

10TH INTERNATIONAL SHOW & TELL

Thursday 25 October marked the 10th Annual International Show & Tell Conference for CDI and as always, it was a big hit! A record topping 560 delegates attended to learn from the wise words of fellow MDW implementers worldwide.

And did we learn!

Sullivan O'Carroll, Managing Director of Nestlé Malaysia and Singapore spoke of the power of MBU (MDW) to integrate all functions of the business value stream, to build sustainability, competence and to prepare everyone for "Lean Thinking".

Lockheed Martin (UK), the world's largest Defence Enterprise (140 000 employees in 57 countries) showed how to apply MDW in a high-tech project environment. They commence

their fourth module in January. The MDW implementation is integrated with their Six Sigma program.

JohnsonDiversey (USA) and Element Six (De Beers' synthetic diamond producer) also used MDW as the tool to leverage Six Sigma initiatives into sustainable improvements.

Nestlé Australia showed how to manage a successful innovation scheme.

The MDW presentations shared insights from giant corporations - AngloPlatinum, BHPBilliton and SABMiller to tiny BusinessPrint, all of whom leveraged their business operations through MDW.

One of the highlights of the day was the singing and dancing of the Clover Clayville team, who rounded off their presentation with evidence of what a "great place to work" really is.

Presentations are available on the website www.cdi.biz.

If you feel that you missed out, you are right, because we had fun! But don't despair; 2008 is going to be another big year for Showing & Telling with a few international events on the drawing board.



At a recent MDW conference in Port Elizabeth (South Africa), Lean Manufacturing expert, Prof. Koot Pieterse of the Nelson Mandela Metropolitan University presented his insights.

Prof. Pieterse noted the following observations regarding Lean (and MDW) in the Lean Manufacturing Group's newsletter.

"In the recent past I was fortunate to observe the outcomes of some Lean implementations at first hand. I was also fortunate enough to be able to attend a (Competitive Dynamics International) MDW 'Show and Tell' at the Boardwalk in Port Elizabeth.

I want to point out a few of the kinds of fertiliser that are necessary for growth:

- ◆ "Lean thrives in an environment where management actively promotes Lean Thinking through their deeds and their words. They visit the shop floor regularly and they are involved in the changes. They remain involved, even if things seem to go wrong.
- ◆ "Lean thrives in an environment where everyone participates - where the contribution of ideas for improvement is actively promoted and rewarded and opportunities are created where these ideas may be

harvested. Suggestions are implemented and recognition given.

- ◆ "Lean thrives where everyone is kept informed. The need for Lean is understood and agreed on, also by the unions. Everyone has a clear understanding of what Lean involves and what the ideal factory should look like.

"Without these foundations, people often return from workshops and courses, eager to apply the new tools, but they land in a morass of scepticism and ignorance. For them to whip up some enthusiasm for what they want to do is virtually impossible."

Our first newsletter!

A key aspect of establishing and maintaining continuous learning is the ongoing sharing of experiences and expertise. This is a key objective of the CDI electronic newsletter.

We wish to encourage ongoing learning among all our CDI customers and a forum where success stories can be shared, challenges can be discussed to help others, or even failures can be recorded so that we can share in the lessons learnt on our journey to world-class.

We wish to invite you to help us develop the CDI Newsletter into a dynamic information-sharing platform; your contribution will be appreciated. Please feel free to forward any news and photographs to us for inclusion.

Contact: Chris Theron at chris@cdi.biz.

Program Updates

The Coaches' Toolkit has been added recently to MDW. The aim is to assist coaches in defining their role during coaching reviews, MDT meetings, informal interaction and to help create the right environment for high levels of performance.

MEET SOME OF THE CDI TEAM ...



Rosa Zapata
CDI Latin America

Rosa has had experience in such different fields as brewery, soft drinks production, cement and concrete manufacturing. She is also a lecturer at the Technical University of Honduras (UTH) in Statistical Quality Control and Mathematical Statistics at the faculty of engineering.



Ross Villamil
CDI Manila

Ross joined CDI in the Philippines where he will lead CDI Manila. As a result of his great work we have three model sites here and hope to see Ross grow CDI in the Philippines!



Dr. Sonny Irawan
CDI Jakarta

Dr. Sonny Irawan has joined our CDI team and will form CDI Jakarta in Indonesia. Sonny is a Lean expert; he is aligned with our thinking and values and has a passion for the frontline. In his spare time he has translated the Toyota Way Field Book into Indonesian – just as a hobby! We are delighted to have him on our team.



David Russell
CDI Lisbon

David joined CDI this year. He has served with Price Waterhouse for 10 years in Brazil and Portugal before spending a couple of years as a client of CDI in Portugal. David has had a long association with Africa - he was born in Angola.

A MODEL MDW IMPLEMENTATION - NESTLÉ MALAYSIA

Malaysians are known for their “Boleh” attitude - they are very serious about creating world-class organisations!

This commitment is certainly in evidence at Nestle Malaysia where Mission Directed Work Teams (MDW) was launched during the first half of 2005 in eight factories, including Jurong in Singapore.

Already during the first launch workshops Dieter and Kamarudin (KD - our CDI Kuala Lumpur partner) were impressed by the proactive leadership levels driving the success of their MDW implementation.

Two years later visitors from all parts of the world travel to Malaysia to visit their “Model” sites.

Their first national MDW multi-level meeting was held last year involving an impressive 2 400 employees. Employees representing all eight factories attended and competed for various Gold, Silver and Bronze awards awarded to the best mini-business teams, best innovation projects and so on.

What can we learn from Nestlé Malaysia?

1. Adnan Pawanteh, the Shah Alam factory manager advises: “Stick to the Blue Book” (MDW manual).
2. When you prepare the mini-business meeting facility and visual management - do it properly and professionally.

3. Do not assume that the coaches, leaders and teams have changed their behaviour simply because they have been trained - retrain and keep on coaching.
4. Use the MLM as a platform for effective face-to-face dialogue on the factory’s current business status. Identify opportunities for improvements, how each entity can contribute towards the cause, resolve outstanding issues and agree on an intermediate outcome factory-wide. Then recognise and celebrate team contributions and efforts.
5. Conduct external Coaching Reviews during the first six months to ensure performance achievements. Follow up by conducting internal Coaching Reviews. Coach the coaches to promote effectiveness.
6. Engage the Human Resource department to develop a performance management system that advances the transformation.

7. Establish a problem solving culture at MDT 2 level.
8. Create Goal Alignment from MDT 3 level.

When you walk into the Nestlé head office in Petaling Jaya, Kuala Lumpur, you will be overwhelmed by the MDT 4 presence where all factory managers and the support staff meet monthly under the leadership of Technical Director Mr. Magdi Batato, to ensure the Level 4 team’s goals are met.

In another first Nestlé Malaysia’s CEO, Mr. Sullivan O’Carrol, has established a MDT 5, here the entire Nestlé Malaysia is managed visually!



The next step is to extend the program to Distribution, Sales and Marketing. The focus will shift to establishing a Value Stream Focus throughout the business. Watch this space!

International Show & Tell

In March 2008, Kamarudin and his Kuala Lumpur CDI team will host the international MDW ‘Show and Tell’ in Kuala Lumpur. All those interested in participating can e-mail Dieter at dieter@cdi.biz

FREQUENTLY ASKED QUESTIONS

? What is the best way to manage shift handover meetings?

Ian Matheson & Dieter Lange, directors CDI Holdings, recommend the following:

Teams should be held accountable for the 24 hour period of work. Some clients address this challenge by combining all shifts into a single team; others prefer to build team identity by retaining separate teams, but the critical factor is to choose aligned goals which promote harmony and do not introduce destructive competition between shifts. Each shift has a team leader who meets with the outgoing shift leader for five minutes to get the latest update. The incoming shift then have their pre-shift meeting with the leader giving all the updates and the normal 8 minute meeting continues. After the meeting, each member takes over the task from their counterpart on the previous shift in person so that the two can exchange information regarding the previous shift. The leader on shift during the MDT 2 combines the performance of the 24 hour cycle and represents all shifts at the MDT 2. By rotating shifts, each leader will have the responsibility to do this.

? How do you make sure all innovations are captured?

Robert Saunders of CDI Cape made the following practical suggestions:

- ◆ The last person to arrive at the mini-business meeting records ideas on the poster as the meeting proceeds.
- ◆ Refuse to discuss any improvement suggestions, unless they have been captured on the innovation chart.
- ◆ Use the far right-hand column on the Attendance Chart to total the number of innovations captured per person.
- ◆ Divide the team into innovation teams of two team members each. These innovation partners can work together to identify at least two ideas per month.
- ◆ Conduct innovation walk-about to identify opportunities. Walking with visitors will also stimulate new thinking.
- ◆ Post innovation topics relating to work challenges or opportunities to focus on.
- ◆ Ask: "What's the dumbest thing we do around here and how can we stop doing it?"
- ◆ Don't focus too much on the "best" innovations. Make use of methods such as lucky draws to encourage participation by all team members.
- ◆ The innovator must remain involved throughout the implementation, preferably as the project leader.
- ◆ Encourage team members to share their ideas with other team members so each one has only a few innovations to manage.
- ◆ Only recognise and reward implemented innovations - they are the only ones with true value anyway.

Recommended Reading

The third book from Jeffrey Liker regarding the ways of Toyota has been published - Toyota Talent - Developing your people the Toyota way. This book, coauthored with David P. Meier, is the first of a four part extension to The Toyota Way & Fieldbook, each elaborating on the 4P's of Toyota, this being the People book. This book provides you with the inside knowledge you need to identify your development needs and create a training plan. A tremendous amount of insight and practical guidance awaits!

People living in fear of underperformance do not spontaneously learn to be top performers. People who are supported and encouraged within a system that requires outstanding performance will respond accordingly - page 14 of the Preface.