



Biography

Tracey Richardson



Tracey Richardson, president of Teaching Lean Inc., has over 22 years of experience in Toyota methodologies including: Lean Problem Solving, Quality Circles, Lean Manufacturing tools, Standardized Work, Job Instruction Training, Toyota Production System, Toyota Way Values, Culture Development, Visualization (Workplace Management Systems), Continuous Improvement (Kaizen), Meeting Facilitation/Teamwork, and Manufacturing Simulations.

On occasion Tracey works for Toyota as a contract consultant when specific needs are requested in Training and Development area. Her goal whether inside or outside of Toyota is to develop the capabilities of Team Members, Leadership, and Executives in Lean Thinking, that will align their role with the company business plan (*Hoshin*). These capabilities are vital to sustain a positive relationship between Leadership and team members ensuring mutual trust and respect within the company (*Lean culture*). Tracey is passionate about assisting Organizations or Companies who are on the “Lean journey” and wanting support implementing key elements for success.

Prior to Teaching Lean Inc., Tracey was a Group Leader in the Plastics Department at Toyota Motor Manufacturing Kentucky from 1988-1998. She was one of the first team members hired with the fortunate opportunity to learn from the Japanese trainers getting hands on experience from the experts. As a Group Leader her responsibilities were to oversee all team members in safety, quality, productivity, cost, and training and development goals for her groups. Throughout her ten years at Toyota Tracey took various training courses to improve her abilities in the Toyota Production System and Continuous Improvement. She accumulated over 460 hours of class time and priceless lessons from her trainers/mentors.

Tracey grew up in Lexington, Kentucky and currently lives there with her husband Ernie who is a Human Resources Manager at Toyota Engineering and Manufacturing North America. She attended Eastern Kentucky University, University of Kentucky and the Toyota Training Center.

Two Day Training Session Overview will consist of the following segments:

(Values and Culture segment) – discusses in detail the values that a company, along with its team members, should understand during their daily work activities and interactions. These values and beliefs are centered on Continuous Improvement philosophies and Respect for People. We will discuss Problem awareness /consciousness and will also introduce the 10 “Tangible Actions” that give team member’s guidelines while they are using the problem solving process to bring the company values “to life”. We will also focus the team member on “value added” activities that give the team member a “line of sight” to improving the company Hoshin (Business Plan) or KPI (Key Performance Indicator goals such as (Quality, Safety, Productivity and Cost).

(8 Step- Problem Solving process) – 8 Steps Problem solving that gives team members a systematic approach following the PDCA (Plan-Do-Check-Act) Management System as a foundation to follow. This process gives the ability for all team members to look at problems “*through the same lens*” while giving the team member concrete actions to implement using their values. The 8 step process is:

- Step 1 – Clarify the Problem
- Step 2 – Breakdown the Problem
- Step 3 – Target Setting
- Step 4 – Root Cause Analysis
- Step 5 – Develop Countermeasures
- Step 6 – See Countermeasures Through
- Step 7 – Monitor Process and Results
- Step 8 – Standardize and Share

Participants in the Problem Solving session will learn about:

- The key elements to implementing a Problem Solving Culture
- Problem Solving as a “thinking process”
- Continuous Improvement mind-set
- The Values and Competencies necessary to sustain a Problem Solving culture.
- Developing a Problem Awareness
- Exercises to demonstrate knowledge

(A3 Writing) – provides the individual with a “tool” to create a summarized document of their “thinking process” which follows PDCA and shares the “need to know” information about their report to others involved. We consider it the “lean communication” tool, saving time in reading a multi-page report versus a one page document. The report format we provide will follow the 8 step problem solving process. The A3 is a very dynamic tool that can also be used for:

- Strategy Deployment (of the business plan to the workforce)
- Coaching and Development Tool (Organizational Development)
- Problem Solving
- 5S of information sharing
- Gaining Consensus/Engagement/Buy-In (Nemawashi)
- Encouragement of Gemba (Actual work-area) visits (GO-SEE)
- Getting to Root cause rather than symptoms
- Establishing a common language for the organization

(On the-Floor Activity-TBD) – The 2nd Day will consist of working through a “real-life” problem using the 8 step process learned in Day 1 of the training. The participants will work in teams (3-4) and use the “GO and SEE” value asking the right questions “at the process” understanding the facts to complete their A3. The instructor will coach each team through the process ensuring there is understanding before moving to the next step. The participants will report out their process to the other teams at the end of Day 2. The expectation is that the problem solving will continue by each participant after the training session ends. The participants will be asked to select problems in advance in order to have the data to support the current situation versus the Ideal.

The instructor will provide numerous A3 examples, handouts, coaching questions, and cheat-sheets in order for the participant to continue to practice and develop their own skills after the training session.

"Lean management is very much about asking questions and trying things or encouraging others to try things. Lean management itself is not much about providing the right answers but it is very much about asking the right questions." – John Shook