

point**b**.



# Herding Cats: A Practical Exercise in 5S

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October 23, 2012

# Objectives

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- Introduce the “5S” concept
- Understand “5S” and why it’s important
- Be prepared to engage in a local “5S” exercise

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*“We are too busy mopping the floor to turn off the faucet.”*

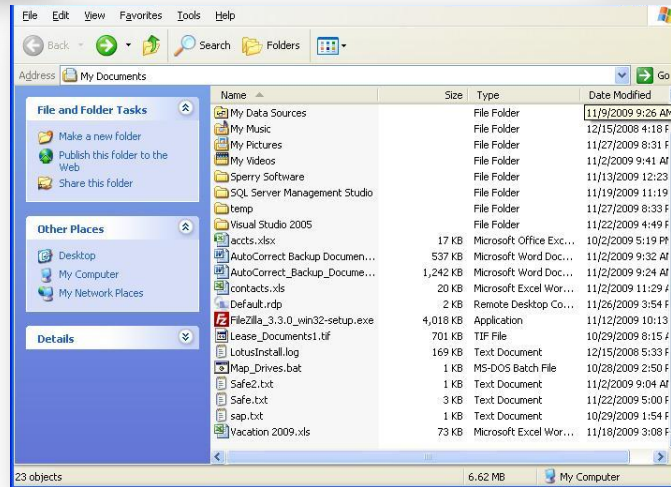
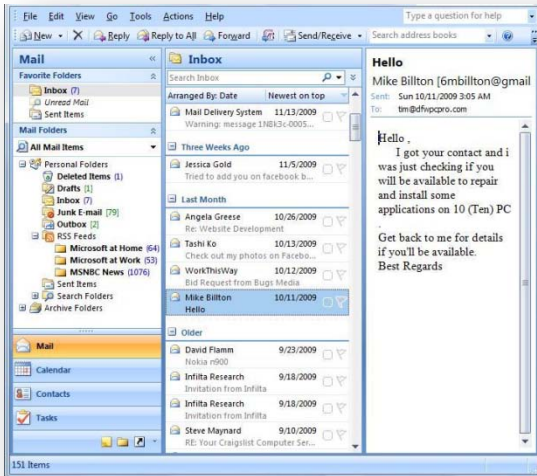
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# How do we get things done?

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# How about on your computer?



# What is 5S?

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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

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整理  
正

**Sort**

Remove unnecessary items

整顿  
正

**Set in Order**

Designate locations for each item

清扫  
正

**Shine**

Clean the work space

清  
正

**Standardize**

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

身美

**Sustain**

Ingrain 5S into the culture through training and ongoing discipline



# 5S Exercise: Cat Herding

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**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.

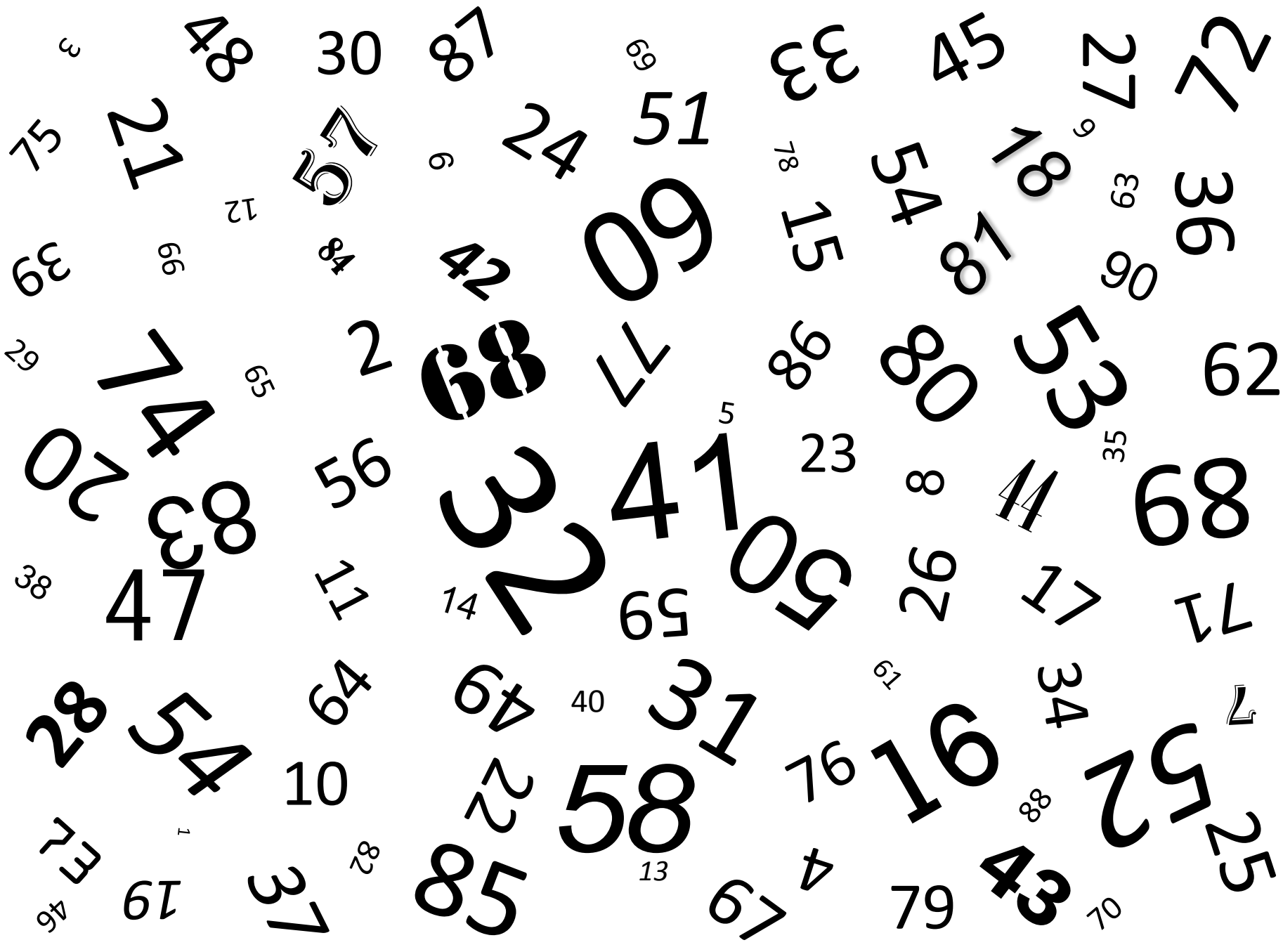




# 5S Exercise: Instructions

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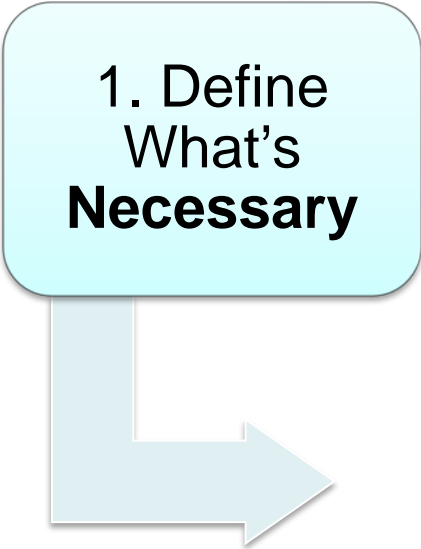
- When instructed, take the activity sheet and cross off as many numbers as you can in the allotted time to represent each cat you have successfully herded.
- Cross off each number in correct sequence.
- Do not rotate the page.
- When time is called, count the amount of digits you have crossed off.



# 1. Sort

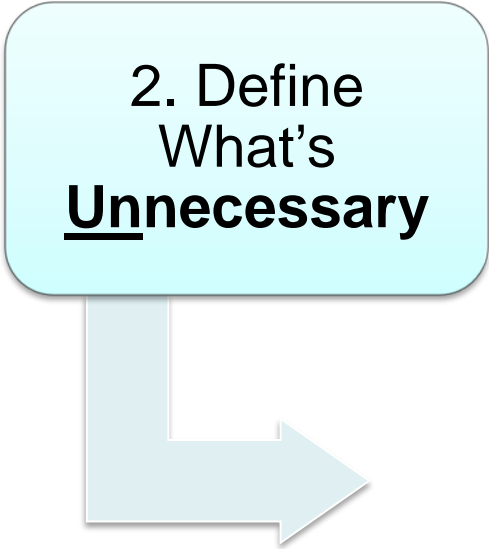
*Remove all items from the workplace that are not needed*

1. Define  
What's  
**Necessary**



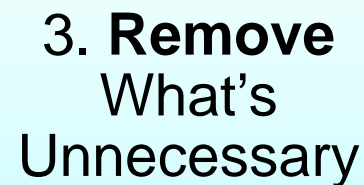
- *Challenge what people think is needed!*

2. Define  
What's  
**Unnecessary**



- *Consider the “48 hour” rule for retention*

3. **Remove**  
What's  
Unnecessary



- *When in doubt, throw it out!*

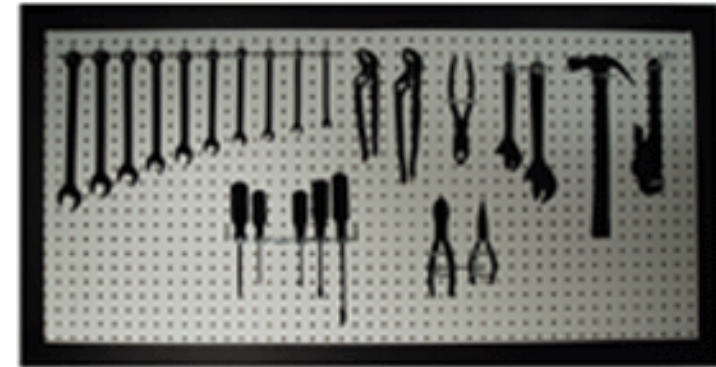
36  
27<sup>9</sup>  
18  
45  
33  
15  
23  
8  
4  
34  
7  
25  
3  
30  
21  
12  
2  
42  
41<sup>5</sup>  
23  
8  
26  
17  
34  
7  
25  
39  
29  
20  
47  
11  
32<sup>14</sup>  
6  
4  
22  
40  
31  
13  
4  
16  
43  
46  
19  
37  
10  
37

## 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

- Sweep, mop, dust, clear garbage
- Fix facilities

## 2. Plan

- Create Shine schedules
- Assign Shine responsibilities

## 3. Sustain

- Inspect / enforce Shine accountabilities
- Error-proof cleaning and maintenance



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



# 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
<b>General</b>				
<input type="checkbox"/> Sweep and mop all hard floors	x	x	x	
<input type="checkbox"/> Dust all furniture	x	x	x	
<input type="checkbox"/> Dust baseboard	x	x	x	
<input type="checkbox"/> Dust window sills and ledges	x	x	x	
<input type="checkbox"/> Remove all trash	x	x	x	
<input type="checkbox"/> Remove all cobwebs	x	x	x	
<input type="checkbox"/> Clean wood shutters		x	x	
<input type="checkbox"/> Spot clean walls		x	x	
<input type="checkbox"/> Clean all doors			x	
<input type="checkbox"/> Wet clean front door and light fixtures at the door				x
<input type="checkbox"/> Clean inside every cupboard and drawer			x	x
<input type="checkbox"/> Clean inside every closet and closet shelves			x	x
<input type="checkbox"/> Sweep all patios and decks			x	x
<b>Kitchen</b>				
<input type="checkbox"/> Clean and sanitize sink and counter tops	x	x	x	
<input type="checkbox"/> Clean outside of appliances	x	x	x	
<input type="checkbox"/> Clean inside of microwave	x	x	x	
<input type="checkbox"/> Clean range	x	x	x	
<input type="checkbox"/> Disinfect floors	x	x	x	
<input type="checkbox"/> Wet-clean all cabinet fronts		x	x	
<input type="checkbox"/> Clean Oven			x	x
<input type="checkbox"/> Clean inside of refrigerator			x	x
<b>Bathroom</b>				
<input type="checkbox"/> Clean and sanitize sink and counter tops	x	x	x	x
<input type="checkbox"/> Clean and sanitize shower and/or tub	x	x	x	
<input type="checkbox"/> Clean mirrors	x	x	x	x
<input type="checkbox"/> Disinfect bathroom floors	x	x	x	x
<input type="checkbox"/> Clean and disinfect in and around toilet and sink	x	x	x	x
<input type="checkbox"/> Wet-clean all cabinet fronts		x	x	x

# 5S Exercise - Round 4: Standardize & Sustain

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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

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

- Control
- Communicate
- Train
- Monitor
- Improve

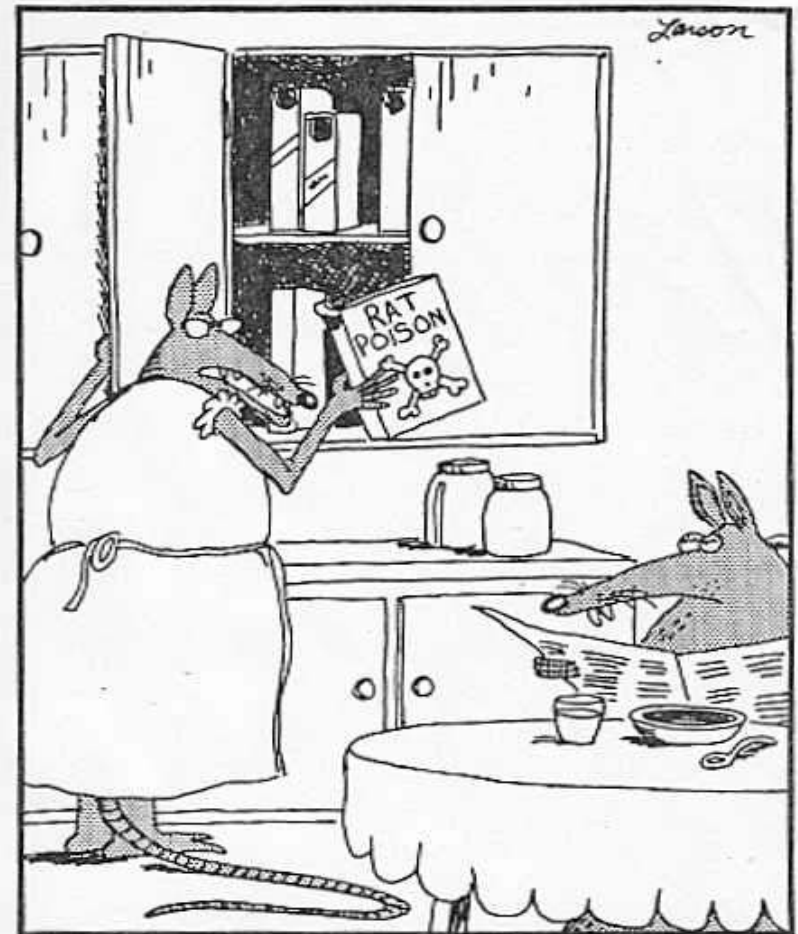
# Some benefits of 5S

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- 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."

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# THANK YOU!

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