



LEAN MANAGEMENT JOURNAL

Issue 6 Volume 2 | July/August 2012 | www.leanmj.com

THE VOICE OF THE GEMBA

Letting workers speak for themselves.

IN THIS ISSUE:

Let employees drive innovation: Too often we fail to consider people's ideas. Andy Brophy of Lean 2 Innovate Thinking discusses how important idea management is to drive improvement and innovation.

A view from the shop floor: LMJ meets practitioners, teams and machine operators from three companies, and asks what their take on lean is.

A lean education: Koot Pieterse of South Africa's Nelson Mandela Metropolitan University analyses the role of lean in tertiary education.

First steps: In this issue, the journal travels to Eastern Europe, for its special on lean in Hungary.

Bicheno's Hansei: In this new column John Bicheno sums up the most important lessons we can learn from the latest issue of LMJ.

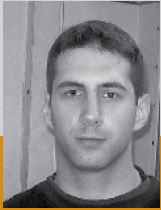
The steady expansion of a lean programme: In the Lean Diary, manufacturer SCGM shares the most recent progress made by the company through its lean programme.



The Lean Management Journal is supported by the Lean Enterprise Research Centre, Cardiff Business School

LMJ talks to junior staff at three organisations, two manufacturers (the SCGM of our own Lean Diary and chewing gum manufacturer Wrigley) and Westminster City Council.

A view from the shop floor



DUSAN ZUNIC, SCGM

LMJ: What is your job role?

Dusan Zunic: I have been with SCGM for six years. Since I started here I have been working as an operator on the CNC milling machine in the tool shop. What I focus on is the production of tool components and thermal processing.

LMJ: What is the most important change you have experienced since SCGM adopted the SCGM Way?

DZ: The biggest change, which is obvious and very important to me, is tidiness and orderliness of work places, which facilitates the operator's work and makes everything nicer and safer. I make fewer mistakes than before, because I know exactly where my things are now. Also, I like this new way because it includes all people and really focuses on team work, which I think is really important to create a good working environment.

LMJ: How has the new way of doing business influenced your daily work?

DZ: Since 5S was introduced, I am trying to keep my workplace clean, safe and well organised. I have arranged places for my documentation, cutting tools, measuring instruments and auxiliary tools and in every moment I know where to find them. It was not like this before. As a team leader for tool shop 5S, I am trying to set an example for my colleagues. Also, I pay more attention to safety now, because I am one of the safety team members.

LMJ: Are your leaders and managers helping you understand the concepts and new principles they are introducing?

DZ: Yes, they are. They have been presenting it in various ways, through formal and informal interactive meetings, concrete information and examples on information boards (where we can see the right and wrong way of doing things, where we are and where we need to be, *before* situations that we turn into after situations we then try to standardise). They also ask us, on the shop floor, about what we think we can do to improve things, our ideas on what can be changed, and I am happy we can contribute to the company's improvement, because if SCGM improves workers will benefit as well.

LMJ: What are the main difficulties you encounter in trying to apply the new principles to your work?

DZ: The main difficulty I am having is only with some of my co-workers, with their mindset making them unwilling to change and accept something new and better. For example, we introduced 5S and I am keeping to it. As a team leader for the tools shop, I also need to make sure everybody else around me is following the 5S principles. There is a problem, because I am the leader but also the youngest person in the team. Some of my co-workers don't take me and the things we have to do seriously. I am just "little Dusan" to them. But things have started to change, I think, because they realised it's not to do me a favor, but for the wellbeing of us all, of our workplace and company.