

GRAHAM

The Truth Fairy

A voice from the ground

Presented by Katie Jones

2022

Delivering lasting impact

What am I going to discuss today?

- 1. The importance of Gemba – The source of truth**
- 2. The truth is with the people that do the work – talk to them**
- 3. Truly empower your people to make change**

Hands up if?

Has somebody ever asked you to do something and you say you are busy because you don't want to do it?

Has somebody ever asked how you are, and you have said great but really your having a terrible day?

Have you have ever given people compliments that aren't completely genuine?

Have you have ever not disclosed information on a project?

Have you ever been in a meeting when somebody is talking absolute rubbish and taking the meeting off course?

If I was a superhero?



Why don't people seek the truth?

Denial – Sometimes people don't want to know the truth or don't say anything at all

Fear – The problem is worse than what they want to admit to

To avoid embarrassment. Pride – People lower in the hierarchy may have a better way of doing things

Career Progression – People fear it hinders career progression.

They don't want to be punished. Blame culture – People fear getting into trouble and don't want to lose their jobs

The truth may hurt a while, but a lie hurts for ever

We need to create an environment of trust where speaking of problems and raising of ideas is welcomed



A Chamber Installations Process improvement

Problem

345

chambers to install - programmed **2** per day

but we're
only achieving

1.5

Every **2** days

Goal

2

Or more

chambers per day
through improved productivity

1. The importance of Gemba– the source of the truth

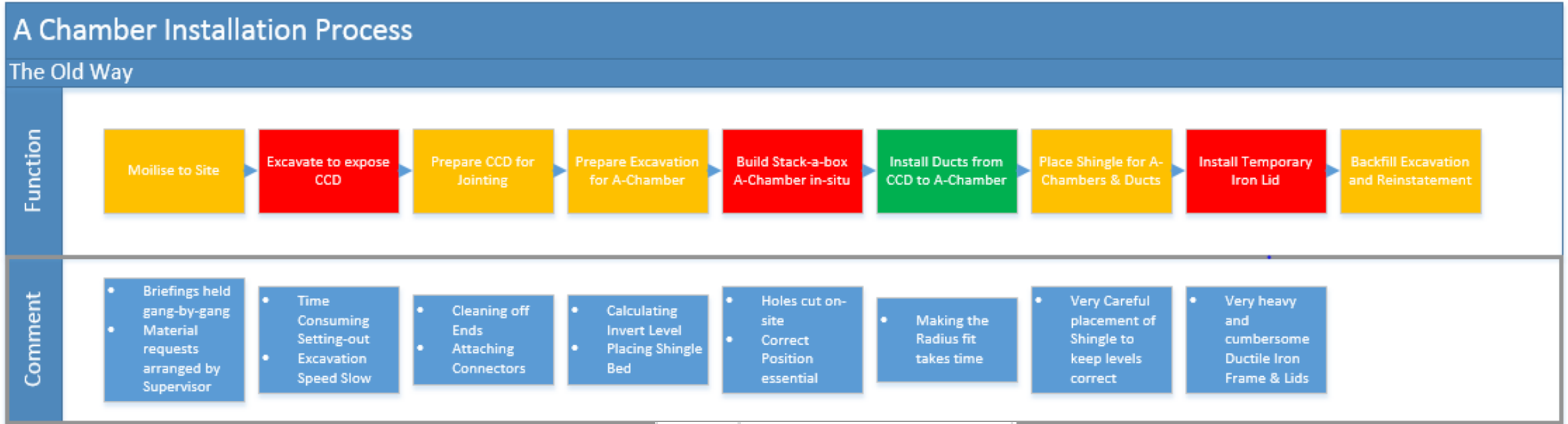
(This is typical longitudinal duct chamber not cross duct)



Video the process

Understand the process

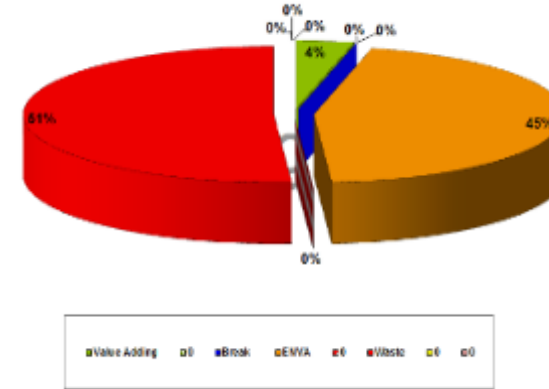
Flow for A-Chamber Installations (to ground level) with connection onto existing Cross Carriageway Duct.



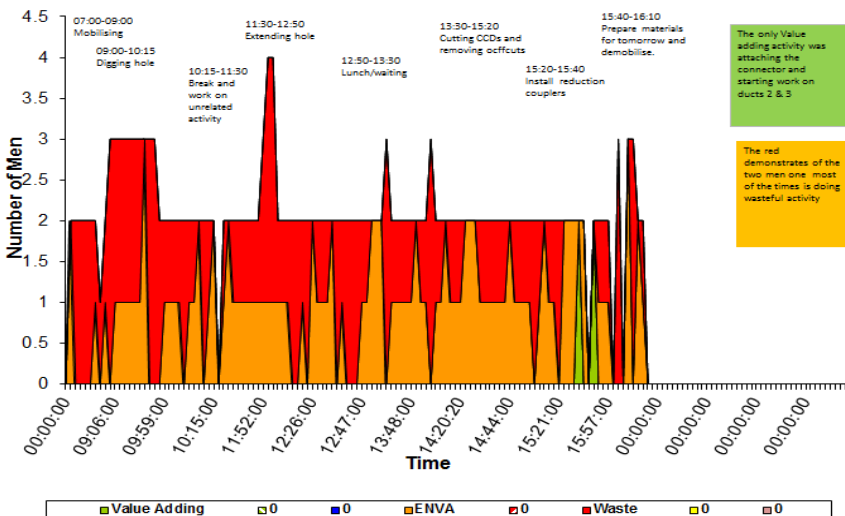
1	Value Adding
2	ENVA
3	Waste

Capture real data and facts

TIME hh:mm:ss	DESCRIPTION OF WORK	SUB PROCESS BREAK DOWN	
		Minutes	Men Working or Idle
	start observation Wednesday 03/06/2015		
7:00:00	Health and Safety Briefing	0:15:00	2
7:15:00	2 operatives leave to get materials at Junction 19 and drive to site	0:10:00	2
7:25:00	2 x operatives arrive at site but have forgotten some materials (I think it was barrier).	0:35:00	2
8:00:00	2 x operatives drive back to Junction 19 to get barrier and track digger back	0:47:00	2
8:47:00	2 x operatives arrive back at site. 1 x starts to place barrier down whilst 1 x starts unloading materials. 1 x digger arrives	0:04:00	2



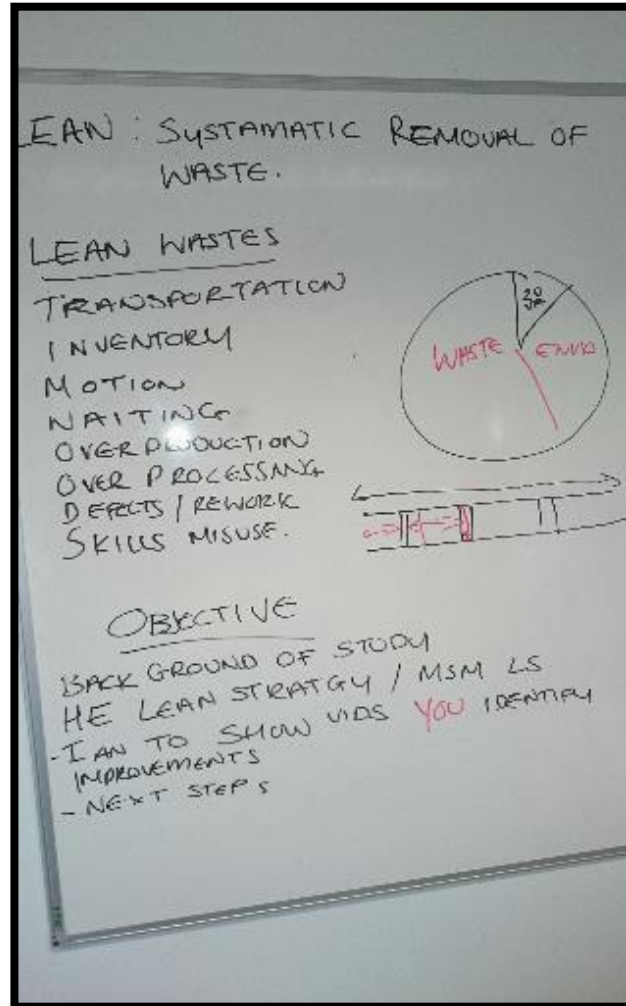
1	Value Adding
2	ENVA
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Two full days at the Gemba watching what was going on

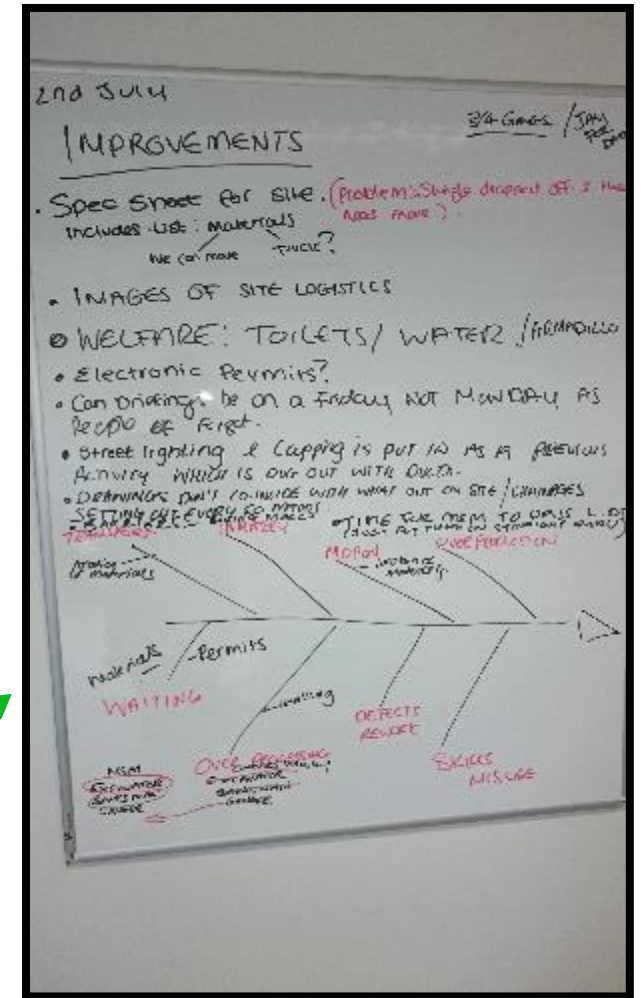
- **Transportation** – Forgotten materials and had to return to J19
- **Rework/ Over production:** started digging the hole in the incorrect place. They also had the incorrect connector duct
- **Waiting:** Materials had to be moved

2. Speak to the people that do the work and ask them how to improve



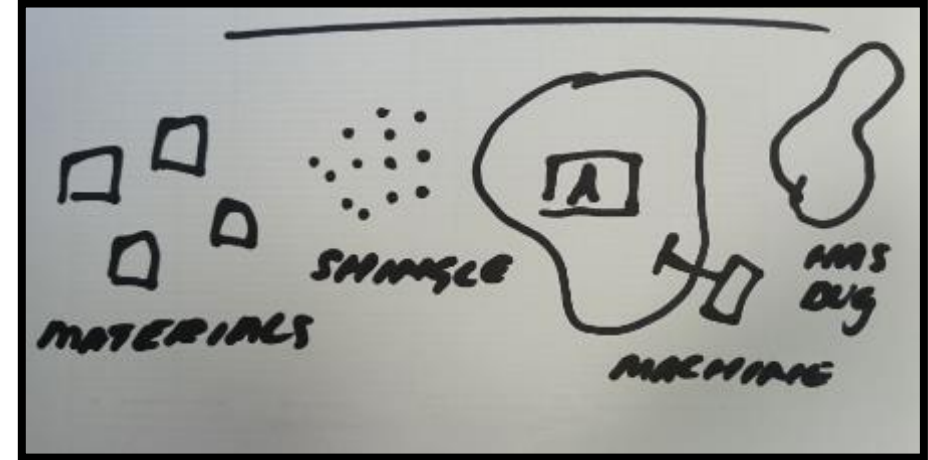
Went through a quick introduction to Lean

Operatives came up with a list of improvements that we tried to categorise into Lean wastes

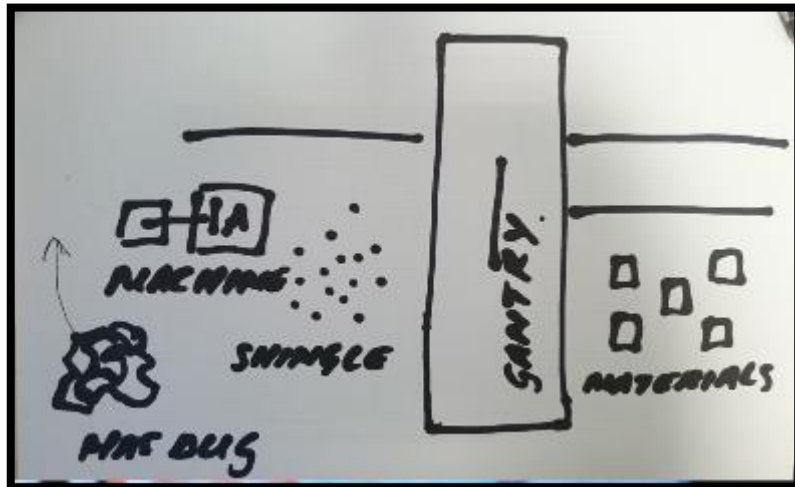


Allow the team to scope out the improvements

Typical site layout without constraints in longitudinal direction.



Example site layout with obstruction e.g. gantry.



3. Truly empower your people to make change

1. Developed the new process
2. Get a trailer for HIAB & use Material Check lists
3. Create Site Material Interface Diagrams (SMID) 5S
4. Develop Visual Management to track performance
5. Introduce Collaborative Planning with the workforce

Improvement 1:

The Proposed LEAN process for Installation

Old Process



New Process



- Briefings at Collective Whiteboard
- Collective Briefing

- Entire Excavation Process Eradicated
- Joints not covered in Backfill

- Check Levels and build-up as required

- Built Off-site and Delivered on HIAB + Trailer
- Holes Drilled Off-site

- No Change

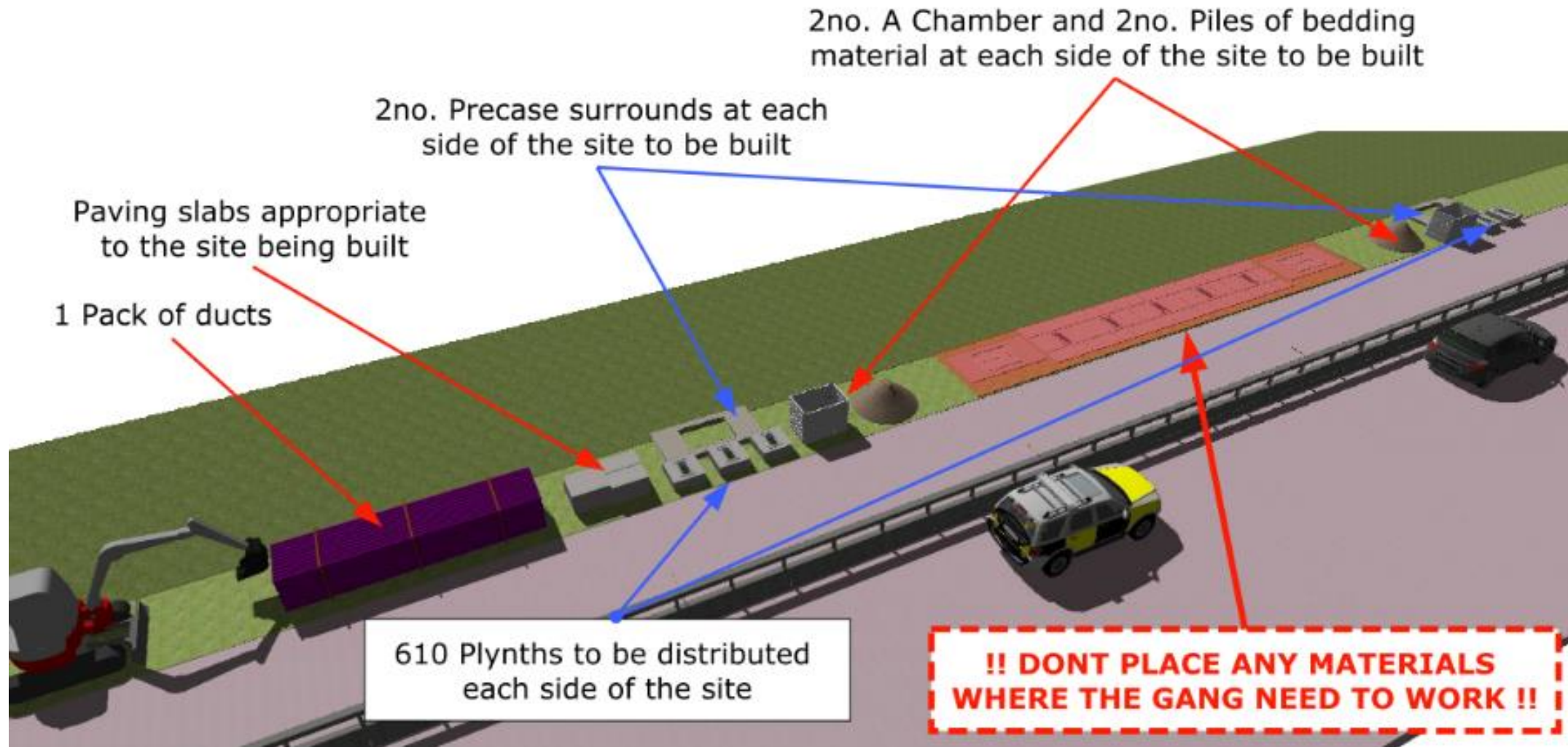
- No Change

- No Change

- Pedestrian Barrier very light.
- Barrier easy to install

Improvement 2:

Site Material Interface Diagram Designed by the supply chain



Improvement 3: Trailer for the HIAB



Trailer carrying ducts

HIAB



Implementing improvements on site layout – 5s



These photo's show the new site layout and the excavation which has been left open. Unfortunately we couldn't conduct a like for like time and motion study as there was two gangs on this particular day.



Excavation left open after CCD's



Benefits

- Installing 2 chambers per day (originally 1.5 in 2 days)
- Teams planning collaboratively
- Pre Cast Aprons
- Combining excavation with CCD = £83,577.00
- Standardised plan = £137,50.00 SMID
- Temporary lid £7336

Total saving **£228,763**

Summary – Top Tips

1. The importance of Gemba – The source of truth
2. The truth is with the people that do the work – talk to them
3. Truly empower your people to make change

Summary – Take Aways

- 1. Make conscious effort after lockdown to go to where the value is being created**
- 2. Don't be scared of not knowing the answers as the people who do the work will know how to fix the problems**

Questions & Discussion Question

Tell me about your experiences of improvement suggestions that have come from the people doing the work

Tell about your experiences of unwillingness to listen to people at the coal face because of business priorities or hierarchy