

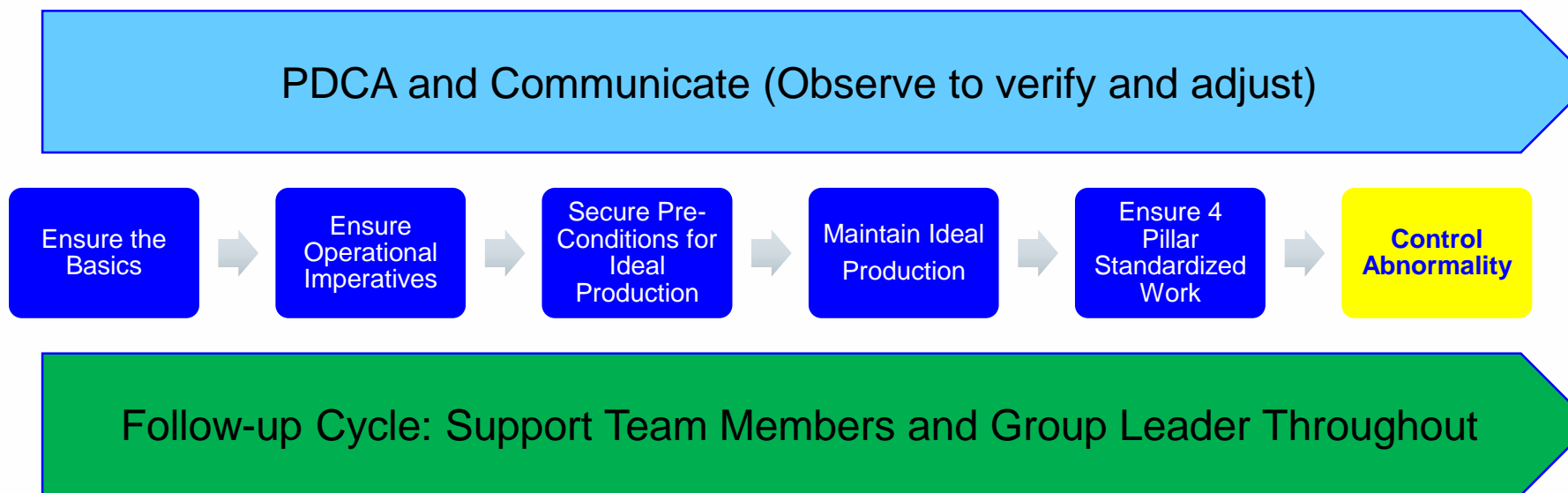


The Role of the Production Team Leader And Three Pillar Management



Operations Team Leader Ideal Daily Management Process

- The Group Leader Role is supported by The Team Leader Management Process (TLMP).
- The TLMP Process is made up of supporting management, Leadership and People Development Routines is Cycled before during and after the Work Shift.





Team Leader and Change Point Management



Change Point is Part of “Secure Pre-Conditions for Ideal Production” by the G/L & T/L and is part of the 5 minute morning meeting

Two Way Communication regarding any Change:

- **Man** – Manning and Line Starting Position and Rotation
- **Machine** – Any Change to equipment or layout
- **Material** – Any Change to material
- **Methods** – Any Change to Standardized Work

Change Point must indicate:

- **Planned** or **Unplanned Change**
- What Changed and Why (Reason for Change)
- When Change will Start
- When Change will End

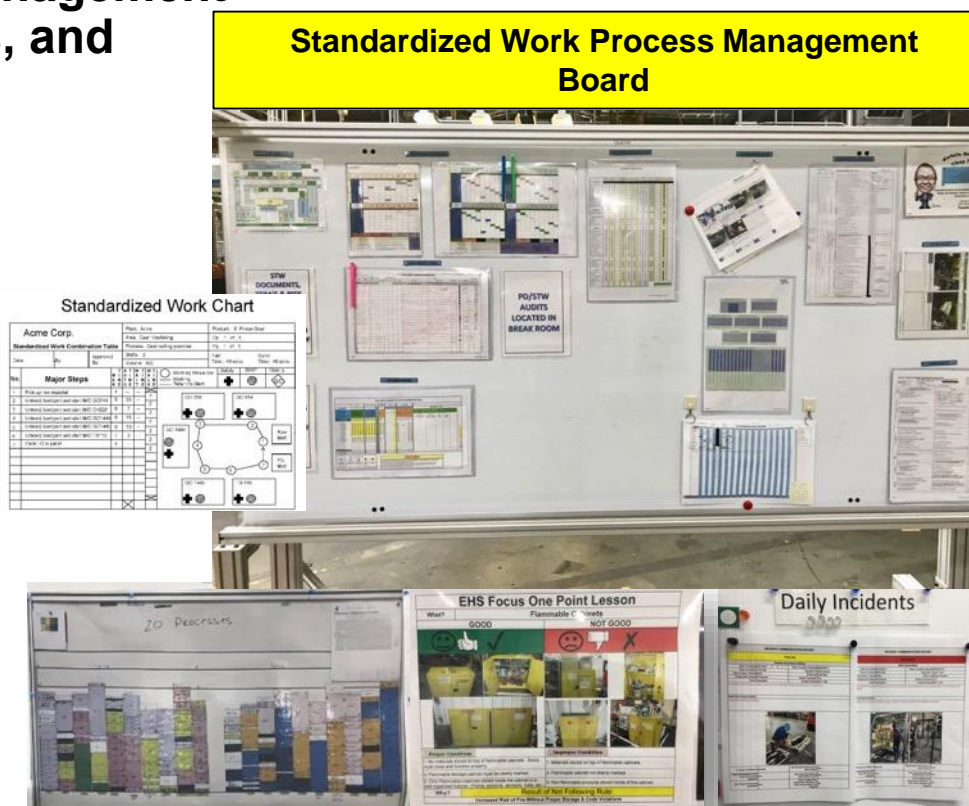
Anyone affected by a Change Point must “Buy off” on the change, risk, effect



3 Pillar: Standardized Work Process Management Board

The Team Leader's Standardized Work Management Board is the Visual Management the T/L's STW Management Process, and includes:

- Team Leadership
- Standardized Work Charts
- Weak Points in Standardized Work
- Standardized Work Audits
- Fundamental Knowledge and Skill
- Line Balance of Work Elements
- Safety and 5S Audits
- Safety Kaizen by T/M's
- One Point Lessons



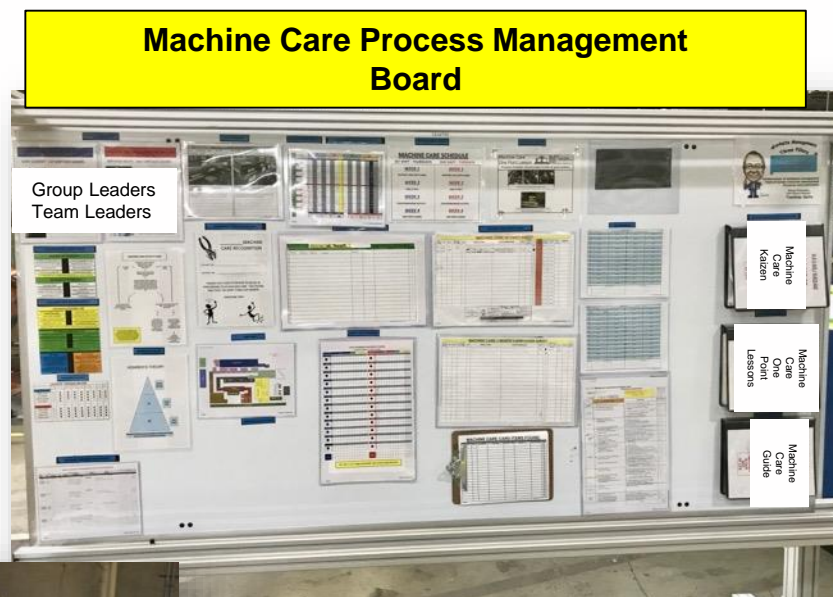
Team Leaders are Challenged by training and getting T/M involved in performing and improving Standardized Work



3 Pillar: Machine Care Management

The Team Leader's Machine Care Management Board is the Visual Management of the T/L's Management Process in support of Total Productive Maintenance Activities, and includes:

- Team Leadership
- Routine Machine Care Audits
- Operator Inspections and Care
- Weak Points in Operational Availability of Equipment
- Machine Care Standards
- Machine Care Records
- One Point Lessons
- Machine Kaizen Activity



Daily Machine Care Kamishibai Station

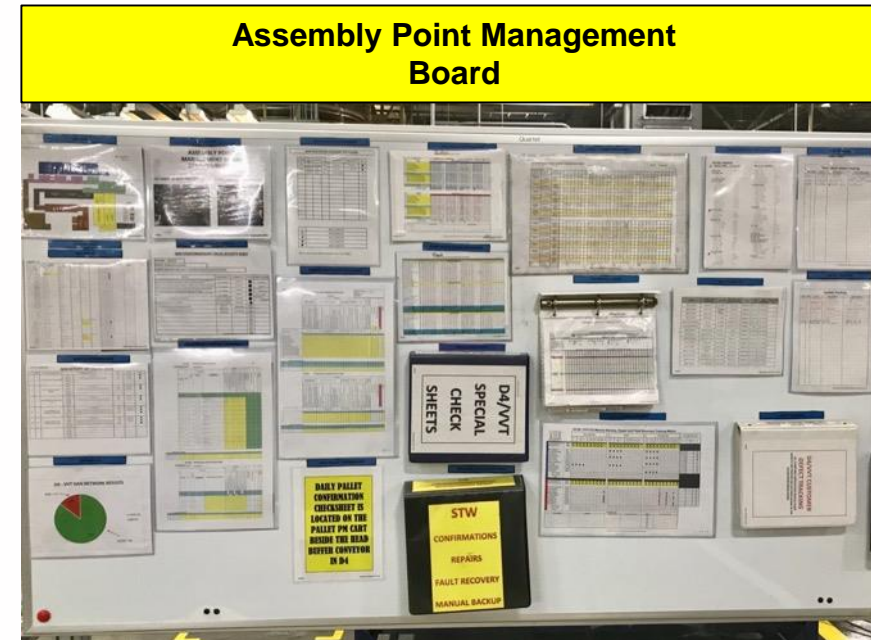
Team Leaders are Challenged by getting T/M involved in performing Machine Care and performing Maintenance themselves.



3 Pillar: Assembly Point Management

Assembly Point Management is the Team Leader's Management Process in support of Quality. It includes:

- Team Leader TBP, Quality Circle and Kaizen Activities
- Customer Defect Tracking
- Quality Related Standardized Work
- Pre-control Charts
- Tool torque calibration check sheets
- Quality Check Station calibration
- Start-up/Shut-down check sheets
- Quality Check Audits
- Weak Point Management
- QA Network Activity List
- QA Network Countermeasure Focus

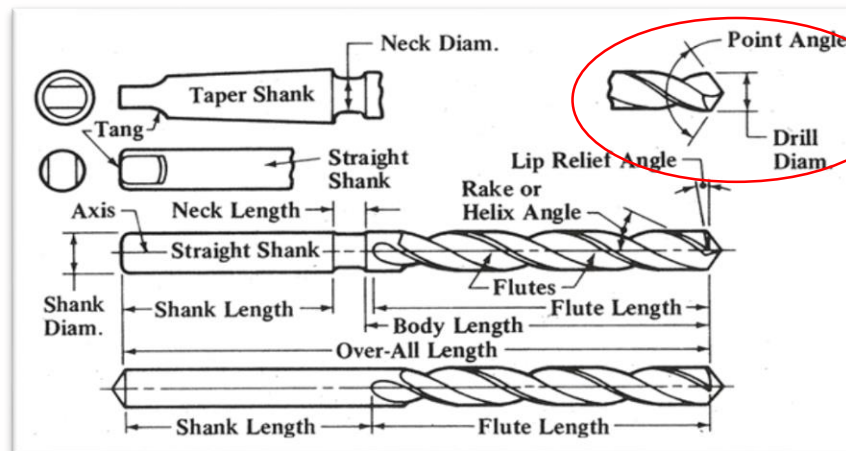
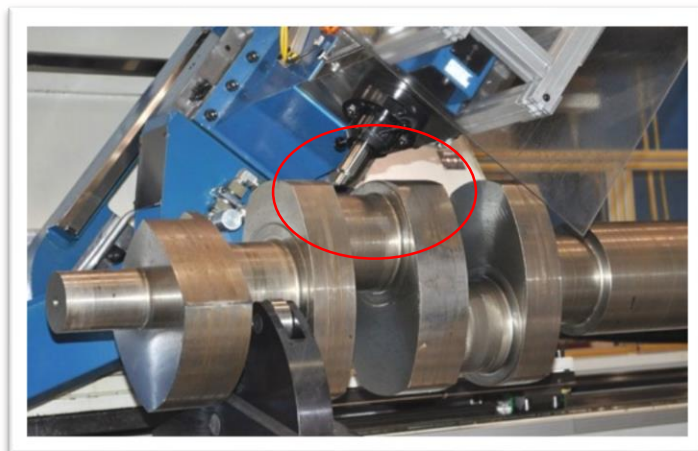


Team Leaders are Challenged through leading Toyota Business Practice Problem Solving and by getting T/M involved Quality Circle Activities

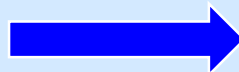


Other forms of 3 Pillar - Tooling Point Management

In Machining and Machine intensive areas, Team Leaders must ensure skilled Team Members understand the effect of tooling on quality and equipment. Tooling Point Management is a rigorous process of care and control of tooling.



Tool inspection
Holder inspection
Ultrasonic wash standard
Tool set standard
Tool run out check standard



Point Angle Degree Confirmation
Point Wear, Flank Wear, Edge Wear,
Surface Wear, etc.
Abnormal Wear, Chipping,
Etc.



FMDS and Three Pillar Do's and Don'ts

Don'ts:

- Managing Results
- Reward Lagging Indicators
- Look at FMDS as a task vs. a Management and Development Process
- Manage outside your role (e.g. Group Leaders do not manage as a Team Leader)

Do's:

- Use FMDS and Three Pillar for Two Way Communication
- Use for Visual Abnormality Management
- Manage Activities not Results
- Practice “Go and See” for FMDS and 3 Pillar Management
- Prioritize One Mission for targeted Problem Solving while maintaining the remaining missions
- Continuously encourage, coach, and support



Summary

- **The Foundation of FMDS and 3 Pillar Management is The Toyota Way and supports Toyota's corner stone activities of Hoshin Kanri, Toyota Business Practice, On the Job Development**
- **FMDS is a System of Visualization for Floor Management**
- **FMDS is a Gateway Leader Development Platform that combats leadership development failure points by connecting leader development to real business needs and responsibility for leading and developing others**
- **Abnormality Management is the Toyota Management Way**
- **FMDS and 3 Pillar Management instill the Toyota Way Culture, daily**
- **Standards or Basic Rules are critical to identification of Abnormity**
- **Each level ins the organization has a unique role in FMDS**



The Benefits of Implementing the Obeya System

- The Obeya promotes coordination, strategy and flexibility while leveraging the expertise and support of teammates from diverse areas.
- The Obeya promotes the Full and Effective utilization of Resources and Talents in order to reach our full potential, which is critical to a Lean Organization
- The ability to maintain Proper Problem Awareness in Real-time:
 - Monitor Value Creation, Flow of Value, and Opportunities for our Customers, Partners, Stakeholders, Team-members, and our Organization.
 - Listen to Team-member concerns.
 - Collaborate to make discoveries, resolve problems together, accelerate leader and team-member development
 - Accelerates Leader development
 - Accelerates Lean Culture development and deployment



**Shop Floor Leadership
Daily
“How’s Your Process”
Check
And
PDCA Meeting**