

BBS + 5 Lean Tools: Make the process safer, then R+ the newer & safer process behaviors

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ABSTRACT

In the methodology of Behavior-Based Safety, we aim to reinforce safe workplace behaviors, which in turn prevent accidents. Observation data of safe behaviors become the leading indicator of a safe workplace, while accident rates are the lagging indicator. In the methodology of Lean Manufacturing, we aim to change the actual processes and tasks of the workplace to make them safer and easier for the worker. A virtuous by-product is that the production process itself becomes more reliable and faster. Adherence to improved work processes is known as Standard Work and is the leading indicator for an effective workplace. Quality products delivered on-time are the lagging indicator. Often BBS looks only at established safety procedures and protocols for safe behaviors to observe and reinforce. Lean looks at the work process itself and asks, “how can this be done more safely?” “how can we make this task easier?” “how can we change the sequence of work tasks to make it easier to do it safely?” In this way, Lean changes the behaviors themselves. However, even when Lean tools demonstrate a better sequence of tasks/behaviors, workers often tend to stick to the old way of doing things. A better process yields zero results if it is not used. Solution:

a marriage of Lean process change methodology with BBS methodology of positive reinforcement of new behaviors = new safer process behaviors reinforced to habit strength. This presentation offers 5 Lean tools that can be profitably paired with BBS for better results.

RELATORE



Dr Michael McCarthy has designed and implemented customer service, quality management, performance improvement, and Lean sustaining processes for such clients as Crane Resistoflex Manufacturing, BMW, Preston Trucking, 3M, Friday Staffing Services, Emerson Electric, Fireman’s Fund Insurance Company, Eastman Kodak, Ford Motor Company, Black & Decker, New York Department of Motor Vehicles, Georgia Power Company, The State of Tennessee, Philadelphia Electric Company, BNSF Railroad and Milliken & Company. Mike is an experienced customer service, performance improvement and Lean consultant, facilitator, trainer, and curriculum designer. He has consulted at all level of organizations, from company presidents to work teams. He has been a Change Manager with Accenture, assisting clients with change management, performance measurement, and process change. Previously he was a senior consultant with Aubrey Daniels International and Behavioral Systems Inc. He has over 35 years of consulting and training experience with large, medium, and small companies. He was editor of Performance Management Magazine, researching and writing about transformational leadership, customer service, quality, and performance improvement concepts and applications. He published two case studies in the Journal of Organizational Behavior Management. Mike has presented at the Institute for Industrial Engineers Lean Conference, APIC (Infection Control Professionals) New England, APIC Minnesota, 9th European

Congress for Behavior-Based Safety 2015, Association for Applied Behavior Analysis Chicago 2016, Association for Manufacturing Excellence Cincinnati 2015 and Boston 2017, and Virginia Tech Lean Conference 2018. Mike spent a year in Europe teaching with the private Flint School aboard the 157' sailing schooner Te'Vega. He has also worked in a "wilderness therapeutic camping" program for troubled youth with the Eckerd Foundation in Florida. Michael McCarthy owns SustainLeanGains.com. His published books are: You Made My Day - Creating Co-Worker Recognition & Relationships (with Janis Allen); Sustain Your Gains - The People Side of Lean/Six Sigma; How to Engage, Involve, and Motivate Employees (with Janis Allen); Ready? Set? Engage! (with Janis Allen). Mike enjoys hiking with his partner and wife Janis Allen. He has published two action novels, The Noah Option and The Rainbow Option. He is working on a third novel, The Timshel Option.