How to Empower People to Drive Lead Time Reduction

Virtual Training Workshops presented by the Center for Quick Response Manufacturing

Two virtual workshops offered on successive weeks address how you can empower your people to reduce lead times – particularly if your company is in the business of making **low-volume, high-mix, and custom products**. You will learn numerous techniques that can simultaneously reduce lead times while increasing employee job satisfaction, retaining staff and providing your company with a competitive advantage to gain market share, increase profits and reduce costs. **Register for one workshop, or both!**

### Thursday, August 20, 2020

**The Human Side of QRM Implementation**

This workshop begins with an overview of how QRM strategy empowers employees to support lead time reduction for high-mix, low-volume, and custom products. Next, workshop topics will address change management, resistance to change, employee motivation, and best practices for QRM implementation.

Through industry case studies presented by senior executives, you will learn what has worked - and not worked - for other organizations. You will gain new insights on how to launch, revitalize, or sustain your own company’s transformation to a highly responsive enterprise with short lead times.

Join QRM Center associate director, Charlene Yauch, who will set the stage with an initial overview and moderate the discussions following each of the case studies.

### Tuesday, August 25, 2020

**POLCA - The People-friendly Production Control System**

POLCA stands for Paired-cell Overlapping Loops of Cards with Authorization. This hybrid push/pull system combines the best features of card-based pull (Kanban) systems and push (MRP) systems while overcoming their drawbacks for low-volume and custom production environments. POLCA uses simple visual signals to manage capacity, while at the same time preventing excessive work-in-process (WIP) when bottlenecks appear unexpectedly.

As a result, jobs keep flowing through the factory and managers, supervisors and planners see solutions to problems rather than getting lost in the complexity.

Join the inventor of POLCA, QRM Center founding director Rajan Suri, to learn how to design, implement and launch POLCA successfully in your company.

**New Virtual Workshops: Safer and More Convenient**

In response to the nationwide increase in COVID-19 infections, local government has tightened restrictions on public gatherings. Therefore, QRM workshops are “going virtual” for the foreseeable future. Get the same great training from QRM Center staff without the hassle of travel or the risk of infection.
The Human Side of QRM Implementation

The Quick Response Manufacturing (QRM) strategy enables companies to reduce lead times in all aspects of their operations, both on the shop floor and in the office. But, implementing changes of this magnitude can seem like a daunting endeavor. QRM requires rethinking much of the “conventional wisdom” in manufacturing, which makes it particularly challenging to implement. Combine that with the ordinary complexity of educating and motivating people to adopt any new work practices and norms, and the undertaking may begin to feel insurmountable. Yet, other organizations seem to have figured this out. So, what can we learn from them?

This one-day workshop focuses on “The Human Side of Implementation.” It addresses change management, resistance to change, employee motivation, and best practices for QRM implementation. Presentations by top-level industry executives and academic experts, as well as extended time for Q&A will give you new ideas to ensure your lead time reduction efforts are successful. You will gain new insights on how to launch, revitalize, or sustain your own company’s transformation. The illuminating presentations are described below:

**Overview of QRM** — Charlene Yauch, Associate Director, Center for Quick Response Manufacturing
Provides an overview of QRM principles and how QRM changes expectations for employees on the shop-floor and in the office. Includes potential solutions for managing resistance to change and describes the positive outcomes that can result for employee satisfaction and organizational performance.

**Quick Response Office Cells - Adapting to Change** — Gautam Malik, Chief Operating Officer and Jason Lewandowski, Vice President of Engineering, Gamber-Johnson
Examines implementation of Quick Response Office Cells (Q-ROCs) from the perspective of employees, provides insights for managers and details how to improve the probability for a successful implementation by setting clear expectations and defining decision-making authority.

**Keep the Change** — Bill Ritchie, President, Tempus Institute
QRM implementation often starts with excitement and urgency and knocking down barriers to make it happen. Early success, however, may be difficult to sustain. Learn how Change Management principles help create an organization that embraces lead time reduction from the onset of QRM implementation to assure that the success is lasting.

**Striking the Right Balance - People, Pace, Priority** — Lynn Benishek, Vice President, Materials & Quality Assurance, Phoenix Products
Are your employees ready for change? More importantly, is your management group ready for change? Follow one company’s QRM journey through both successes and struggles, hear what was learned along the way and what company leadership would do differently.

**People – Engaging QRM’s Engine** — Tammy Schmieden, Vice President of Human Resources and Taylor Maas, Assistant HR Business Partner, RenewAire
Describes the path to engaging RenewAire’s team for success, including their initiatives on education and cross training, management of increased product complexity and how they impacted their organization structure and employee compensation.

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**Schedule**

**Human Side Workshop:**
Course from 9:30 a.m. to 4:00 p.m. (CDT) with breaks between presentations and an hour break for lunch.

**POLCA Workshop:**
Course from 12:30 to 4:30 p.m. (CDT) with occasional discussion and breaks.

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**Fees**

**Human Side Workshop Course fee:** $395 per person
**Discounted fee for QRM Center members:** $275

**POLCA Workshop Course fee:** $295 per person
**Discounted fee for QRM Center members:** $175

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**Registration**

Visit our website, qrm.engr.wisc.edu for easy online registration.

Registration deadline for the Human Side workshop is 5:00 p.m. August 18.

Registration deadline for the POLCA workshop is 5:00 p.m. August 21.
POLCA: The People-friendly Production Control System for High-mix, Low-volume and Custom Products

Learn from the inventor of POLCA! Rajan Suri, founding director of the Center for Quick Response Manufacturing, will conduct this workshop.

POLCA (Paired-cell Overlapping Loops of Cards with Authorization) is a card-based visual control system that manages the flow of jobs through the shop floor: at each operation, it controls which job should be worked on next to meet delivery targets. POLCA ensures that upstream operations use their capacity effectively by working on jobs that are needed downstream, while at the same time preventing excessive work-in-process (WIP) build-ups when bottlenecks appear unexpectedly. POLCA is particularly suited to companies manufacturing high-mix, low-volume and custom products, for which Kanban systems do not work well. These companies often struggle with long lead times, late deliveries, and daily expediting. POLCA has delivered impressive results in such companies, including 50-75% reduction in inventory and lead times, and on-time delivery improved to over 98%.

POLCA Builds on the Capabilities of Humans in the System
Many software-based scheduling systems lose sight of the fact that such systems are deployed by people who need to buy in to the system and support it. This has resulted in ineffective or failed implementations. In contrast, experience with many companies has shown that people on the front line like using POLCA, and they help to ensure that it works well.

POLCA Builds on Cells, Teams and Ownership
Many companies are implementing cells and creating shop floor teams that have ownership of their areas. POLCA not only builds on this structure but also takes advantage of it to get improved performance from these teams. In addition, it supports better coordination and cooperation between different shop floor teams.

POLCA Eliminates the Daily Stress of Hot Jobs
Employees learn that the visual signals from POLCA enable them to react quickly to shop floor realities such as bottlenecks, part shortages, and customer expedites without getting lost in the complexity. As problems are eliminated, management and supervisors’ time is liberated to focus on strategic improvements instead of daily fire-fighting.

The Crowning Aspect of POLCA is that it is Simple
Utilizing POLCA does not require any complex software implementation: it can be used without an ERP system or it can seamlessly complement an existing ERP system.

Workshop Content
• The Need for a New Control Strategy: See why ERP/MRP systems and Kanban do not work well in low-volume or custom environments.
• Understanding POLCA: Learn the simple rules that drive this visual card-based system, and the operational benefits that result.
• Computer Simulation: Experience how POLCA works in an example company through this visualization.
• Overview of New Book on POLCA: Get a “walk-through” of Suri’s new book with tips on how to use it to support your POLCA system design and implementation.
• Industry Case Studies: See practical examples showing the effectiveness of POLCA for companies in many industries in USA, Canada, and Europe.

“The folks on the shop floor love the system. They are the ones that are singing the praises of POLCA.”
-- Production manager at an electro-mechanical products company

“The technical aspects of POLCA are one contributor to its success. However, human issues have played a major role in the acceptance of the system by people in a company.”
-- Professor Jannes Slomp, Expert on Sociotechnical Systems, The Netherlands
Strengthen Your Professional Credentials by Enrolling in the Recently Launched QRM Certificate

Each of these workshops can be applied to fulfill some of the requirements for the recently launched QRM Certificate from the University of Wisconsin-Madison.

The QRM Certificate from UW-Madison will provide you with a formal credential from a world-class university to document your expertise in QRM principles, techniques, and tools. This credential demonstrates your mastery of QRM knowledge so that you can lead your organization through QRM implementations, improve your company’s operational and financial performance and educate others about QRM principles. Your proficiency will be sought after, whether pursuing new career opportunities or sharing your knowledge through speeches at local events and international conferences.

There is no upfront cost to enroll in the certificate. You can start working on the requirements just by registering on the QRM Center’s website and indicating your intention. Please see the QRM Center’s website for details.