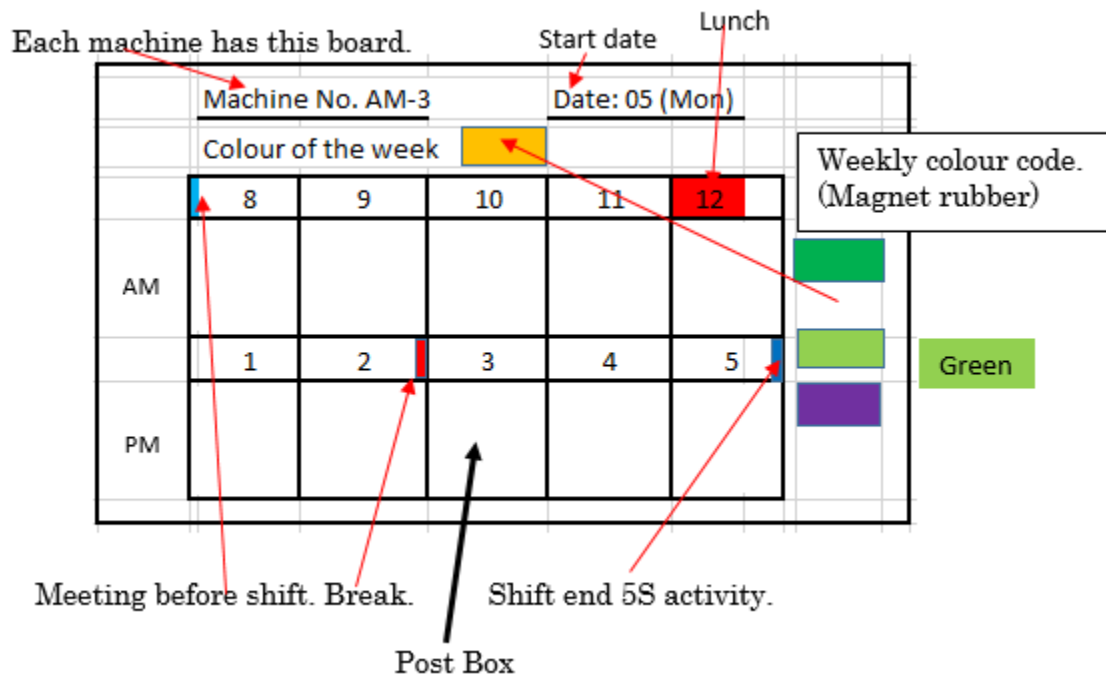


## PROCESS REFLECTIONS

### Setting Daily Timing

As I have taught, the concept of 5-S is not practiced daily in all four elements, but only in three of these elements: seiri (consider the plan-of-the-day), seiton (get everything needed to the place that it is needed), and seisou (routine cleaning). Here is a picture from a workstation planning level:



This planning detail is at every machine or workstation. While the detail of each day is specified, there is freedom within each workstation to manage accomplishment of the work – AS LONG AS ITS CONTROL BOARD SHOWS NO DELAYS OR DEFECTS. The Control Board and management by Andon will be subjects of the next two reflections. The Control Board and Andon systems use the other three colors noted on the right side while the weekly color relates to the long-range planning board.

### Reflective Questions:

1. Note how little time is given at the start of the day to “seiri-seiton” and at the end of the day to “seisou” – why is it so difficult to get work teams to plan their days with this in mind?
2. How to balance the worker’s need for “freedom to operate” and production planning demand to control the flow of work to meet a stable and predictable demand?

### Lesson to be Learned:

Learning how to create balance (wa) is essential so that workers and managers agree on the tempo of production and collaborate to meet the demand required without creating worker overload or a burn-out situation.

Gregory H. Watson