

Theme: Reducing Jeff Hajek's Tardiness

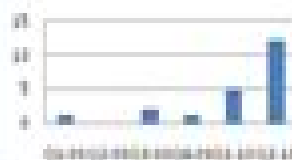
To: Jeff's boss
 From: Jeff Hajek
 Date: October 14, 2010

Background

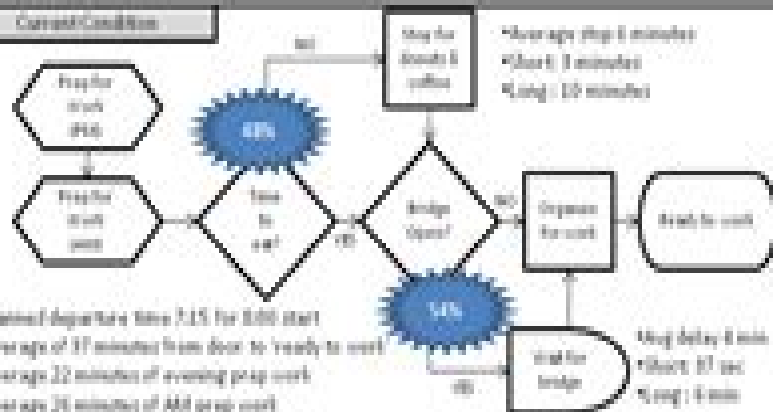
Tardiness has become a problem, jeopardizing job

- Last year, attendance was good—4 tardies all year
- This year, starting in March, averaging one per week
- I want to minimize the time spent preparing and driving
- Tardy defined as not being ready to work at 8:00

Jeff's Tardiness



Current Condition



- Planned departure time 7:15 for 8:00 start
- Average of 17 minutes from door to ready to work
- Average 32 minutes of evening prep work
- Average 36 minutes of AM prep work
- Average 6 minutes to get settled at desk

Goal

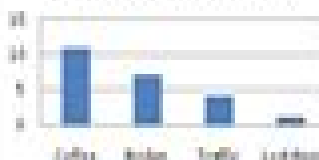
- Reduce tardiness from 12/yr to 1/yr
- 91.6% reduction
- Minimize time spent preparing for / traveling to work

Jeff's Tardiness Target (per yr)



Root Cause Analysis

Contributing Factors, Q3-2010

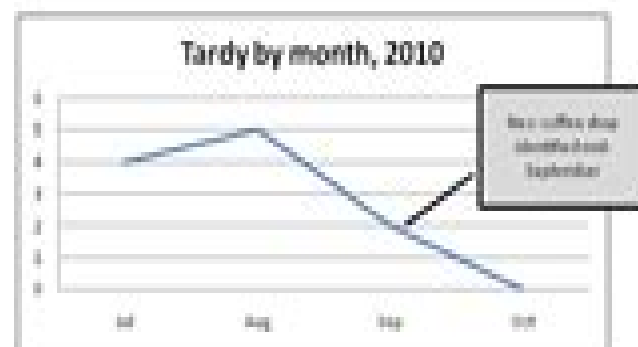


- Old coffee shop closed in March
- New shop closer to home (higher variations, less information)

Countermeasures

Reported Cause	Action Item	Responsible	Due	Result
Stopping early for coffee exacerbates option for stop	Position coffee shop closer to work	Jeff H	9/14/10	Old coffee shop closed, new shop 10 min from home, good results

Effect Confirmation



Follow-Up Actions

Action Item	Responsible	Due	Status
1. Open third shop on site at office	Jeff H	9/1/11	Scheduled start 12/1/10
2. Improve AM process to prevent sleeping by effort	Jeff H	1/15, 14	Self coffee shop in process

A3 Thinking Word Template

**Catherine de la Bedoyere, Catharine
Lowry**



A3 Thinking Word Template:

Understanding A3 Thinking Durward K. Sobek II., Art Smalley, 2011-03-23 Winner of a 2009 Shingo Research and Professional Publication Prize Notably flexible and brief the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency effectiveness and improvement especially within its engineering and R D organizations The power of the A3 report however derives not from the report itself but rather from the development of the culture and mindset required for the implementation of the A3 system In *Understanding A3 Thinking* the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA based management philosophy Toyota views A3 Reports as just one piece in their PDCA management approach Second the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves because of the deep learning and professional development that occurs in the process And finally the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports

Advances in The Human Side of Service Engineering Tareq Z. Ahram, Waldemar Karwowski, 2016-07-26 This book explores the different ways in which human factors engineering influences organizations and enterprises well being and competitiveness It covers a wealth of interrelated topics such as service engineering service science human computer interaction service usability attitude and opinion assessment servicescape design and evaluation and training for service delivery Further topics include service systems modeling anthropology in service science and customer experience as well as ethical issues and the impact of an aging society Based on the AHFE 2016 International Conference on The Human Side of Service Engineering held on July 27-31 2016 in Walt Disney World Florida USA the book provides readers with a comprehensive general view of current research and challenges in the important field of service engineering It also provides practical insights into the development of services for different kinds of organizations including health care organizations aviation providers manpower allocation hospitality and entertainment as well as banking and financial institutions

Managing to Learn John Shook, 2008 *Managing to Learn* by Toyota veteran John Shook reveals the thinking underlying the A3 management process found at the heart of lean management and leadership Constructed as a dialogue between a manager and his boss the book explains how A3 thinking helps managers and executives identify frame and act on problems and challenges Shook calls this A3 approach the key to Toyota's entire system of developing talent and continually deepening its knowledge and capabilities

Lean for Service Organizations and Offices Debashis Sarkar, 2015-01-25 Service organizations and offices worldwide are beginning to realize that only those companies that are efficient and able to meet the changing needs of customers will survive the fierce competition of the marketplace Adopting lean puts anyone in a position more likely to build an intimate relationship with customers and build a foundation of operational excellence Lean as a philosophy is new to the service companies and many of them struggle to find the correct approach for its adoption Many declare early victory after a few successful projects only to

realize that the benefits do not sustain over a period of time This happens because they do not really know what it takes for a holistic lean implementation in a service organization nl Lean has the ability to address a wide range of problems faced by service companies such as complexity reduction sales force productivity enhancement operations risk control cost leadership combining scale with flexibility service excellence and improving employee morale involvement Many of the principles discussed in the book are based on the author s first hand experience in lean implementation Being from a practitioner s viewpoint Lean for Service Organizations and Offices is light on theory and heavy on application exactly what s needed for a holistic and comprehensive lean transformation Read an interview with the author in The Hindu

Reducing Process Costs with Lean, Six Sigma, and Value Engineering Techniques Kim H. Pries,Jon M. Quigley,2012-12-13 A company with effective cost reduction activities in place will be better positioned to adapt to shifting economic conditions In fact it can make the difference between organizations that thrive and those that simply survive during times of economic uncertainty Reducing Process Costs with Lean Six Sigma and Value Engineering Techniques covers *Chronic Illness Care* Timothy P. Daaleman,Margaret R. Helton,2018-02-24 This book offers a comprehensive overview to chronic illness care which is the coordinated comprehensive and sustained response to chronic diseases and conditions by a range of health care providers formal and informal caregivers healthcare systems and community based resources Using an ecological framework which looks at the interdependent influences between individuals and their larger environment this unique text examines chronic illness care at multiple levels and includes sections on the individual influences on chronic illness the role of family and social networks and how chronic care is provided across the spectrum of health care settings from home to clinic to the emergency department to hospital and residential care facilities The book describes the organizational frameworks and strategies that are needed to provide quality care for chronically ill patients including behavioral health care management transitions of care and health information technology The book also addresses the changing workforce needs in health care and the fiscal models and policies that will be required to meet the needs of this population with a focus on sustaining the ongoing transformation in health care This book acts as a major reference for practitioners and students in medicine nursing social work allied health and behavioral medicine as well as stakeholders in public health health policy and population health

Making Lean and Continuous Improvement Work Darren Walsh,2024-12-30 Despite the popularity of lean and continuous improvement around the world most organisations and their leaders struggle to make improvement work Many are trying to cope with day to day business issues They bury their heads in the work as they either give up on trying to improve or are floundering as they keep trying new initiatives to improve with little success Most lean thinking and improvement publications focus on the use of improvement tools but never really get to the core of why organisations are not seeing the real results from these techniques and lean thinking as an improvement strategy They talk about what to do but not about the common problems you can expect along the way and how to navigate these and create a fundamental change in how the

business works Making Lean and Continuous Improvement Work will help solve this problem and help leaders build a solid foundation to making lean and continuous improvement work in their business Through numerous examples and detailed case studies the book shows how business leaders managers and frontline supervisors can make lean and continuous improvement techniques work increasing consistency and getting more work done in less time

Patient Safety and Quality Improvement in Healthcare Rahul K. Shah,Sandip A. Godambe,2020-12-15 This text uses a case based approach to share knowledge and techniques on how to operationalize much of the theoretical underpinnings of hospital quality and safety Written and edited by leaders in healthcare education and engineering these 22 chapters provide insights as to where the field of improvement and safety science is with regards to the views and aspirations of healthcare advocates and patients Each chapter also includes vignettes to further solidify the theoretical underpinnings and drive home learning End of chapter commentary by the editors highlight important concepts and connections between various chapters in the text Patient Safety and Quality Improvement in Healthcare A Case Based Approach presents a novel approach towards hospital safety and quality with the goal to help healthcare providers reach zero harm within their organizations

The Toyota Way, Second Edition: 14 Management Principles from the World's Greatest Manufacturer Jeffrey K. Liker,2020-10-27 The bestselling guide to Toyota s legendary philosophy and production system updated with important new frameworks for driving innovation and quality in your business One of the most impactful business guides published in the 21st Century The Toyota Way played an outsized role in launching the continuous improvement movement that continues unabated today Multiple Shingo Award winning management and operations expert Jeffrey K Liker provides a deep dive into Toyota s world changing processes showing how you can learn from it to develop your own improvement program that fits your conditions Thanks in large part to this book managers across the globe are creating workforces and systems that produce the highest quality products and services establish and retain customer loyalty and drive business profitability and sustainability Now Liker has thoroughly updated his classic guide to include Completely revised data and updated information about Toyota s approach to competitiveness in the new world of mobility and smart technology Illustrative examples from manufacturing and service organizations that have learned and improved from the Toyota Way A fresh approach to leadership models The brain science and skills for learning to think scientifically How Toyota applies Hoshin Kanri a planning process that aligns objectives at all levels and marries them to business strategy Organized into thematic sections covering the various aspects of the Toyota Way including Philosophy Processes People and Problem Solving this unparalleled guide details the 14 key principles for building the foundation of a powerful improvement system and managing it for ultimate competitive advantage With The Toyota Way you have an inspiration and a model of how to set a direction continuously improve and learn at all levels continually flow value to satisfy customers improve your leadership and get quality right the first time

School Start Year 1 Catherine de la Bedoyere,Catharine Lowry,2018-09-05 This highly practical resource is designed to be used with children

who need additional help in developing communication skills in Year 1 It offers a carefully structured group intervention which can be delivered by teachers or teaching assistants and is designed to boost language and sound awareness skills School Start Year 1 includes detailed advice on how to set up the programme and identify children who may benefit a structured programme of 30 Language group sessions a structured programme of 30 Sound Awareness group sessions activities and learning objectives that link with the Primary curriculum 56 resource templates that can be photocopied or downloaded from the website templates to monitor each child s objectives and an end of year evaluation Activities are supported by colourful and original illustrations to engage children s interest and are themed around topics such as animal antics detective stories and the seaside An additional 5 template sessions are provided which can be used to extend the programme into Year 2 The authors provide clear guidance on how to use the resources and include an FAQ section for schools parents and Speech and Language Therapists This latest resource is a follow on to the hugely popular School Start and Pre School Start and has been successfully piloted in schools This is an invaluable resource for primary school staff that encourages good collaborative practice between teachers teaching assistants inclusion co ordinators SENCOs speech and language therapists and parents

Applying Quality Management in Healthcare: A Systems Approach, Fifth Edition Patrice L. Spath, MA, RHIT, 2021-08-01 Instructor Resources Test bank PowerPoint slides and answers to exercises in the textbook

The COVID 19 pandemic exposed the flaws in patient care delivery in many healthcare organizations Hospitals scrambled to deal with inadequate supplies of ventilators and personal protective equipment while simultaneously combating the inefficiencies inherent in their existing systems Outpatient areas struggled to deliver care in an environment that was safe for both workers and patients The pandemic was a reminder that a focus on comprehensive quality management is vital to the daily work of healthcare providers and those they treat Applying Quality Management in Healthcare A Systems Approach examines the real world tools and techniques necessary for improving systems that affect patient care outcomes Author Patrice L Spath explains how to explore and modify interconnected systems to make lasting changes that benefit the entire organization This updated edition features a new chapter on three organizational characteristics that advance success in quality management continuous improvement high reliability and accountability Throughout the book emphasizes the role of leadership in all aspects of quality Management concepts are supported by real life examples from different settings to further readers understanding Other new content in this edition includes Strategies for creating an organizational culture that supports ongoing improvement Data measurement techniques for analyzing inpatient and outpatient performance Regulations affecting quality activities in hospitals and other healthcare facilities External forces such as a pandemic that require a greater focus on systems Each chapter concludes with challenging exercises that give readers a chance to apply what they have learned A practice lab at the end of the book offers 11 rigorous assignments for a deeper exploration of the concepts presented Improving quality management processes is the first step toward providing better healthcare Every one

from senior leaders and department managers to supervisors and frontline workers can benefit from these enhancements leading to greater job performance and ultimately safer patient care

Viable Project Business Clemens

Dachs,2020-12-05 This book develops best practices for collaboration between teams within large organizations and demonstrates how an optimal environment for teamwork can improve business processes To do so it analyzes the system dynamics of living organisms and applies the results to the business environment The book employs a consistent approach applying recent advances in molecular biology to the structure and design of large industrial organizations These insights from molecular biology are used to define the requirements for a practicable business management system based on the ISO 9000 criteria The outcome is a viable and feasible system that can be used to design large organizations e g by manufacturers of industrial equipment In addition four case studies are used to show how such a biologically inspired system can be implemented to positively and significantly impact business

Introduction to Product Design and Development for Engineers Dr. Ali Jamnia,2018-06-12

Introduction to Product Design and Development for Engineers provides guidelines and best practices for the design development and evaluation of engineered products Created to serve fourth year undergraduate students in Engineering Design modules with a required project the text covers the entire product design process and product life cycle from the initial concept to the design and development stages and through to product testing design documentation manufacturability marketing and sustainability Reflecting the author s long career as a design engineer this text will also serve as a practical guide for students working on their capstone design projects

Gaining Knowledge and Skills with Dyslexia and other SpLDs Ginny Stacey,Sally Fowler,2021-04-28 Gaining Knowledge and Skills with Dyslexia and other SpLDs is the third book in the series Living Confidently with Specific Learning Disabilities SpLDs This book lays the foundation for skilling dyslexic SpLD people so that they can be autonomous confident people who can use their full potential with minimal disruption from the dyslexia SpLD It is a comprehensive manual for helping dyslexic SpLD people whether the help is given by specialist teachers subject teachers professionals of all kinds family and friends or general public such as shop keepers There are lists of the most important ideas for policy makers and general readers so that they can support best practice for helping dyslexic SpLD people The book advocates changes of attitude that will be good for everyone but which are VITAL for dyslexic SpLD people It is not proposing expensive solutions though it does recognise that there will be times when accommodation is needed for some effects of dyslexia SpLD that an individual cannot work round The book recognises that dyslexia SpLDs are variable syndromes that need constant monitoring Given a range skills and knowledge to draw on a dyslexic SpLD person needs to be able to select the most suitable ones for any particular situation Confidence grows when dyslexia SpLD can be managed well dyslexic SpLD people can then function at their best The book is addressed to someone alongside a dyslexic SpLD person who may also be dyslexic SpLD so the style of the book is suitable for dyslexic SpLD people It uses a special layout to emphasise stories insights examples exercises tips key points and

summaries *Goal Mapping* Brian Mayne, 2016-05-17 The Goal Mapping system is a tried tested proven and popular method for setting and achieving goals in any area of life and in any endeavour This book aims to have an impact on both the left and the right sides of the brain to create power It uses imagery and the language of the subconscious It combines words with pictures and symbols *Finding Your Voice with Dyslexia/SpLD* Ginny Stacey, Sally Fowler, 2019-04-03 Finding Your Voice with Dyslexia SpLD is an essential guide to living with dyslexia and other specific learning difficulties SpLD The book provides readers with a practical guide to expressing and developing ideas and feelings Uniquely designed for dyslexic SpLD readers this book discusses individual functions and will help enable those addressed to understand how they think know what they can do to maintain clear thinking know how they can positively contribute to any situation in which they find themselves When people with SpLD find their voice they gain the self esteem and confidence to tackle all elements of life study employment general living and to negotiate successfully with those around them The book contains stories insights examples tips and exercises presented in a user friendly way throughout The book has also been designed for non linear reading and each chapter also includes a dipping in section to guide the reader As well as providing vital assistance for people with dyslexia and other specific learning difficulties this book will benefit anyone supporting living or working with dyslexic SpLD people by helping them to understand more about the dyslexic SpLD world **Organise Ideas: Thinking by Hand, Extending the Mind** David Goodwin, Oliver Caviglioli, 2021-09-10 The central purpose of this book is to help teachers organise ideas through the use of graphic organisers Over 35 such word diagrams are organised into a system to help select the right tool for the job described for rapid understanding of their strengths and explained for step by step construction Over 50 teachers each have a double page spread in which they reveal how they use them in their teaching across the full age range and span of subjects A further section of the book demonstrates how to use these word diagrams most effectively by partnering them with other teaching strategies such as retrieval practice writing speaking and listening teacher explanations advance organisers scaffolding remote learning and more The pages are illustrated to the same quality and quantity in Oliver's previous book Dual Coding with Teachers its natural companion A must have textbook for every teacher that transcends contemporary ideological allegiances and fads *Learning in the Digital Era* Daryl John Powell, Erlend Alfnes, Marte D. Q. Holmemo, Eivind Reke, 2022-01-01 This book constitutes the refereed proceedings of the 7th European Lean Educator Conference ELEC 2021 hosted in Trondheim Norway in October 2021 and sponsored by IFIP WG 5.7 The conference was held virtually The 42 full papers presented were carefully reviewed and selected from 82 submissions They are organized in the following thematic sections Learning Lean Teaching Lean in the Digital Era Lean and Digital Lean 4.0 Lean Management Lean Coaching and Mentoring Skills and Knowledge Management Productivity and Performance Improvement New Perspectives of Lean **Grammatical Inference: Learning Syntax from Sentences** Laurent Miclet, Colin de la Higuera, 1996-09-16 This book constitutes the refereed proceedings of the Third International Colloquium

on Grammatical Inference ICGI 96 held in Montpellier France in September 1996 The 25 revised full papers contained in the book together with two invited key papers by Magerman and Knuutila were carefully selected for presentation at the conference The papers are organized in sections on algebraic methods and algorithms natural language and pattern recognition inference and stochastic models incremental methods and inductive logic programming and operational issues

Six Sigma Simplified Jay Arthur, 2001-01-15 The perfect primer for anyone who wants to familiarize themselves with Six Sigma what it is and how to implement it without spending a fortune Developed for busy problem solvers who are dissatisfied with the current all or nothing approach to solving mission critical business problems It describes a proven crawl walk run methodology that delivers laser focused problem solving and results

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