Tyson Foods
(Formerly Hillshire Brands)

Daily Lean Management System

Kelsey Garrigan – CI Manager

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Agenda

- Intro

- Delta Visit

- Why Change?

- Overview DLMS and New London Roll-Out

- Coaching Video

- Examples

- Learning

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Delta Visits

Delta Faucets – Southern Indiana

- Visit #1 – One Day, Observe the Process
  - Plant Manager
  - Resources Involved

- Visit #2 – 3 Day Workshop
  - Develop People in process
  - Solve Problems during Workshop

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Current State – Why Change?

- Continuous Improvement plant diagnostics in FY14 revealed performance management variability:

  - Forum

  - Content & Frequency

  - Commitment on how performance dialogue is executed

- Primary Visual Display (PVD) boards have become stagnant and lacks a "presence" with the employees to promote engagement

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The "What" – Objective / Future State

- Implementing DLMS, within our Value Streams and or functional groups will enhance and sustain HSH continuous improvement culture

- DLMS must monitor, communicate, identify and initiate improvement activities aligned to leadership objectives and deliver improved operational performance

- DLMS will be a common language based on four tenets:

  › Employee Engagement
  › Leadership and Coaching
  › Visual Management
  › Problem Solving

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The "How" – Closing the Gap

Employee Engagement:
- Provide a daily capability for open communication
- Increased understanding of their work area objectives

Leadership and Coaching:
- Create a learning environment through daily problem solving
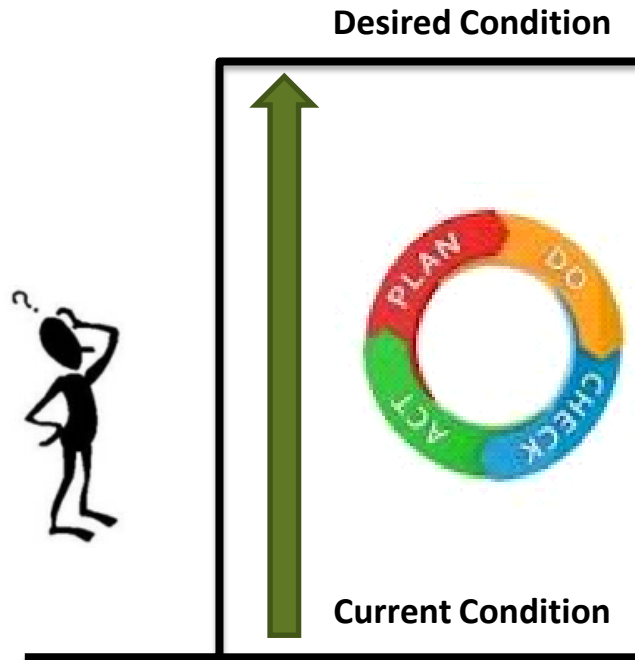- Short interval coaching will develop internal leadership capabilities

Visual Management:
- Create the physical "presence" by a PVD for communication
- Forum for work teams to gather and discuss daily performance

Problem Solving:
- Leverage our Six Step Problem Solving methodology
- Provides a structure to focus on the correct improvement or gap closing initiatives

So... what is different from current performance management process?

Current State

Future State

Desired Condition

Desired Condition

DLMS

- **Ownership**
- **Coaching & Modeling**
- **Clarification on Roles / Responsibilities**
- **Collaboration – Team Alignment**
- **Accountability - Discipline**

Current Condition

- Huge Improvement steps
- Focused on the "What" – Goal
- KPI Placeholders – Lack Guidance
- Conflicting metrics, unbalanced
- Inconsistent process
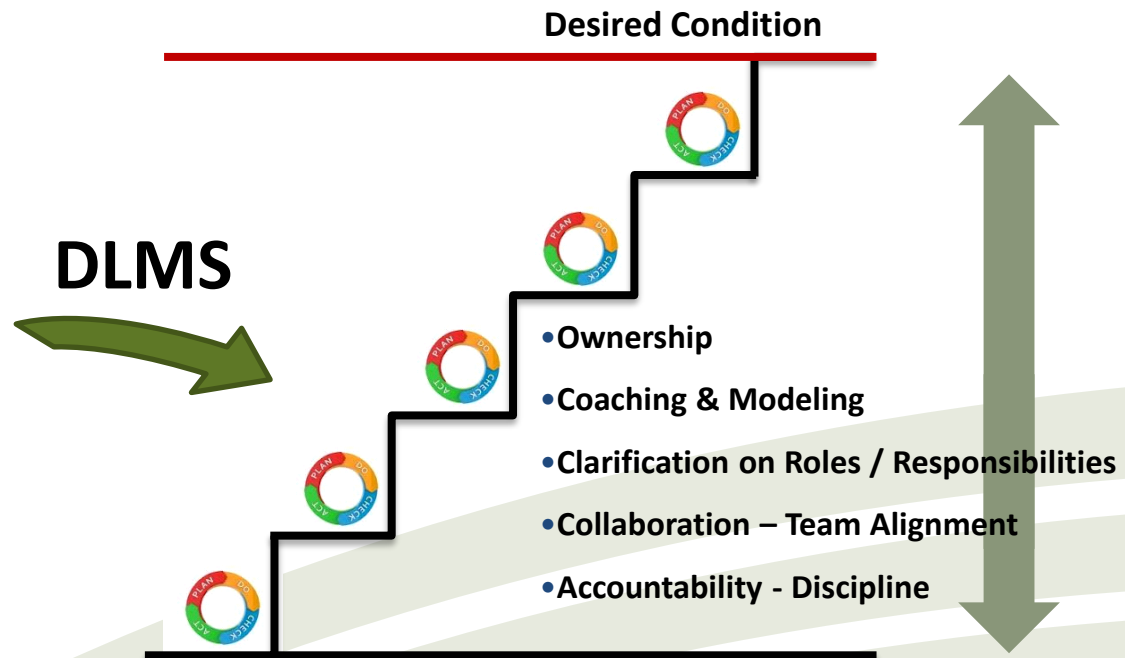
- Small incremental improvements
- Focus on the "How" – Check & Act
- Discrete & realistic goals
- Everyone – Ownership
- Structured process execution

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Overview of Hillshire Brands DLMS

Show of hands, how many would be comfortable with the following conversation with your plant manager, corporate leadership, etc...

Initial
- I would like you to setup an hour meeting with your value stream managers to discuss CI projects in their respective areas, 10 minutes per value stream.

Also...
- These meetings have to take place every day.

In addition...
- Here is a script to follow and I will teach you how to respond appropriately

Finally...
- If they fail to reach their goal on the project, that is OK!

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Overview of Hillshire Brands DLMS

Coach

- Role is to develop the learner by guiding them through the improvement process, not to improve the process.

Mentee (Supervisor, Process Owner)

- Establish and work toward a target condition. Conducts experiments with PDCA and develops solutions to obstacles.

Observer (2nd Coach)

- Observe coaching cycles between the coach and the learner. Provides feedback to coach/manager develop his or her coaching skills.

5 Questions, PDCA Cycles Record, Obstacle Sheet

- Examples to Follow

*Mike Rother / Improvement Kata Handbook – Roles and Structure

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Overview of Hillshire Brands DLMS

5 Questions

COACHING KATA

The Five Questions

1) What is the **Target Condition**?

2) What is the **Actual Condition** now?

--------(Turn Card Over)-------------------->

3) What **Obstacles** do you think are preventing you from reaching the target condition?

Which *one* are you addressing now?

4) What is your **Next Step**? (next PDCA / experiment) What do you expect?

5) When can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle for several PDCA cycles

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

1) What was your **Last Step**?

2) What did you **Expect**?

3) What **Actually Happened**?

4) What did you **Learn**?

---------------------------->
Return

*Mike Rother / Improvement Kata Handbook

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Overview of Hillshire Brands DLMS

PDCA Cycles Record

The PDCA form is read left-to-right, one row at a time

Each row = one experiment

The 1 - 2 pattern of the form repeats after every coaching cycle

Before the 1st coaching cycle the learner proposes the 1st step and what s/he expects

PDCA CYCLES RECORD

Date:

Process:

Process Metric

Step	What do you expect?	Coaching Cycle	EXPERIMENT	Result	Observe closely	What We Learned
				1		
2						

1 *Once a step or experiment is completed, the learner fills in Result and What We Learned*

2 *Based on what was learned in the last step, the learner proposes the Next Step and describes what s/he Expects from the next step*

*Mike Rother / Improvement Kata Handbook

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Overview of Hillshire Brands DLMS

Obstacles Sheet

IMPROVEMENT KATA OBSTACLE	Date Identified	Status
		⊕
		⊕
		⊕
		⊕
		⊕
		⊕
		⊕

Overview of Hillshire Brands DLMS

Plant Manager to Value Stream Manager
- Plant Manager started having coaching cycles with Value Stream Managers Daily.
- Once Value Stream Managers demonstrated knowledge of the process, they could move on to the next step

Value Stream Manager to Supervisor
- Daily coaching cycles with each supervisor in the value stream
- Once Supervisors demonstrated knowledge of the process, they could move on to the next step

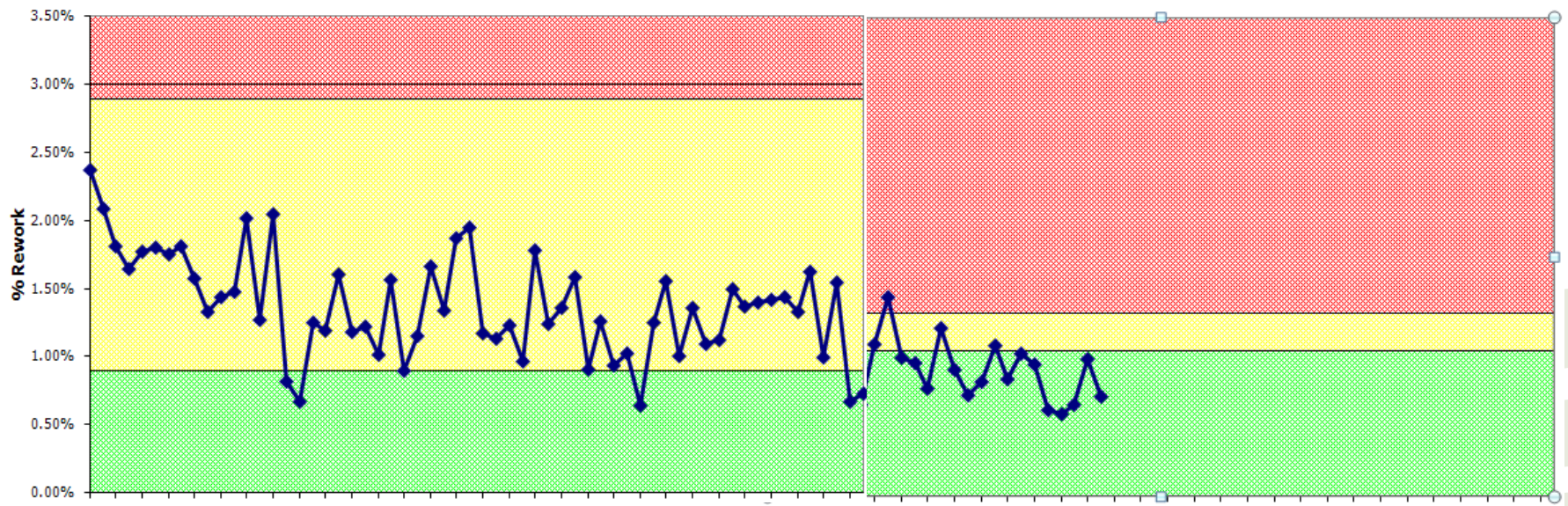**Supervisor to Line Lead / Line Employee**
- Currently 6 Active

Line Lead / Line Employees coaching other Line Employees

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Coaching Video

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Example

3# Sm. Sg. Rework %

Overview of Hillshire Brands DLMS

50 + DLMS Projects (Results)

- 12 Target Conditions Achieved

- > $1 MM in Annual Savings

40 + Trained in DLMS Process (Development)

- 10 Manager Level (VSM, Maintenance, Sanitation, HR)

- 30 + Supervisors

- Training to be Completed : Cost Acct., Quality Assurance,, Safety, Shipping, HR

Over 2,000 Coaching Cycles in 6 months

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Learnings

Don't forget about all the tools!

- DLMS is not the only Problem Solving that should happen

- Too big for one person, use a cross-functional team

Set Target Conditions correctly is critical

- OEE for Example

- See the results and are related to area

Coach and 2nd Coach

- Keep Schedule

- Provide support without removing responsibility

- 2nd Coach needs to observe and provide feedback

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Questions?