Indiana Furniture and Continuous Improvement.
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
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.

Indiana FURNITURE