

QUESTION	ANSWER
<p>How much should customers be involved in the Lean process?</p>	<p>Chris Owen, SMMT: It's important for customers to have input as you are not uniquely qualified to say if you are competitive or not. You have to see the situation from their view and get feedback. Open communication and market research is important to offer different definitions and opinions.</p>
<p>So in a business consultancy scenario, how do you level your own perception with that of the customer?</p>	<p>It's like going to your GP – you think you know what is wrong but it may be something else. You consult the GP because you have a problem and you may not have all the tools to solve it. It's the GP's job to see if a 'headache' is just that or symptomatic of something more serious.</p>
<p>Where does 6Sigma sit within Lean & Automotive?</p>	<p>There are generally three tool sets in use: Lean = zero waste principle, TPM (Total Production Maintenance) = zero losses principle, 6Sigma = zero complication</p> <p>You need to pick the right tools for the job, not just follow a rigid recipe.</p>
<p>The Signalling data exchange format took Network Rail 11 years to agree. How far does a data exchange format need to go?</p>	<p>Often one can use too much where change may not be so necessary. A small project does not need a 6Sigma process, for example. You need to educate the leaders/management to use the process effectively and efficiently.</p>
<p>Sustainability of any change is key. If you do not sustain the treatment the problem returns. Change must be resilient.</p>	<p>You need to <u>equip</u> the workforce to work in a different way or they won't. Bosses have to keep checking that all is going OK in a non-threatening way too and to involve the workforce in the change.</p>
<p>Does that connect into "the customer"? What if customer not thinking about the whole quality & value thing?</p>	<p>The whole change process should make sufficient sense to the customer that they see that as central. Trade Associations should help bring these situations together. They can help get customers' needs on the table. Competitive means different things to different customers and OEM views can be pulled together for the greater benefit to the industry.</p>
<p>What would be your overall message to the RSG & the rail industry?</p>	<p>So much activity is the same but is branded differently for different industries. Rail could benefit from consistency. TRLs for manufacturing should be consistent. Supply</p>

	<p>chain development processes have been agreed between aero and automotive, so perhaps rail could do so too.</p> <p>chris.owen@industryforum.co.uk</p>
<p>How do you get the stick-in-the-muds on board?</p> <p>The workforce is starting to become inclusive though. For years British culture has labelled its 'blue collar' workforce and looked down on them. It's gradually changing and to have some respect for the shop floor.</p> <p>Did you lose people who would not change for anything?</p> <p>Understanding the talent in the business is key to that though. The process surely does not want to lose exceptional talent if some are anti-change.</p> <p>Looking further down the supply chain; T3/T4, etc. our industry needs to work on resilience. Suppliers are quoted as 'partners' but really are just suppliers...</p>	<p>Steve Boam, KM&T:</p> <p>They have to have involvement in the decision process. Information on safety & what it will achieve is always a strong starting point. The engagement process is absolutely key: start by focusing on taking away some of their problems, and start simply.</p> <p>Agreed. Even just a few years ago the shop floor and the rest had separate car park areas in many places.</p> <p>Generally 5% will do anything you ask, 5% will never change and they get a lot of the focus unfortunately. It gives management the chance to get them out though, whether that's good or not.</p> <p>Lean can get a bad name – 'Lean in, half the workers out..!' This is not due to Lean itself but what the company may need to do to be competitive. Lean is just part of the implementation.</p> <p>If OEMs are not doing Lean well it affects further down their supply chain. Also, they should invest, form proper relationships and take cottage industries with them as they grow. We don't share success well.</p>
<p>Is there an opportunity for the supply chain to buy into your OEM scheme?</p>	<p>Lee Poyner, Alstom:</p> <p>Yes, in the future. We can see the benefit of having everyone singing off the same hymn sheet. We will have an Academy for the supply chain, with recognised training & apprenticeships (currently in its planning stage). This will embed objectives and educate students / trainees in the whole process.</p>

<p>How do a lot of smaller SMEs square this off against time constraints, pressures of business etc?</p>	<p>We will work to establish the standards as benchmarks. Everyone will have to go through a 2 week induction through the academy with a Lean emphasis as a baseline.</p>
<p>What about Policy deployment – clear instruction and guideline from the top?</p>	<p>There will be a 3 week training course delivered at Director level to work on projects and get the benefits.</p>
<p>Network Rail have the same problem – time. New bosses came up with weekly sessions where management/supervisors/engineers had to visit the line and see work for themselves. Encouraged others to make time for this.</p>	<p>Change is needed, so this simply has to be prioritised. Planning is key. We as an industry need to adopt a ‘spend to save’ strategy. Once it gets started Lean has a knock on effect and evolves to fit the business.</p>