Herding Cats: A Practical Exercise in 5S

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point**b**.

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- ➢ 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?

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Sources: <u>http://www.learningcomputer.com/images/microsoft_outlook_1.jpg;</u> <u>http://oggsync.com/img/outlook.png;</u> <u>http://www.learningcomputer.com/images/Windows_xp_My_Documents.JPG</u>

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

Remove unnecessary items

東文屯百 Set in Order

Sort

Designate locations for each item

清掃

Shine

Clean the work space



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



Sustain

Standardize

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.

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1. Sort

Remove all items from the workplace that are not needed



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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
- o Locate near activity
- 2. Calculate quantities of each item
- 3. Place items in storage locations
 - o Avoid table / counter tops
 - Consider ergonomic impacts
- 4. Label storage locations







3. Shine

Maintain a clean and safe working environment

1. Clean

Sweep, mop, dust, clear garbage
Fix facilities

2. Plan

O Create Shine schedules
 O Assign Shine responsibilities

3. Sustain

 Inspect / enforce Shine accountabilities

Error-proof cleaning and maintenance





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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	Regular	First time or Spring clean	move-in /move- out	Special Project
	General				
	Sweep and mop all hard floors	×	×	×	
	Dust all furniture	x	x	x	
	Dust baseboard	×	×	×	
)	Dust window sills and ledges	x	×	×	
2	Remove all trash	×	×	×	
)	Remove all cobwebs	×	×	×	
2	Clean wood shutters		x	×	
	Spot clean walls		×	x	
2	Clean all doors			×	
2	Wet clean front door and light fixtures at the door			×	x
5	Clean inside every cupboard and drawer			×	x
5	Clean inside every closet and closet shelves			×	x
2	Sweep all patios and decks			x	x
-	Kitchen			1	
2	Clean and sanitize sink and counter tops	x	×	×	
5	Clean outside of appliances	×	×	×	
)	Clean inside of microwave	x	x	×	
5	Clean range	x	×	×	
2	Disinfect floors	x	x	×	
5	Wet-clean all cabinet fronts		×	×	
)	Clean Öven			x	x
)	Clean inside of refrigerator			x	x
_	Bathroom				
5	Clean and sanitize sink and counter tops	x	×	×	x
	Clean and sanitize shower and/or tub	x	х	x	
	Clean mirrors	x	x	x	x
	Disinfect bathroom floors	х	x	x	х
	Clean and disinfect in and around toilet and sink	х	x	x	х
5	Wet-clean all cabinet fronts		x	x	x

5S Exercise - Round 4: Standardize & Sustain

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	

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



"You know, it's really dumb to keep this right next to the cereal. ... In fact, I don't know why we even keep this stuff around in the first place."

THANK YOU!

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