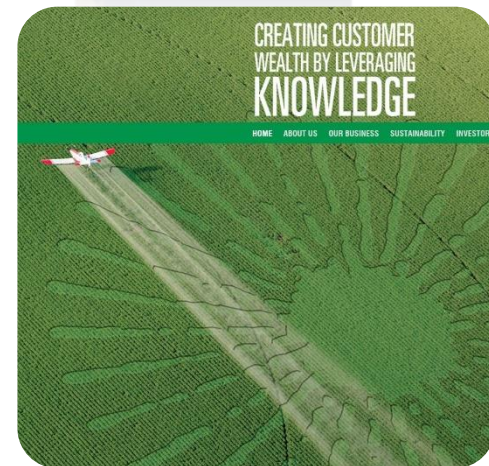


X factor in LEAN implementation

28 Nov 2017





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LIQUIDS

X factor in LEAN implementation

28 Nov 2017



History on LEAN implementations

Unfortunately not all change interventions are successful:

- Book Good to Great, Jim Collins 11 out of the 1435 organizations sustainable performance improvements.
- Survey conducted by Industry Week in 2007 only 2% lean program achieved their anticipate results
- Other studies 67% of TQM interventions fade away after two years,
- 30% of IT projects are cancelled
- 50% of IT projects exceed their budget by 200%

Clearly, the global change track record does not look too promising!

It is easy to blame unwilling employees, but it is a fact that human beings resist change when it is imposed.

Some differences on LEAN implementations

Tools as deliberately practicing a routine for continuous improvement:

- How to develop solutions
- Coaching (questioning)

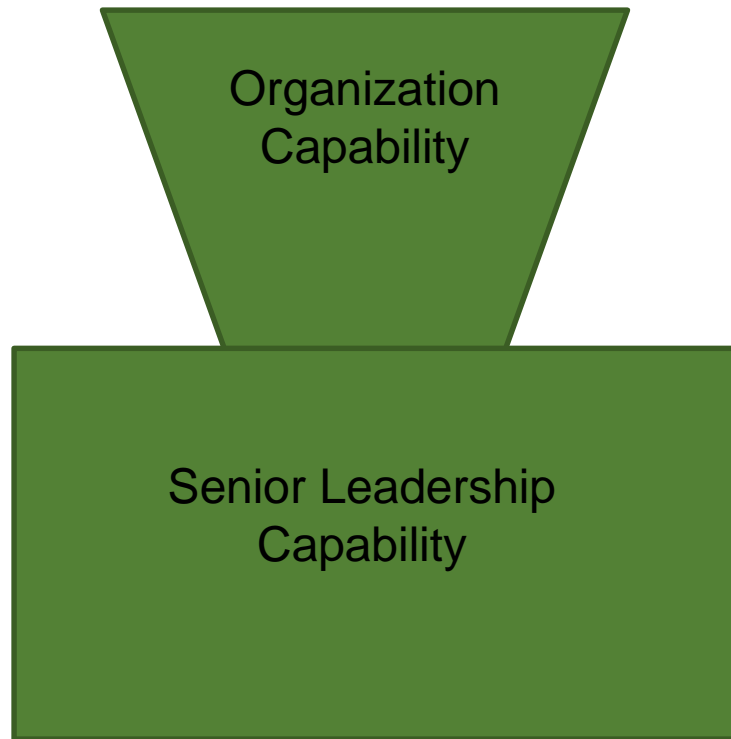
Selecting people for the business:

- Western business - with good innate work/management characteristics (habits)
- Toyota – focus on openness to learning then the later

“When we look at lean in this way it is not only a set techniques for eliminating waste, but a process by which managers as leaders develop people so that desired results can be achieved, again and again – Coaching people in practicing an improvement tool or methodology – Jeffrey Liker, Ph. D, Mike Rother”

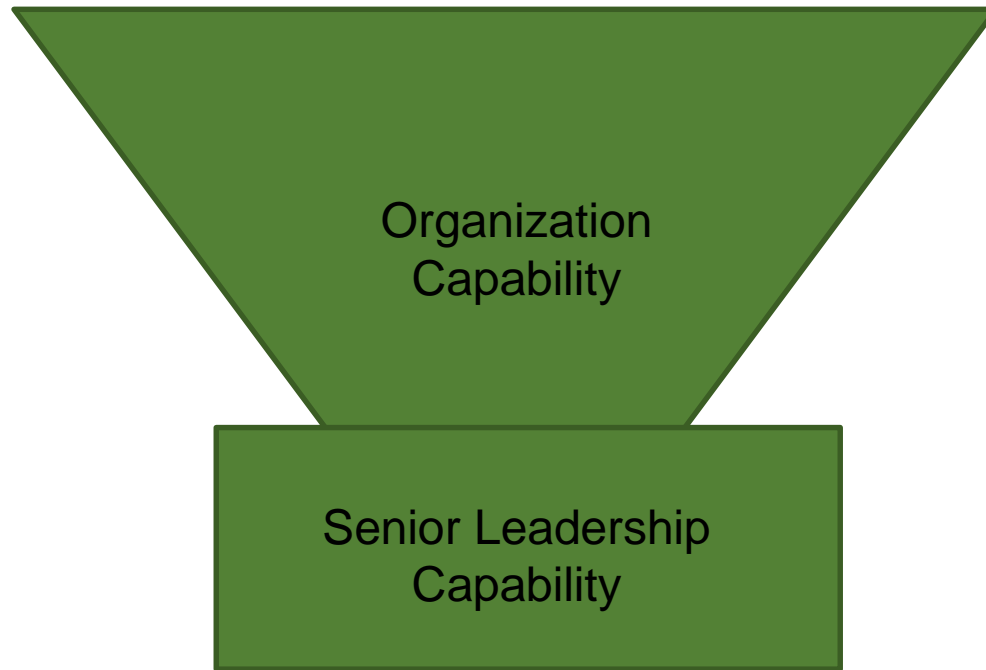
What makes the difference

Leadership is leading and running the business

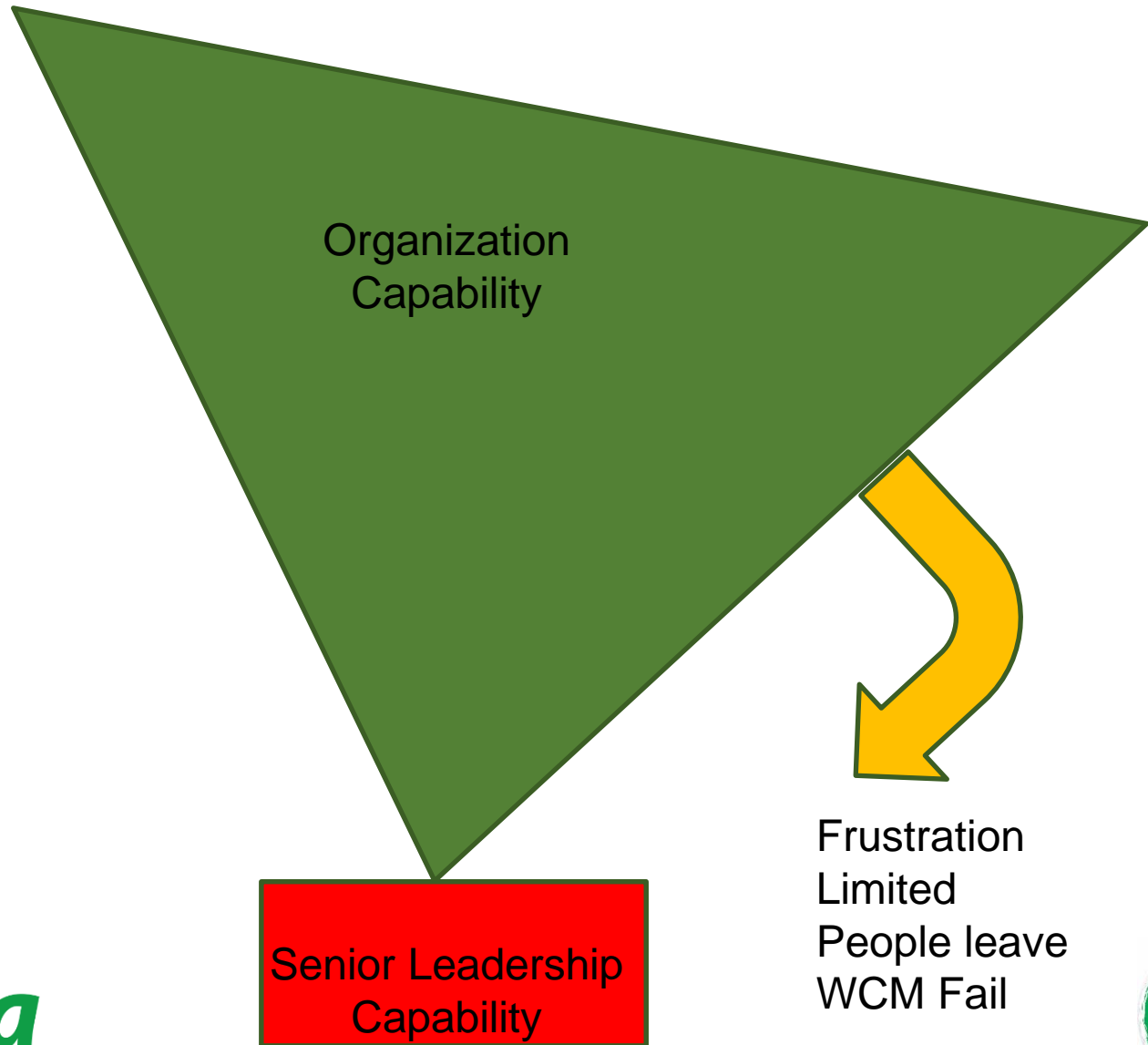


What makes the difference

Good business - healthy – creates growth - Expand the organization



What makes the difference



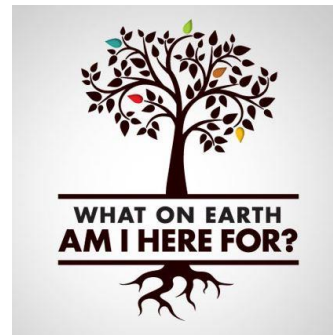
Key Motivations Behind Work

Purpose Driven

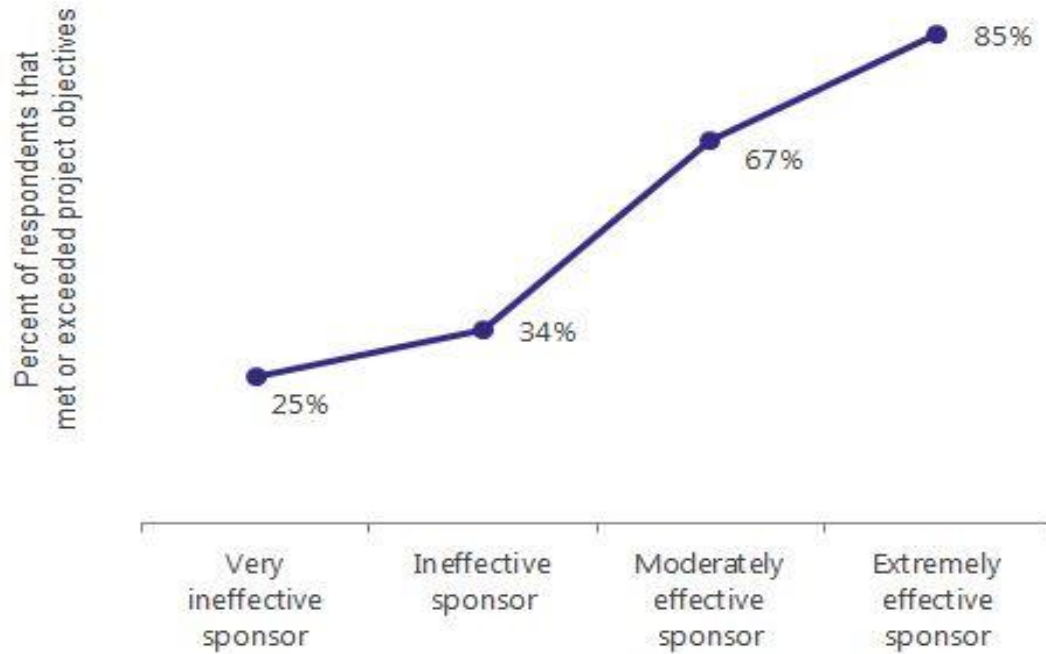
Philanthropy Driven

Passion Driven

Pay check Driven



Active and visible senior leadership is critical to success



Sponsor effectiveness –
Impact on meeting project objectives

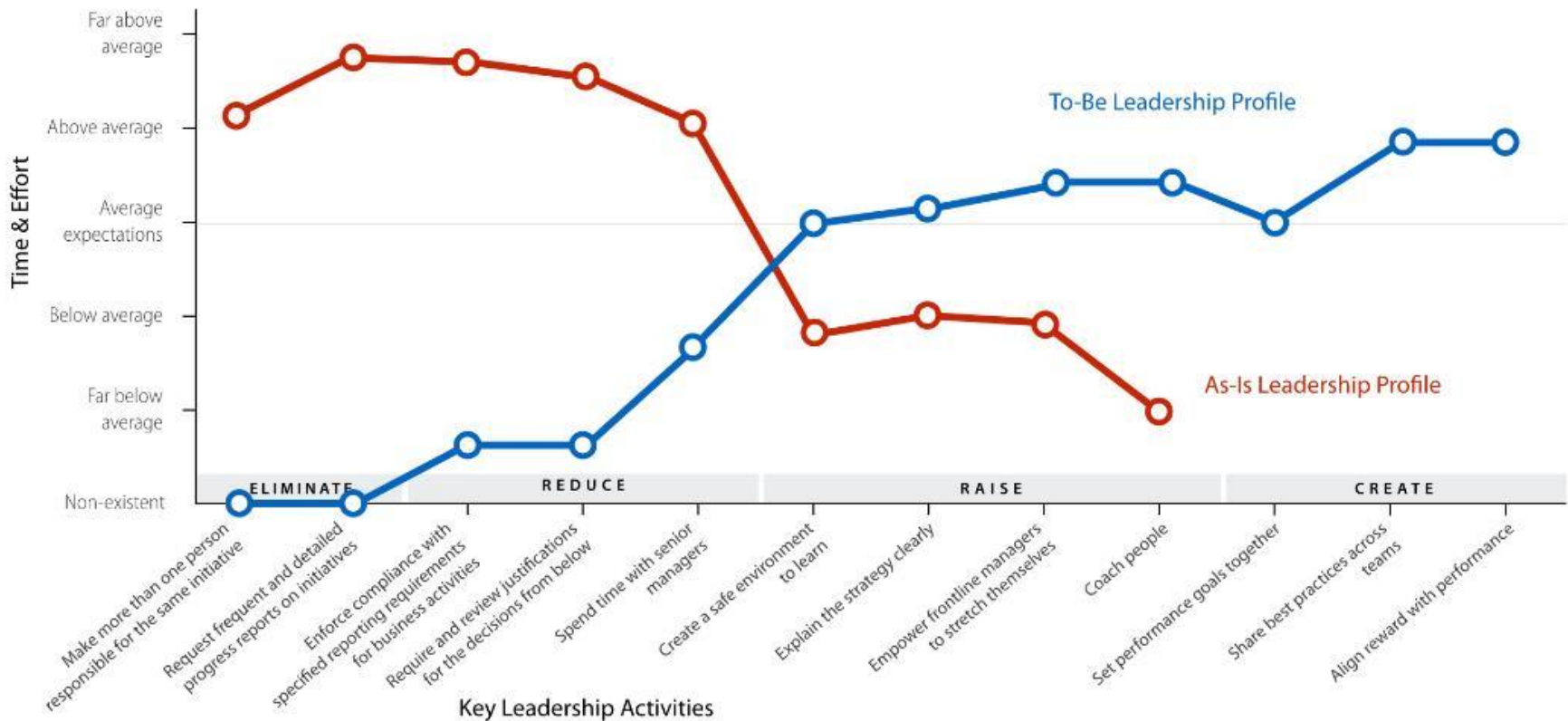
Copyright © Prosci 2014. Best Practices in Change Management – 2014 Edition.

- Supporting change by giving consistent attention to the change and the need for change management
- Championing the change by leading and motivating others in the organization; being the face of the change
- Making effective and influential decisions regarding the change, including the ability to align priorities among other leaders in the organisation
- Maintaining direct communication with the project management and change management teams and being accessible during the change

AS IS and TO BE management actions

The To-Be Leadership Canvas of BRG's Middle Management

Tagline: Liberate, Coach, and Empower



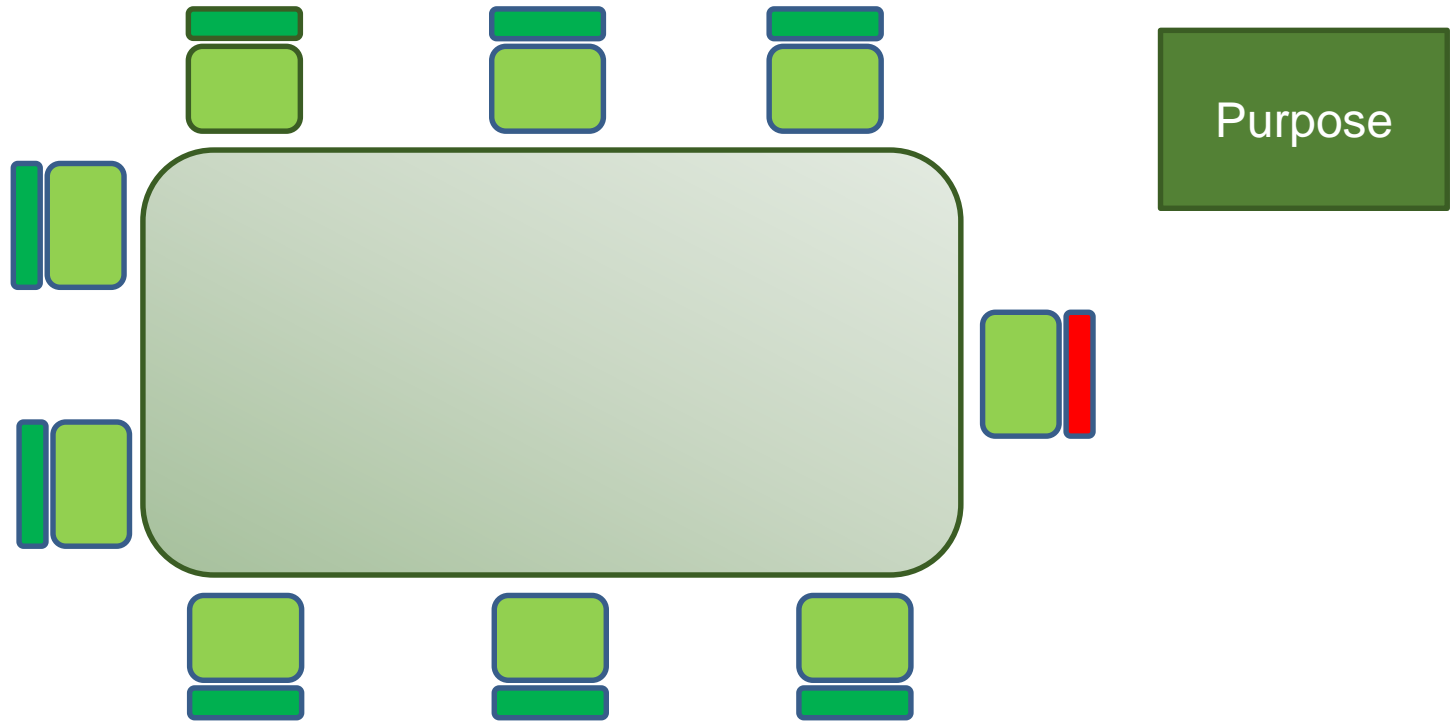
My/Company journey



Different TOOLS



Structures: Laissez-Faire



0. Meetings: Direction?/Laissez-Fair



Ask the guy at the back

Are we nearly there yet?

Where are we going?

Realization

I thought we following you?

Structures: Laissez-Faire



1. Meeting: Direct Coaching



Leading

Structured....



Operator to Operator (Shift Handover)

Operators meet when they hand over shift

Discuss problems in area of work

Discuss KPI's of equipment

Highlight areas of concern

Structured....



Operator to Operator (Shift Handover)

Operators meet when they hand over shift

Discuss problems in area of work

Discuss KPI's of equipment

Highlight areas of concern

Shift meeting

Issues from previous shift

Problem areas and set priorities for shift

Review performance & set targets for the shift

Assign actions

Structured....



Operator to Operator (Shift Handover)

- Operators meet when they hand over shift
- Discuss problems in area of work
- Discuss KPI's of equipment
- Highlight areas of concern

Shift meeting

- Issues from previous shift
- Problem areas and set priorities for shift
- Review performance & set targets for the shift
- Assign actions

Daily operation review (DOR)

- Review of KPI's for department UV, Availability, Run-rates
- Review previous day losses
- Verify problem solving actions
- Highlight areas of concerns
- Set priorities for the day

Structured....



Operator to Operator (Shift Handover)

- Operators meet when they hand over shift
- Discuss problems in area of work
- Discuss KPI's of equipment
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Shift meeting

- Issues from previous shift
- Problem areas and set priorities for shift
- Review performance & set targets for the shift
- Assign actions

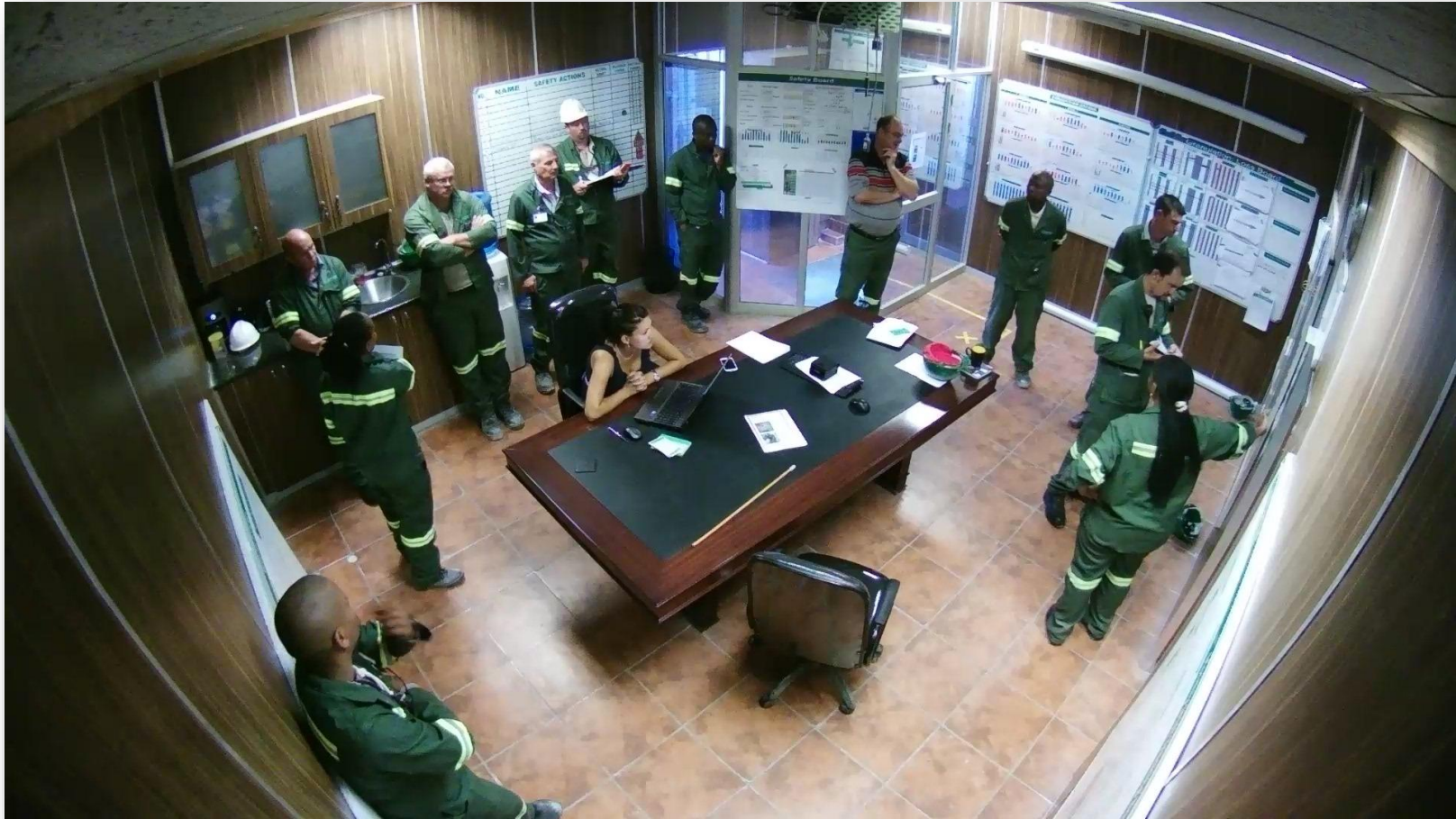
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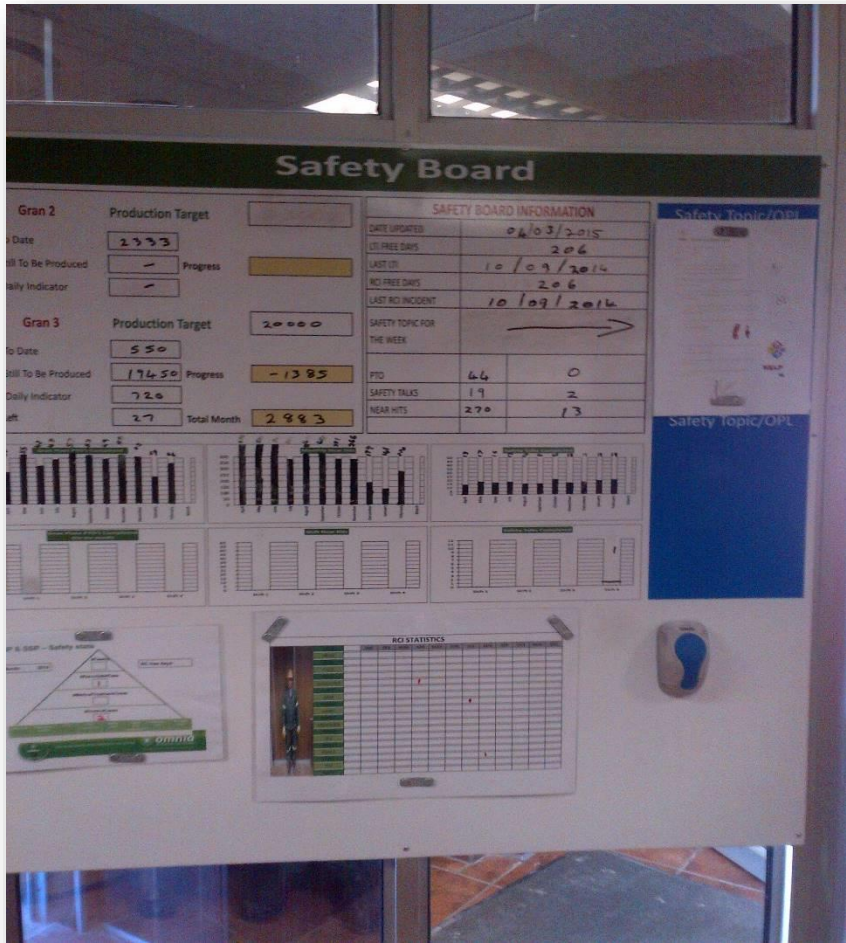
WOR/MOR

- Overall performance
- Feedback from all teams
- Review losses
- Actions assigned to teams to correct losses
- All meetings can delegate up or down

Structure: Disciplined



Structure: Disciplined



Structure: Disciplined

| Long Term Actions | | ACTIONS (< 1 WEEK) | | | |
|-------------------|------------------|-------------------------------------------------------|--------------|----------------|---------------|
| NO. | NAME | ACTIONS | ACTUAL START | PLANNED FINISH | ACTUAL FINISH |
| 1 | Johan du Plooy | Include SSP on AM boards | 05/02/15 | 06/02/15 | P C A |
| 2 | Bessie | Send OPL to Gran (direction checks) | 05/02/15 | 06/02/15 | P C A |
| 3 | Johan DP | Plan B WRT Projector | 05/02/15 | 15/02/15 | P C A |
| 4 | Nozi | MOC FOR air PULSE for dog hopper | 05/02/15 | 06/02/15 | P C A |
| 5 | JOHAN | SUPER STORAGE GANS SORTED OUT | 05/02/15 | 15/02/15 | P C A |
| 6 | Nozi | ANALYSE MCP QUALITY FA014 | 24/02/15 | 10/03/15 | P C A |
| 7 | Rawland Nozi | Call Bagtech CEO Feedback | 25/02/15 | 29/02/15 | P C A |
| 8 | Process Leader | PROCES OPL STARTING EQUIPMENT (beam) | 05/02/15 | 20/02/15 | P C A |
| 9 | Johan | Removal of Scrap Metal Gans | 02/03/15 | 06/03/15 | P C A |
| 10 | Johan | Different Grade Inspections | 04/03/15 | 26/03/15 | P C A |
| 11 | Johan | REVISION OF TAG LIST | 03/03/15 | 13/03/15 | P C A |
| 12 | JACO | MOC FOR SIREN ON KN | 26/02/15 | 06/03/15 | P C A |
| 13 | Johan D. Plooy | Inspection STA on Suction Shaft (Pump) | 19/02/15 | 10/03/15 | P C A |
| 14 | | | | | P C A |
| 15 | Nozi | Replace flap with battery valve | 03/03/15 | 13/03/15 | P C A |
| 16 | XOLO | CHECKLIST FOR DIRECTION OF MOTION GPs, GPs & SSP | 04/03/15 | 24/04/15 | P C A |
| 17 | XOLO | FIND OUT WHY OFF DOWNTIME WAS NOT USED IN SSP | 04/03/15 | 05/03/15 | P C A |
| 18 | JOHAN DP | COMMUNICATION ON ALL PAPERS TO BE MAILED WHEN SENDING | 04/03/15 | 05/03/15 | P C A |
| 19 | | | | | P C A |
| 20 | Johan (con role) | Change narrative on MOC every Thursday | 04/03/15 | 26/03/15 | P C A |
| 21 | | | | | P C A |
| 22 | Schuur de P | Green Label WRT (grading OPL Planning) | 24/02/15 | 11/03/15 | P C A |
| 23 | Baba F Fickie | Check Sheets (Commissioning & DeComm) | 24/02/15 | 15/03/15 | P C A |
| 24 | | | | | P C A |
| 25 | | | | | P C A |

GRANULATION: Monthly Shift Tracking Board

Top 10 Tags completed

| NO | Name | Action | P | D | C | A |
|----|---------|-------------------------------------------------|---|---|---|----------|
| 1 | Diverse | Check Gauger not reading (from handbook) | | | | 06/03/15 |
| 2 | Chris | Two 1150s not working in (350) Area | | | | 06/03/15 |
| 3 | Chris | Gauges hanging loose around cyclones | | | | 06/03/15 |
| 4 | Chris | Steam is leaking on the Valve (After Steam) GPs | | | | 06/03/15 |

Shift 1, Shift 2, Shift 3

2. Cultivating leaders



Results + Confidence

Formal Process - Approach



KPI Setting Process



Problem solving

Change How
People
think
act
&
learn over time

Course of Continuous
improvement

Tagging



Tracking of Activities Impact



Rewarding

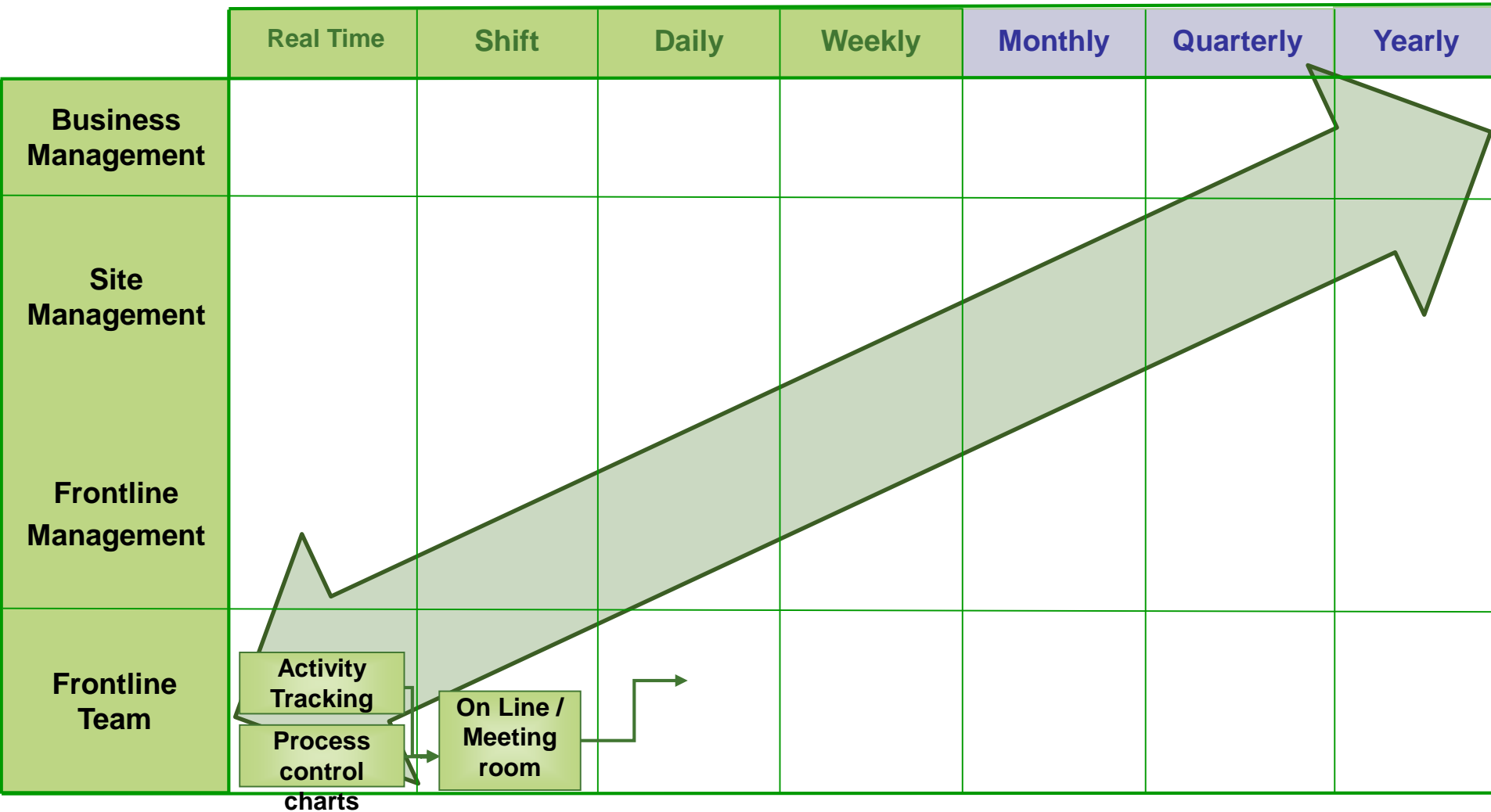
Characteristics

3. All Leaders – Self driven



Sustainable results

All driven connected



charts

Management routines

standard work

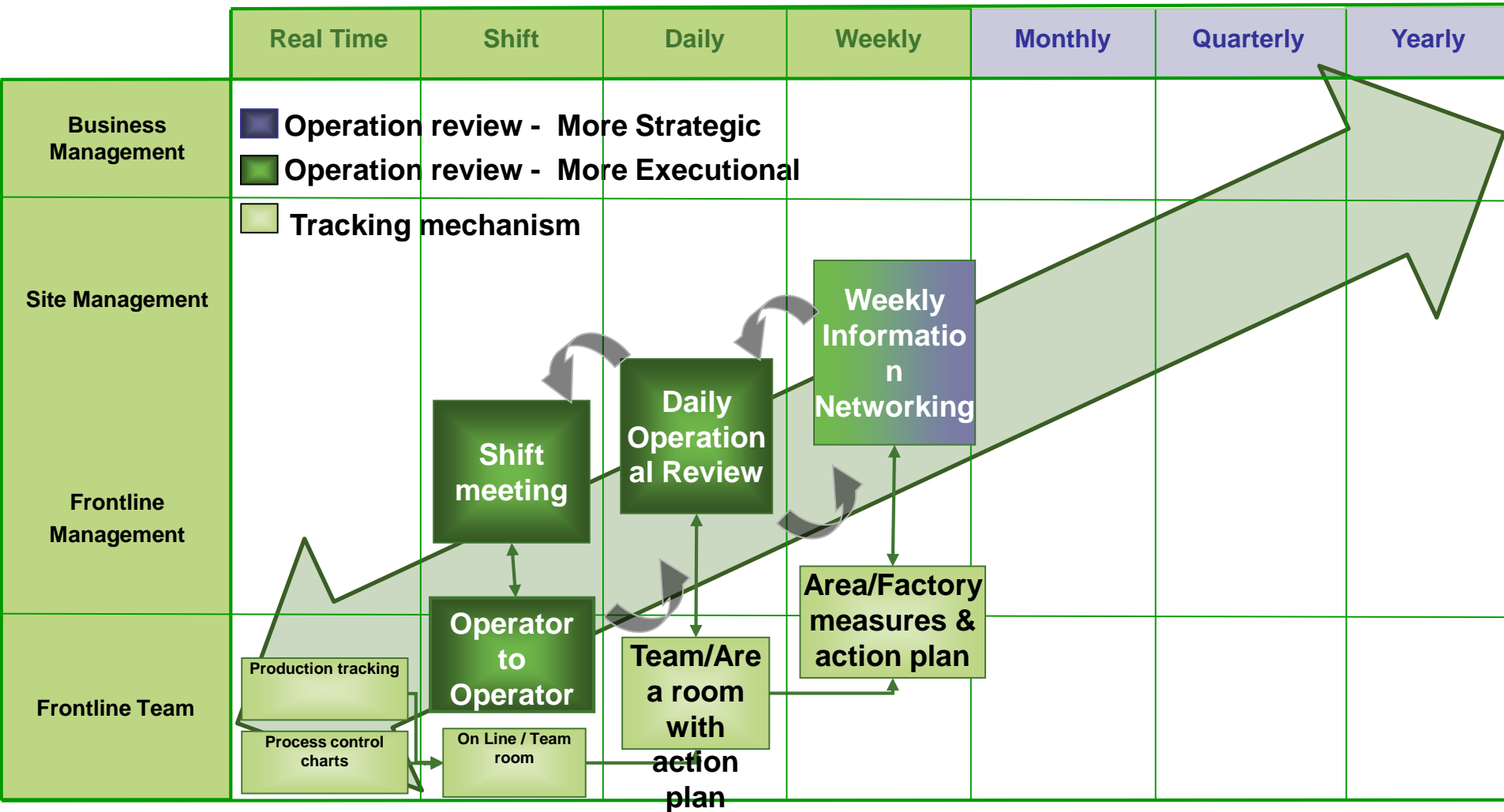
Improvement



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All driven connected

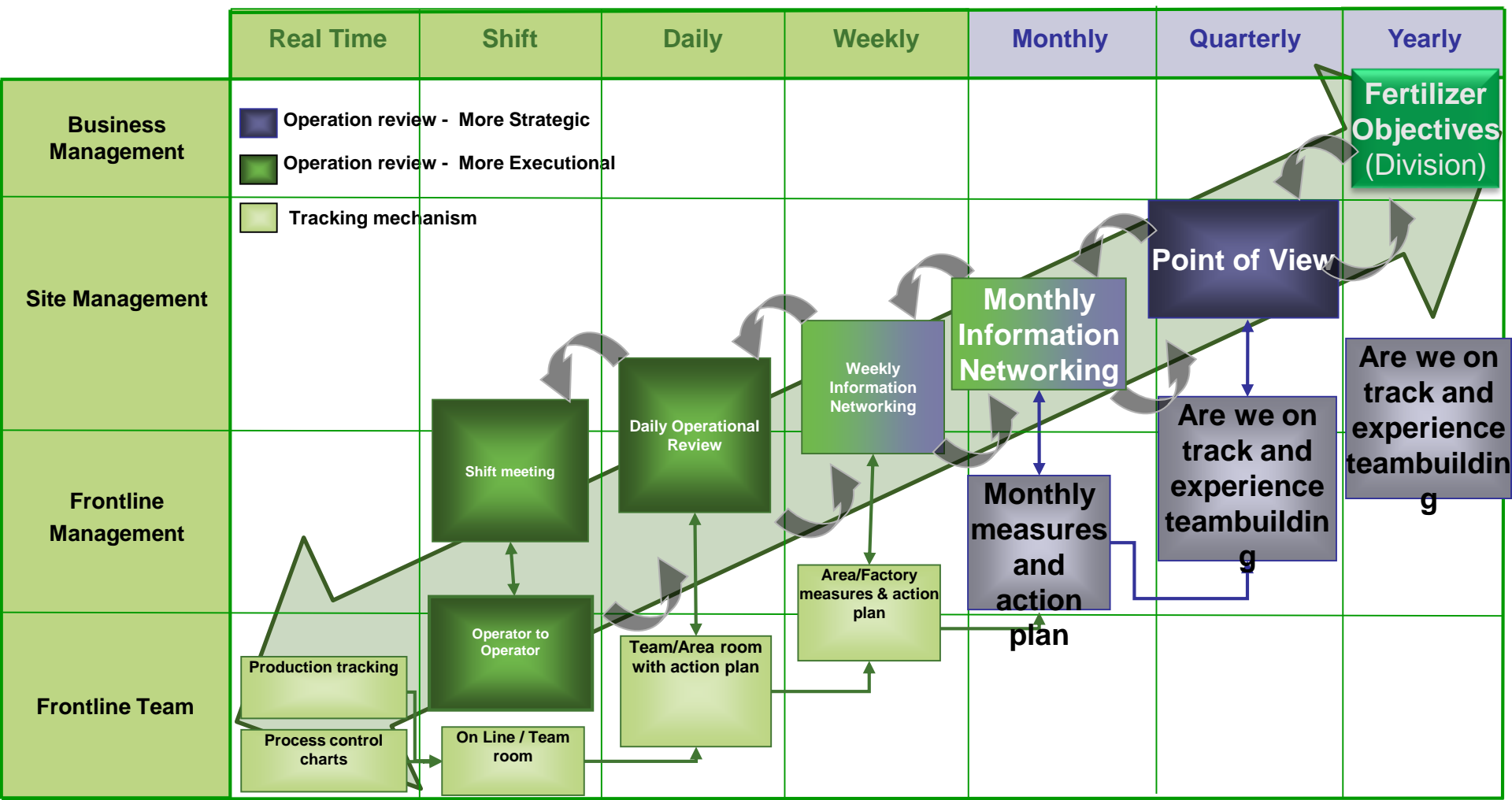


Management routines

standard work

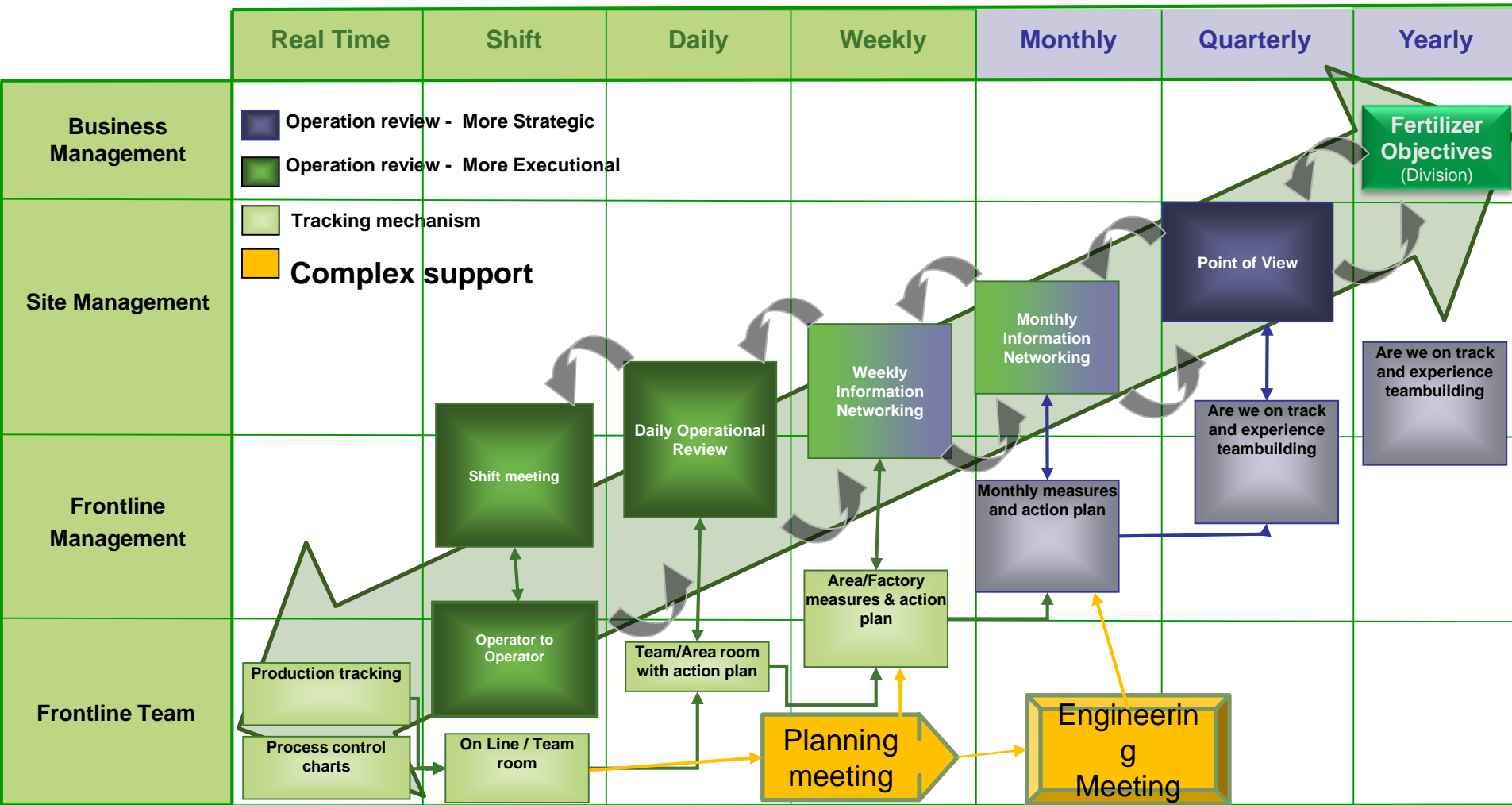
Improvement

All driven connected



Management route **standard work** **Improvement**

All driven connected

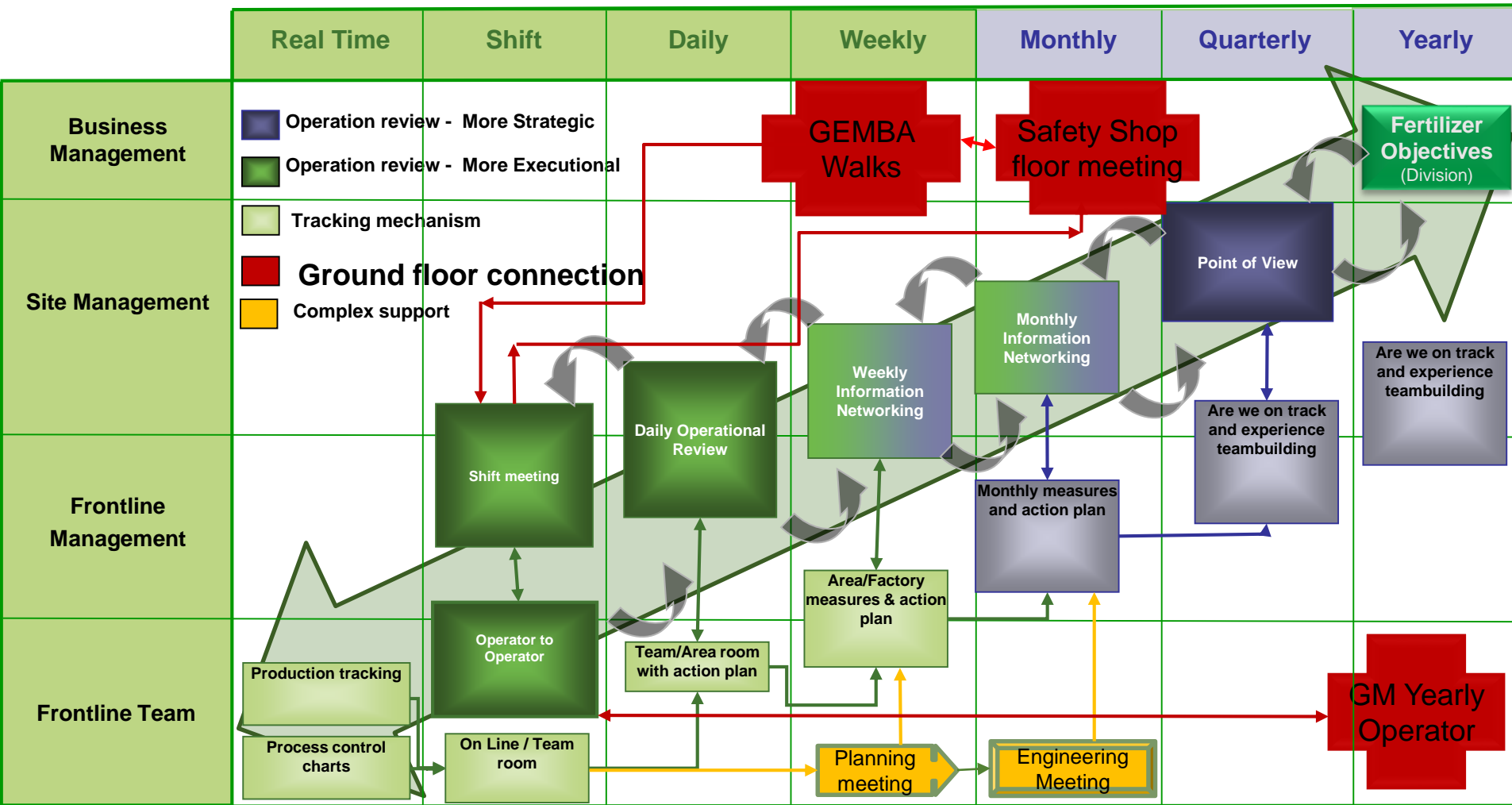


Management routines

standard work

Improvement

All driven connected



Engaged – All meetings include



Engaged

Big Picture
&
Understand
Impact



PURPOSE



AUTONOMY

Responsibility



MASTERY

Personal
Growth



NETWORKS

Linked
upwards
downwards

Engaged

My/Company journey

Autonomy



Achievements

Testimonials



Key Success Factors

- Management understanding and commitment
- Buy-in and participation from all key stakeholders
- Effective deployment of strategy
- Line management accountability
- Effective facilitator support — expertise and focus
- Rigorous loss and waste analysis with aggressive targets
- Effective pilot activities
- Sharing and promoting successes
- Effective measurement of improvements
- Effective use of consultants
- Step-by-step implementation process
- Active HR involvement — 'it's a people deal'

John Kotter's eight steps to lead change

Reasons why Change Initiatives Fail

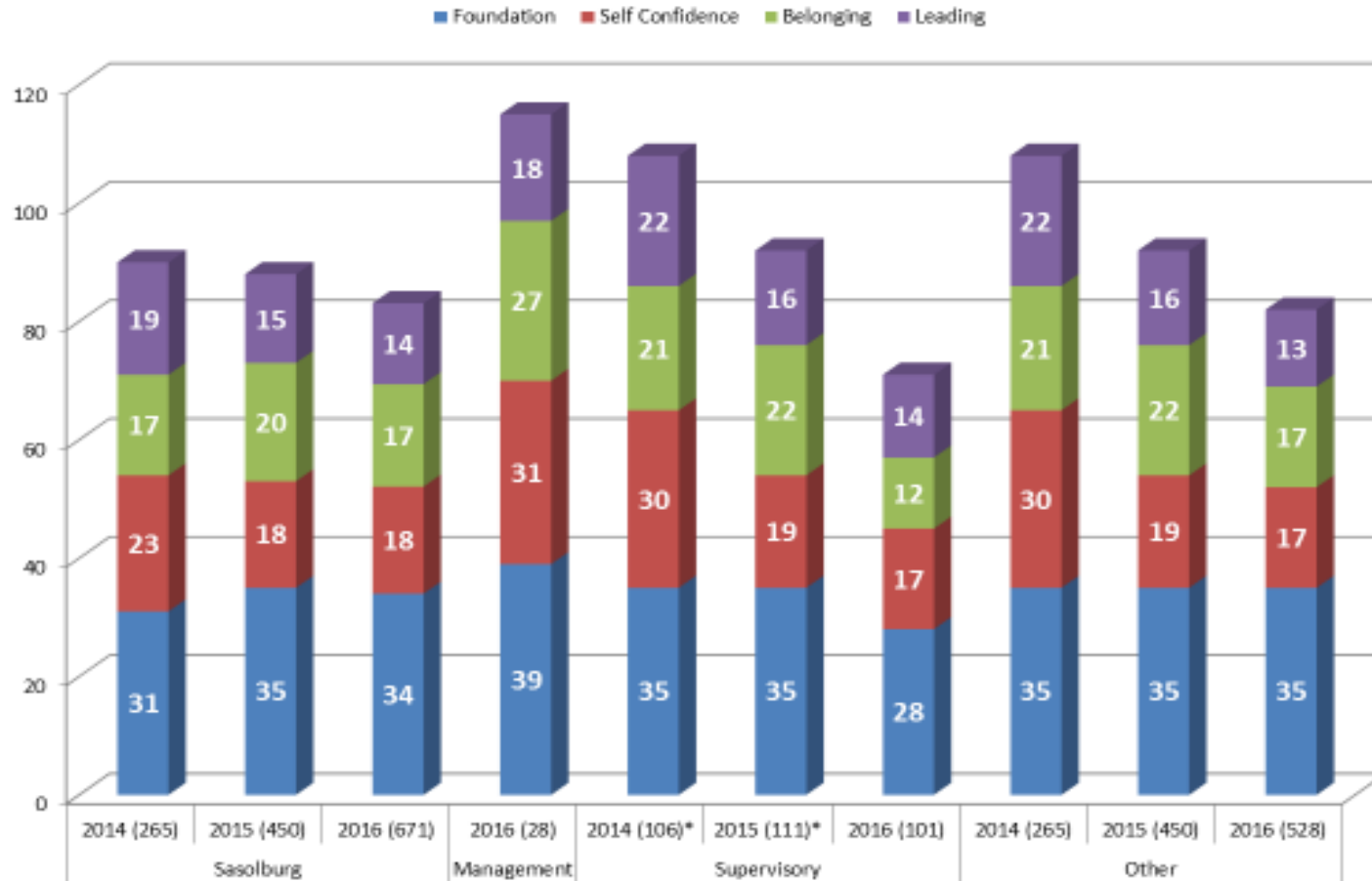
- Not establishing a great enough sense of urgency
- Not creating a powerful enough guiding coalition
- Lacking a vision
- Under-communicating the vision
- Not removing obstacles to the new vision and not empowering people to act upon it
- Not systemically planning for and creating short-term wins
- Declaring victory too early
- Not anchoring the change in the corporation's culture

Steps to Manage Change

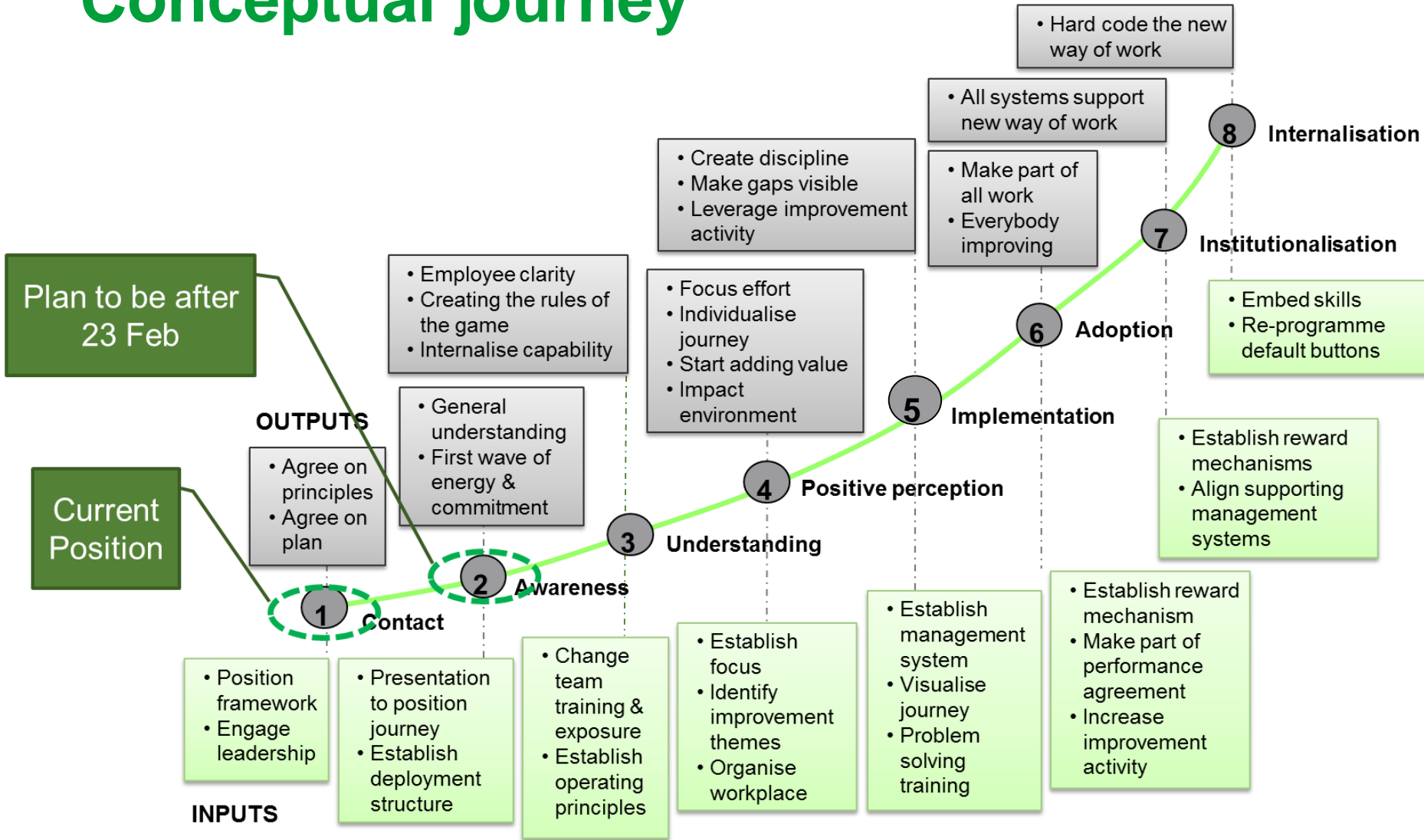
- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a compelling vision
- Communicate the vision to everyone
- Remove the obstacles and empower others to act on the vision
- Plan for and create short-term wins
- Consolidate improvements and produce still more change
- Entrench the change

Pulse survey results – Oct 2016

Omnia Sasolburg Pulse Check 2016 - Job Function - Strongly Agree (%)



Conceptual journey



Typical Implementation Structures

