A Factory of One
Or,
Where Did My $@#$&! Day Go?
Bad layout
Long changeovers
Bad training
Machine breakdowns
Transportation delays
Poor material quality

The Sea of Inventory (Mar Inventarium)
The Sea of Time (Mar Tempore)

- Email
- Lousy meetings
- Interruptions
- Slow software
- Changing priorities
- Lack of organization
What’s the value?
What’s the waste?
Redesign the work.
A typical Toyota assembly line in the U.S. makes thousands of operational changes in the course of a single year. That number is not just large, it’s arresting, it’s mind-boggling. How much have you changed your work routine in the past decade?

- Charles Fishman
Information 5S
Organization
Frequency-based Organization
“One step, one second, one yen.”
Ted Ganio
To: Daniel Markovitz, Kerri Tuuri, Jonathan Wambold <JWambold@camelbak.com>
Cc: Suzanne Waters
RE: I'll be at CamelBak tomorrow afternoon

Dan—
Suzanne is working on getting Part #s documented for all parts needed.

Can you move forward with the required math to determine how much one day shipping? Also, run numbers on kanbans in SDG for monthly.

The Warehouse already and their biggest question will be “How much”

Thanks,
Ted

From: Daniel Markovitz [mailto:dan@timebackmanagement.com]
Sent: Wednesday, April 03, 2013 10:15 AM
To: Kerri Tuuri; Ted Ganio; Jonathan Wambold
Subject: I'll be at CamelBak tomorrow afternoon

Kerri, Ted, Jon —

I'll be working with Ananda and Liz tomorrow afternoon around...

Let me know,
Dan
Standard Work
# Footwear Prototype Review Sheet

## UPPER
- Shoelace length
- Number of eyelets
- Tongue length
- Toe reinf. coverage
- Heel counter height
- Ankle collar height

## MIDSOLE
- Medial density
- Lateral density
- Medial sculpting
- Forefoot undercut
- Heel bevel

## OUTSOLE
- Flex grooves
- First met. head coverage
- Lateral heel design
- Trusstic density
The 4 D’s:

- Dump
- Delegate
- Do
- Designate

(now)

Rich Sheridan

As always, thanks for spreading the good word about Merilo!

Dan —

I would be delighted to connect with you. Feel free to suggest a call or visit. I look forward to meeting you.

Rich Sheridan
CEO, Merilo Innovations
734-223-4303 (mobile) — preferred
734-685-1847 (office)

Check out our YouTube channel:

http://www.youtube.com/user/MeriloInnovationsLLC

[Red box highlighting tasks: Daniel's list]
E-intro

10/23/2012 2:30pm to 3:30pm 10/23/2012 Time zone

All day

Event details

Where

Video call Add a Google+ hangout

Calendar Dan

Description

Karen -

As always, thanks for spreading the good word about Menlo!

Dan -

I would be delighted to connect with you. Feel free to suggest a call or visit! I look forward to meeting you.

Rich Sheridan
CEO, Menlo Innovations
734-223-4303 (mobile) ← preferred
734-865-1847 (office)

Check out our YouTube channel:

http://www.youtube.com/user/MenloInnovationsLLC;

rshe@menloinnovations.com
E-intro


E-mail to Karen, Daniel

Karen -

As always, thanks for spreading the good word about Menlo!

Dan -

I would be delighted to connect with you. Feel free to suggest a call or visit! I look forward to meeting you.

Richard Sheridan
CEO, Menlo Innovations
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734-665-1847 (office)

Check out our YouTube channel:

http://www.youtube.com/user/MenloInnovationsLLC
Right-click on message to open the dialog box
Select Calendar and click OK
RE: Please contact me to set up a training plan - Appointment

Subject: RE: Please contact me to set up a training plan

Location: 

Start time: Thu 5/22/2008 7:30 AM

End time: Thu 5/22/2008 8:00 AM

Reminder: 15 minutes

Show time as: Busy

Original email:
Our last meeting delivered some valuable ideas and insights. I'd like to take the following four ideas and assign teams to dive more deeply into them and generate a list of action items – either for further assessment, or for an implementation plan.

Please see my further notes below:
Our last meeting delivered some valuable ideas and insights. I’d like to take the following four ideas and assign teams to dive more deeply into them and generate a list of action items – either for further assessment, or for an implementation plan.

Please see my further notes below:
Our last meeting delivered some valuable ideas and insights. I’d like to take the following four ideas and assign teams to dive more deeply into them and generate a list of action items – either for further assessment, or for an implementation plan.

Please see my further notes below:
Our last meeting delivered some valuable ideas and insights. I’d like to take the following four ideas and assign teams to dive more deeply into them and generate a list of action items – either for further assessment, or for an implementation plan.

Please see my further notes below:
% Complete & Accurate?

(First-pass yield)
Daily schedule for astronauts (Example)

- Breakfast
- Work check with Mission Control
- 1h
- 0.5h
- 2h
- 4h
- 3h
- 3h
- 2h
- 1h
- Wake-up
- Shower
- 7h
<table>
<thead>
<tr>
<th>STANDARD WORK</th>
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</thead>
<tbody>
<tr>
<td>STANDARD PREP COMPLETED FOR EVERY MEETING</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>START OF THE WEEK:</th>
<th>DURING WEEK</th>
<th>END OF WEEK</th>
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<tbody>
<tr>
<td>1.</td>
<td>BOARD PREP</td>
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<td>2.</td>
<td>MEETING PREP</td>
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<td>3.</td>
<td>DOCUMENT PREP</td>
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<td>4.</td>
<td>GEMBA ROUNDS</td>
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<td>5.</td>
<td>ATTEND RPIW REPORT OUTS</td>
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<td>6.</td>
<td>TEAM HUDDLE</td>
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<td>7.</td>
<td>SEND THANK YOU NOTES</td>
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<tr>
<td>8.</td>
<td>COMPLETE OUTLOOK TASKS</td>
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<td>9.</td>
<td>PAPER: FILE or DELETE</td>
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<td>10.</td>
<td>REVIEW 1:1 FROM WEEK</td>
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<tr>
<td>11.</td>
<td>REVIEW WEEKLY DATA</td>
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</tbody>
</table>
**Daily**
- AM Load Heijunka
- Gemba
- Hereford Ops Huddle
- LF/MS Check-ins
- Project/Email (1 HR)
- PM Load Heijunka
- MK Time (15 Min)
- Crowding STD Work

**Weekly**
- Tier 4 Wall Updates
- Ops Mtg. Prep
- Ops Mtg.
- JH 1:1 Prep
- JH 1:1
- Next Week Prep
- Thank You Cards

**Monthly**
- CICARE Rnds
- CICARE Mnths Rnds
- SDPs

**Quartely**
- Q1 Q2 Q3 Q4

**Dates**
- 1/5 1/12 1/19 1/26
Communication Standard Work

- High complexity, high urgency: Cell phone or face-to-face
- High complexity, medium urgency: Email
- High complexity, low urgency: Office phone or face-to-face
- Low complexity, high, medium, and low urgency: Typical communication methods
Flow,

or

Getting in the Zone
Mihaly Csikszentmihalyi

Flow: The Psychology of Optimal Experience

Steps Toward Enhancing the Quality of Life

Mihaly Csikszentmihalyi

"Flow couldn't come at a better time for us. An inspiring, worthwhile read." —Chicago Sun-Times
Worst - First.
A little experiment...
To be effective, every knowledge worker needs to dispose of time in fairly large chunks. To have small dribs and drabs of time at his disposal will not be sufficient, even if the total is an impressive number of hours.

- Peter Drucker
Busy
- Please do not disturb
Currently out of the office
Avoid self-interruptions
Depends.

If I had no interruptions, I could finish in four hours.

But we have to factor in the inefficiency of your management.

For example, you're likely to give me six new projects before I get started on this one.

And you force me to work in a noisy office surrounded by all the people I need to avoid to get work done.

Given all of that, I'd say it will take seven months.

I'll give you three months because I'm a leader.

And... How much of the three months will involve you standing there?
The Art of Choosing

SHEENA IYENGAR
MONSTROMART
WHERE SHOPPING IS A BAFFLING ORDEAL
Choice is Paralyzing

Ability to choose & act vs. # of choices (to-do list)

Graph showing a decrease in ability to choose and act as the number of choices increases.
<table>
<thead>
<tr>
<th>Time</th>
<th>Mon, May 26</th>
<th>Tue, May 27</th>
<th>Wed, May 28</th>
<th>Thu, May 29</th>
<th>Fri, May 30</th>
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</thead>
<tbody>
<tr>
<td>8 am</td>
<td>Worst-First</td>
<td>Worst-First</td>
<td>Worst-First</td>
<td>Worst-First</td>
<td>Worst-First</td>
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<td>9 am</td>
<td>Process Email</td>
<td>Process Email</td>
<td>Process Email</td>
<td>Process Email</td>
<td>Process Email</td>
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<tr>
<td>10 am</td>
<td>Prepare for QPR</td>
<td>Complete eva</td>
<td>Directors meeting</td>
<td>1:1 with Roger</td>
<td>1:1 with Nancy</td>
</tr>
<tr>
<td>11 am</td>
<td>Powerpoint slides</td>
<td>1:1 with Alice</td>
<td>1:1 with Paul</td>
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<tr>
<td>12 pm</td>
<td>Call top 5 hir</td>
<td>Process Email</td>
<td>Process Email</td>
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<td>1 pm</td>
<td>Process Email</td>
<td>Process Email</td>
<td>Process Email</td>
<td>Grant proposal</td>
<td>Grant proposal</td>
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<tr>
<td>2 pm</td>
<td>Start writing</td>
<td>Revise budget</td>
<td>Grant proposal</td>
<td>Start Powerpoint</td>
<td>WorkLean</td>
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<tr>
<td>3 pm</td>
<td>grant proposal</td>
<td>Revise budget</td>
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<td>presentation</td>
<td>maintenance</td>
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<td>4 pm</td>
<td>Process Email</td>
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<td>Reserve room/supplies</td>
<td>✔️</td>
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<td>Add to website</td>
<td>✔️</td>
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<td>Order lunch/Team</td>
<td>✔️</td>
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<td>Prepare materials</td>
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<td>Rehearse list of influences</td>
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<td>Guest list mgmt</td>
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<td>Send welcome letter</td>
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<td>Think name tags + materials</td>
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<td>Secure supplies</td>
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<td>Responsibility sheet</td>
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<td>Room, set-up/signage</td>
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<td>Check apps/pros</td>
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<td>Email/Notes to faculty</td>
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<td>Convert news to newsletter</td>
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<td>Eval results + faculty</td>
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<td>Fend 10-day Impact</td>
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<td>Update event website</td>
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<td>Track Payment Steps</td>
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<td>Ability Approvd.</td>
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<td>Request resources</td>
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<tr>
<td>Reserve meals</td>
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<td>✔️</td>
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<tr>
<td>Reserve transportation</td>
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<td>Confirm locations</td>
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<td>Complete agenda</td>
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<tr>
<td>Post agenda</td>
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<td>TEAM MEMBERS</td>
<td>Activities</td>
<td>Planned</td>
<td>On going</td>
<td>Done</td>
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<td>Project</td>
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<td>Project</td>
<td>Macro</td>
<td>Tuesday</td>
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</tbody>
</table>
917 364 1864
dan@markovitzconsulting.com
www.markovitzconsulting.com
@danmarkovitz
Are You Working on the Right Stuff?

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Relevance to org. mission</th>
<th>Relevance to work goals</th>
<th>Relevance to personal goals</th>
<th>Stimulation/Happiness</th>
<th>Meaning</th>
<th>Learning potential</th>
<th>Urgency</th>
<th>TOTAL</th>
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