

STOP HALF-S'ING IT

**5S STARTS WITH A
STANDARDIZE AND
SUSTAIN MINDSET**

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WHAT IS 5S?

- **Sort**
 - Remove all unnecessary materials, equipment, etc.
- **Set In Order**
 - Make it obvious where things belong and when something is missing
- **Shine**
 - Clean and inspect everything. Eliminate the need to shine
- **Standardize**
 - Establish policies, standards, and procedures to sustain
- **Sustain**
 - Training, daily activities, solving root causes



TYPICAL 5S PROCESS ...



TYPICAL 5S PROCESS



BEFORE



AFTER



$$3S + 2S = 5S$$



THE FINAL 2S's ... STANDARDIZE AND SUSTAIN

Establishing a culture of discipline around
Standard Work.

The reasons why 5S is a foundational tool for
all Lean transformations!!!



0. Preparation for Standardize and Sustain

1. Sort

2. Set In Order

3. Shine

4. Standardize

5. Sustain



STANDARDIZE AT TWO LEVELS



Global Level - Management -
Step 0



Local Level - 5S Team -
Step 4



STEP 0

PREPARATION FOR

STANDARDIZE AND SUSTAIN ...

MANAGEMENT'S ROLE

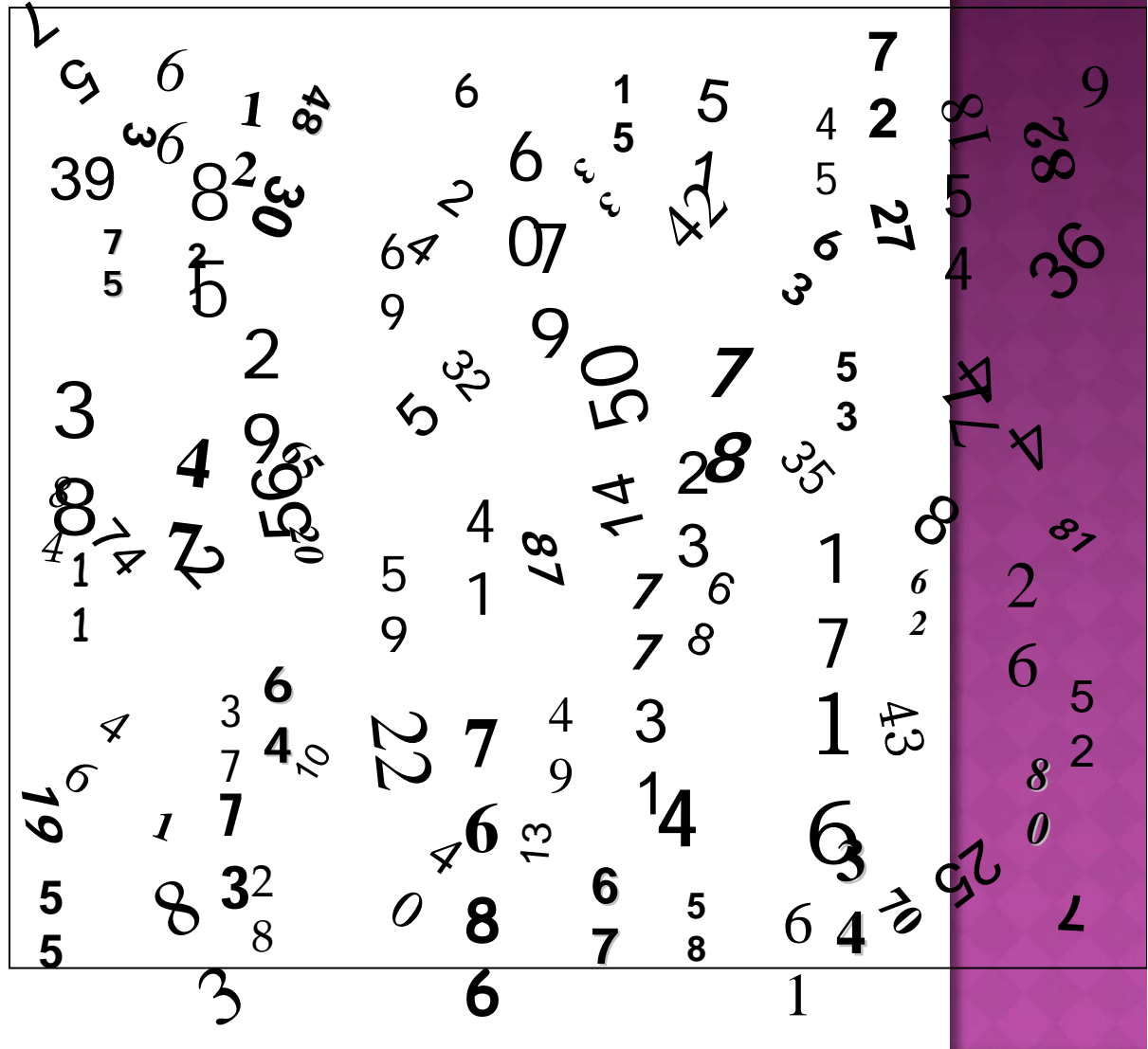


0. STANDARDIZE ON TRAINING

- ◉ Before starting ...
- ◉ Identify the problem and root cause of the problem within the organization
 - Will 5S resolve this problem?
- ◉ Determine what of the following items will be standardized or not, and to what extent (i.e. departments, sites)

0. STANDARDIZE ON TRAINING

- Materials
- Games/Activities
- Hands-On
- Plan/Scope of Areas/Processes
- Duration



0. STANDARDIZE ON TRAINING

- ◉ Trainers
- ◉ Train the Trainers/Coaches
- ◉ 5S Kit
- ◉ 5S the Training Room 1st!!



0. STANDARDIZE ON SET IN ORDER

- ◉ Ergonomic Zones
- ◉ Safety Equipment Zones
- ◉ Floor Outlines and Identification
- ◉ Part Identification Labels
- ◉ Process Locations



0. STANDARDIZE ON SET IN ORDER

- ◉ Colors
- ◉ Materials
 - Tape/Paint
- ◉ Finding Guidelines
- ◉ At Location
- Amounts
- ◉ Cut-Outs/
Shadows/Outlines



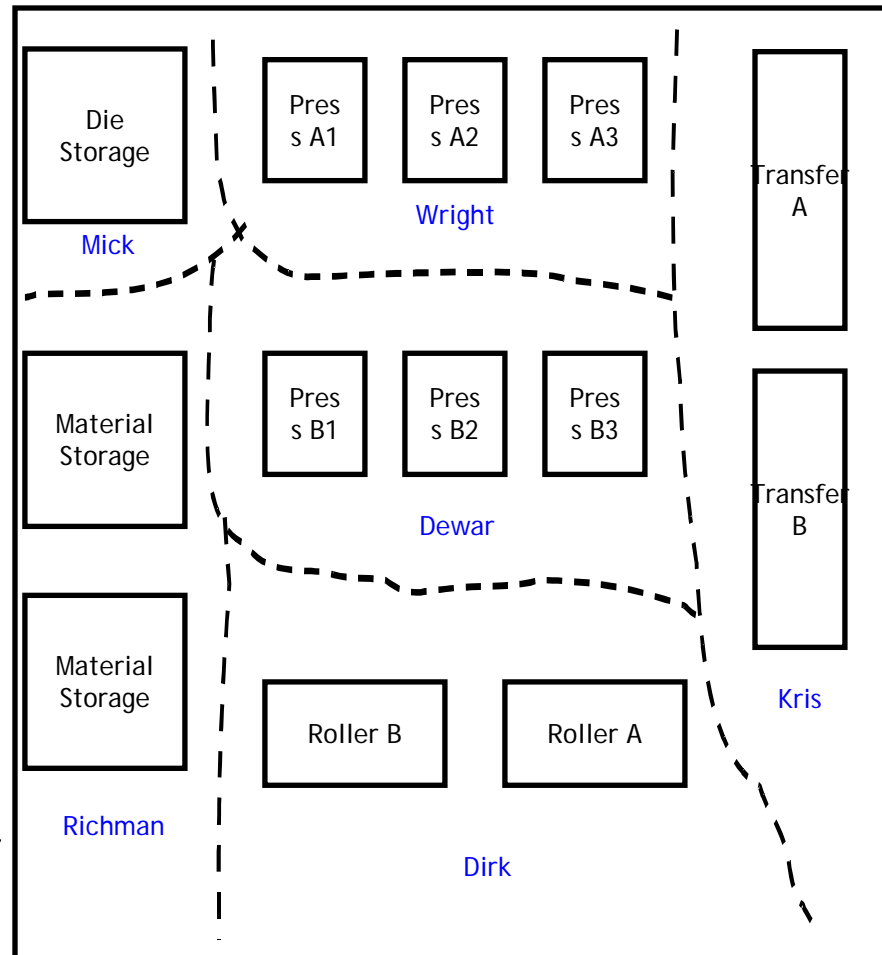
0. STANDARDIZE ON SHINE

- ◉ Time
Commitment/shift
- ◉ Relationship to
Contamination
Specs
- ◉ POUS storage of
cleaning tools
- ◉ Cleaning tool
replenishment
- ◉ Mobile Cleaning
Stations!!



0. STANDARDIZE ON STANDARDIZE

- Assessment Form
- Assessment Involvement Up the Ladder
- Shine Location and Responsibility Maps
- Shine and Sustain Schedules
- All Standards Provided During Training!!!
- Visual Mgmt of Results and Display of Problems/Actions

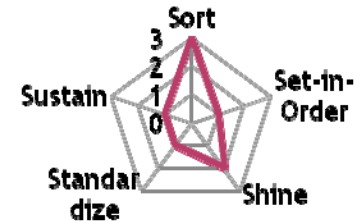


5S SUSTAINMENT BOARD

This board signifies that the process defined as _____ has completed a first pass of all 5S's as of _____ and is now in the process of sustaining and continuously improving, as evidenced by the content of this board.

Previous Results

_____ Results



Idea or Problem	Action	Responsibility	Due Date	Status

Attach Last Month's Audit Results Here

0. STANDARDIZE ON SUSTAIN

- 5S Orientation Training
- 5S for Temps
- Recognition
- Overall Visual Management
- Management's Involvement
- Effectiveness Assessments and Standards Review
 - Safety/Quality



MANAGEMENT'S COMMITMENT TO SUSTAIN

- Team Leader/Supervisor Responsibilities:
 - Ensure the process is run as designed
 - Improve the process
- Multi-Layered Assessments per
- Leader Standard Work*
- 5S their common areas (i.e. conf.rooms)

TEAM LEADER STANDARD WORK (MUSTS)

Tasks	Frequency
<ul style="list-style-type: none">• Fill out performance tracking sheets	Daily
<ul style="list-style-type: none">• Hold start-up meeting	Daily
<ul style="list-style-type: none">• Manpower Planning –<ul style="list-style-type: none">• Rotation Schedule• Gap analysis	Daily
<ul style="list-style-type: none">• Ensure 5S tasks are completed each shift	Daily
<ul style="list-style-type: none">• Audit operator standard work	Daily
<ul style="list-style-type: none">• Work on continuous improvement	Daily
<ul style="list-style-type: none">• Maintain performance tracking charts	Daily



MANAGEMENT'S COMMITMENT TO SUSTAIN

◉ Focus on the Process

- POUS (Point of Use Storage)
- Potential Investment into Prevention of Sort/Set In Order/Shine
- New Racks??
- “Kaizen 1st, Investment 2nd”

MANAGEMENT'S COMMITMENT TO SUSTAIN

- Commitment to Addressing Root Causes as to Why Areas Get Cluttered, including...
 - End of Year Budget Spending
 - Incentives to buy more and obtain volume “discounts”
 - Why employees hoard
 - Why internal distribution or suppliers cannot be trusted
 - Why team leaders/supervisors are not assessing

MANAGEMENT'S COMMITMENT TO SUSTAIN

- ◉ Get to Sustain as quick as possible, in a given area/process
- ◉ Prove that an area is and can be sustained ... before moving on



SUSTAINMENT SUCCESS

- Creating a system and culture in which all people can work effectively
- No blame environment
- Respect for people
- Creating a harmonious environment in which people can be productive, safe, and create a high quality product.
- 5S is the foundation of Lean
- If 5S cannot be sustained, your entire lean journey may be in jeopardy!
- Do it the right way - completely - every day!

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Questions?



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