

# Increased Sales Needed a Production Increase Driving Improvement Through Coaching

## Introduction

Record sales forecast is every businesses dream. For production this can sometimes spell disaster.

Management (via Sales Forecasts) were anticipating new record sales of a mining commodity. The product couldn't be made in advance as it can't be stored medium to long term.

A tool was required to meet this challenge through using existing machines, doing good work well, through capable staff striving to improve, and learning (so it can be repeated).

## The method applied the next step

On the 26/2/2016 the staff of the area, the Production Manager and the Plant Manager used our Improvement & Coaching Simulation to determine their next step being to undertake our "Toyota Kata" 5x2 hour training.

The staff of the area, Production Manager and one Maintenance Technician participated. The Plant Manager, although not participating in the training, set the Challenge (Goal).

## What really happened, what was learned?

With the Challenge set after the 5x2 hour sessions, the Actual Condition had to be grasped "enough". Real data had to be separated from opinions and beliefs. Very quickly it was realised that real data was hard to find and unreliable, so quick process performance measures were put in place. Daily reviews were undertaken in front of a story board but not following the Coaching Pattern as the Target Condition had not been set.

Data was gathered and after one week the first Target Condition was set. Coaching, as learnt in the 5x2 training, was applied daily at shift handover to obtain maximum input. Many obstacles were identified and the first experiment undertaken that shift.

Experiments continued. Many obstacles were removed and crossed off, but the Target Condition was not reached.

After approximately five weeks there was a one off incident in the plant. Within two days of this the first Target Condition was met. The second Target Condition was then established and within one shift this was reached.

Four Target Conditions and approximately 50 experiments later the Challenge (Goal) was met 7 weeks before the agreed due date.

Coaching went from daily and is now done weekly. Experiments are still done daily with the story board updated.

Anticipated sales were not met due to unseasonably high rainfall; however, the anticipated sales arrived two months after projection, with production then meeting demand.

## **Summary**

Things didn't go well all the time, they rarely do.

Good people are now doing good work well and meeting the needs of the customer. They may well have gotten there using their existing methods and everyone trying their best. The improvement and coaching patterns of Toyota Kata allowed them to get to where they need to be more efficiently and, most importantly, learn.

They created a team now capable of collectively striving for Challenges (Goals).