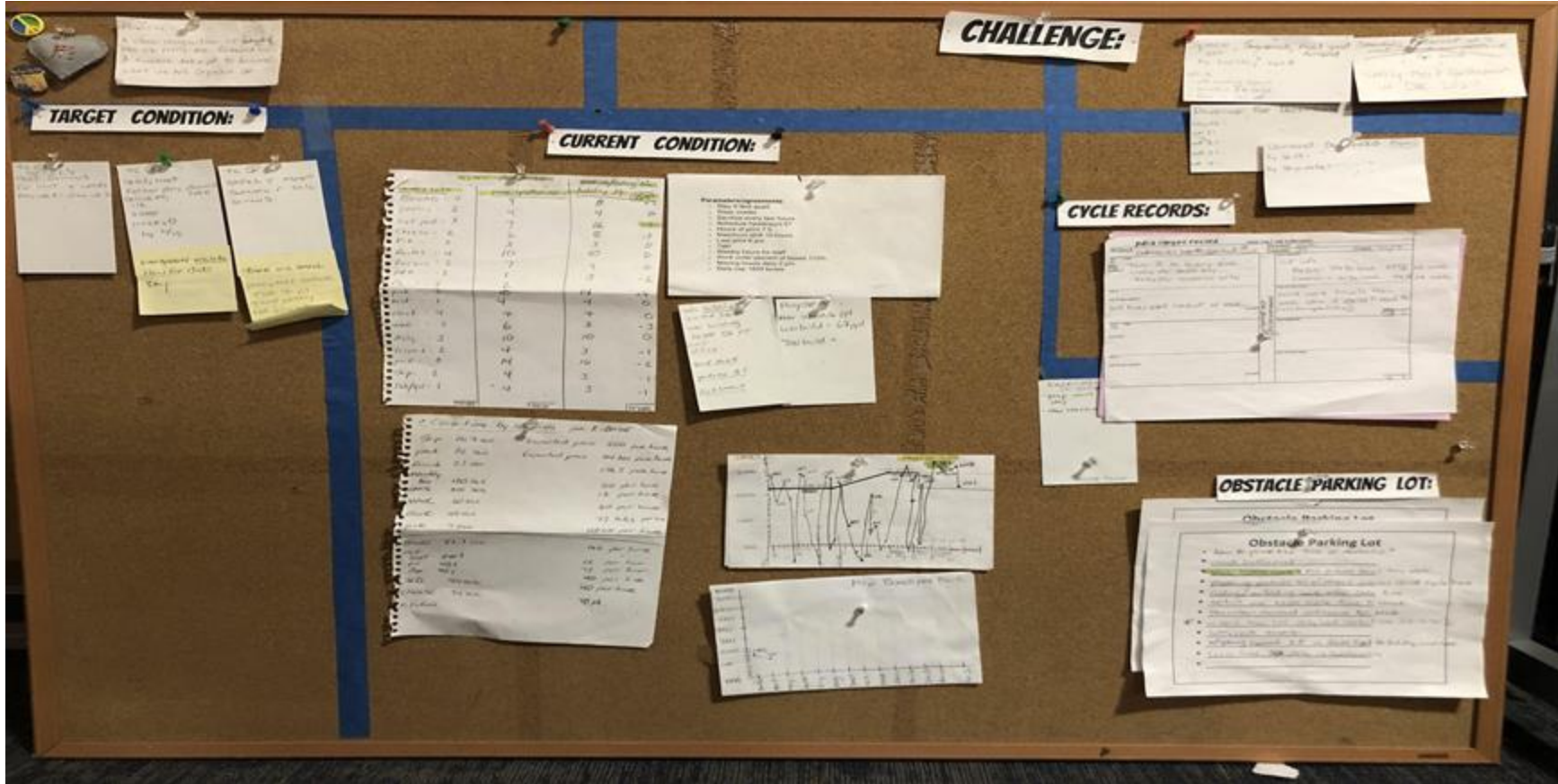
We usually ship orders same day until 5pm, now 14 days lead for new order



Safety first

- In the building headcounts based on station spacing
- Limit capacity based on headcounts
- Sanitation checklists created and done every 2 hours
- Masking/screening protocols
- Split breaks and lunches into small groups
- Leaders meet every 4-6 hours- ZOOM
- Quarantines policy enforced
- No attendance policy

Servant Leadership is the foundation of our people centered culture



I tried to document our approach

Traditional A3 or Storyboard didn't work because we were moving FAST

We kicked the board to the curb and kept the scientific thinking approach
We relied on everything we have been taught, all the recipes and tools



We ask these 4 questions everyday...

-How can we keep people safe today, what's one thing I can do TODAY?

-How can we increase capacity to meet customer demand, what's one thing I can do TODAY?

-Based on what we learned TODAY what's our next step/plan for safety and capacity NOW?

-Based on what we learned TODAY what's our next step/plan for safety/capacity for HOLIDAY 2021?

how to improve

A practical plan to help you produce GREATER QUANTITIES of QUALITY PRODUCTS in LESS TIME

STEP 1 - BREAK DOWN the job

1. List all the details of the job exactly as done by the current SOP

2. Be sure details include all

a. Material Handling

b. Machine Work

c. Hand Work

Step 2 - QUESTION every detail

1. Use these types of questions

a. WHY is it necessary?

b. WHAT is its purpose?

c. WHERE should it be done?

d. WHEN should it be done?

e. WHO is best qualified to do it?

f. HOW is the "best way" to do it?

3. Also question the: Materials, Machines, Equipment, Tools, Product Design, Layout, Work place, Safety and Housekeeping

HOW TO INSTRUCT

Practical methods to guide you in instructing a new person on a job, or a present worker on a new job or a new skill.

FIRST, here's what you must do to get ready to teach a job:

1. Decide what the learner must be taught in order to do the job efficiently, safely, economically and intelligently.
2. Break down the job. List important steps and key points (Safety is always a key point)
3. Have the correct tools, equipment, supplies and materials ready.
4. Have the work place properly arranged just as the worker will be expected to keep it.

THEN, you should instruct the learner by the following four basic steps:

Step 1 - Preparation (of the learner)

1. Put the learner at ease.
2. Find out what they already know about the job.
3. Get them interested and desirous of learning the job.

14 principles of lean

1. Base management decisions on long-term philosophy even at the expense of short-term financial goals.
2. Create continuous process flow to bring problems to the surface.
3. Use "pull" systems to avoid over-production.
4. Level the workload
5. Build a culture of stopping to fix problems to get quality right the first time.
6. Standardized tasks are the foundation of CI and employee empowerment.
7. Use visual controls so no problems are hidden.
8. Use only reliable, thoroughly tested technology that serves your people and process.

warehouse mission

maintain continuous flow by feeding the stations downstream not blocking the stations upstream working at the correct pace as efficiently as possible while producing zero defects

3 steps to great service

1. Figure out what the guest wants.
2. Get it for them.
Accurately
Politely
Enthusiastically
3. Go the extra mile.

5 steps to effectively handling customer complaints

- 1) Acknowledge the complaint.
- 2) Sincerely apologize.
- 3) Take action to make things right.
- 4) Thank them for letting us know.
- 5) Write it up.

Liked Best/Next Time (LBNT) - Trainee Style - do it!

1. Ask Trainee to describe what they liked best about their performance is: *What did you like best about your performance today, _____?*
2. Describe what you liked best about the trainee's performance is: *I really liked that you were able to maintain pace all day today*
3. Ask trainee what they would do differently the next time is: *What would you do differently next time?*
4. Give specific suggestions for what the trainee might do to improve next time is: *Next time, I would like to see more H2N being implemented when there is down time.*

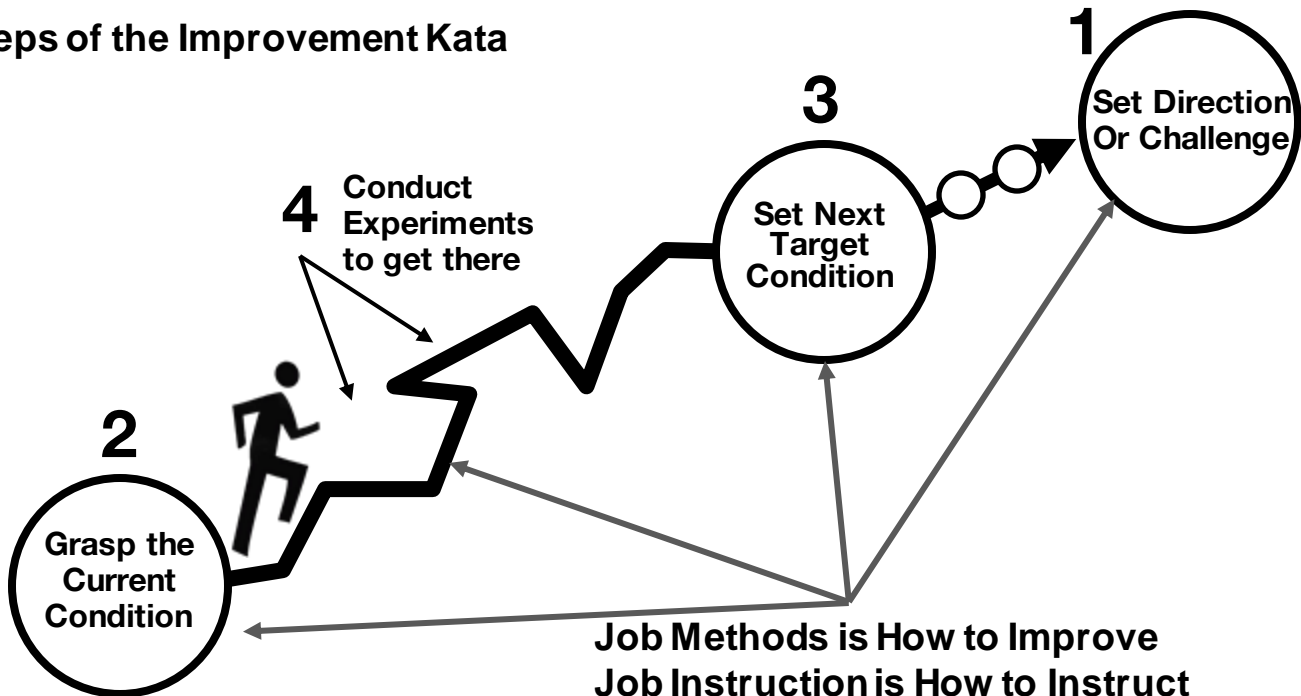
Liked Best/Next Time

forms of waste

1. Overproduction: producing more than is required to meet customer demand or producing it at a faster rate than is necessary.
2. Waiting: waiting for anything- people, material, machines or information to work.
3. Motion: any movement of people's bodies that does not add value to the process, including walking, bending, lifting, holding or reaching.
4. Transport: transporting goods further than necessary or temporarily relocating and moving them is waste.

Safety

4 Steps of the Improvement Kata



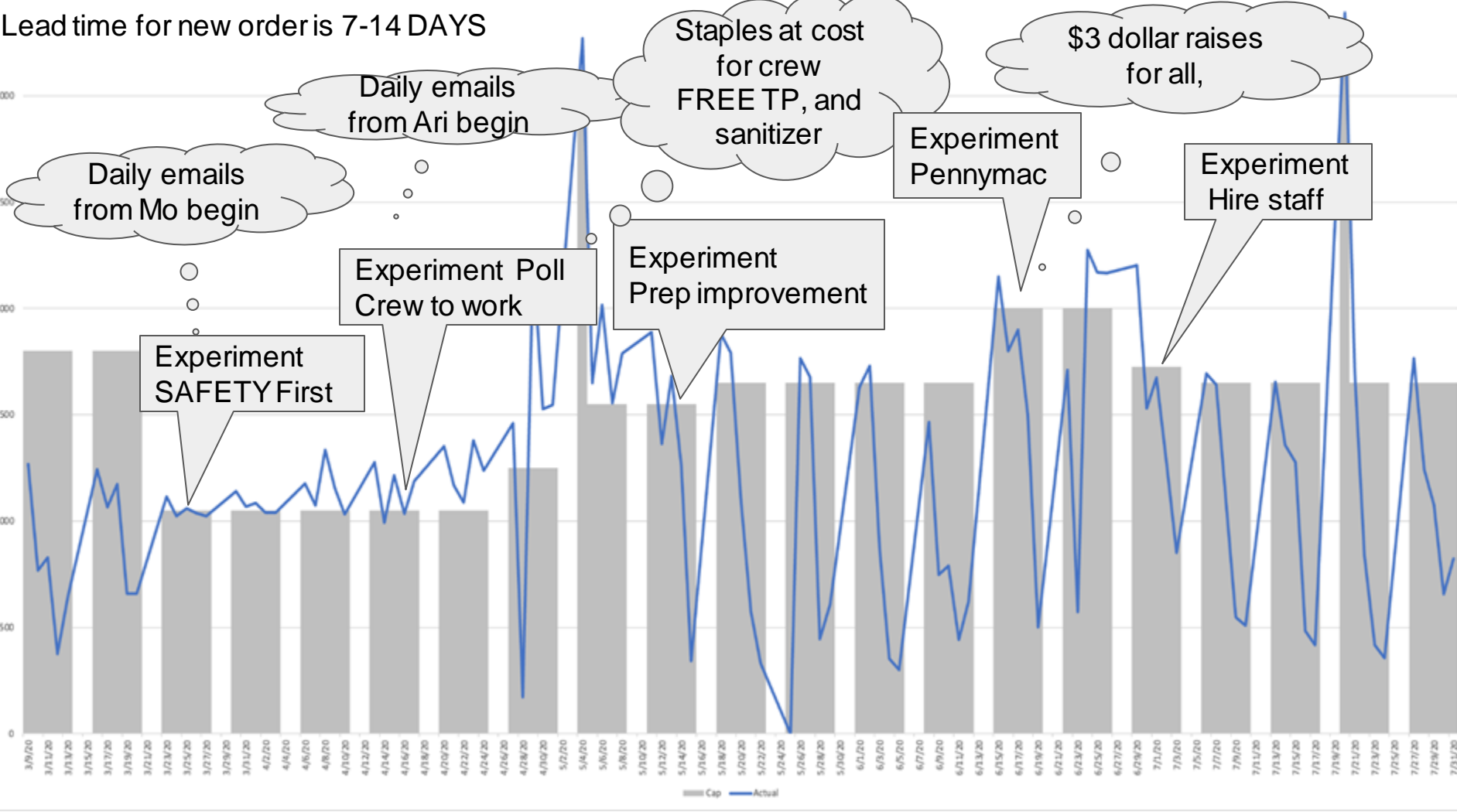
Job Methods is How to Improve
Job Instruction is How to Instruct
Job Relations is Servant Leadership
These recipes are used throughout our work.

Safety

Safety

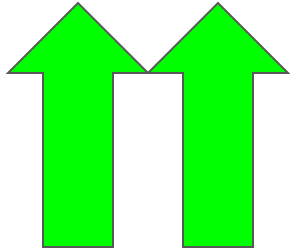
Safety

Lead time for new order is 7-14 DAYS

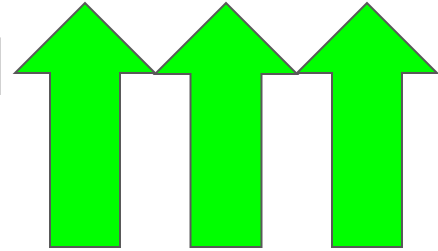


That's how we got through the scariest most uncertain time we as a business and as individuals, have ever had to face.

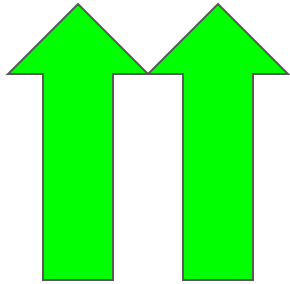
Capacity



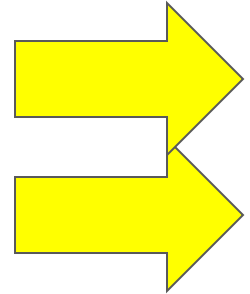
Demand
for food



Staffing



FEAR



Hello TWI and Scientific Thinking! So nice to see you!

In conclusion

We relied on our scientific thinking and all our lean tools to stay safe.

We providing great service to staff and our customers.

We trusted in our processes and boldly walked through the fear!



And yes, we are inclusive in our use of tools! TWI, Kata, TPS, etc.

ALL ARE COMPATIBLE. You just need a bigger boat!

THE END

