

Better Every Day

Managing for Daily Improvements - MDI



December 1, 2020



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Agenda

- | | |
|-------------------------|---------------------|
| 1. Webinar introduction | Emily Lee |
| 2. Context of MDI | Shankar Anant |
| 3. The Triton Journey | Kyle Edwards/Triton |
| 4. Elements of MDI | Shankar Anant |
| 5. Q&A | All |
| 6. Webinar Closing | Emily Lee |




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MDI in action

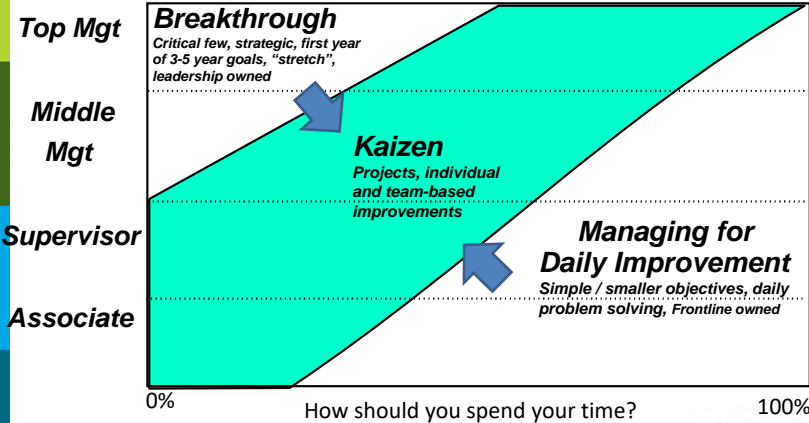


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Lean Enterprise - Maturity Model




Top Mgt
Middle Mgt
Supervisor
Associate

Breakthrough
Critical few, strategic, first year of 3-5 year goals, "stretch", leadership owned

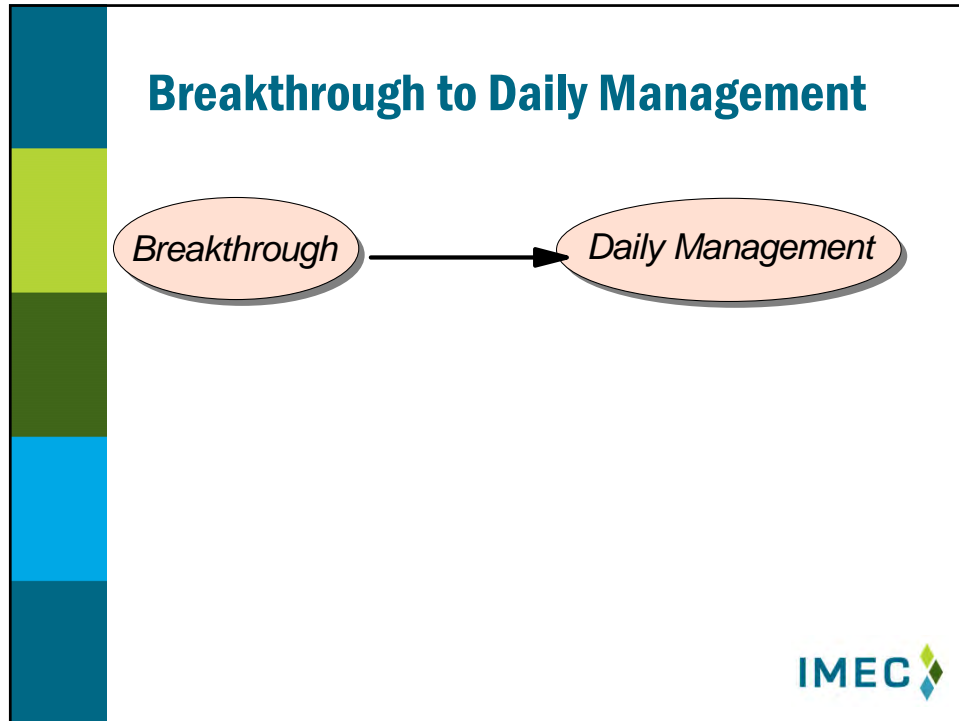
Kaizen
Projects, individual and team-based improvements

Managing for Daily Improvement
Simple / smaller objectives, daily problem solving, Frontline owned

0% How should you spend your time? 100%



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TRITON

a **molex** solution

- Lean is a journey, not a destination
- What we will share is the result of many failed attempts so don't give up
- Maximize your continuous improvement engine
- Value associate's creativity as well as productivity
- Improve employee engagement

IMEC

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This is our story...

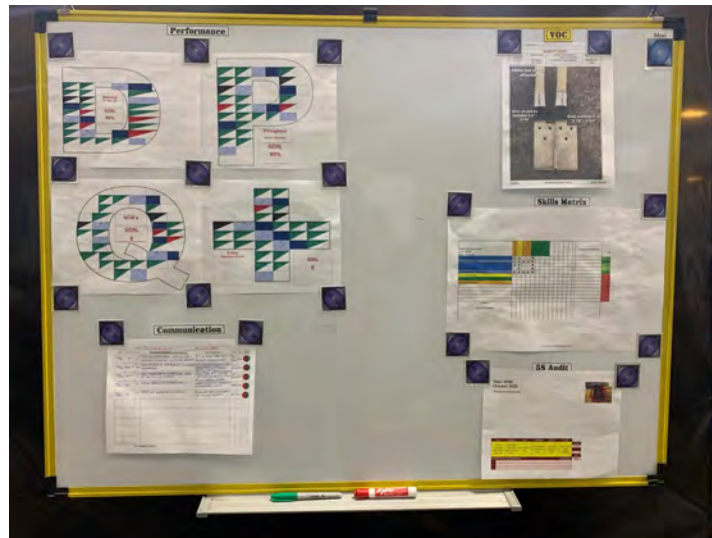
1. Gemba twice a week with the entire management team.
2. GM steps down to create a relaxed environment.
3. Tear down and rebuild
 1. Cross functional support team is formed
 2. Increase frequency to daily gembas
 3. Problem solving training
4. Realigned resources
 1. Sandbox
 2. Support team
5. Financial impact
6. Stay connected at the top

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Lean Daily Management Board



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Lean Daily Management Board

- Performance to daily goal
 - *Quality: Zero defects*
 - *Delivery: 95% on time*
 - *Productivity: 90% actual vs. estimate*
 - *Safety: Zero incidents*
- Countermeasure when goal is not met.
- Voice of customer
- Skill matrix
- 6S audit results



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Daily Gemba



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Sandbox

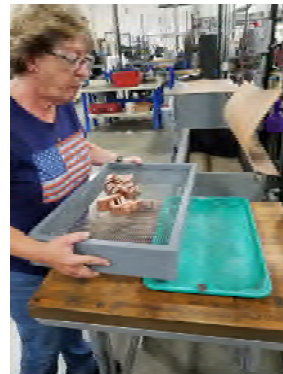


A 20'x20' room to allow associates to participate in solutions, unlocking their creativity and increasing employee engagement



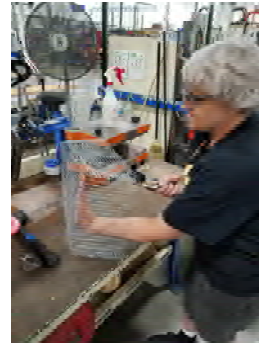
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Part Drying Station



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Slug Separator Basket



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Financial Impact

G Force Results - 2020

Open: \$85,022,214
Closed: \$225,386,117
Cases closed annually: \$11,448,823
Improvement total: \$315,553,654

| Area | Count/measure | Date In | Comp. Date | Request by: | Resource | RCA/Problem Statement | Status | Annual Impact |
|----------------------|---|----------|------------|-------------|------------|---|--------|---------------|
| NCMs/RMAs/VOC | | | | | | | | |
| Cell #7 | Communicate all parties involved with better communication & cooperation. Backed with an alternate tool method, will be tested. | 1/3/20 | 5/2/20 | Denise | G Force | Eng. & Production needed some die for tag jobs. Production used alternate die without referring to traveler, causing bad pieces. Assisted with alternate die to produce good parts. | Green | \$14.26 |
| Cell #3 | 15862, 15761, 15334 - (26-42) | 12/1/19 | 1/12/20 | GDPS-Sean | Eric, Drew | | Green | \$488.00 |
| Cell #2 | 15862, 15761, 15334 - (26-42) | 12/1/19 | 1/12/20 | GDPS-Sean | Eric, Drew | | Green | \$226.00 |
| Cell #7 | PC in hand data base, waiting for next run. | \$2419 | 1/9/20 | GDPS | Joe | | Green | \$108.41 |
| Cell #2 | MRS missing head, B. Head signed off OK. | 1/8/20 | 6/8/20 | GDPS | Drew | OK issue. | Green | \$1,213.87 |
| Cell #7 | Increase the height of the stop. Make it easy stop, up/down, adjust. | 12/4/19 | 1/22/20 | GDPS | Eric | Part was on top of stop. | Green | \$101.00 |
| Cell #7 | Please TTR, add manual set to part tray 17044731. | 12/19/19 | 1/22/20 | GDPS | Eric | 2 pieces upside down, 2 pieces backwards. | Green | \$94.71 |
| Man | Cut new blanks. QC in discussion had material. Order complete. Rest of material returned to vendor for replacement. | 1/17/20 | 1/22/20 | GDPS | Drew | Material MRS needed for this one. No NCM Entry. | Green | \$0.00 |
| Man | Vendor was correct of pattern. | 1/8/20 | 1/11/20 | GDPS | Drew | Material MRS needed for this one. No NCM Entry. | Green | \$0.00 |
| Cell #7 | | 1/27/20 | 1/29/20 | GDPS | Drew | Along the pattern used. Conflict between Engineering & shop for the structure. Flank are in place to prevent from happening again. | Green | \$65.71 |
| Cell #7 | Perform maintenance & check for damage on the #222 section. TR2444. Release spring pressure on top. To eliminate opportunity of using stop. Machine operators Action request submitted. | 1/22/19 | 5/8/20 | Denise | Eric | Manufact. Top @ 2nd stop is offset from | Green | \$7.83 |



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Lessons Learned

- Servant leadership approach
- It takes time to build trust.
- Nike: Just do it (get people's buy-in).
- Must dedicate the right resources and focus on improvement activities.
- Commit and hold each other accountable.
- Measure the impact and celebrate success

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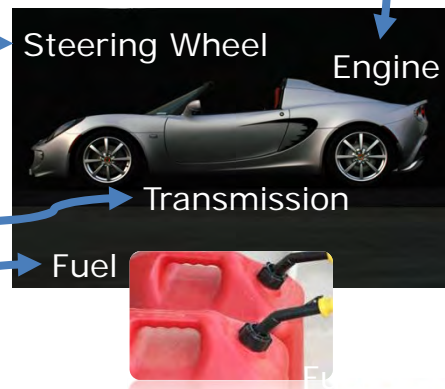


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MDI - Elements

- Leader Standard Work
- Daily Accountability Process

- Visual Controls
- Discipline



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MDI
Key Performance Metrics



"If you're not keeping score,
you're just practicing."


Vince Lombardi, former head coach of the Green Bay Packers

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Problem Solving -where the rubber meets the road
Using the Deming Cycle



Adjust Plan
Grasp the Situation
Check Do

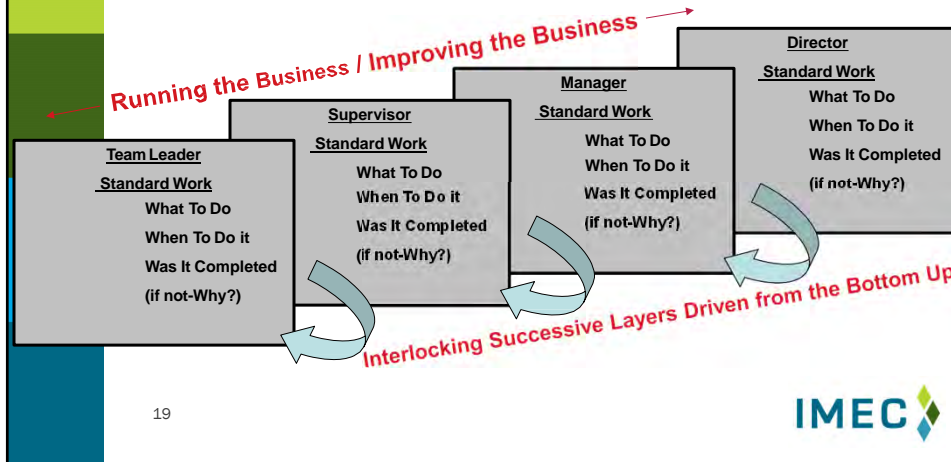
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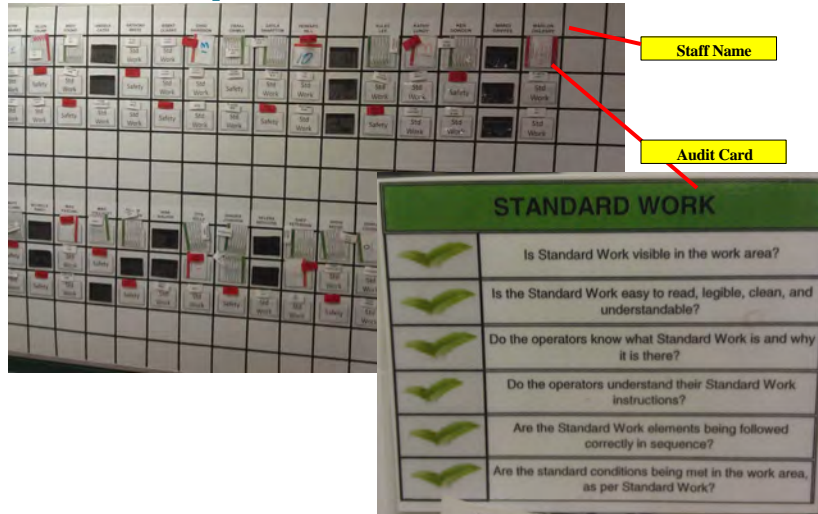
Leader Standard Work (LSW)

- Provides a structure and routine for Leaders
- Sets Standards for the Expected Behaviors of Leaders
- Drives Accountability by Measuring "Actual versus Plan"

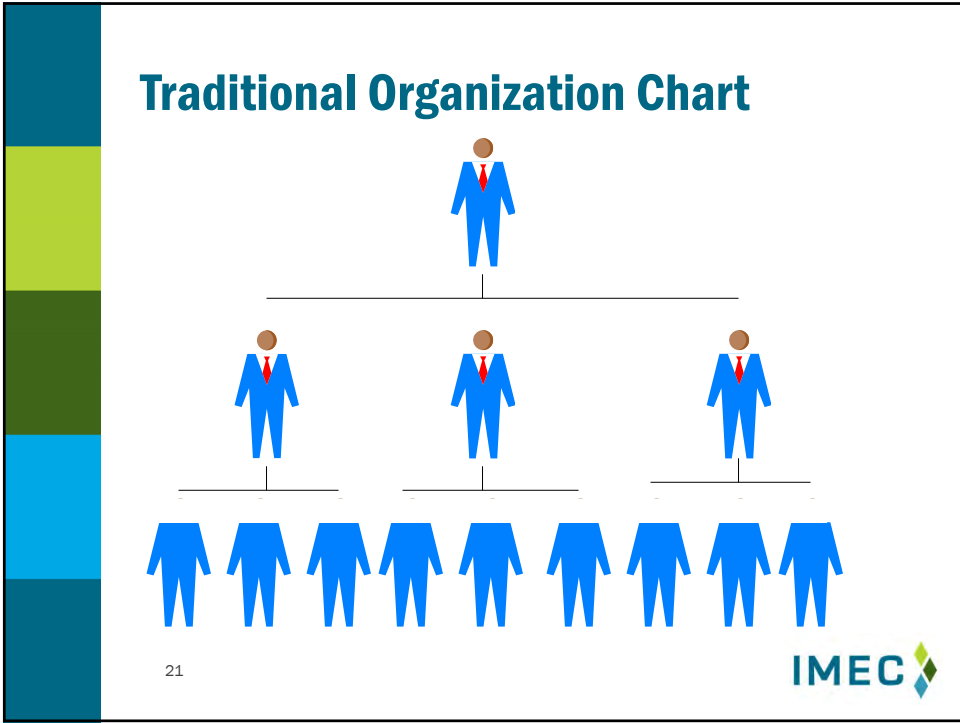


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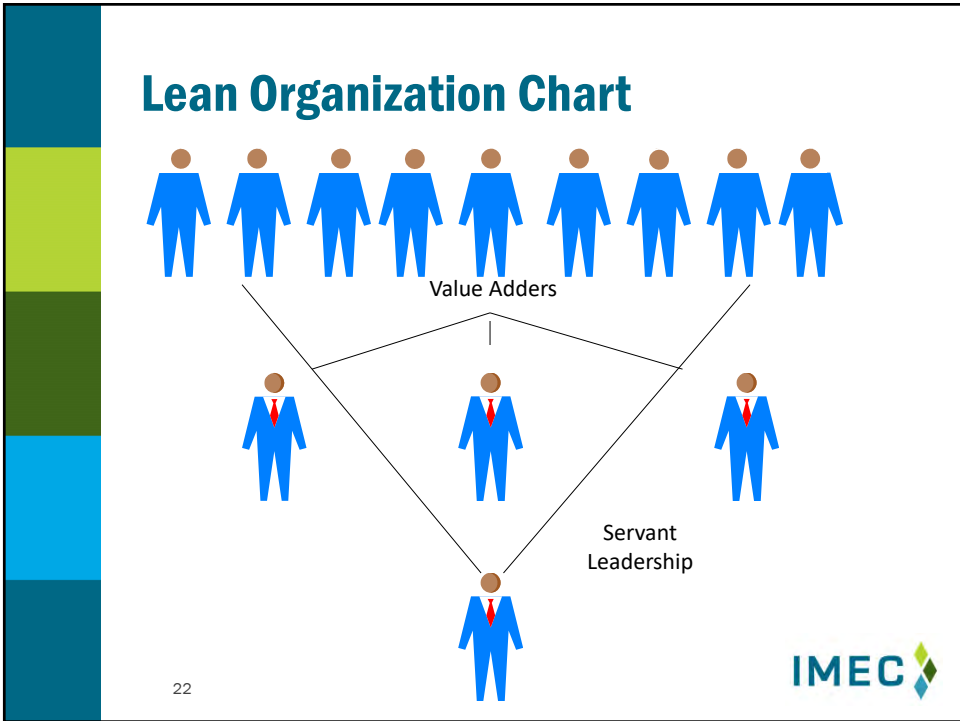
Leadership DISCIPLINE-Audits



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Pitfalls to avoid

- **Lack of discipline;** Not standard work, systematic process.
- **Not providing resources** to support countermeasures / problem solving. – engineers, planners, QC etc.
- **Traditional management style** versus coaching – lack of respect for those closest to the process. The Eighth Waste of unused creativity.
- **Intolerance for boredom.** *“The best outcomes in everyday life come from boring tasks”*; Don’t give up, do it every day.
- **Finger pointing** needs to be nipped in the bud and consistently.
- **“Mr. Smart” leader** on Gemba walks; Ready answers for everything.
- **Insufficient recognition** of effort – problems resolved at root cause, agility / “above-and-beyond” accountability in countermeasures.
- **“Culture of red”;** Every business has **problems**, the good ones make them visible. Leadership behavior determines if **red** is seen or not.

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Pulse Check **Instant Poll**


Where are you with Managing Daily Improvements?

- 1. Thinking about it. Not started yet.
- 2. Just getting started; Work-in-progress
- 3. Somewhat maturing
- 4. We live by it; It’s a well-oiled machine

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Pulse Check - Instant Poll


Would you be interested in participating in an ongoing peer-group to share lessons learned, best practices?

- 1. Yes
- 2. No

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Thank You for attending!
Questions?

Please take the time to complete an online survey you will be receiving soon. We'd appreciate your feedback very much!

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