SigmaPoint Enterprise Management System

Consistency of Purpose

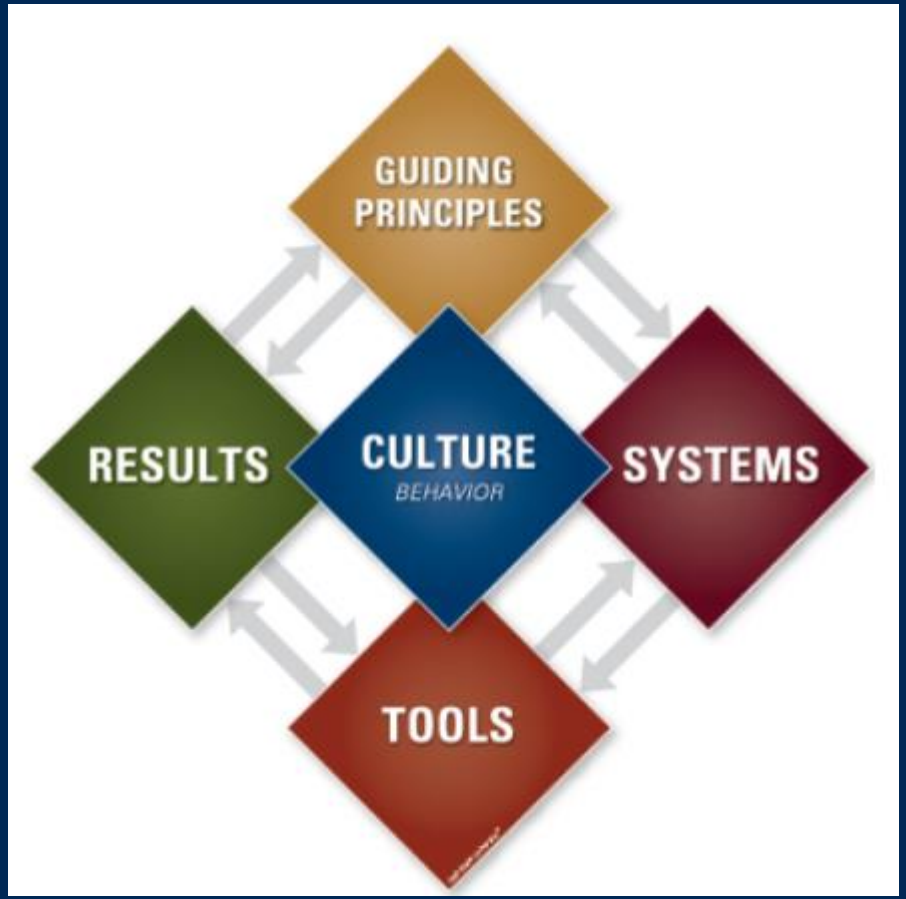
*Connec*ting Toyota Kata to Strategic Deployment and Obeya Room

Prepared By:

Stephane Dubreuil VP of Operations, Lean Enterprise
Robert Joffre Director of Lean Enterprise

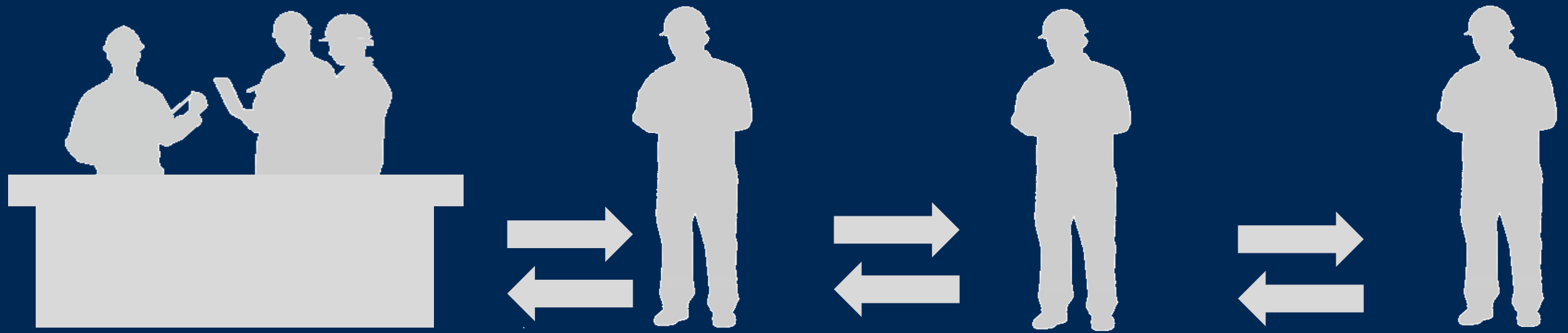
SIGMAPOINT

THE SHINGO MODEL



476

4 TEAMS OF GEMBA MANAGEMENT



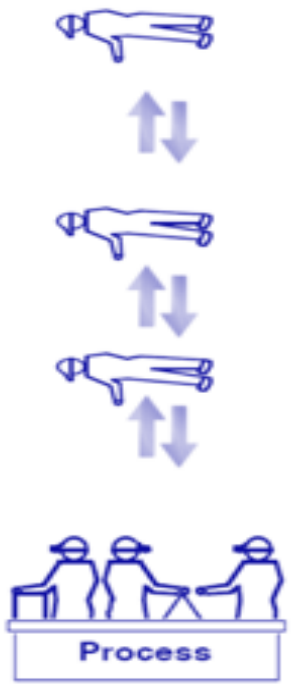
Group Leader
Team Members

VS Coordinator

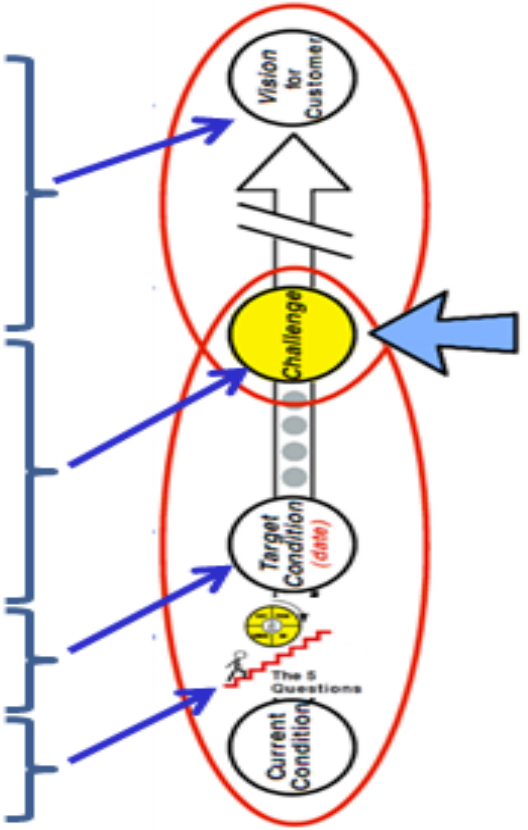
VS Manager

Director

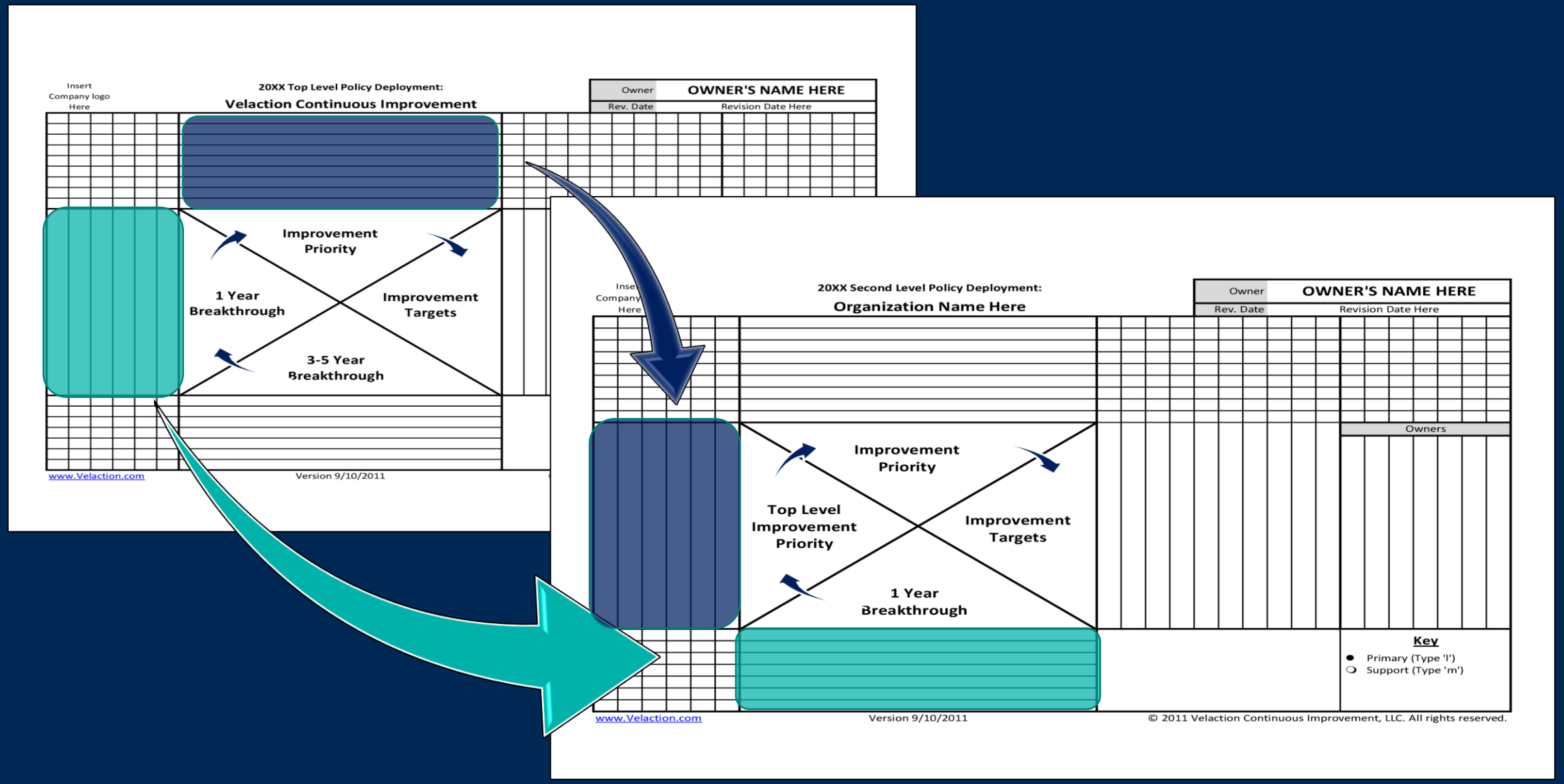
7 LEVELS OF EXPERIMENT



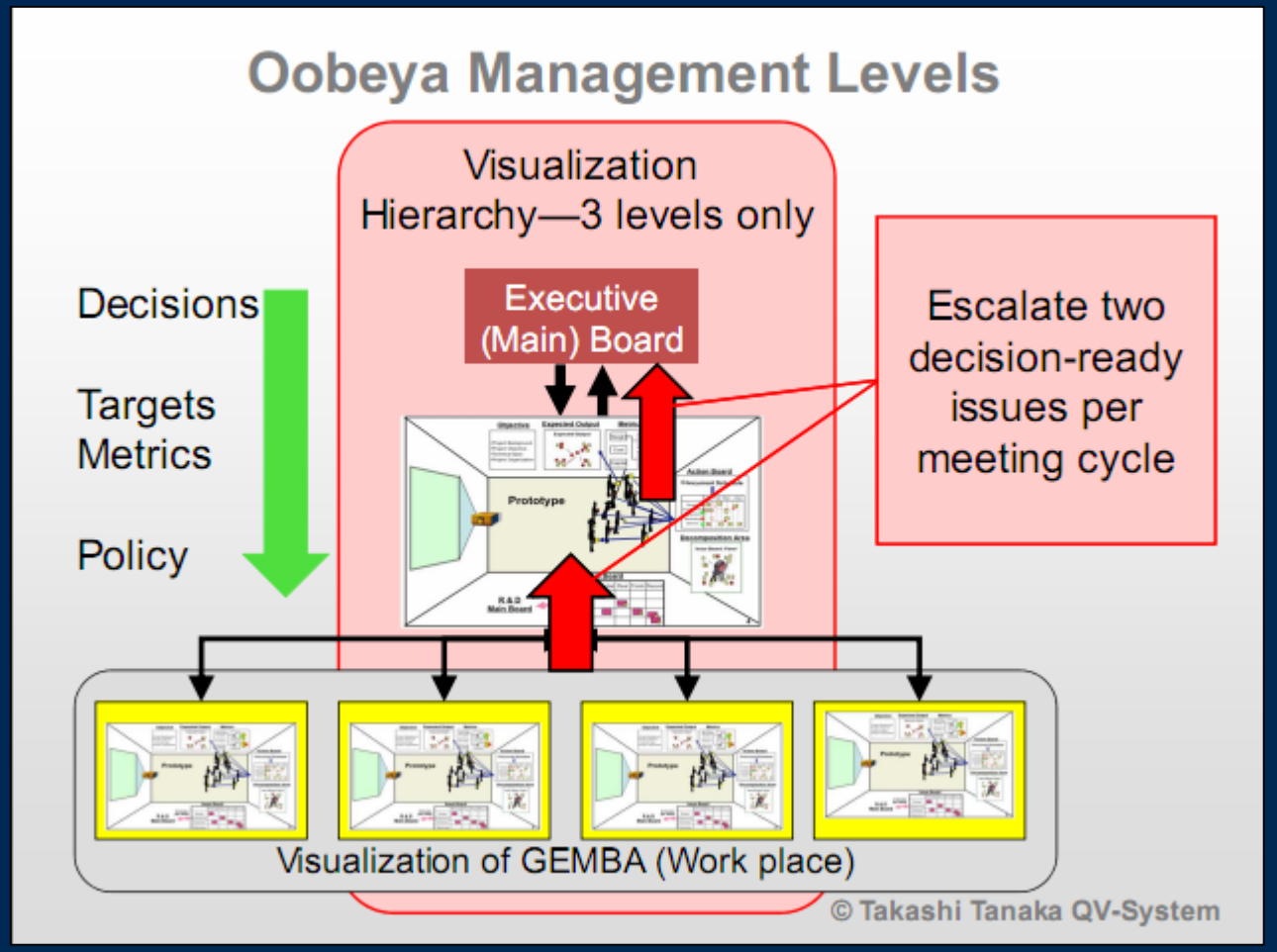
4 Teams		7 Experiments (PDCA)	
1	Hoshin Team (executive) (Directors)	1	5-10 Years
		2	3-5 Years
		3	Annual BT 1-3 Year
2	Tactical Teams (Directors) (VS Managers)	4	First Year initiatives Future State Map VSM
3	Operational teams (VS Managers)	5	(Kata Chalenge) 6 months
4	Action Teams (VS Coordonnator) (Grp Leaders)	6	Kata Target Condition 6 weeks
		7	Kata Daily PDCA



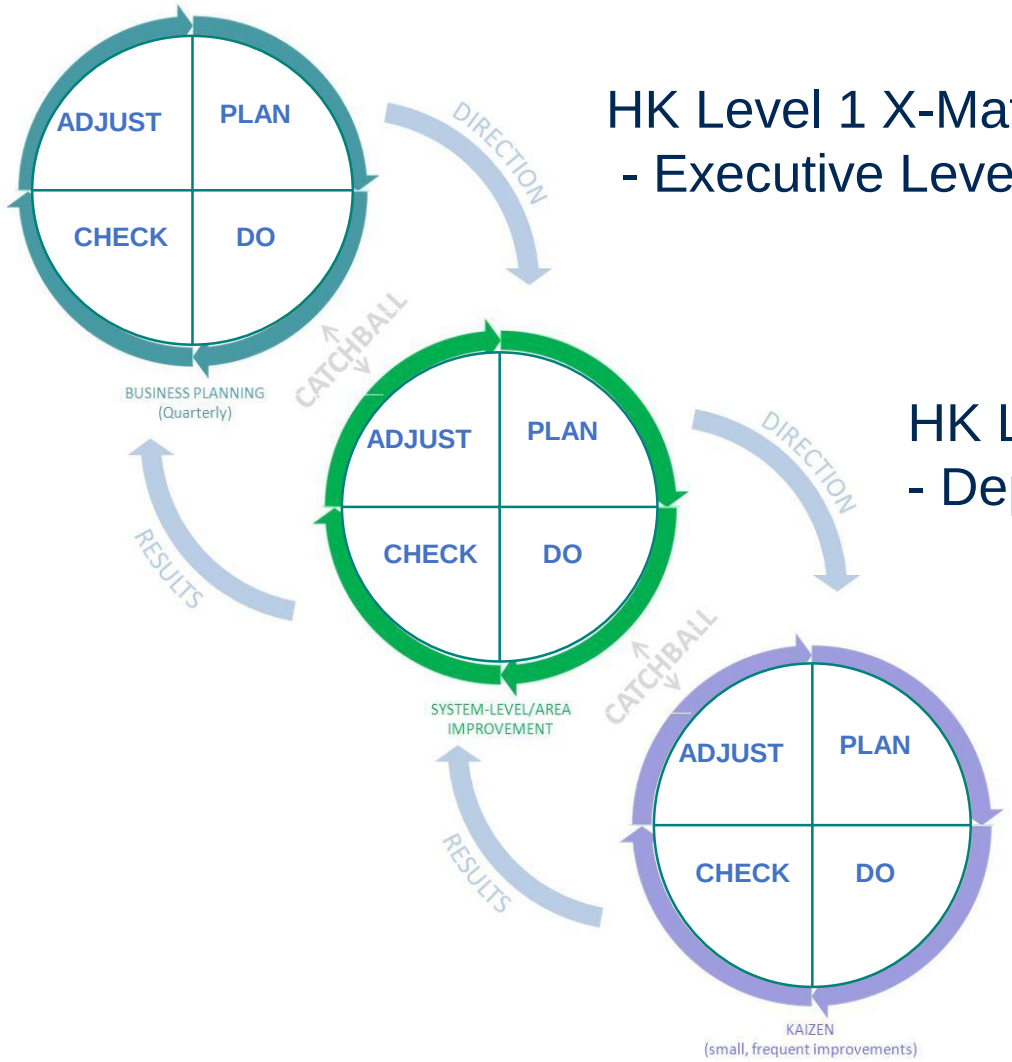
HK X-MATRIX LEVEL 1 – LEVEL 2



HOSHIN KANRI – OBEYA ROOM



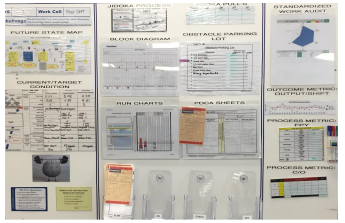
OBEYA ROOM – HK LEVEL 1 AND LEVEL 2



HK Level 1 X-Matrix – Vision
- Executive Level

HK Level 2 – X-Matrix – Challenge
- Dept Level

Daily PDCA
– Process Level



TOYOTA KATA

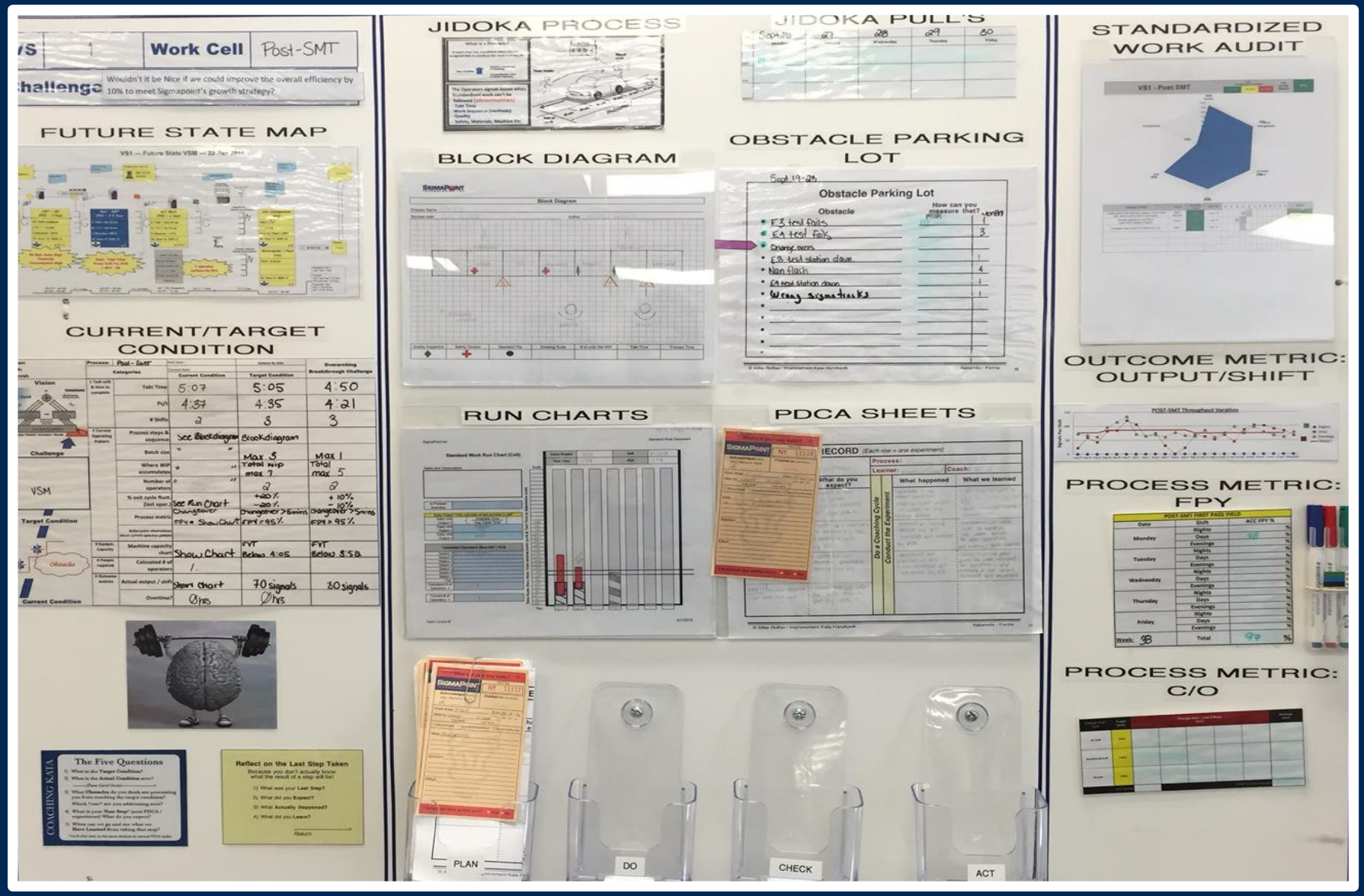
1
SET THE DIRECTION OR CHALLENGE

3
ESTABLISH YOUR NEXT TARGET CONDITION

2
GRASP THE CURRENT CONDITION

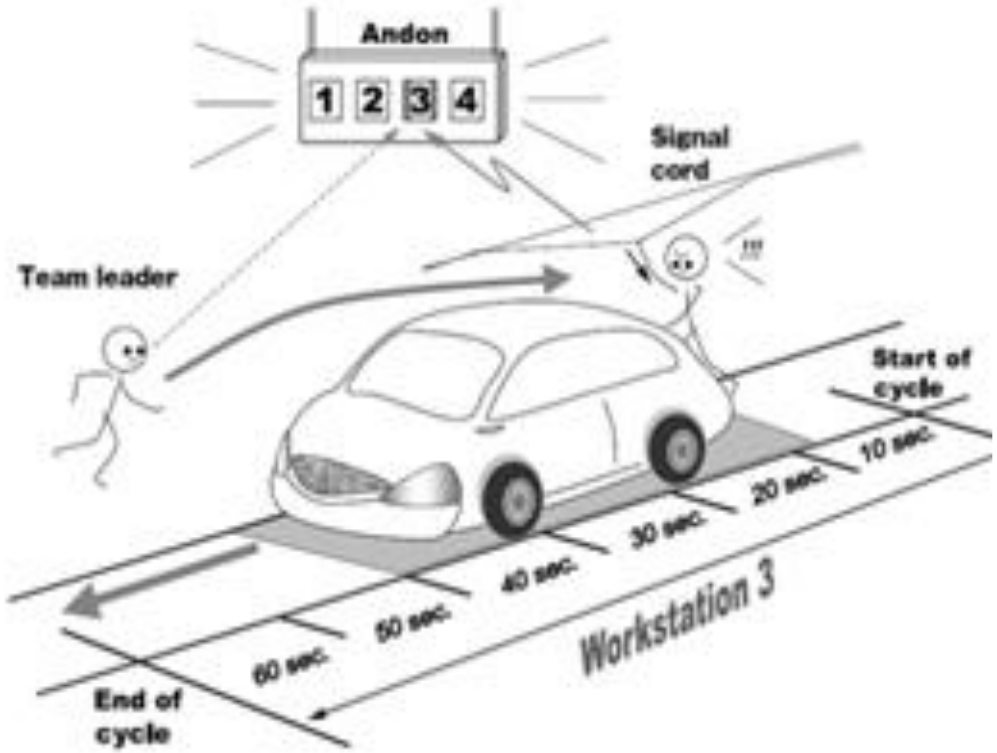
4
CONDUCT EXPERIMENTS TO GET THERE

TOYOTA KATA BOARD

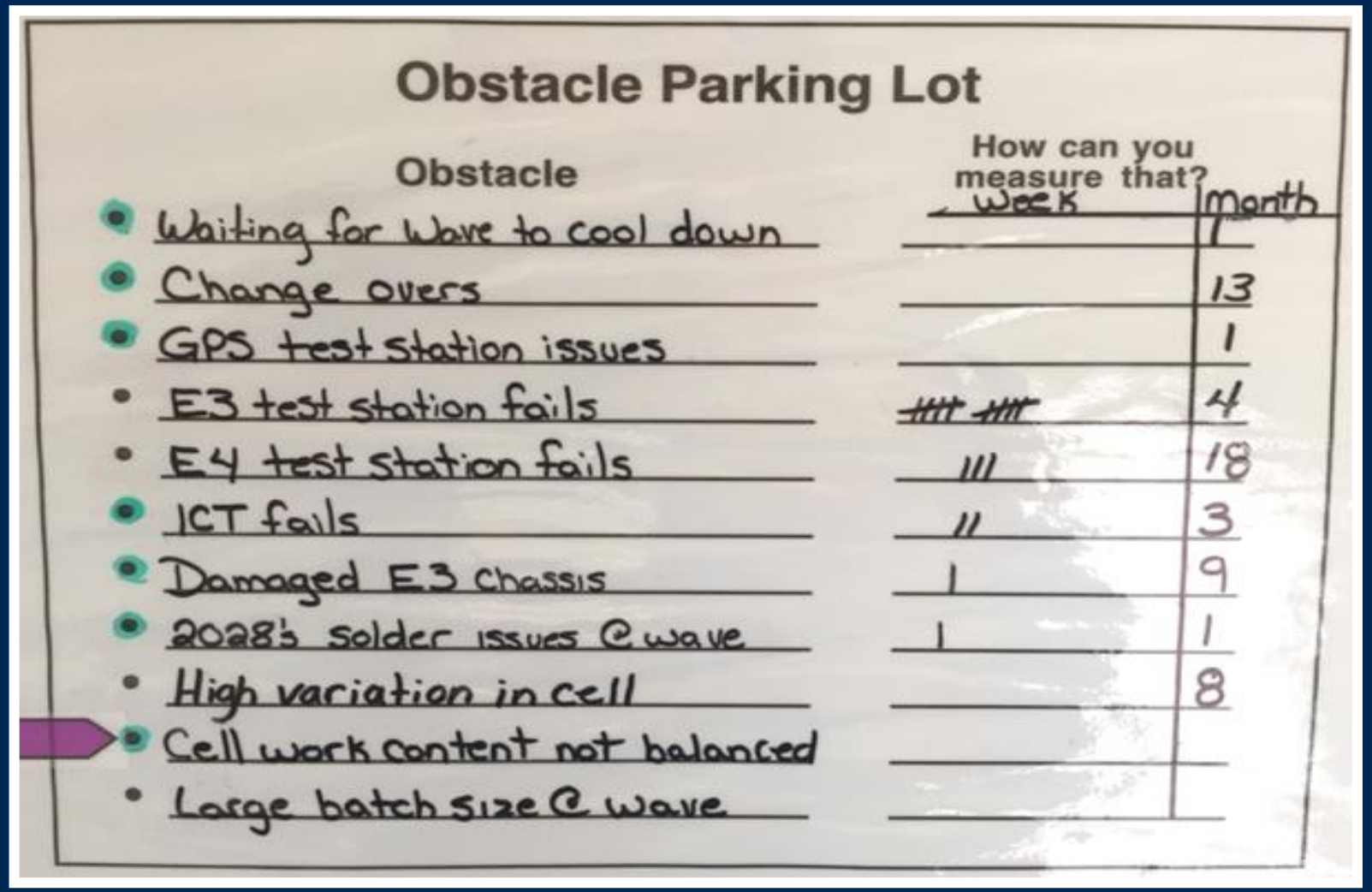


HOW DO WE CONNECT EVERY EMPLOYEE TO THE CONTINUOUS IMPROVEMENT STRUCTURE?

JIDOKA – STOP THE LINE PROCESS



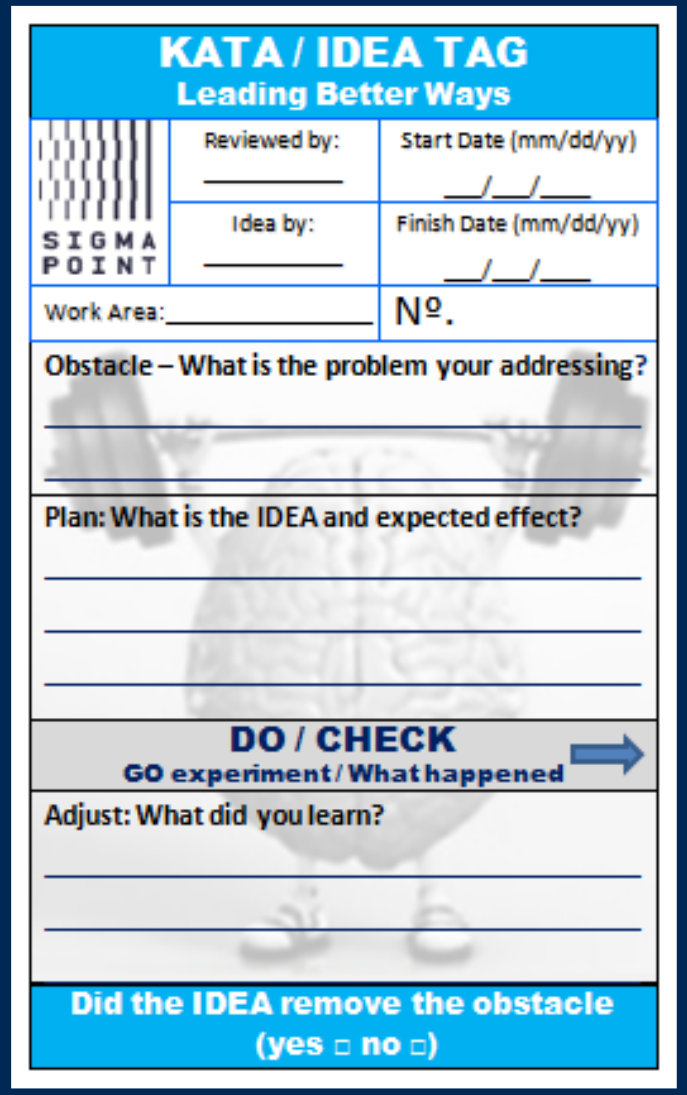
OBSTACLES PARKING LOT – CONNECTION TO KATA



Obstacle Parking Lot

Obstacle	How can you measure that? week	month
Waiting for Wave to cool down		1
Change overs		13
GPS test station issues		1
E3 test station fails	𝍸 𝍸	4
E4 test station fails	𝍸	18
ICT fails	𝍸	3
Damaged E3 chassis	1	9
2028's solder issues @ wave	1	1
High variation in cell		8
Cell work content not balanced		
Large batch size @ wave		

IDEA CARD GENERATED BY OPERATORS WITH SUPPORT OF LEARNER



KATA / IDEA TAG
Leading Better Ways

SIGMA POINT

Reviewed by: _____
Start Date (mm/dd/yy) __/__/____
Idea by: _____
Finish Date (mm/dd/yy) __/__/____
Work Area: _____
Nº.

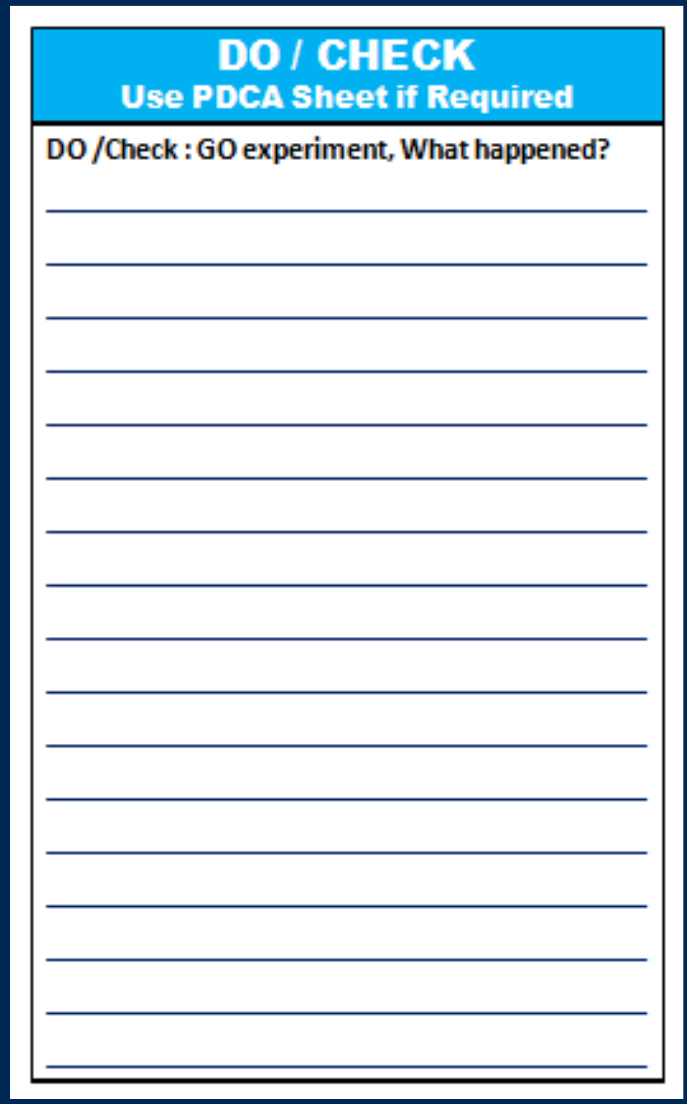
Obstacle – What is the problem your addressing?

Plan: What is the IDEA and expected effect?

DO / CHECK
GO experiment / What happened

Adjust: What did you learn?

Did the IDEA remove the obstacle
(yes □ no □)



DO / CHECK
Use PDCA Sheet if Required

DO /Check : GO experiment, What happened?

LEARNER & OPERATORS COMPLETE EXPERIMENT TOGETHER

PDCA CYCLES RECORD *(Each row = one experiment)*

Obstacle:		Process:			
		Learner:		Coach:	
Date, step & metric	What do you expect?	*Do a Coaching Cycle*	*Conduct the Experiment*	What happened	What we learned

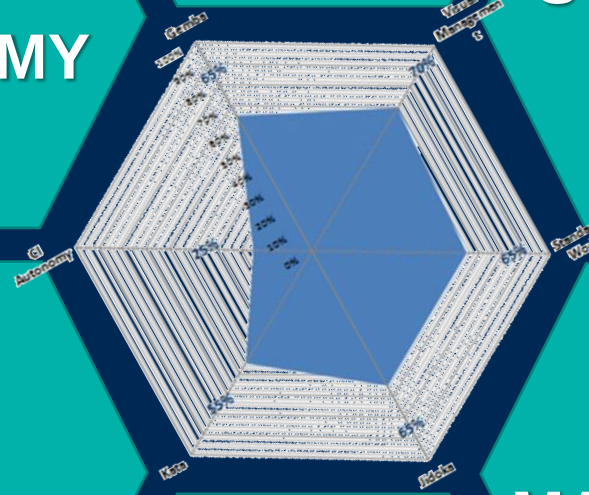
6

CRITICAL ELEMENTS

GEMBA MANAGMENT

CI AUTONOMY

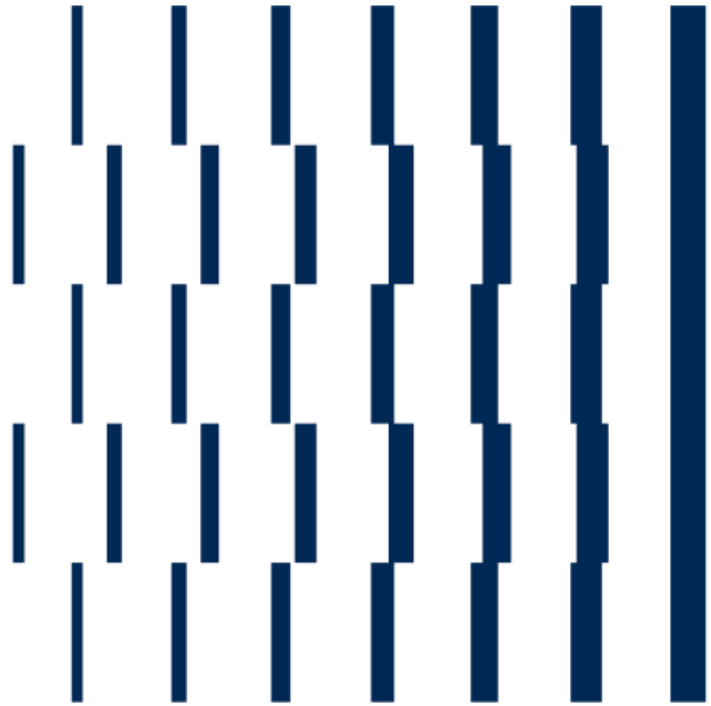
STANDARD WORK



KATA

VISUAL MANAGMENT

JIDOKA



SIGMA
POINT