

Study Guide: Daily Management System



What is a Lean Daily Management System and what is its purpose?

- Aims to help us serve our customers by doing our best work on a daily basis
- Like any management system it should help us achieve our goals
- Helps build a set of habits so that Lean thinking and practices become second nature
- Encourages organizations to identify opportunities for improvement on a daily basis
- Helps organizations identify and eliminate waste in their processes, thus improving efficiency and reducing costs
- Promotes the establishment of standardized work procedures and practices. By ensuring that everyone follows consistent processes, it becomes easier to identify deviations and areas for improvement
- Involves visual management systems such as daily huddles, performance boards, and scorecards. These tools provide real-time visibility into performance, making it easier to spot issues and address them promptly
- Encourages team members to take ownership of their work and outcomes. Through daily meetings and regular check-ins, individuals and teams are held accountable for their performance and progress toward goals

- Helps ensure that daily activities are aligned with the organization's strategic objectives
- Integrates structured problem-solving methods, such as the Plan-Do-Check-Act (PDCA) cycle, to address issues and make data-driven decisions
- Helps organizations build a sustainable culture of continuous improvement. This ensures that gains are maintained over the long term
- Helps to Coach and develop people

Other terms used to describe a Daily Management System:

- Managing for Daily Improvement
- Performance Management System
- Floor Management Development System (FMDS)
- Lean Management System
- Daily Management

No matter what you call it, these systems all have in common the following:

- Performance status displayed visually in the workplace
- People huddled regularly in small groups to review the status
- Escalating and solving problems
- Leaders going to check on processes, coaching and developing people

The Four Building Blocks of Daily Management System and the 7 Essential Enablers

The 4 Essential blocks to building a Daily Management System are:

1. Daily Accountability process

- Daily cleaning and checking of equipment
- Daily safety reminders
- Shift start-up meetings
- Morning all-hands meetings
- Daily team huddles
- Tiered accountability meetings

2. Leader Standard Work

- Leaders check on their teams
- Status of progress on the day's work
- Confirm that process standards are being followed
- Find opportunities to coach and develop people

3. Gemba Walks

- Identify opportunities
- Develop people
- Learn about the day-to-day operation

4. Process Confirmation

- Check the integrity of the process standards in a scheduled and randomized manner

These routines are time based and involve everyone in the organization. They help understand how the organization is doing and what can we do to help

The 7 essential enablers to building a Daily Management System (prerequisites that help the management system function)

1. Team size and span of control for team leaders
2. Key Performance Indicators (KPIs)
3. Standard Work
4. Visual Controls
5. Escalation Systems
6. Practical problem solving
7. Coaching