



# *Puerto Rico*

## FORMING OUR FUTURE

Leadership Conference

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# *March 5-8, 2025*



**MetalForming**  
Magazine

# The LEAN Progression...

## Building a Lean Culture

Bill Greider, Principal, P4Lean Strategy



# The Official 2 Quotes of the Day

- “If you want results others don’t get you need to be willing to do things others won’t do”-Les Brown
- “Gentleman, it is better to have died as a small boy than to have fumbled this football”-John Heisman







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# “A Robust Defense with a Nimble Offense”

- Lean is a growth strategy (the deck is stacked-control what we can)
  - Special Teams
  - “Build leaders then build cars”
  - Time management
  - Life insurance
- The progression steps
  1. Urgency-combat busy
  2. Kaizen (improvements) right away
  3. Dashboard Metrics-3 or 4 tops
  4. Learning





# Urgency

- The enemy-Busy
- Senior leaders own urgency
  - Gas & the brake
  - People want to know what's important to their boss
- Need everyone to work ON as well as IN
  - 50 people x15 minutes daily  
x240 days=18,000 minutes (3k hours) per year
- Need to establish a few routines
  - Lean is about time management and routines



# Kaizen First!

- A3
  - DMAIC and PDCA
  - Visible & Accountable
- RFP & HI
- Easier said than done
- Start with suggestions
- Regular closings









Andy Wiecha

## Flash A3



Date: 7/29/19  
Department: Maintenance

The Problem: Can take 6 hours to replace Graphite tiles in a furnace (while furnace is running 2000F)  
The Crew: Andy, Marty Regan, Tony Pires, Jason Kozikowski

The Pain (Cause): Tiles are packed tight edge-to-edge. Over time, start to degrade and wear - wire rides on tiles - will start to scratch/damage wire. Tiles need to be replaced - Done with 4

The Fix: Cut holes in tile. Foot metal pole with hook. Try to catch edge of tile + pull it toward furnace opening. pole starts to melt, needs to cool off - then try again. Need to pull out 4 of these heavy 3' <sup>long</sup> x 18" wide x 1" thick = 3-6 hours

6 hours  
⇒ 30 minutes!!



## Flash A3

Date: 2/25/25  
Department:

The Problem: Walking to a printer


The Crew: Paul Occhialini,

The Pain (Cause):  
42 steps = 39360 steps/year  
19.7 miles/year

The Fix: 6.6 hours of walking (almost a day)





PROBLEM STATEMENT	Camber in material at CTL		OWNER	Ray Pelletier	
			TEAM	Luis Nieves, Rich LaBree, Mickey Perez, John Peterson, Dave Kristjansson, Victor G. Luciano, Dan Dimattia Coach: Len Hahn	
BACKGROUND	.071" X .750" that was skived at outside processor was found to have camber out of spec.		PI	X	PRB
			SS		
CURRENT CONDITION			START DATE:	10/15/18	FINISH DATE:
			2/25/19		
TARGET CONDITION	Install a camber straightener inline at the CTL to insure material is always straight and eliminating the need for 1-2hi repairs.				
IMPLEMENTATION PLAN	<ul style="list-style-type: none"> <li>- Invite salesman from P/A industries to recommend and quote a modified wire straightener. Poor communication and follow-up from this vendor.</li> <li>- Contacted Durant Tool Company but their design is not suitable for this project.</li> <li>- Rich and Len visited Mickey Perez at USW. He showed us that they use the P/A model with custom rolls they make in house.</li> <li>- Mickey found a old frame which Dan Dimattia and Rich reconditioned.</li> <li>- With the the experience and guidance of Mickey, Dave and Victor the team decided on edge roll size and groove geometry.</li> <li>- Rich and Dan Dimattia made solid base from spare parts.</li> </ul>				
ROOT CAUSE ANALYSIS	<ul style="list-style-type: none"> <li>- It appears the orders are being processed in such a way to reduce the chance of camber.</li> <li>- The next order will be monitored at slit before being sent to skiving processor.</li> <li>- The repairs on 1-2hi are trial and error which result in wasted time and high scrap.</li> </ul>				
					

Team: FRANK, Ricardo, MARK, CHAD, Jason C, Bill  
Start: 1/17/20

Kuizen ~~...~~ Improve pit stops

Hand 5 coils 0.13-0.14 X 0.465 and 0.71 below target profit %  
skiving operation is the bottleneck

TC ~~...~~ 3 sets per shift

IC ~~...~~ 300# = 36000 feet 2x time = 53 mins for 1800# (72000 feet/hr)  
440 minutes shift / 2.3 hrs = 7.5 hrs (1.3 hrs per shift runtime)

Welds go on bld - PM  
Bridle system 19 mins  
FAST 6.5 mins 30-4

~ Pit stop Activities ~

Type	Owner	Lead	Status	Notes
Reliable Grick	C	Ricardo	1/11	Flash
Camera ban out	C	Chad	1/23	Flash
Control mix heat?	C	Mark	1/23	Flash
Control mix heat?	C	Mark	1/23	Flash
Extend M/L (P/D) - 10 min	C	Ricardo	1/11	Flash
Slitter 8 - consistent	C	Mark	1/23	Flash
Feeder edge	C	Mark	1/23	Flash
Shaving Removal	C	Mark	1/23	Flash
Helper Stacked Work	C	Chad	1/23	Flash
Feeder 200# Reels	C	Mark	1/23	Flash
Develop Dashboard network	C	Frank	1/23	Flash
Too many Labels	C	Ray	1/23	Flash
Waste proof welding	C	Mark	1/23	Flash

Welds: Spool Size - always SOD

RE ~~...~~

Die that's good to 31K?? Inhouse don't last  
Tom  
55  
Re-engineer shoving tank  
Weld table?











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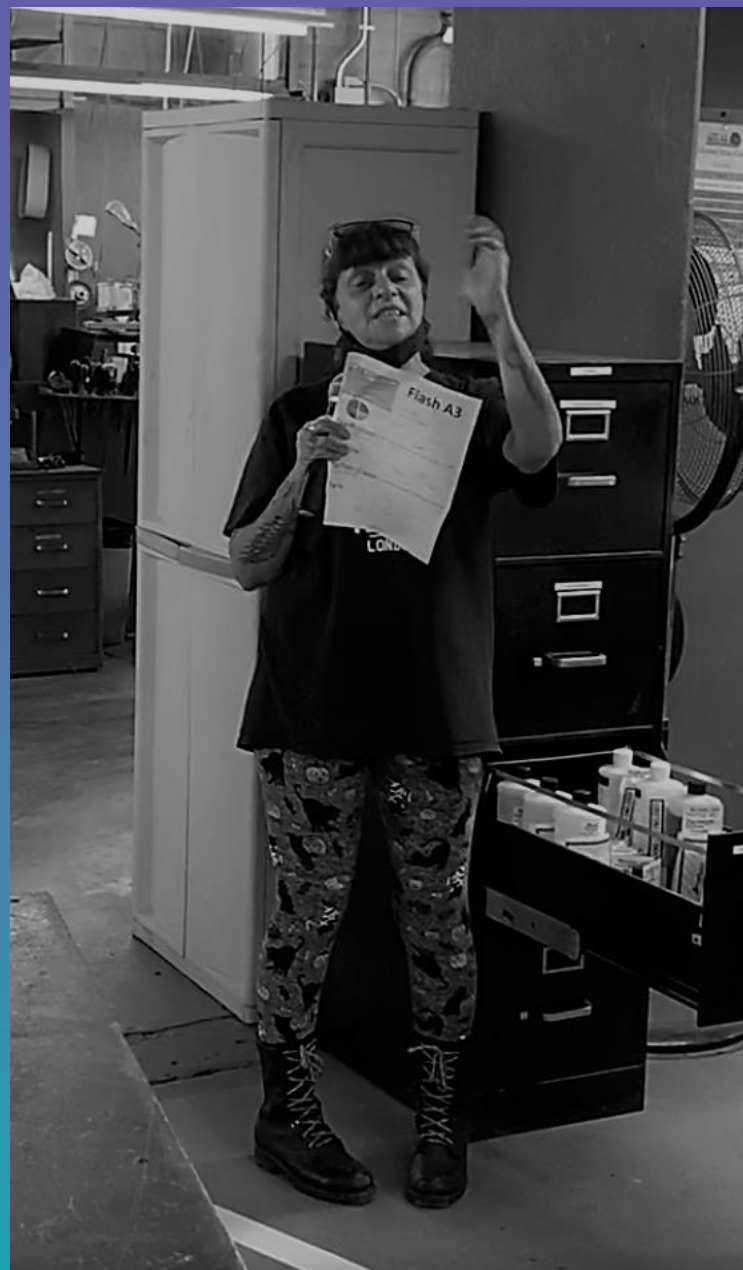
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# Learning

- Learn by doing-A3
- “Make problems visible and the root of organizational learning”
  - Pay tuition once
  - Safety, NCR, CAPA, Complaints
- LEAN tools



# Dashboard Metrics

- 3 or 4-good starter set
  - Productivity
    - SPLH
  - Inventory
    - Valuation
    - Turns
    - Average stock days
- OTD
- Scrap







*Start Monday  
Thank you!!!!*

