Organizational Development

Team Leader based Organization

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Teamwork

is a foundation of

Toyota Production System
The New Organization  
Toyota Model

At Toyota
Group Leader = Supervisor

Additional layer in the Organization

Operators - 6 to 9 per T/L
Team Leader - 3 to 5 per G/L
Group Leader - 3 to 5 per A/M
Group Leader - 3 to 5 per A/M

Assistant Manager - 1 per Shift  
Production Manager  
A/M  
G/L  
A/M
Roles and Responsibilities of:

- **Production Manager**
  - Responsible for overall performance of a Manufacturing Unit

- **Supervisor** – responsible for about 35 people
  - Responsible for People, Equipment and Processes

- **Team Leader** – leading a team of 6 to 9 employees
  - Responsible for daily production results
  - Responsible for sustaining and implementing manufacturing processes
  - Responsible for Continuous Improvement activities
  - Team development – not for disciplinary issues
Manager’s Roles and Responsibilities

- Provide and secure all resources necessary to achieve company goals and objectives
- Assure that all company rules, policies and standards, are followed and complied
- Provide safe and healthy work environment for all employees
- **Make sure that for everything we do there is a well defined standard procedure, which is followed by all employees**
- Push the decision making process to the lowest possible level in your organization
- Initiate problem solving and improvement activities
**Supervisor’s Roles and Responsibilities**

**People Responsibility**
- Administrative: policies, attendance, corrective actions
- Manpower and vacation planning
- People development, cross-training and team morale
- Group safety performance
- Coordinate work with other departments – Overtime
- Help cover TL absence
- Coordinate support from outside groups
- Continuous Improvement Activities – Quality Circles
Supervisor’s Roles and Responsibilities

Process Responsibility

- Report and track daily production results
- Shift to shift coordination
- Monthly production planning
- Operating budget and cost control
- Cost reduction activities and process improvement projects: productivity, quality, ergonomics, etc.
- Coordinate major maintenance activities
- Confirm routine quality and TL checks
Skills Requirements - Supervisor

- Working knowledge of all manufacturing processes, equipment, parts and components in his/her area of responsibility
- Knowledge of company’s policies, rules and regulations applying to his/her area of responsibility
- Knowledge of all health and safety, quality and labour standards applying to his/her area of responsibility
- Leadership skills, facilitation skills, problem solving skills, management skills and planning skills
- Understanding of principles of Lean Manufacturing
Team Leader’s Roles and Responsibilities

People Responsibility

- Respond to T/L calls by operators
- Assign work to operators, cover absenteeism and support employees when necessary
- Conduct training and cross-training
- Assure that Standardized Work is followed
- Facilitate small group activities
- Initiate and work on Continuous Improvement projects
Team Leader’s Roles and Responsibilities

Process Responsibility

- Process start-up and control
- Meet production goals - achieve daily production results
- Assure that all equipment and machinery is operational and in good working order
- Confirm quality – conduct routine checks
- Assist in set-ups and changeovers when necessary
- Insure parts and materials are supplied to operators
- Issue Work orders for quick maintenance
- Conduct 5S and Safety audits
- Collect data and completed required reports
Skills Requirements – Team Leader

- Working knowledge of all “Jobs” in his/her area of responsibility – ability to perform any job in the area
- Understanding of all manufacturing processes, equipment and procedures in his/her area
- Demonstrated ability to train people
- Leadership, problem solving and analytical skills
- Knowledge of company’s policies, rules and regulations applying to his/her area of responsibility
- Understanding of principles of Lean Manufacturing
Team Leader Work Guidelines

Work OFF Line – 60%

Work off Line
- plan production
- conduct audits
- collect data
- issue parts
- equipment status
- end of shift reports
- information boards
- meetings
- planning
- maintenance
- develop standard work
- etc …

Work ON Line – 40%

Work on Line
- train new operators
- cover absenteeism
- process start up
- equipment verification
- changeovers and set ups
- quality checks
- try outs
- assist operators
- etc …
Other Organizational Models

- Toyota is not the only model to follow
- Other companies have created new organizations to support Lean Manufacturing
  - Steelcase – Zone Leaders
  - Donnelly Corp. – Team Facilitators, CI Teams
  - Tower Automotive – Team Leaders
  - Whirlpool Appliances – Team Leaders, Lean Teams
  - Gillette – Team Leaders
  - Delphi Automotive – Line Supervisors
- In some companies Continuous Improvement activities is an Engineering responsibility
- Training is done by certified Trainers
Guidelines for creating a T/L based Organization

- Span of Control includes the people, area and equipment for which a floor leader is responsible.
- Work Teams must have a common goal or a common process or a common responsibility:
  - A manufacturing process, department, work cell, etc ...
  - A product line, common customer, ...
  - A value stream
- Work Teams should not be any larger than 9 people – 7 members is an ideal size
- Supervisors should not be responsible for more than 35 people
## A Day in the Life

<table>
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<tr>
<th>Time</th>
<th>Operator</th>
<th>Team Leaders</th>
<th>Supervisor</th>
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</table>
| 6:00 am | Designated Start-up operators only  
• Start up Molding Presses  
• Start up Post cure ovens  
• Start up Mono-foaming oven  
• Complete process check-sheets for mezzanine mixing equipment  
• Nucleation checks for polyol - all 6 presses  
• Run first part on Mono-foaming oven – confirm quality, production ready  
• Load “green parts” from prior shift into post cure ovens – auto mode.  | • Arrive at work  
• Review shift log book  
• Respond to any problems with pre-work start-up  
• Check raw material inventories  
• Verify line readiness  
• Identify any needed mold changes – notify operators  
• Drop kanban for bulk materials; polyol, isocyanate, catalyst, etc. (pick up time 7:00 AM)  | • Review Supervisor logbook for unusual conditions on prior shift  
• Review WIP and FG inventory – within min / max levels?  
• Review attendance / vacation plan for known absences  
• Look for any abnormal conditions that might delay start of production  
• Visit Bumper Paint, Tool & Die, and Maintenance – special needs today?  
• Identify any special production needs for the day  
• Review attendance- complete job rotations for the day based on absences, restrictions etc. |
| 6:15 am | Start-up operators only : Clean and prepare molds for production  
• Produce first part and confirm quality  
• Leave presses ready to run  | • Respond to any problems identified during press start-up.  | • Help operators solve any start up problems  
• Get T&D or Maint. if needed  
• Report manpower needs to Asst. Mgr. (request for support) |
| 6:25 am | Most operators arrive for work and go to their workstations.  
• Gather needed supplies; gloves, blades, sand paper, etc.  | • Provide clean process data sheets for daily production data  | • Final review – adjust labor as needed |
| 6:30 am | Start production  | • Fill in for absent operators on the line if required  
• Confirm part quality and process stability  | • Record absenteeism or tardies on team attendance calendar  
• Prepare for any needed disciplinary feedback. |
Lean Transformation Solutions

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