

Handing Over the Keys to the Car

Developing and Engaging a Team of Frontline Problem Solvers

Jamie Parker
Region Manager
FedEx Office



“Handing Over the Keys to the Car”



Agenda

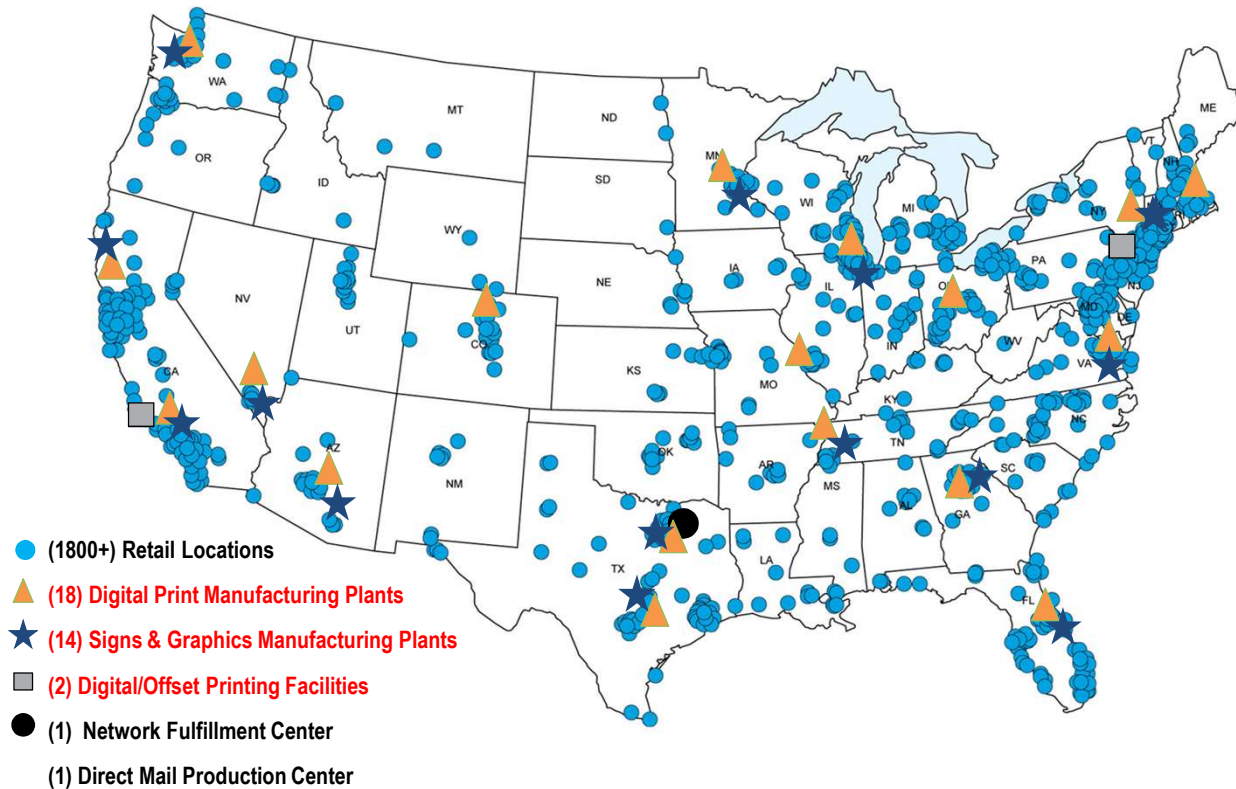
- **Who We Are**
- Create a Safe Environment
- Teach Problem Solving
- Practice through Layered Systematic Approach
- Daily Improvements at the Frontline
- PDSA at the Frontline



Who We Are, What We Do FedEx Office



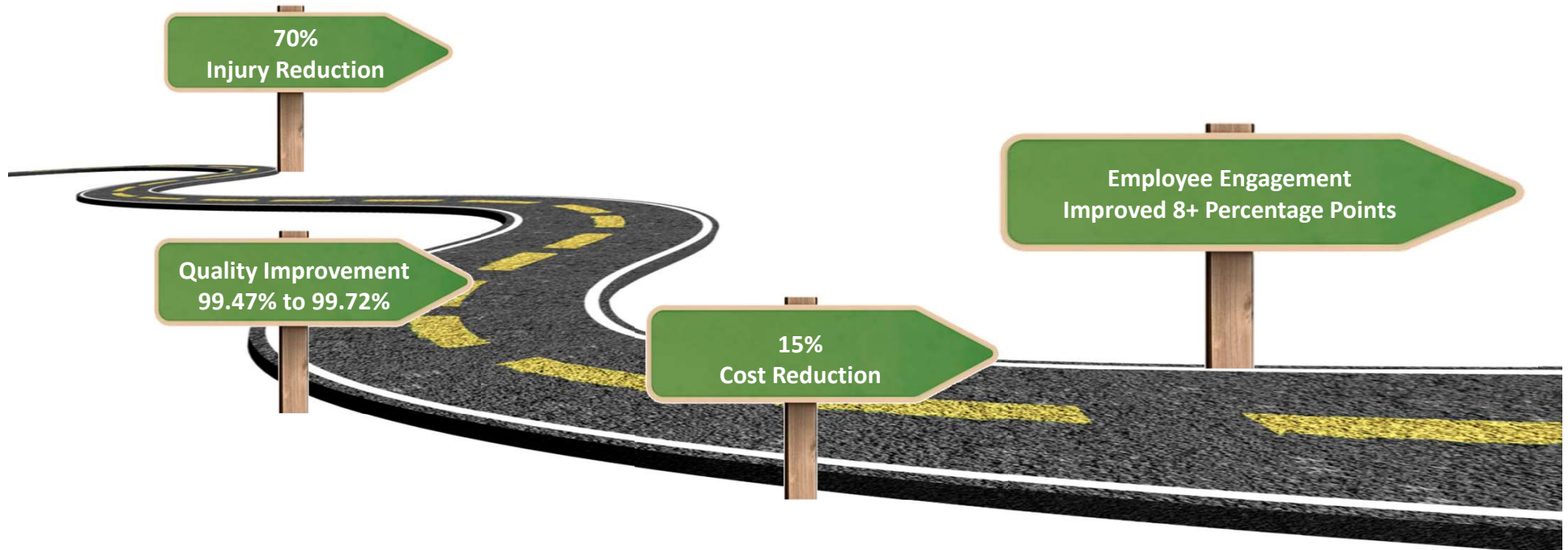
Who We Are



Why Hand Over the Keys

- Quality Driven Management (QDM) Is for Everyone
- Just because Quality Driven Management includes the word “Management” does NOT mean it’s just for managers.
- QDM is about **how everyone manages and improves their work** – from executives to assistants, facilities managers to package handlers, pilots to drivers.
- In fact, **frontline involvement is essential**, because many of the best quality ideas come from those closest to the work.

Frontline Engagement and Problem Solving Drives Business Results



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Magic Squares

Objective: Get everyone through the magic squares maze correctly within 7 minutes

Rules:

- Only one person can be in the maze or touch a square at a time
- You can't step on the lines
- You can't move backwards
- You have to stay in the same sequence of participants as you start
- If any individual fails, he or she has to move to the back of the line and the group effort no longer counts

As you watch this video. . .

What Debrief Questions or Observations would you share to engage leaders in creating a safe environment?



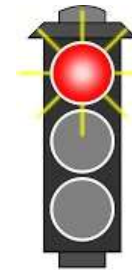
What Debrief Questions or Observations would you share to engage leaders in creating a safe environment?

Magic Squares

- Failing Forward
- Feedback on Failure versus “Success”
- Results-Only Focus
- Repeated Mistakes / Shared Learnings
- Paralysis
- Knowledge Threshold
- Process Definition, Communication, and Improvement
- Lack of Clarity on Purpose and Expectations
 - Why, How, What

Create a Safe Environment

- Leaders set the stage for creating a safe environment
 - **QDM Principle: Quality Involves Teamwork**
- How leaders respond to **red** will either encourage or stifle employee engagement, innovation, improvement, and teamwork
- Failure is necessary for learning
 - **QDM Principle: View Failures as Opportunities**
- How leaders appreciate and celebrate **failure** will either encourage or stifle employee engagement



CULTURE =

**Sum total of behaviors in any
organization**

**. and that starts with
leader behaviors**

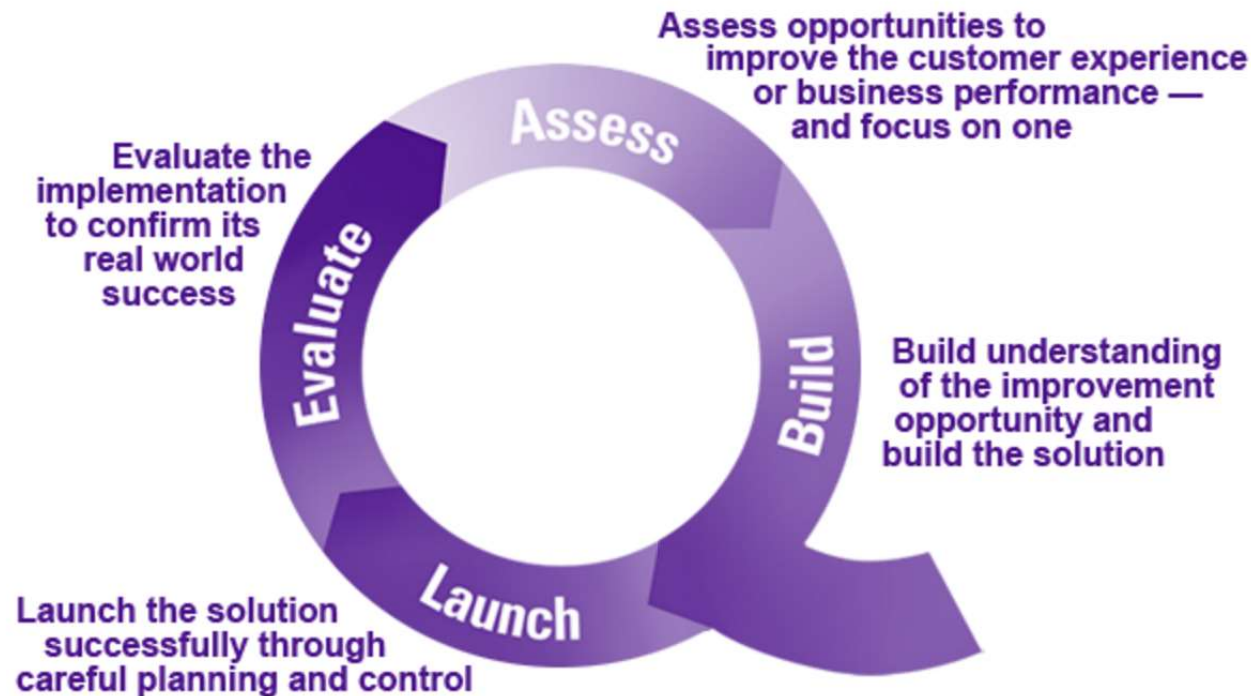
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Teach Problem Solving

ABLE Problem-solving Model



Teach Problem Solving

Objective: Pack an egg that will survive being launched across the room / parking lot

- Rules:
 - One person on the team is responsible for data collection & documentation
 - Teams must record all costs of materials used
 - You can only use provided supplies



Teach Problem Solving

Review of materials and costs

2 Ream Box - \$2



Foam Wrap (per foot) - \$1



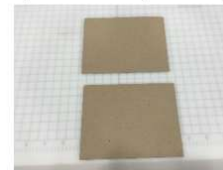
Ranpak (per foot) - \$0.50



Corner Protectors (each) - \$0.10



Chipboard (each) - \$0.25



Tape (per foot) - \$0.50



Teach Problem Solving

Cost of Materials	
2 ream box	\$2
Foam wrap (per foot)	\$1
Ranpak (per foot)	\$0.50
Corner protectors (each)	\$0.10
Chipboard (each)	\$0.25
Packing tape (per foot)	\$0.50

Round 1

Materials	Cost
Total Cost:	

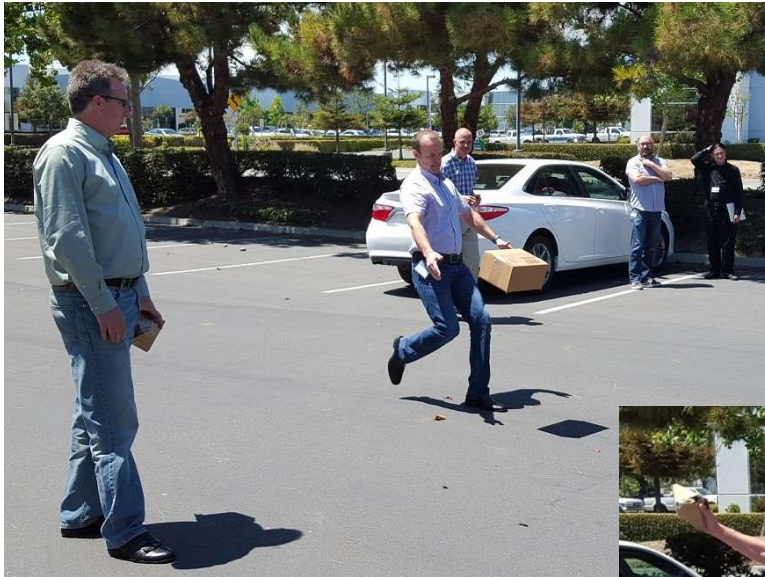
Assess



Build

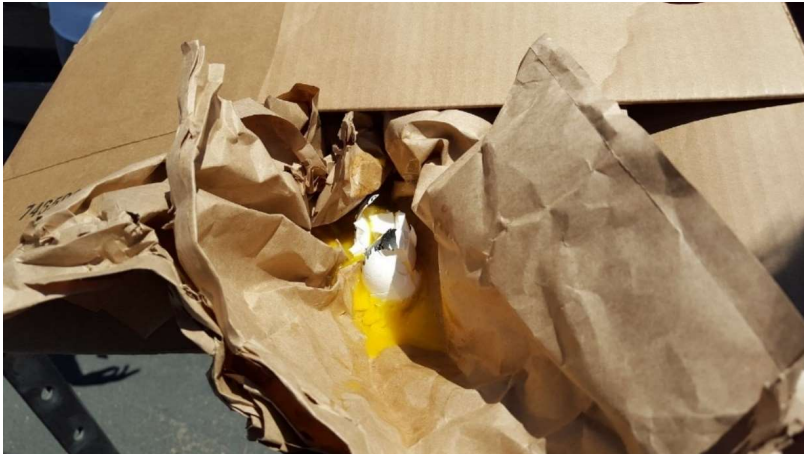


Launch



Evaluate





Agenda

- Who We Are
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- **Practice through Layered Systematic Approach**
 - Daily Improvements at the Frontline
 - PDSA at the Frontline



Practice Through Layered Systematic Approach

- Create opportunities & system for problem solving
- Layered, systematic approach



Layered Systematic Approach

- Common Success Areas

Quality Action Teams



Improvement Events



Practice Through Layered Systematic Approach

- Create opportunities & system for problem solving
- Layered, systematic approach



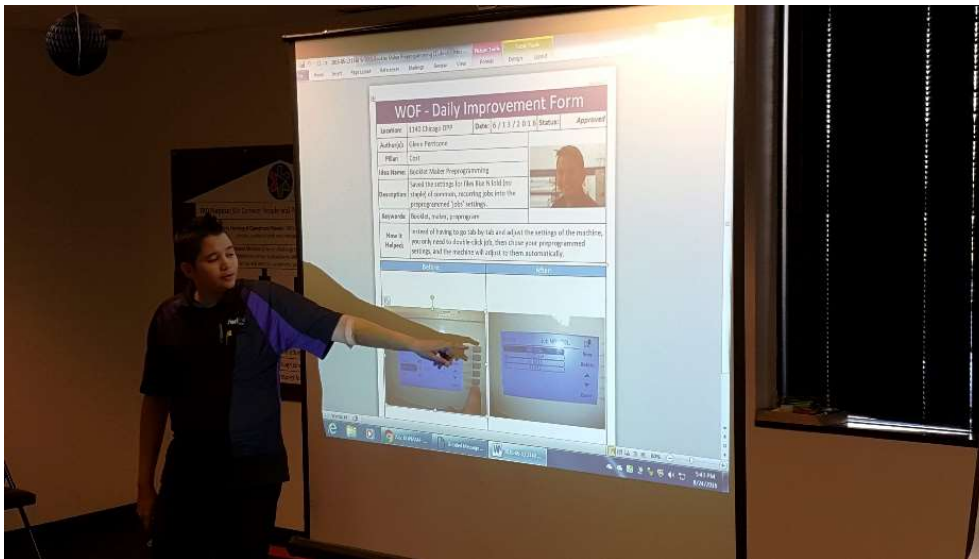
Layered Systematic Approach


There are four purposes of improvement: Easier, Better, Faster, Cheaper.
These four appear in the order of priority.

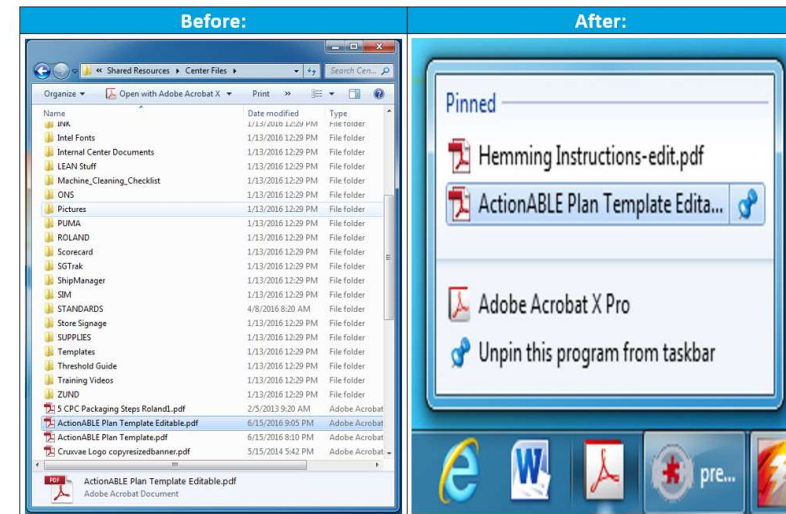


Shigeo Shingo

Daily Improvements



WOF - Daily Improvement Form			
Location:	1379 Phoenix SGP	Date:	7 / 1 / 2 0 1 6
Author(s):	Stella [REDACTED]	Status:	Approved
Pillar:	Morale		
Idea Name:	Pin Frequent Files to Desktop Taskbar		
Description:	Pin frequently-used files like Center forms to the desktop taskbar for easier access.		
Keywords:	Pin, desktop, hunt, find, search, center, folder, frequent, taskbar		
How It Helped:	No longer have to search in frustration for the frequently used forms within the various center folders, but simply right click on the application icon on the desktop and the for is available for use.		



QDM Improvement Wall of Fame

What is kaizen? It is the concept of continuous improvement and the philosophy that drives QDM: Quality Driven Management.

These are small daily improvement projects run and documented by our Team Members. Using the ABLE process, teamwork, and the tools readily available in the plant, we were able to reduce waste and increase efficiency.

We hope you enjoy reading our success stories as we continue our QDM Lean journey.



Quality driven
MANAGEMENT



Practice Through Layered Systematic Approach

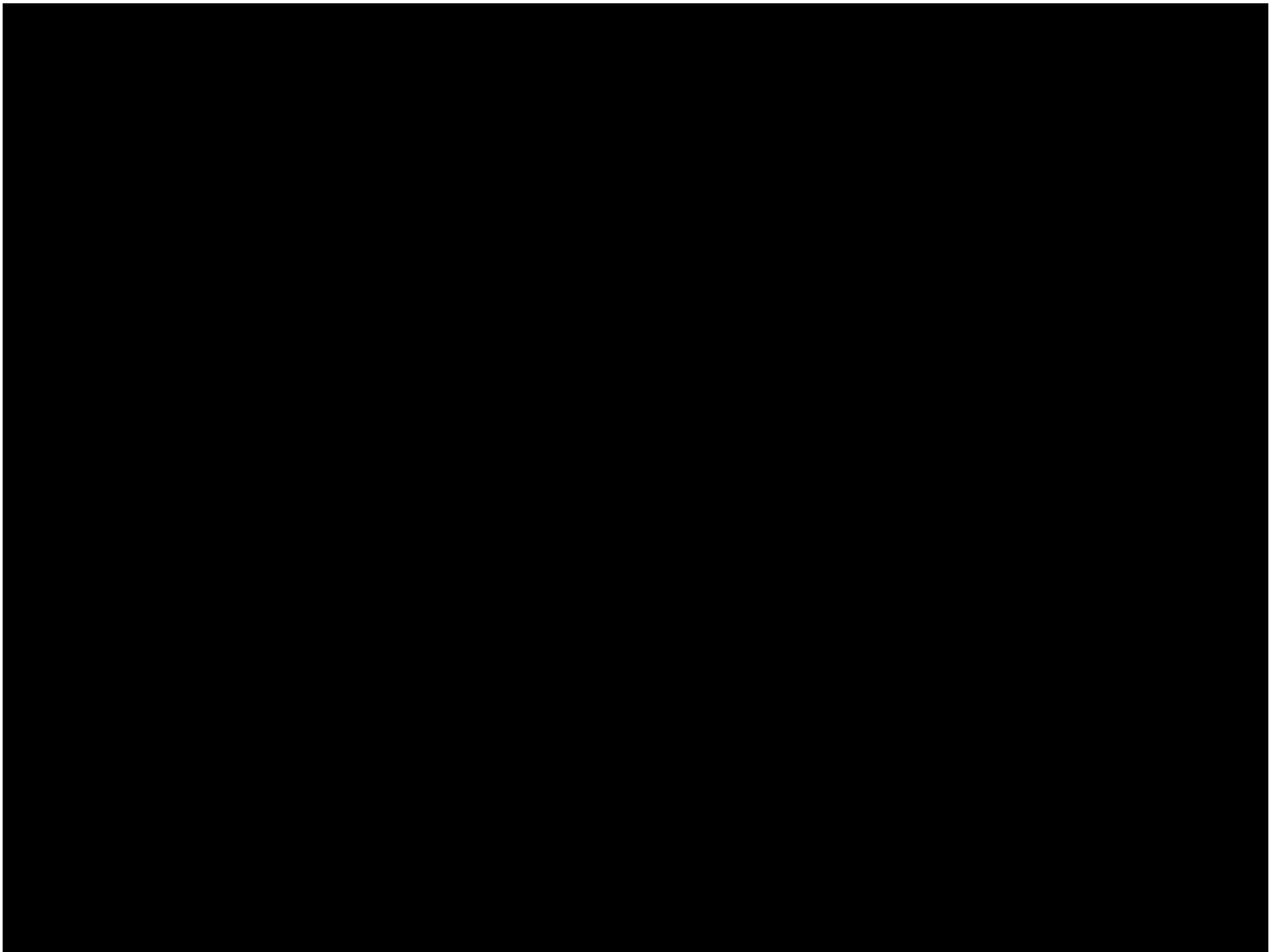
- Create opportunities & system for problem solving
- Layered, systematic approach



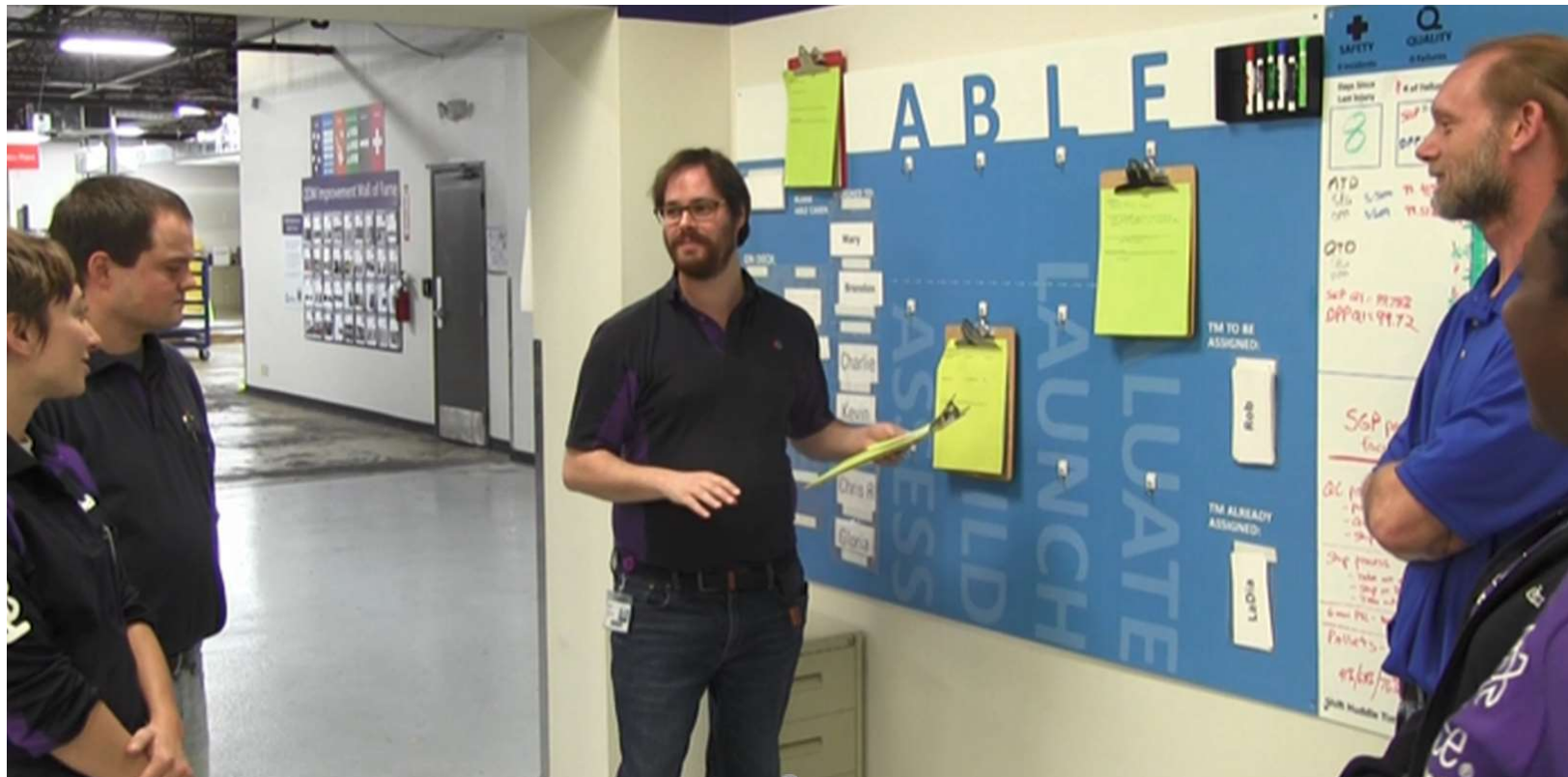
ABLE at the Frontline

- ABLE at the Frontline
- Shift Huddles used to raise problems
- Problem Queue Established
- Problem Solving Kanban used to maximize bandwidth and enable the team to prioritize





ABLE at the Frontline



Practice Through Layered Systematic Approach

- Create opportunities & system for problem solving
- Layered, systematic approach



Handing Over the Keys to the Car (or Motorcycle)



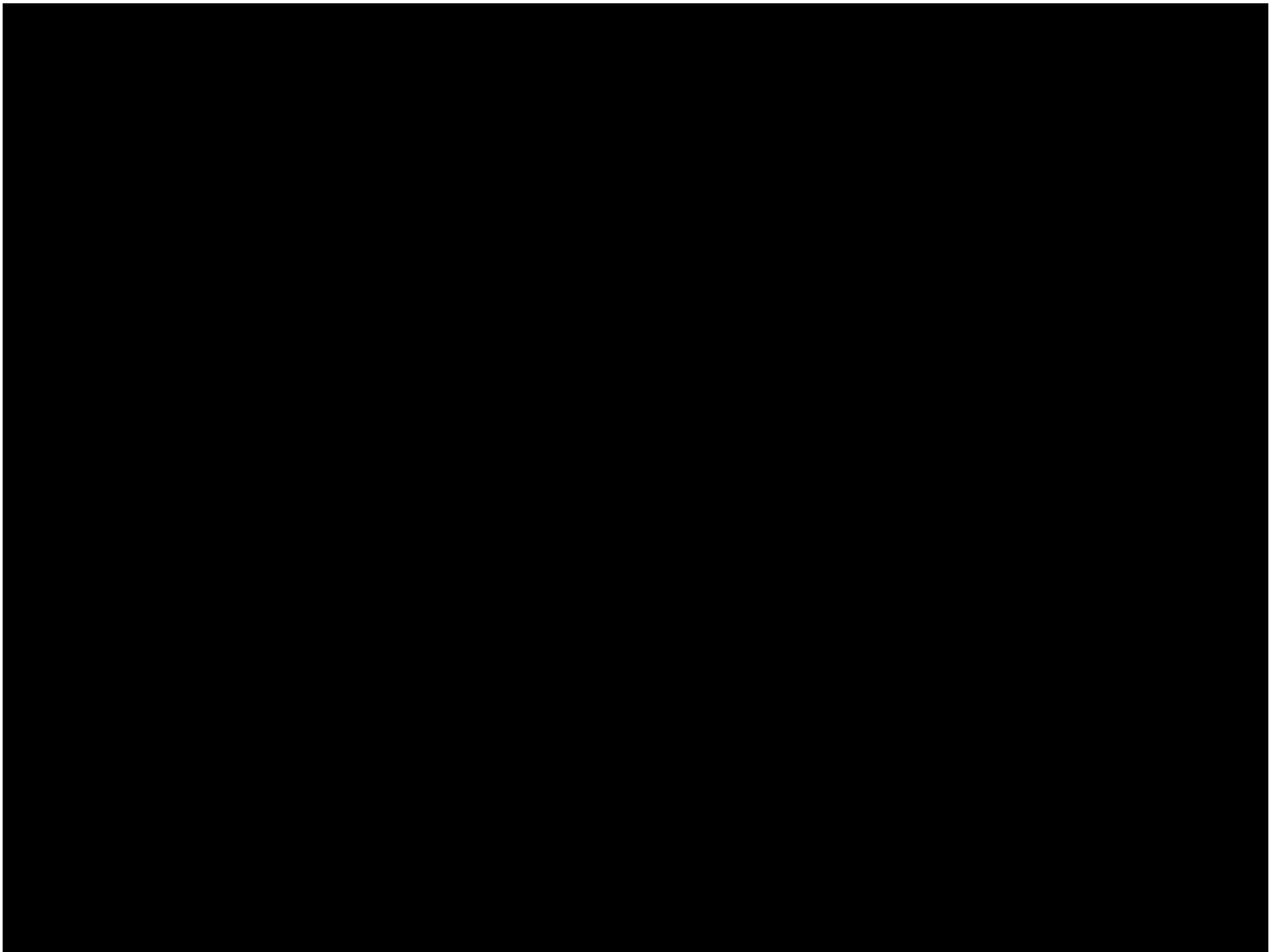
Handing Over the Keys to the Car (or Motorcycle)



Handing Over the Keys to the Car

- It's your turn to
 - **Create a safe environment**
 - Deliberately respond to red
 - Use failure as learning opportunities
 - **Teach problem solving methodology**
 - **Create opportunities and systems for frontline problem solving**
 - Daily Improvements at the Frontline
 - PDSA at the Frontline





Everyone wants to do better.

Trust them.

Borrowed from Barry Wehmiller Leadership Institute

Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

**Session No: TS/16
Handing Over the Keys to the Car**

Jamie Parker

FedEx Office

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APPENDIX

Connect with Me



Jamie V. Parker

Region Manager, Manufacturing Network,
Central Region at FedEx Office; Lean Six
Sigma Green Belt

Greater Denver Area | Printing

500+
connections

Current	FedEx Office
Previous	FedEx Office
Education	Colorado Technical University
Recommendations	3 people have recommended Jamie V.

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To Learn More



<http://blog.gembaacademy.com/2015/01/15/ga-041-fedex-offices-lean-journey-with-jamie-parker/>

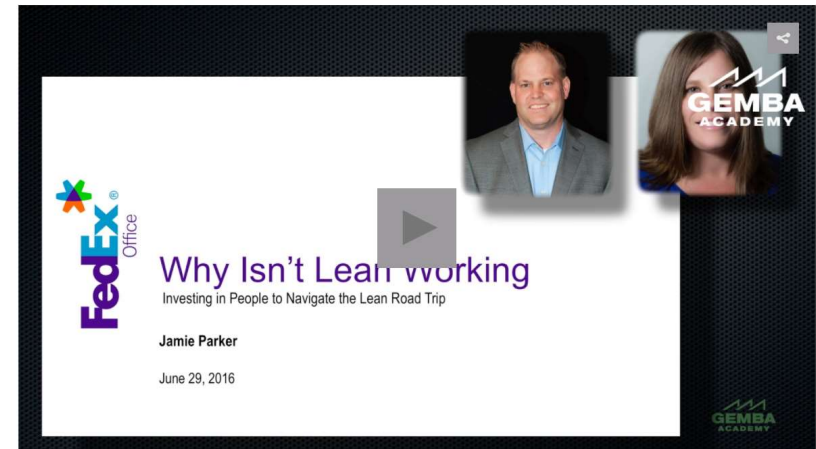


<http://blog.gembaacademy.com/2015/02/12/ga-045-respect-for-people-with-past-guests/>

To Learn More



<http://blog.gembaacademy.com/2017/02/09/ga-149-how-to-teach-twi-with-jamie-parker/>

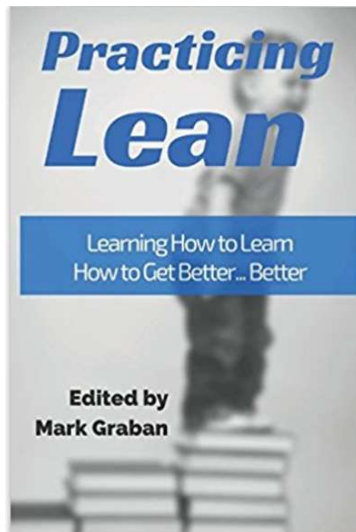


Why Isn't Lean Working?

Jamie Parker, Region Manager, FedEx Office Manufacturing Network, presents the real life lean-journey of FedEx Office.

<https://www.gembaacademy.com/gemba-live/interviews-webinars/webinars/why-isnt-lean-working>

To Learn More



Download your free copy of Chapter 6 (authored by Jamie Parker) of *Practicing Lean* at www.processplusresults.com

https://www.amazon.com/Practicing-Lean-Learning-Learn-Better/dp/1520202679/ref=sr_1_1?ie=UTF8&qid=1504157060&sr=8-1&keywords=practicing+lean