Marris Consulting

Managing Industrial Performance
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Book Summary
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What are the objectives of this book?

This book is part of a collection entitled "PRAKIT", the originality of which lies in the fact that it provides buyers with all the practical materials presented to facilitate adaptation in many companies.

In a very concrete way, the performance management system proposed in this book makes it possible to generate very significant benefits (improvement of machine and labour productivity, reduction of inventory levels, reduction of non-quality and waste, etc.), and thus to quickly boost the competitiveness of a site, without any specific investment.

From a personal point of view, managing industrial performance also allows you to practice your job with complete mastery of all aspects of your managerial function. Relying on the production teams and the support functions (methods, maintenance scheduling, logistics, etc.). This type of operation requires real participation from everyone, which is increasingly in line with the personal aspirations of many employees.

Without being angelic, the human impact of such an approach is very positive and, although it cannot be quantified in the usual sense of management controllers, it is surely the best argument. The preparation of teams to deal with problems is without a doubt one of the most profitable investments ever made!

This book demonstrates the relevance of an industrial site to commit clearly to a structured approach to improve its performance. It explains step-by-step the process to achieve success.

The visual approach to performance is sought at each stage to clarify and make the situation (whether good or not) evident, and also to show the workshop's trend.

Moreover, the consistency of tools and management methods at each stage allows for the creation of a **genuine visual management system for industrial performance** that is truly effective.

Who is this book for:

- Those who seek to generate significant gains without major investments.
- Those who seek coherence to unify their progress approach, by cascading strategic objectives at each hierarchical level (standardizing tools, implementation methods).
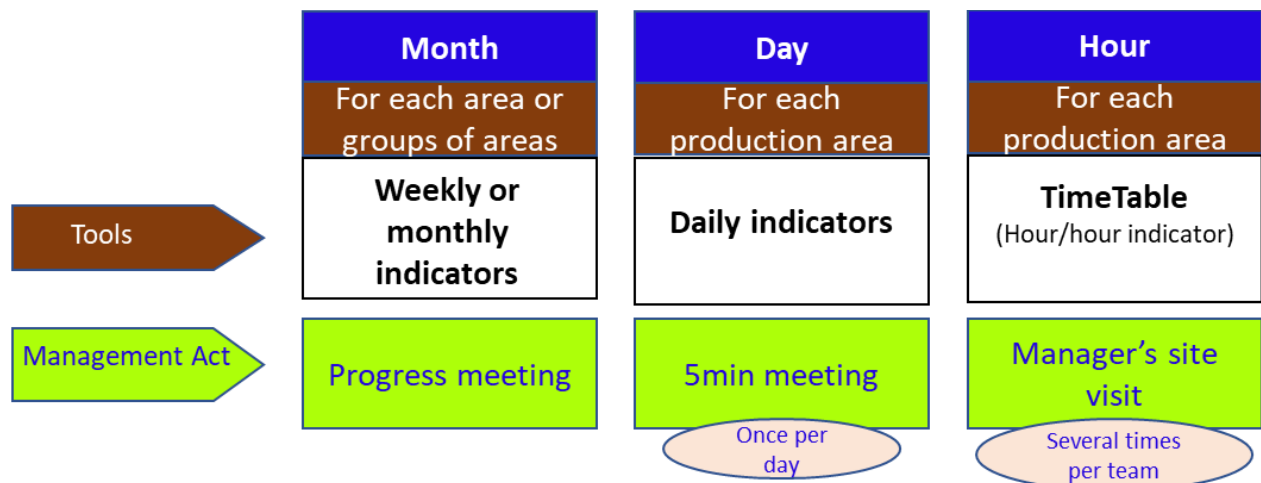
What is a visual management system of performance?

One possible definition is a collection of simple visual tools that help structure decision-making and trigger actions at all levels of the company.

Attention: In many companies, visual management is often wrongly associated with displaying indicators. These two concepts are quite different: merely displaying indicators (often complex and outdated) is of little interest if it does not lead to actionable improvements.

The key aspect of visual management is the incorporation of visual tools into the management process to facilitate progress and performance enhancement.

- **The tools and actions of a visual management system are:**

|	Month	Day	Hour
	For each area or groups of areas	For each production area	For each production area
Tools	**Weekly or monthly indicators**	**Daily indicators**	**TimeTable** (Hour/hour indicator)
Management Act	Progress meeting	5min meeting	Manager's site visit
		Once per day	Several times per team

The tools enable:

- **Simplifying the visualization** of results and issues through real-time data collection (results, contingencies). These data are irrefutable as they arise from the actual problems encountered in the field.
- **Empowering** the operators who record them and involving them in problem-solving.
- **Involving** the entire hierarchy and support functions in providing effective solutions to the operators' real problems.
- **Making decisions** based on facts rather than assumptions. Concrete and known facts can be observed on-site, enabling the initiation of targeted and efficient actions.

➢ **The overall dynamics of a visual management system of performance:**
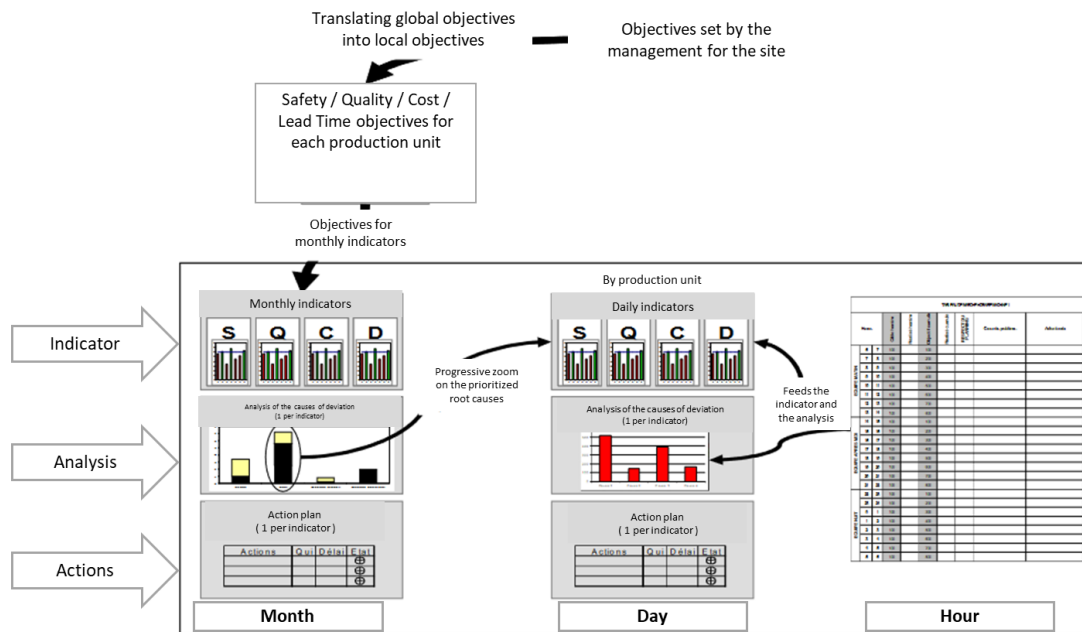
➢ **The role of each individual in a visual management system of performance:**
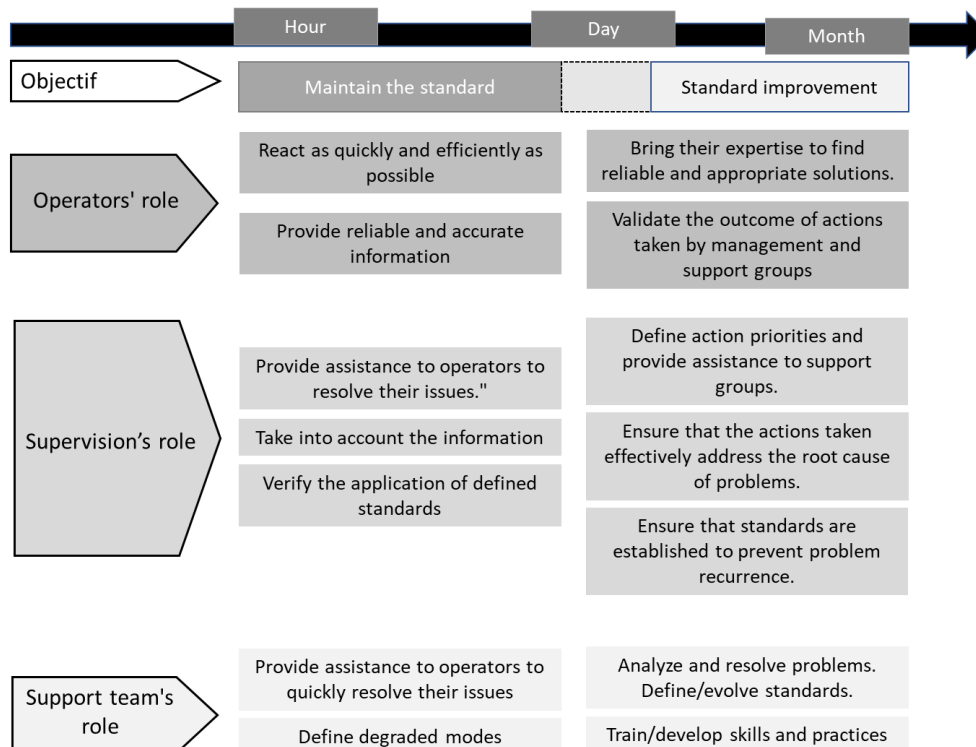
It goes without saying that the implementation of a visual management system of performance is only worthwhile if real solutions are provided to on-the-ground problems.

Measuring without taking action is pointless, and acting without factual measurement is often ineffective.

> ## ➤ The step-by-step implementation process of a visual management system of performance:

Phase 1: **Prepare the deployment of the visual management system of performance.**	1	Define the framework of the visual management system of performance.
	2	Prepare the deployment.
	3	Align the site's management / cascade the objectives.
Phase 2: **Launch the Visual Management of performance on pilot areas.**	4	Implement the tools for pilot areas.
	5	Implement the animations for pilot areas.
	6	Validate the tools and prepare the synthesis.
Phase 3: **Finalize the Visual Management system of performance.**	7	Coach the pilot areas.
	8	Establish progress meetings for pilot areas.
	9	Roll out the system across the entire site.
	10	Establish connections with the hierarchical organization.

Some illustrations:

Examples of hourly progress charts and daily indicators in real-life situations.

The generated results:

The outcomes achieved by deploying this type of approach can sometimes be quite surprising and, for some, challenging to quantify:

- The first result often involves empowering the operators as they are required to display, visibly and prominently, what happens at their workstation and the results they achieve. This leads them to become more demanding in seeking help and support to solve their problems.

- Additionally, there is an increased awareness among management and support functions that their primary role is to address the issues on the ground. While it may seem insignificant, this shift in mentality is essential in ensuring that everyone's priority is defined by the real problems encountered in the field.

- In terms of quantifiable gains, it is not uncommon to observe productivity improvements of 10% to 50% within the first six months, depending on the initial situation and the involvement of supervisors and support groups during this period.

- Furthermore, although not the initial performance objective, other significant gains can be noted in safety (significant decrease in accidents and safety incidents) and quality (significant reduction in non-conformities). This is related to a key aspect of visual management, which is the adherence to standards. It is a crucial point in this approach that relies on well-established modes of operation (the famous standards) and aims to enforce their consistent application. Referring to the 80/20 principle, one can argue that 80% of the issues encountered in a factory (safety, quality, technical, etc.) are linked to a lack of adherence to standards.