

SYMPOSIUM 1. OBM AND BBS CASE STUDIES

Lean manufacturing cannot survive without people's behavior

Micheal McCarthy

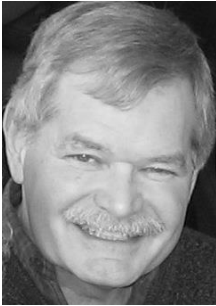
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ABSTRACT

When companies adopt Lean methods, they often conduct many “Rapid Improvement Events” also known as “Kaizen Events.” Although many of these activities are conducted, and many process improvements are discovered, only a small percentage survive as standard operating procedure for the company operations. This means the time spent on these process improvement activities are wasted because the new methods are not used. The improvement gains are not sustained. In the analytical ABC model of Applied Behavior Analysis, these activities are “Antecedents,” which last only a short time. In order to build these new methods into daily habits, Consequences are needed, specifically positive reinforcement. This presentation offers an ABA “preventive maintenance” model for sustaining gains called Process Behavior Maintenance (PBM).

Keywords: Lean, Kaizen, Process Sustainability

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Micheal McCarthy (mikemccarthy@sustainleangains.com). is an experienced Lean facilitator, performance improvement consultant, corporate trainer, and curriculum designer. He has worked with all levels of organizations, from top management to work teams. Over the course of his career, he has served as the Executive Director for Corporate and Economic Development at Asheville Buncombe Tech, as a manager with Accenture, assisting clients as a senior consultant with the firm of Aubrey Daniels International, consulting and training such clients as Preston Trucking, 3M, Georgia Power Company, Department of the Army, Philadelphia Electric, Emerson Electric Electronics and Space Division, Eastman Kodak, Milliken & Company, and Black and Decker. For three years he was the editor of Performance Management Magazine (now www.pmezine.com), researching and writing about transformational leadership, quality, and performance improvement concepts and applications. He was instrumental in transforming the corporate culture at Preston Trucking from an adversarial one to a partnership relationship between management and employees (Preston was subsequently featured as a case study in one edition of the book, *A Great Place to Work*). He is the co-author of the book, *You Made My Day*, addressing productivity and positive work culture through building co-worker recognition and relationships.