Herding Cats: A Practical Exercise in 5S

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Objectives

- Introduce the “5S” concept
- Understand “5S” and why it’s important
- Be prepared to engage in a local “5S” exercise
“We are too busy mopping the floor to turn off the faucet.”

~Author unknown
How do we get things done?

How about on your computer?
What is 5S?

Technique (and culture change!) to organize and sustain an environment in which everything has a place, is in its place, and is ready for use.
The 5S set

Sort: Remove unnecessary items

Set in Order: Designate locations for each item

Shine: Clean the work space

Standardize: Create visual controls and policies to ensure consistent, standard behavior for item usage and storage

Sustain: Ingrain 5S into the culture through training and ongoing discipline
5S Exercise: Cat Herding

Scenario: (Application of Lean.org exercise “The 5S numbers game”)
You are a cat rancher. During a recent windstorm, your fence blew down, and your 49 prized “show” cats have been mixed in with another group of regular “farm” cats. You need to find each of your “show” cats and put them in their corral. Because cats have a distinct sense of social hierarchy, you must herd each cat in order of their social status. Fortunately, each cat wears a sweater with its number on it.
5S Exercise: Instructions

- When instructed, take the activity sheet and cross off as many numbers as you can in the allotted time to represent each cat you have successfully herded.
- Cross off each number in correct sequence.
- Do not rotate the page.
- When time is called, count the amount of digits you have crossed off.
1. Sort

*Remove all items from the workplace that are not needed*

1. Define What’s Necessary
   - Challenge what people think is needed!

2. Define What’s Unnecessary
   - Consider the “48 hour” rule for retention

3. Remove What’s Unnecessary
   - When in doubt, throw it out!
2. Set in order

*Find a place for everything, and put everything in its place*

1. Determine locations for all items
   - Frequency = easiest to get
   - Locate near activity

2. Calculate quantities of each item

3. Place items in storage locations
   - Avoid table / counter tops
   - Consider ergonomic impacts

4. Label storage locations

3. Shine

Maintain a clean and safe working environment

1. Clean
   o Sweep, mop, dust, clear garbage
   o Fix facilities

2. Plan
   o Create Shine schedules
   o Assign Shine responsibilities

3. Sustain
   o Inspect / enforce Shine accountabilities
   o Error-proof cleaning and maintenance

Source: http://www.rotundacleaning.com/images/cleaning-supplies.gif
4. Standardize

Create visual controls and policies to ensure consistent, standard behavior for item usage and storage

- Make **Sort**, **Set in Order**, and **Shine** part of daily work:
  - Policies and training
  - Visual controls
  - Checklists
  - Layouts

- Standardization should encourage:
  - Simplicity
  - Repeatability
  - Lack of variation
  - Accountability

![Cleaning Check List](http://www.cleangreenspokane.com/residential-cleaning-checklist.php); Akro-Mils

5S Exercise - Round 4: Standardize & Sustain

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5. Sustain

*Ingrain 5S into the culture through training and ongoing discipline*

- Control
- Communicate
- Train
- Monitor
- Improve
Some benefits of 5S

- Process efficiencies
- Visual management and exposes bottlenecks
- Resource efficiencies
- Safety
- Morale and satisfaction
- Positive impression
- Intro to Lean

*Foundation for stability, standardization and continuous improvement*
5S best practices

- Communicate goals of 5S
- Visible leadership interest
- Participation
- Reinforce with training
- Hold each other accountable
- Attention to detail
- Incorporate 5S into daily work

Source: Gary Larson, Far Side
THANK YOU!

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