

Indiana Furniture and Continuous Improvement.

Indiana
FURNITURE

Indiana Furniture

Started in 1905 as Jasper Novelty Works

In 1929 - changed names to Indiana Desk Company – noting specialty and focus

1986 - Indiana Desk bought Indiana Chair Company adding upholstered office seating to the company's product lines.

2005 – 100 year anniversary and changing to Indiana Furniture

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2003 – Start of continuous improvement

- Part time position focusing on small Kaizen events
- Brought in help from consultants for guidance

2004 – First full time CI Manager

- Main focus was Kaizen events

2005 – 2012 Consistent CI focus from fulltime manager

- 5s, Kaizen events, book reviews, visual management, problem solving.

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2013 – Open position and reevaluate company needs.

2014 – CI manager focused on engineering projects

2015 – CI manager focused on Kaizen and Leadership

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Nov. 2017 – Current

Step 1: Understand your audience.

Why?

How do they feel about the topic?

Does CI mean extra work, projects, etc.

- Or is it looking at it as a way to eliminate waste and add value.

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Current state of the CI approach.

- Not always approaching a failure as an opportunity.
- Hour by hour boards existed
 - Not always up to date
 - Gaps not always managed to
- CI manager was not always looked at as a partner
 - Suggestions could be taken as criticism.
- Lots of turnover from the CI position
 - New ideas and approaches from each one.

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What was missing?

Culture:

- The management style of eliminating waste, problems are opportunities, and creating a bias for action.

Trust:

- Approaching the CI position as a support system.
- Listening to concerns
- Acting in the plants best interest
 - Without bias.

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Develop Trust and Culture

CI Suggestion Boards:

- Simple and effective
- Develops trust at all levels
- Opens the eyes of the employees to control change

CI Opportunity Focused Teams

- Simple metrics with action logs
 - First Pass Yield in finish
 - Machine efficiencies
 - Assembly issues with wrong parts

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Developing problem solving

CI walk format

- Prior way was to discuss CI project being worked on
- Focused on larger items
 - Project focus
- Current CI walks
 - Incorporate more focus on day to day application
 - 5s and area efficiency
 - Hour by hour targets and managing to them
 - On time delivery

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Trainings for Leadership

Webinars – AME (Superintendents)

- 2 Second Lean – Engaging Every Employee
- Standard Work for Lean Leaders

Lunch and Learn (Entire Company)

- Go and See, 5s, Standard Work, Visual Process, Problem Solving, and Leadership.

CI Walk Topics and Tools

- Teaching topics as they are utilized.

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2019 Focus

Trainings

- TSMA shared learning
- Quarterly Trainings for lean tools

Webinars

- As available

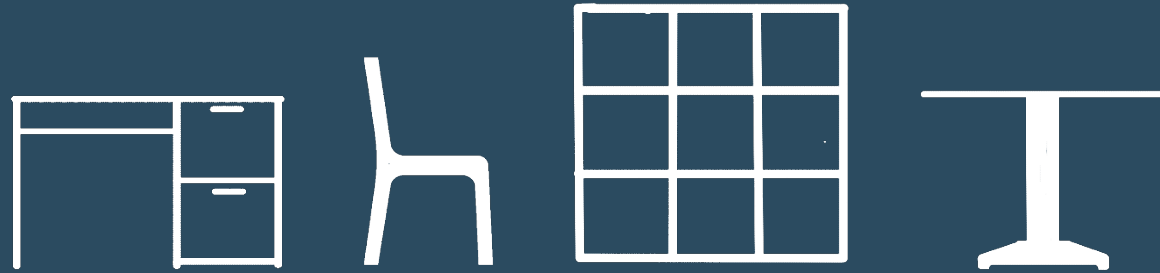
Kaizen Events

- Becoming more focused on formal event opportunities.
 - 3 – 5 days each depending on the scope

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2019 Focus

A constant focus on maintaining trust and developing problem solving skills.



Flex the function of your space.

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