

# MANAGING FOR DAILY IMPROVEMENT (MDI)



**OVERVIEW:** In any lean management system, developing the skills, capabilities and core processes to enable **daily improvement** is critical. This course emphasizes the importance of the key concepts of **aligning** to key objectives, **enabling** front line associates, and **improving** processes, tasks, and performance. This MDI training program focuses on creating front line understanding and capabilities throughout the problem solving cycle from: problem and root cause identification to implementation and sustainment.

The John Kim & Associates (JKA) MDI course follows a format of *'learn then apply'* covering topics such as: Understanding metrics, using visual management, dissecting big problems into actionable pieces, importance of daily communication, separating *'firefighting'* from *'process improvement'* using local metrics, developing front line leadership skills, and engaging front line staff. Upon course completion participants will have an improvement work project well on the way to completion with defined implementation plan (A3) and a presentation to share with leaders and peers.

## TRAINING PROGRAM STRUCTURE:

Led by our professional subject matter expert facilitators, JKA combines presentations, discussions, case studies, and actual examples from each individual's work area to ensure that each participant gains relevant experience that can be directly applied to their current role. Programs are conducted on-site at our clients' facilities (actual processes, visual management, problems, and metrics).

Included with all training programs are workbooks, case studies, forms, and tools that serve as reference materials for years to come.



Some of the **objectives** for the MDI learning series include teaching front line leaders:

- How to identify and improve key performance measures
- How to see and analyze department's performance within the broader Value Stream
- How to utilize key lean concepts to create both incremental and breakthrough levels of performance
- The basic knowledge of the most appropriate lean tools for their role

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Training Curriculum	Description
<b>Managing for Daily Improvement</b>	Understanding the behaviors and techniques that can be used in the day-to-day process of managing for improvement is key. Understanding metrics, using visual management, dissecting big problems into actionable pieces, importance of daily communication, separating 'firefighting' from 'process improvement, using local metrics and developing front line leadership skills are the core to any MDI program.
<b>Change Management</b>	Highlights the keys to success for mobilizing change within a department, across departments and across organizations. Often linked with <i>Implementation and Deployment</i> this module emphasizes change management from both the recipients' perspective as well as leaderships' perspective. Change management tools and exercises are provided to focus on key change management challenges and benefits.
<b>A3 Thinking</b>	Using the A3 tool as a roadmap for defining, evaluating, prioritizing and solving problems is just one of the components introduced in this session. What we are after is the development of an A3 <i>thinking</i> process that becomes the foundation for how front line leaders <i>process</i> the myriad of challenges they face every day and week. A3 thinking encompasses and utilizes many of the techniques included in the MDI leadership series.
<b>How Numbers Move (Understanding your Data)</b>	This module is instrumental in developing of front line leader's ability to understand their metrics and understand <i>how</i> , depending on the data, metrics can be influenced. Using the theme 'divide and conquer' to identify, isolate and target specific opportunities for improvement. Case Studies and classroom examples used in conjunction with classroom training.
<b>Lean Tools and Concepts</b>	Understanding the basic lean tools such as Takt time, time observation, bar chart, spaghetti diagrams, standard work, standard work combination sheets, standard work in process inventory, flow vs. pull and Poke Yoke are key to establishing a foundation for lean, problem solving and performance improvement. This section is typically delivered in conjunction with either and manufacturing or information flow simulation.
<b>Keys to Implementation and Deployment</b>	Having learned that <i>outside of manufacturing</i> , the mere <i>development</i> of solutions ensures little in terms of implementation, acceptance and sustainment of new processes, JKA has developed a learning module that outlines the key factors and requirements when designing an implementation and/or deployment plan for both small and large process changes. Case Studies and classroom examples used in conjunction with classroom training.
<b>Metrics and Leading Indicators</b>	At the core of any improvement program and more importantly at the core of any <i>continually improving</i> process is the ability to develop appropriate metrics, leading indicators and dashboards. It is these types of metrics and <i>early indicators</i> that enable the management (i.e. early corrective action) of performance <i>at the 'instance' of time</i> in which metrics are truly affected.
<b>Problem Solving</b>	Problem solving is actually a combination of techniques. Front line leaders are and should always have a problem solving mindset. In this module, we cover various problem solving techniques including A3, Cause Mapping, Fishbone Diagrams, PDSA, and Pareto. The intent is to increase the awareness and range of <i>tools</i> at the fingertips of the front line.
<b>Value Stream Mapping of Information (VSMi®)</b>	A proprietary technique of JKA, VSMi is the most common technique used when evaluating and improving <i>information flows</i> . Originally introduced as a <i>tool</i> for understanding information flows, VSMi® is now taught as a specific process improvement technique in nearly all types of information flows. Case Studies and classroom examples used in conjunction with classroom training.
<b>Visual Management</b>	Understanding the role and importance of various <i>Visual Management</i> techniques is the key to building processes that enable a front line leader <i>to be able to determine abnormal from normal...at a glance</i> . When used the right way, visual management methods provide the signals and cues for front line staff, front line leader and business leader.
<b>5S</b>	Highlights the role of 5S and how 5S can be used within the context of process improvement. Provides detailed hands-on experience and tools for utilizing 5S in an office environment.
<b>Huddles</b>	A key communication mechanism to improve process on an ongoing basis. Focused on creating common understanding, Identification of problems and solutions, resourcing and sharing of information.