Guide 2:

Management of Communication in the Business Environment

Leansis Methodological Guides

SGS **PRODUCTIVITY**
by Leansis

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Introduction

In a company, the most important and differentiating factor is its people. These people are not only valuable for their knowledge (know-how) but also for their organization, the relationships established between them and how they communicate.

This communication takes place in meetings: meetings for agreements, decision-making and exchange of impressions, and sometimes they are events with ample room for improvement, both in organization and method.

Have you ever carried out numerous never-ending meetings in your organization? Have you noticed that they have been lengthened more than necessary by improper structuring and not focusing on the topics for discussion? To avoid these

problems and inefficiencies of communication, we must create a system that facilitates the transmission of information with order and precision. Do you know which supports can help you to improve communication to make meetings more efficient?

Do you know what an indicator is or how to collect all the data required when preparing a meeting?

Do you know what the different types of meetings are according to your objectives?

In this guide, we show you the steps and keys to fluid communication that enable efficient meetings that are structured and have clear objectives.

What is communicating?

The key to a good organization lies in communication. But what is communication? It is about always transmitting the right amount of information and situations, so that people can understand the message correctly.

The sender that does not adapt the message to each specific situation always produces communication errors.

Communication is bidirectional and, therefore, the sender must adapt the information according to the recipient's concerns and situation. For example, a construction worker cannot speak in a technical language to a person engaged in childcare, because they will not understand them and vice versa. You must use a

simpler language so everyone can understand it. Conversely, people who have the same background will understand perfectly.

Finally, the sender must always follow a script rigorously to meet the communication goal.

What is communication?

It is about transmitting the right amount of information required at all times and situations, so that the receiver can understand the message correctly.
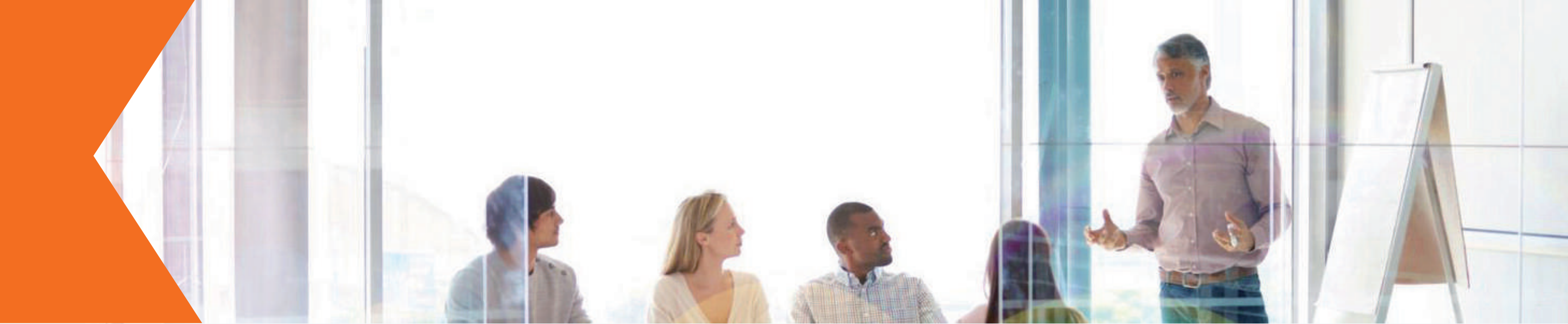
Keys to success in meetings

To properly implement the continuous improvement system, it is important that there is discussion in meetings of results, objectives and action plans.

Similarly, like all planned events, team meetings require the same preparation. To do this, they should collect the necessary data and information on productivity, costs, benefits, etc.). Pilot training must be carried out in advance by the promoter of the improvement, to obtain reliable, relevant and accurate data which can be processed correctly.

A debate controller, who is the hierarchical superior or pilot, will guide the meetings, and minutes should be taken to establish each agreement.

Discussion should aim to agree on actions to be implemented. The timing of such meetings must be confirmed in advance and not permitted to overrun on the day.

As the last important factor for a meeting to be productive and useful, each different hierarchical level must be represented to execute the agreed actions. With this, it is possible to reduce the number of participants necessary to take appropriate action.

What is an action plan?

This is a guide that includes the objectives and goals to be achieved (from highest to lowest degree of importance) as well as the actions needed to reach them. It should also indicate the person who should perform each action, what the procedure for that will be, and the time they will have to do it. It may involve multiple departments or areas of the company.

Who is the pilot?

This is the person hierarchically superior to the rest of the team, who will control actions to be carried out to improve a process or certain area.

Who is the promoter of improvement?

This is the person who has proposed an idea to improve a certain process. They can belong to any hierarchical level. Their training should be detailed and technical. They will aim to standardize good practices, train future pilots, extend their knowledge and be able to create their own continuous improvement system.
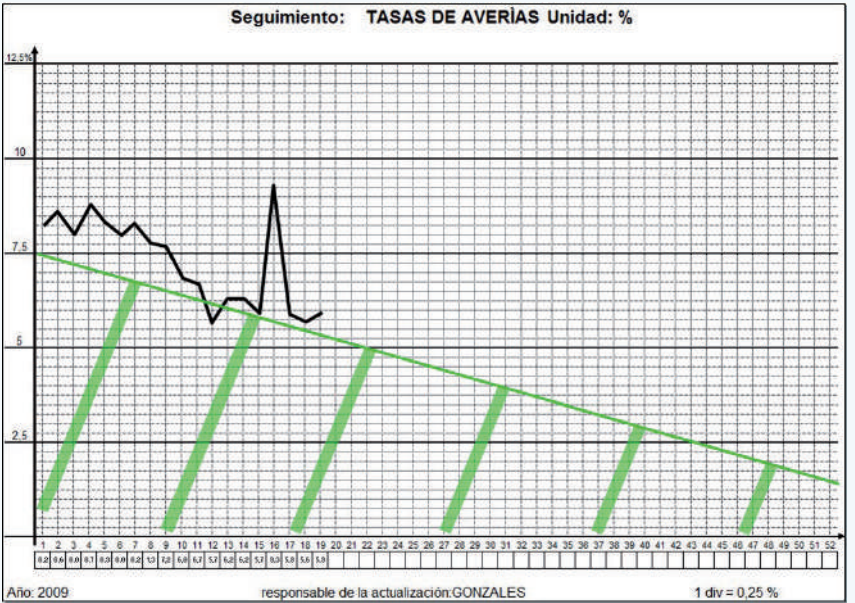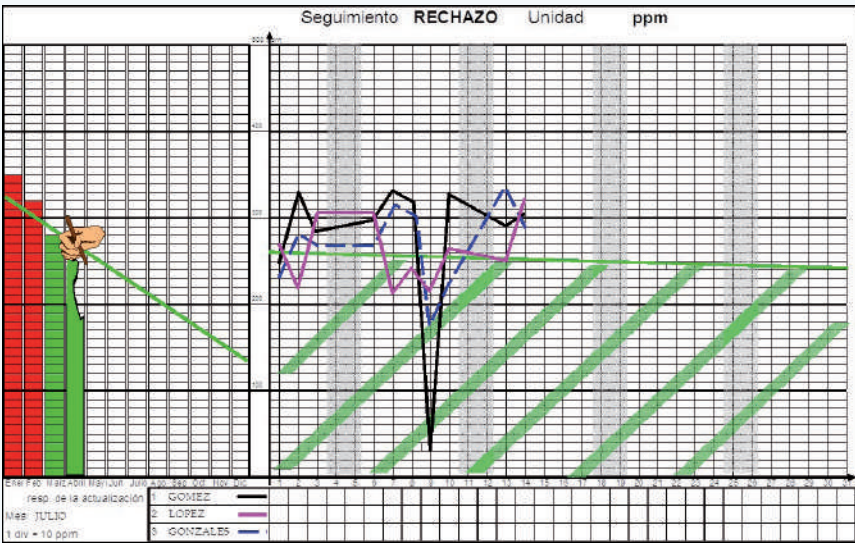
Visual management to support communication

Visual management is available to the person responsible for the GAP and the team members. The visual management design is specific to each business and must be standardized in the pilot GAP for subsequent establishment in future GAPS.

It is a support for verbal communication that facilitates the operations to be carried out. It reflects in detail the conditions that the GAP is using for the indicators. Each indicator has a specific purpose for team members.

Each indicator is assigned an owner and has its evolution and objective registered. It should be updated every day by the team with the coordinator's help with relevant information. Visualizations should be considered as a tool and not as an end result. Therefore, they will only be necessary if they are useful to someone, or if they assist in reaching a certain objective.

What is an indicator?

An indicator is an instrument used to capture the state of an activity and how it progresses. It has a certain objective and its status is easily visible: green if it goes well and red if it does not. Preferably, it should be completed assiduously by hand for adequate decision-making. Whoever is responsible for the indicator and its area of influence should update this status.

Can you interpret any indicators? Here are two examples:

Launching the Visual Management of the Pilot GAP

- Management decision-making and involvement: implementation of the visual management principles must be supported by management

- GAP dashboard design: according to the business's characteristics and objectives, based on the priorities and goals to be achieved

- Installation and commissioning: the dashboard will be in a wide and visible area that will become the center of communication in the production area. All kinds of information should be reflected that support the daily meetings of the various shifts

- Indicator creation and dissemination: when objectives do not include indicators, you must create them and add them to the visual management illustration dashboard – and if necessary, create a working group that will share them as necessary

- Working groups and dashboards: when the action has already been finalized, the group dashboard and its associated meetings will be taken out of the communication area, quickly and directly

GAP products and main suppliers	Indicators of yield (performance)	Versatility
		Multiskilled
GAP and its members		
Security and correspondents of the functions	TOP 5, news	Improvement ideas

GAP VISUAL MANAGEMENT DASHBOARD DESIGN

Examples of GAP dashboards

Here are some examples of management decisions and involvement – the application of GAP boards:

Management meetings

Hierarchical levels

The first concept we must define for a better understanding is "management". What does it mean to manage? It is about making the right decisions, supported by appropriate indicators, to program the actions needed to achieve objectives.

The next step is to know how we should understand the hierarchical levels of the company. Understanding Lean

management of the company means structuring the objectives, functions and tools of each actor, from the direction to operators, to develop the global Lean management system as seen in the image.

In the image, we see the hierarchical levels and meetings needed to correctly manage communication.

Level 1 – GAP TOP 5

This meeting is between the GAP coordinator and the operators who form the group.

It is focused on staff involvement. It informs on the GAP's status and possible incidents.

This meeting takes place daily at the beginning of each shift and lasts five minutes.

At the first TOP 5 meeting, the GAP coordinator establishes weekly meetings and records discussions. This record must be signed by a supervisor.

At the coordinator's request, the assigned support functions will assist the TOP 5 and report on specific aspects of safety and quality.

The TOP 5 is the key pillar of the entire management system.

Level 2 – GAP routine

This meeting is between the supervisor, GAP coordinator and requested support.

It aims to examine the status of each GAP's improvement system, locating possible inefficiencies and creating immediate action plans where necessary.

This routine will be developed by the improvement department and the promoter of continuous improvement will instruct participants.

The routine is a list of actions to be carried out by the supervisor to control the operation of the GAP.

This routine will be completed by the GAP supervisor daily and its results will serve as a basis for preparing the TOP 60.

The improvement promoter must be present periodically to ensure compliance with the routine and to maintain a standard in terms of the scale of the score.

MANAGEMENT OF COMMUNICATION — **HIERARCHY** — **SUPPORT**

- TOP 5
  Team meeting
- GAP ROUTINE
  Supervisor and coordinator
- TOP 60
  RESP, UAP and supervisor and operational support
- PLANT CONTROL:
  Top 5 factory and plant round responsible for factory and RESP, UAP and departments

G.A.P.
COMPLAINT:
Coordinator / indicators improvement / visual management

SUPERVISOR
DISCIPLINE

UAP MANAGER
IMPROVEMENT MANAGEMENT
(Scorecard)

IN CHARGE OF FACTORY
MANAGEMENT AND REACTION

SUPPORT OPERATIVE

CENTRAL SUPPORT DEPARTMENT

STRUCTURE OF MEETINGS BY HIERARCHICAL LEVELS

GAP ROUTINE EXAMPLE

Level 3 – TOP 60

This meeting is between the head of Units of Production (UAP), supervisors and support functions.

The heads of each department will report at the TOP 60.

The objective is to review the UAP's status by checking that the general indicators are the same. Most of these indicators are the summary of those deployed in the GAP, supplemented by a general indicator selected by the head of UAP.

Meeting minutes are also used as a script for the meeting led by the production manager. No meeting should exceed 60 minutes.

The meeting will be weekly. The person responsible for production presents the work strategy to their team in detail, establishing discussion on the status of each GAP and reinforcing the support functions.

Level 4 - Plant control

The objectives to be achieved through plant control are:

- At all times, to ensure that any critical deviations are detected, and that any corrective actions maintain the necessary standard
- To help and train employees to understand the current situation and make the right decisions
- To check that employees are oriented towards the relevant processes that influence the expected results
- To improve standards and increase expectations of the results
- To place employees in situations that promote their learning and allow them to continuously improve

Example of Level 3 Scorecard – TOP 60

CUADRO DE MANDO AH												2013									
PRODUCTIVIDAD	MEDIA 2013	OBJ. 2012	MEDIA 2012		S42	S43	S44	S45	S46	S47	S48	S49	S50	S51	S52	S1	S2	S3	S4
RENDIMIENTOS																				
H1 SALIDAS G	11,21	11<>12	11,33		10,90	11,00	10,95	11,52	11,35	11,28	11,13	12,46	11,06	11,38	11,60	11,50	11,38	10,86	11,10
H2 SALIDAS G	59,66	59	60,03		60,70	60,20	61,17	59,22	59,82	59,74	59,98	59,95	60,70	59,60	59,20	59,16	59,46	59,82	60,18
H1 SALIDAS CF	11,57	11	10,78		9,78	10,30	10,70	11,00	10,95	10,72	10,90	10,85	11,10	11,04	11,23	11,90	12,28	10,80	11,30
H2 SALIDAS CF	18,25	>18	19,39		19,28	18,68	20,30	20,40	19,50	18,48	19,90	18,42	19,22	19,18	19,93	18,70	18,50	18,52	17,28
GR SALIDA BG	10,17	<10	10,75		11,76	11,40	11,40	10,88	8,35	9,48	10,88	10,56	9,98	11,04	12,50	10,93	9,10	10,35	10,30
P1 L	0,41	<0,4	0,397		0,38	0,40	0,40	0,38	0,39	0,36	0,39	0,39	0,40	0,44	0,43	0,40	0,40	0,42	0,43
AT P	22,75	<24	27,16		25,60	26,18	25,10	26,20	31,32	24,80	25,71	33,70	32,75	31,76	15,60	16,23	25,70	20,60	28,48
H1 SALIDAS AC	59,21	<60	62,20		60,90	60,00	61,40	63,83	63,82	61,50	62,55	61,08	63,76	62,06	63,33	60,25	59,90	58,41	58,27
R AC	3,04	>3	3,11		2,70	2,86	3,32	3,54	3,07	3,16	2,99	3,17	3,12	3,11	3,13	3,03	3,24	2,94	2,93
R G	5,40	>5	5,48		5,22	6,44	5,08	4,30	5,81	5,51	5,23	5,58	5,23	5,25	6,58	5,60	5,50	5,12	5,38
R L	68,95	71	69,65		70,20	69,70	69,30	70,20	69,80	71,00	69,10	69,00	69,40	69,10	69,30	69,01	69,00	68,40	68,40

TOP 5 PLANT INDICATOR DASHBOARD AND ACTION PLAN (PDCA)

Plant control is divided into two phases: The plant round and TOP 5 factory. We will develop each of these below:

THE PLANT ROUND

1. Reviewing the detection and location of critical points, and the use of reaction rules with collaborators. The plant round is formed by:

2. Reviewing the critical check-up points

3. Developing indicators for these points to perform a daily review

4. Preparing the plant round's route

5. Reviewing the status of each checkpoint with the plant manager and activating the rules of reaction, if needed

6. Ensuring face-to-face interaction with the person in charge of each reviewed area

7. A TOP 5 plant meeting with collaborators
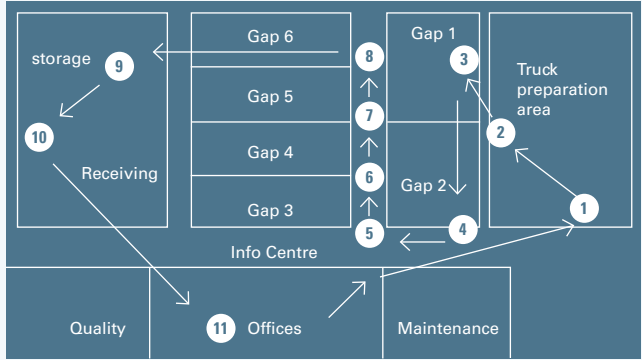
EXAMPLE OF A PLANT ROUND

THE TOP 5 FACTORY

When the plant round is finished, the status of the critical points is shared to try to find solutions to the problems detected.

BEFORE IMPLEMENTING THE PLANT ROUND

A detailed review of the previous day's result is performed on each indicator by the person responsible for the UAP.

There is a discussion of the situation between the plant manager and collaborators.

The collaborators inform the plant manager about the current situation.

This meeting is not of great interest to the vast majority of attendees. Endless discussions can ensue, making it very difficult to reach a firm agreement.

AFTER IMPLEMENTING THE PLANT ROUND

The situation in which the plant is found is reviewed, using only the indicators of the critical areas.

All decisions taken during the round are presented in the plant.

The department managers have total involvement, providing support to resolve the critical deviations (action plans, workshops (QRCI), etc.)

A quick and efficient meeting is carried out that should not exceed 20 minutes.

Action meetings

Action meetings: Improvement workshops

The second type of meeting is the action meeting held in the improvement workshops.

But what is an improvement workshop? This facilitates fast and forceful actions, to enable good practice that, once validated and standardized by the group, is approved by the GAP and the coordinator.

We must be clear that the improvement workshop's main objective is NOT to improve the indicator for which it was created. It should be to standardize a good practice, which enables the indicator to be continuously improved by its GAP.

We can divide the improvement workshop into three phases:

- Launch of the workshop: This is carried out in the TOP 60 by the UAP responsible for the pilot choice and insertion of the objective of the workshop within your dashboard

- Execution of the workshop: This is a dynamic group, prolonged in time, chosen to study, validate and standardize all solutions found

- Follow-up and closure: The aim is final approval of the standard. The workshop will remain open for a reduced time after its execution, until the GAP coordinator's final signature. This follow-up is carried out by the pilot of the workshop

Remember, the workshop's success is enabled by applying the Lean tools.

In the following diagram, we detail the different phases of planning the improvement workshop.

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1. WORKSHOP PREPARATION: MEASURE AND PLAN

The first action must be recognizing and dimensioning the work area, to plan the resources needed for improvement

2. RECOGNITION OF WASTE: OBSERVATION AND MEASUREMENT

Observing and measuring the work will guide us in the identification of waste

3. ANALYSIS: ADDED VALUE VS. WASTE (INDICATORS)

Working group analysis of what has been observed and measured will determine the actions for performance improvement

4. STANDARDIZATION OF VALUE-ADDED ELEMENTS, AND ACTION PLAN FOR WASTE

Standardizing value-added (VA) actions and creating action plans for implementation

5. MONITORING AND CONTROL

Monitoring and control systems will facilitate the sustainability of improvement

An important part of the improvement workshop is to analyze elements that add value, and those that create waste (point 3) during the production process. Whenever we talk about efficiency and performance of the different processes, an indicator comes to mind: productivity. Once we are clear about this concept, let us talk about added value and waste.

To add value to a product is to carry out each action, transformation or process that bring it to the final state the customer demands. The added value is what helps a business persist over time. Its vigilance and improvement must be the primary occupation of all those involved in the production process.

When we talk about waste, we mean every action that does not add value to the product. This means recognizing that identifying waste is the first step in choosing the appropriate tools for its reduction and final elimination.

What is productivity?

Productivity is about getting the maximum performance from the resources we have.

What is waste?

Waste represents all actions that do not add value to the product.

Standardization of added value elements

An improvement workshop's fourth step includes standardizing processes and creating good practices.

But what is a work standard (WS)? To achieve quality and productivity objectives, each operation must be carried out according to a succession of perfectly defined actions and their repetition.

"The best possible succession of operations to be developed" must be specified to each operator involved in this process.

Defining the WS requires detecting the best procedures and helping with their implementation.

Standards must be developed by operators. The GAP coordinator, in charge of quality assurance and productivity, must follow up on these standards, as they will be the intervening supervisor in the case of noncompliance.

It is important to know that, when defining a WS, it is assumed they have been deleted or waste that is minimized.

Waste action plan

The study of observed waste and application of the improvement criteria by the working group must be reflected in action plans, regarding the following:

• Analysis of problems, causes and solutions to the same
• Those responsible for each action to be carried out
• Specified deadlines for actions
• Effective validated solutions

The performance improvement process involves these actions:

• Recognizing waste as well as elements that add value in our processes
• Carrying out actions to eliminate waste
• Standardizing more important work before restarting the improvement cycle

Identifying the main causes of waste can be done using the wheel of seven wastes. Each concept that appears must be understood and assimilated for identification in all processes.

Overproduction · Rework · Expectations · Overprocessing · Transport and displacement · Movements · Inventories

	RECAPITULATIVO PLAN (ES) DE ACCIONES / ACCION PLAN SUMMARY						Piloto/Pilot :	RPA nº
Planta :							Sector /Area :	Página : 1/1
Fecha de creación / Creation date :		Metodología PDCA - FORDQ 031 s / 4		Fecha de revisión/Review date :				
Tema / Subject :								
				A/P C/D			A/P C/D	A/P C/D	A/P C/D
N°	PROBLEMA / PROBLEM	Dém *	CAUSA(S)	ACCION(ES)	Resp.	Plazo / Deadlines	Realizado/ Realised (fecha)	Validado / Validated (fecha)	"Act"

The meeting map

Once we have implemented the company's communication system, each meeting held must be controlled to increase its productivity.

To achieve this, the meeting map tool is used. This includes all meetings that take place in the factory.

This map must be approved and communicated by management.

The map must be adapted according to the needs identified in the Lean improvement system, which may involve:

- New workshops
- New methodologies
- Launch of new areas or departments, etc.

MEETING MAP

Conclusions

What is communication?

Communication is transmitting the right information, in the right measure and in such a way that the receiver understands the content.

It is a key factor in collecting information in any organization. It helps to detect anything that does not add value and establishes the working standards that lead to continuous improvement.

Good communication requires order and precision, and must be bidirectional.

In addition to verbal communication, we can rely on indicators and visual management dashboards, and use them as tools.

Meetings are the events where the organization communicates.

What are the seven keys to successful meetings?

- Pilot training: This training must be carried out before the meeting, and implemented by the promoter of the improvement
- Preparation of the meeting: the pilot must collect all the information and data necessary
- Agenda and minutes: Every meeting must have an agenda to make it easier for the pilot to control the same. The minutes must reflect the agreements reached
- Control by the pilot or hierarchical superior to direct the debate
- A limited and controlled time
- A minimum number of people needed to make decisions
- And most importantly: the goal of all meetings is to reach an agreement

What is visual management and how is it used in meetings?

A series of indicators, arranged in visual dashboards that support verbal communication. An indicator is an instrument used to reflect, periodically and updated, an activity's status. It must have a person in charge who takes care of continuous improvement.

This visual management must be used solely as an instrument of verbal communication, to support decisions and agreements to be taken during meetings.

Types of meetings

We distinguish two types of meetings: action and management.

Action meetings have a more hierarchical approach and its objective is to manage, that is:

- To make timely decisions, based on suitable indicators, and to schedule the necessary actions for achieving objectives
- To develop a Lean management system that structures the objectives, functions and tools of each actor in the organization, from management to operators

We can differentiate several types of meetings by levels:

Level 1: TOP 5, Level 2: Routine, Level 3: TOP 60

Level 4: Plant control

The management or improvement workshops aim to standardize good practices and make them part of the method.

A workshop has three phases: launch, execution and closing.

All meetings held in the organization are reflected in a map that details their occurrence, agenda, responsibility and objectives.

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WHEN YOU NEED TO BE SURE

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