

Check Against Delivery.

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Organization of Production: What are new Business Structures in Manufacturing?

by Andreas Ritzenhoff, Seidel GmbH, Marburg, Germany

Session 8, Keynote Lecture

Our Common Future, Essen, November 5th, 2010

Our Common Future, Hannover/Essen, 2-6 November 2010 (www.ourcommonfuture.de)

Organization of Production:

What are new Business Structures in Manufacturing

Dr. Andreas Ritzenhoff | Essen 5.11.2010

Presentation:

How can a company stay adaptive and innovative



What is the role of the leader

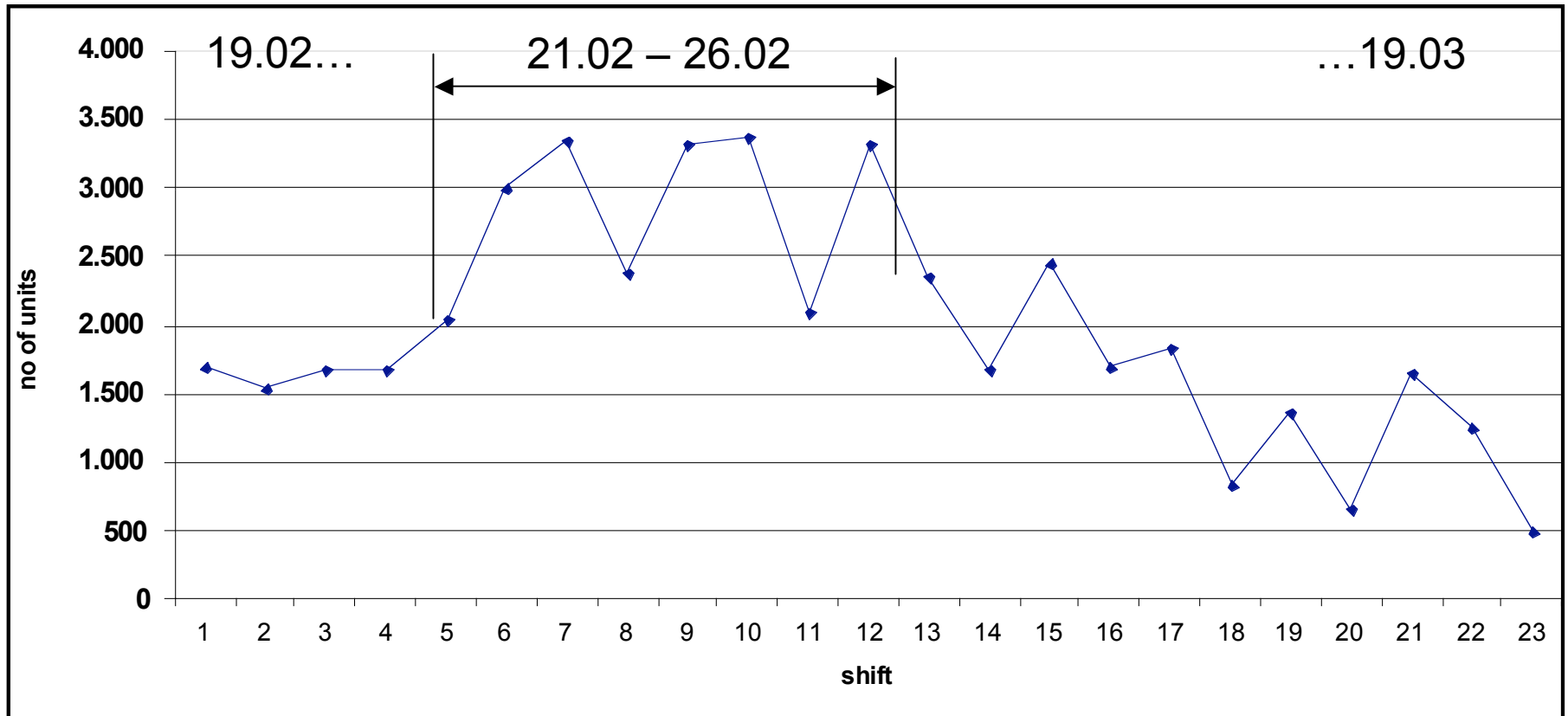
Business environment:

- Competitive marketplace
- Global competition
- Conditions are always changing
- Difficult to catch up if you fall behind

2nd law of thermodynamics



Process stability



continues improvement

Mike Rother



published 14. Sep. 2009

Not the „Tools“ (*Pull, Poka Yoke, Kanban,...*)
are generating continues improvement, but change of behaviour:

'Research Lab': Seidel GmbH & Co, Marburg, Germany



3 plants
550 employees
60 Mio. € Turn over

Seidel at a glance



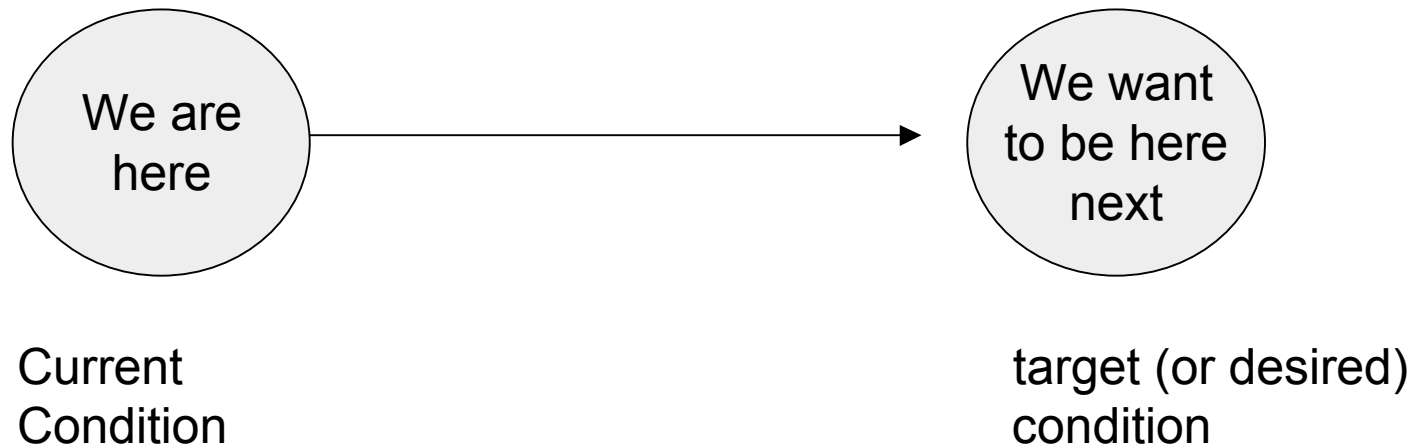
- **Founded 1830, private company**
- **Leading in Metal and plastic packaging for cosmetics
(Design, Development production Logistics)**
- **3 Plants in Marburg, Germany**
- **Paris and New York customer offices**
- **New research center for Nanotechnologies**

Products:



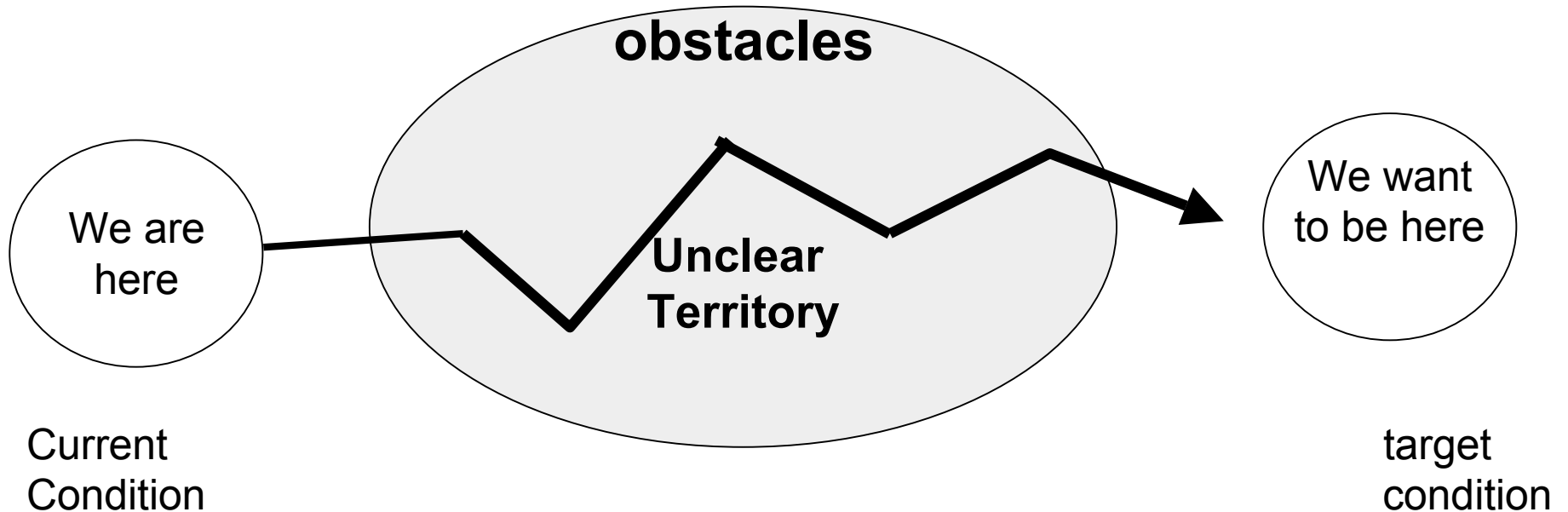
Definition of Leadership:

„the systematic pursuit of desired conditions by utilizing human capabilities in a concerted way“

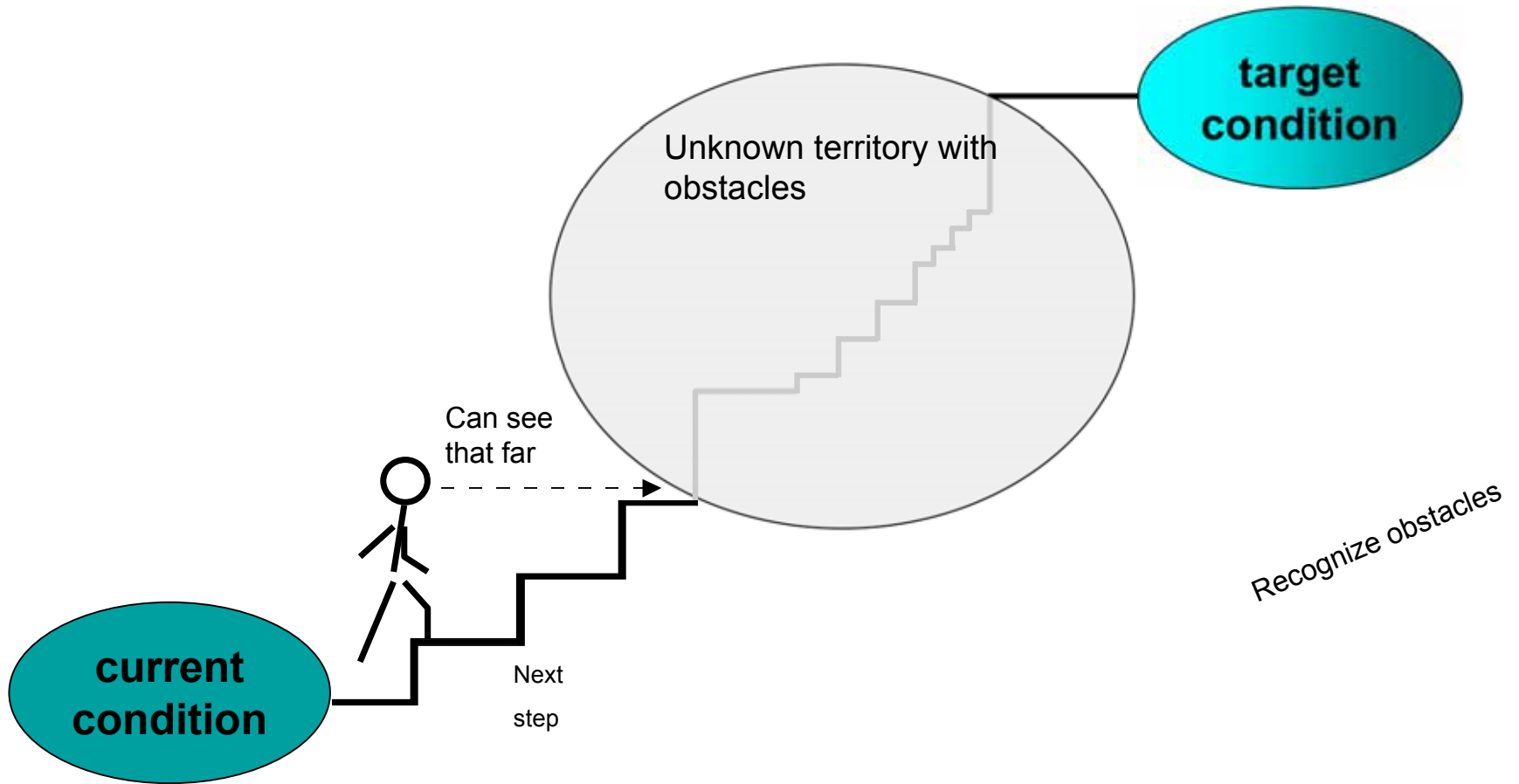


Developing solutions:

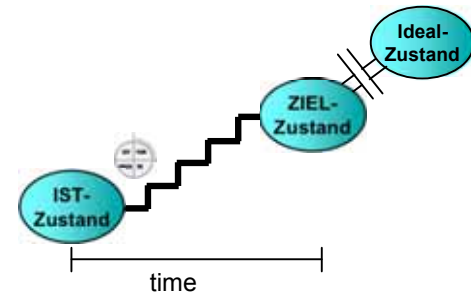
the steps to go we do not know in advance



Unclear path to the target condition

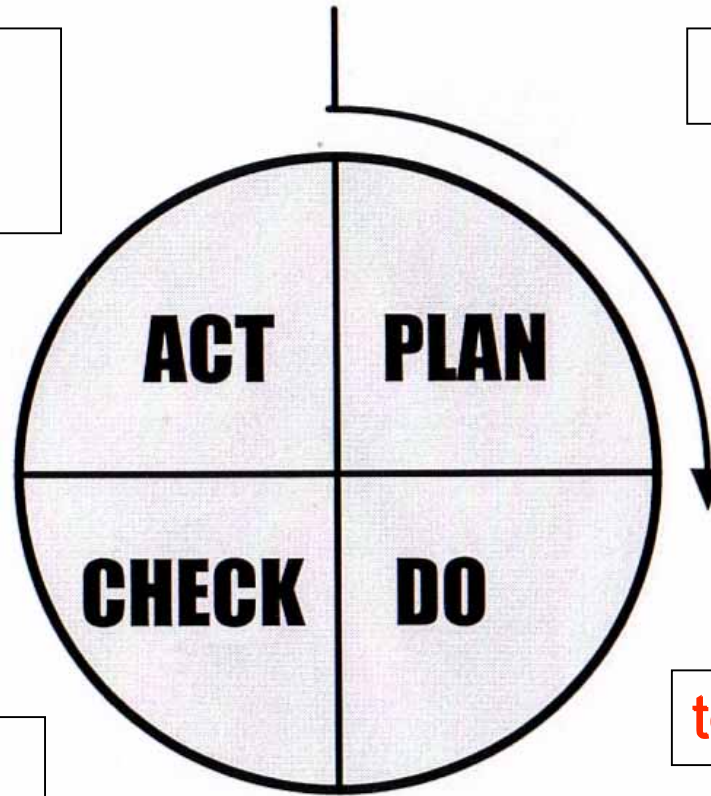


experiment



implement
or start again

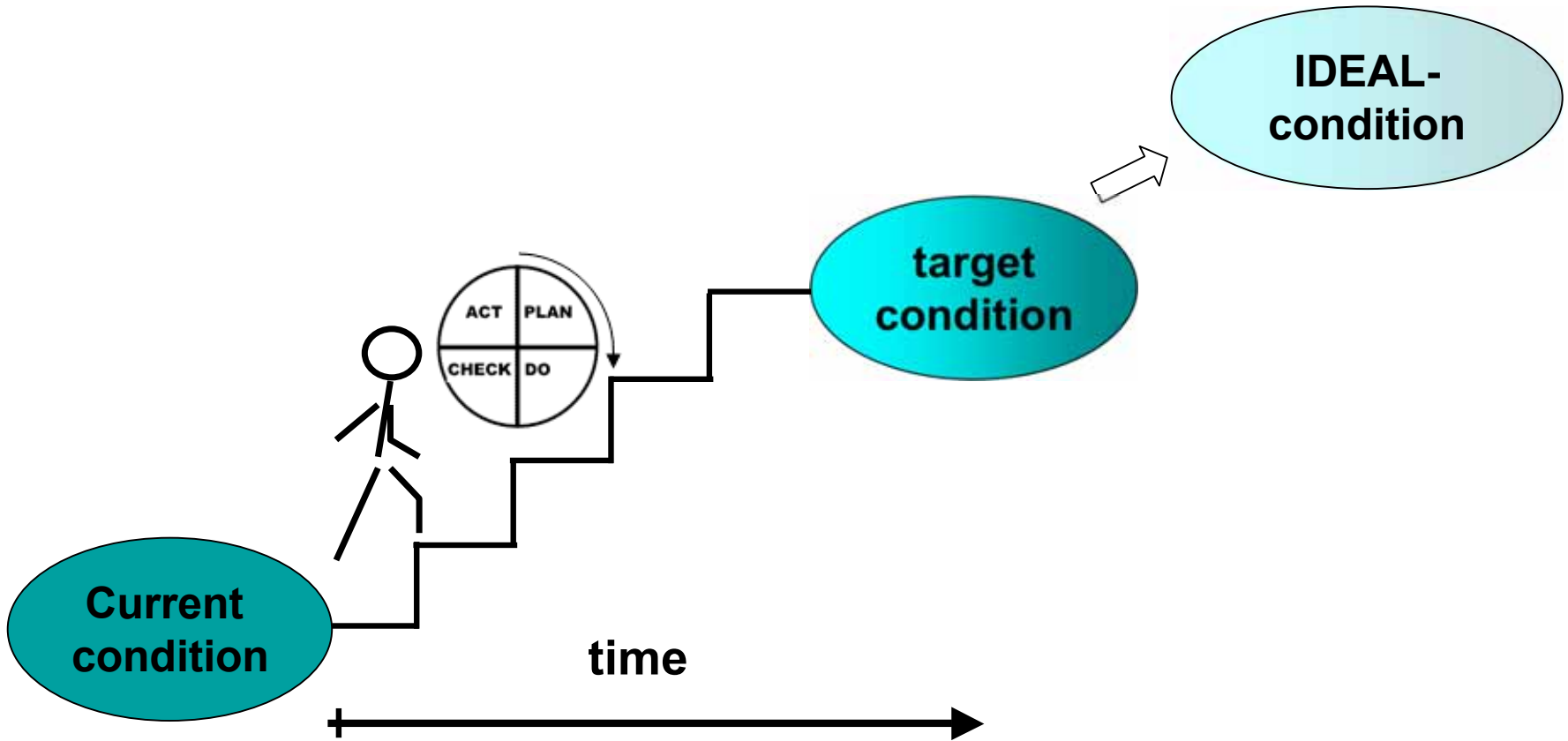
Hypothesis



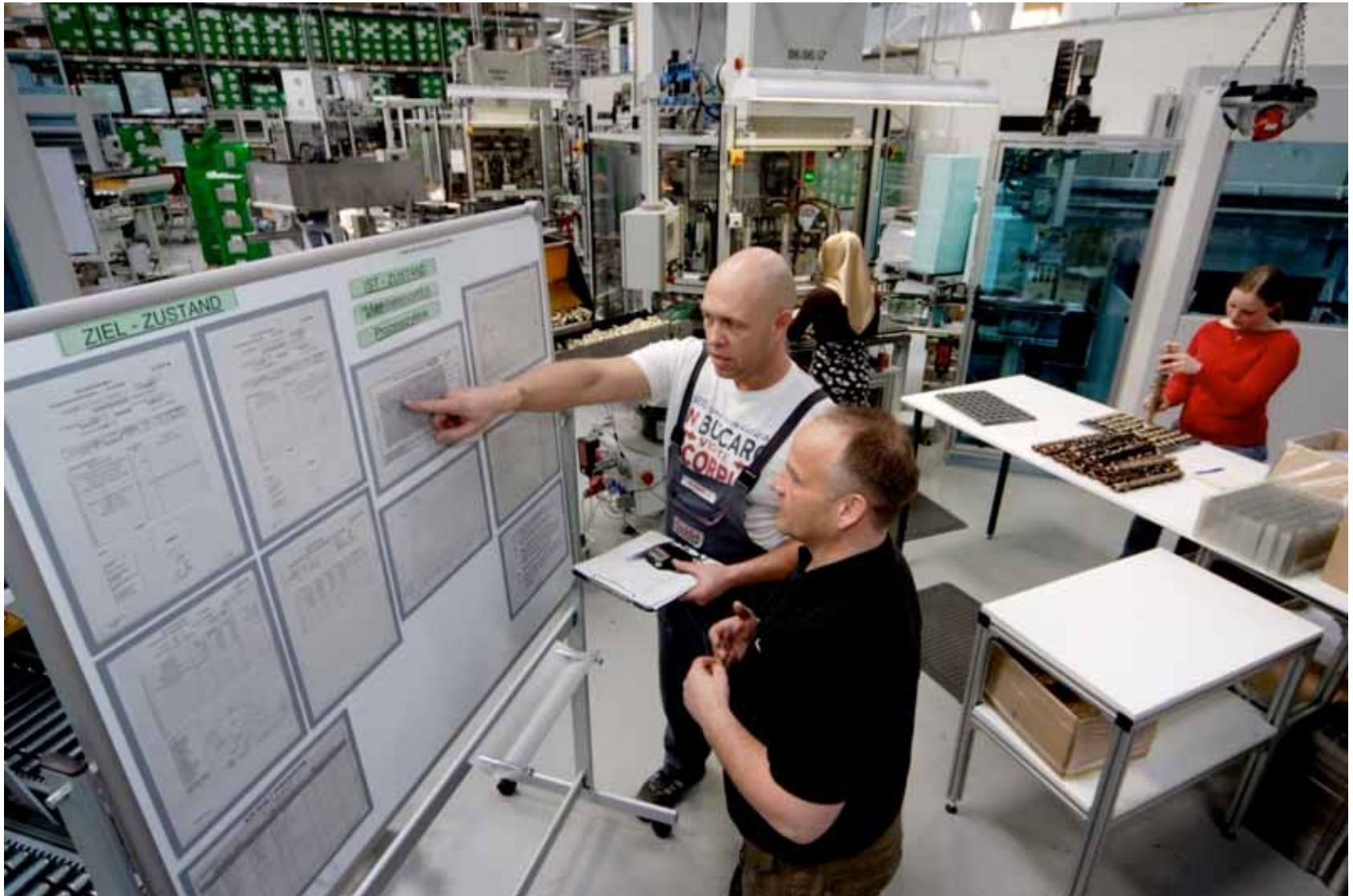
analyze result

test

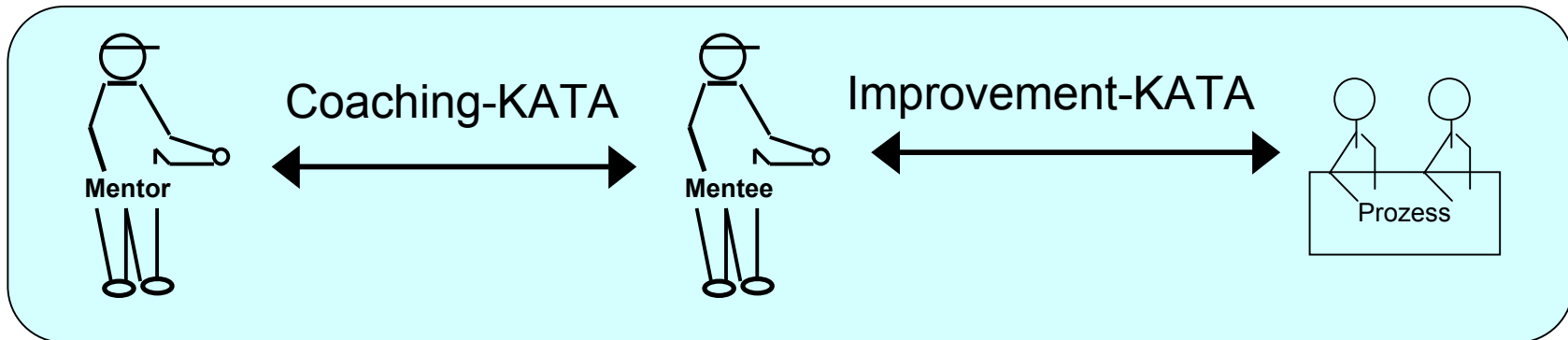
Improvement-KATA



Coaching-KATA



Coaching-KATA

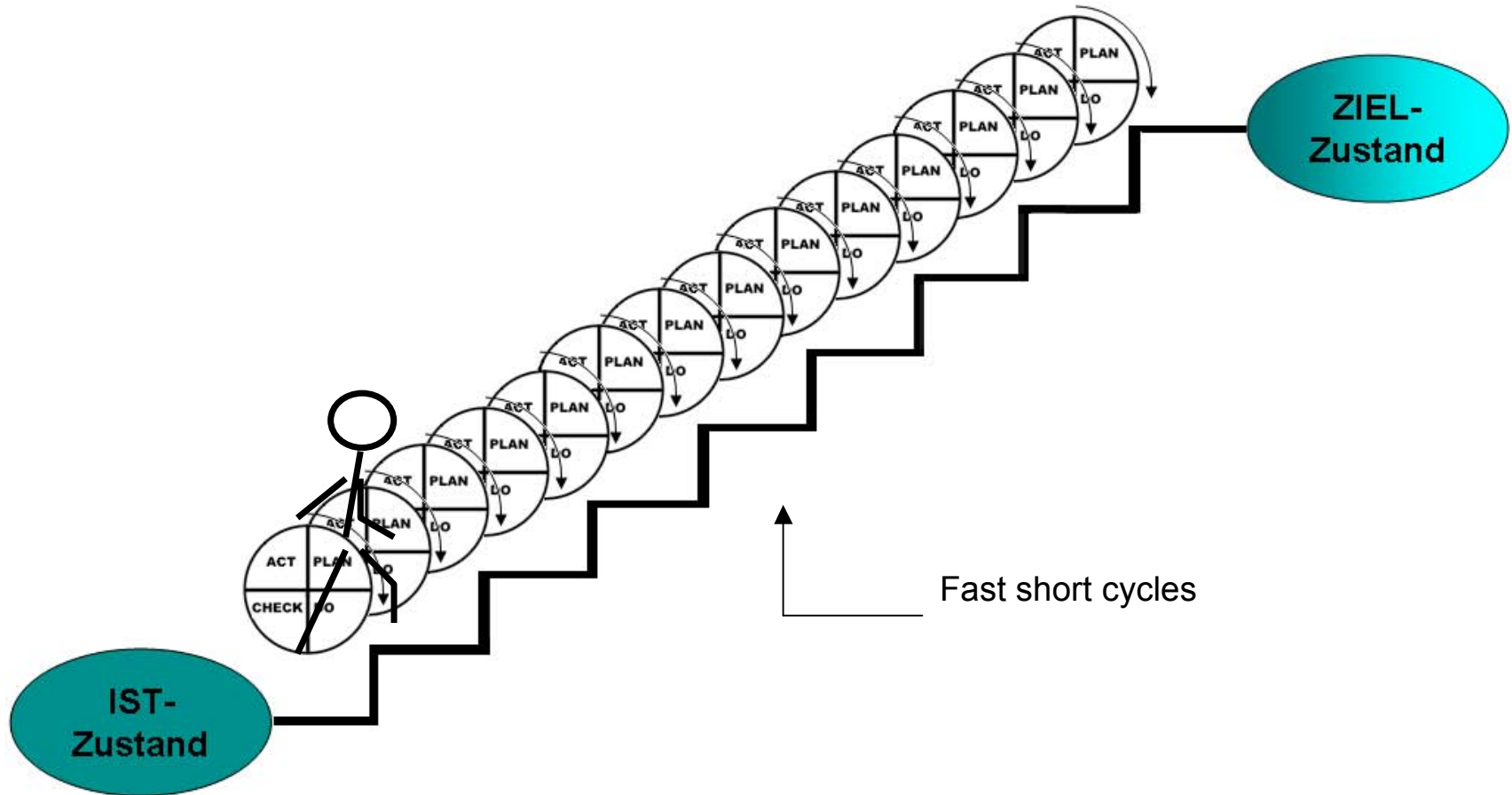


1. What is the target condition?
2. What is the current condition now?
3. What obstacles are now preventing you from reaching the target condition? Which one are you addressing now?
4. What is your next step (start of next PDCA cycle)?
5. When can we see what we have learned from taking that step?

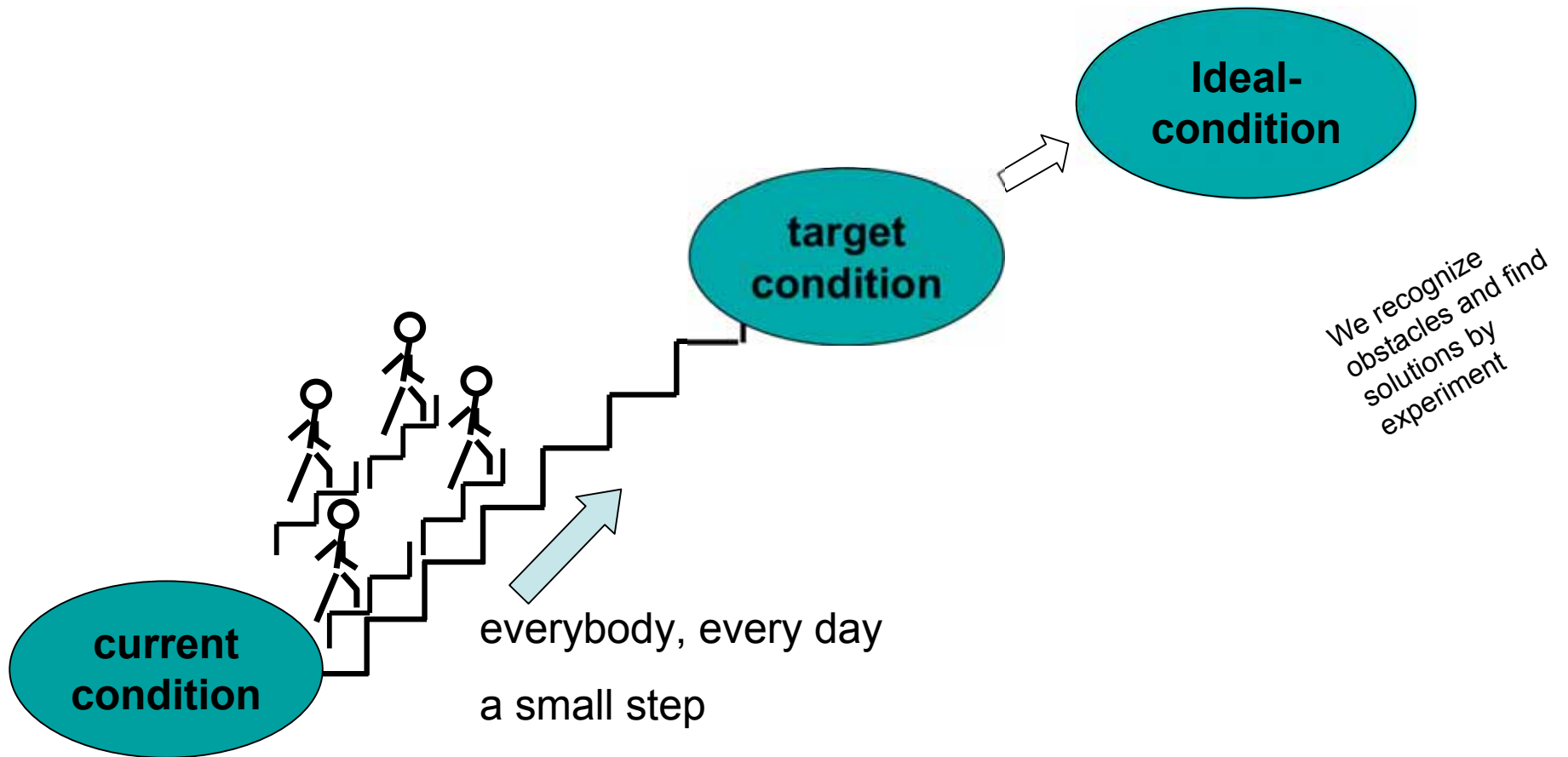
Coaching Kata



Every step a PDCA cycle



The challenge



LET'S LOOK AT TWO DIFFERENT MINDSETS



BUT TRYING TO MAKE EVERYTHING PREDICTABLE IS A DEAD END. WHY?

It means you are deciding, planning and acting
based only on already-existing perceptions

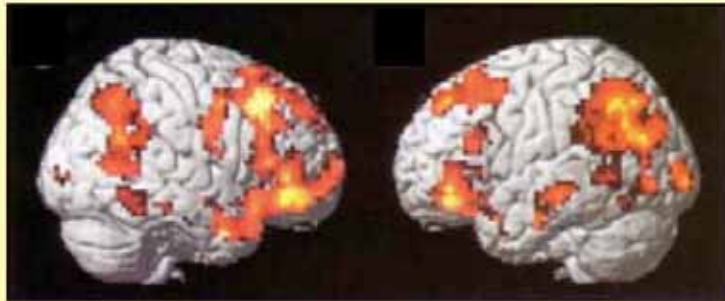


#1: WHAT IS AHEAD OF US CANNOT BE MADE PREDICTABLE

We can see only part way down the path to a goal

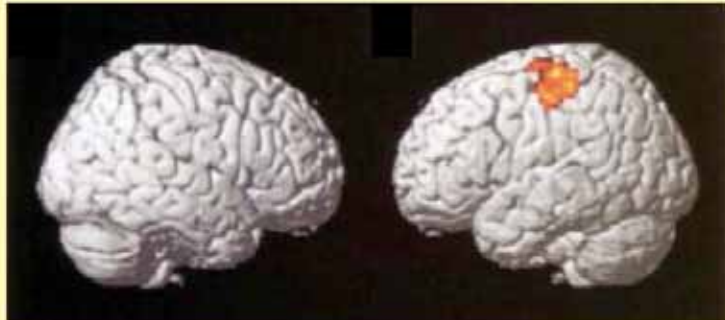


#2: THE SPECIAL CAPABILITIES OF OUR BRAIN ONLY GET ENGAGED WHEN A SITUATION IS UNPREDICTABLE AND CHALLENGING



fMRI scan of a person in a **Challenging Situation**

Our capabilities are needed, activated and developed here, when we *don't know*, i.e., when the situation is *uncertain/unpredictable*.

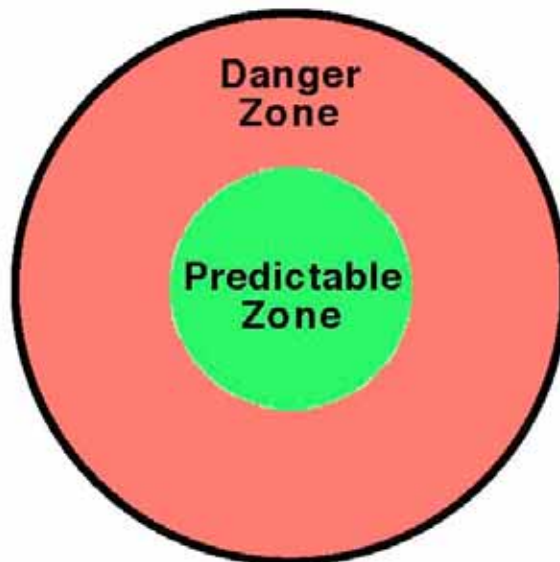


fMRI scan of a person in a **Predictable Situation**

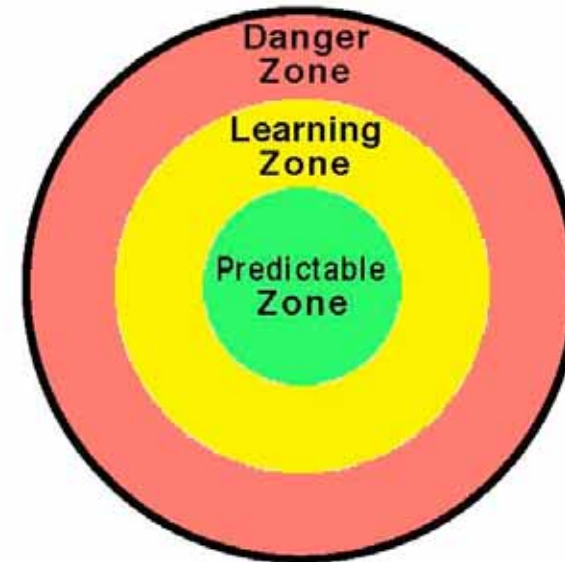
fMRI Scans of brain activity by Dr. Gerald Hüther
Presented at *Production Systems 2009* Conference, Munich, May 2009

TWO WAYS OF THINKING AND OPERATING

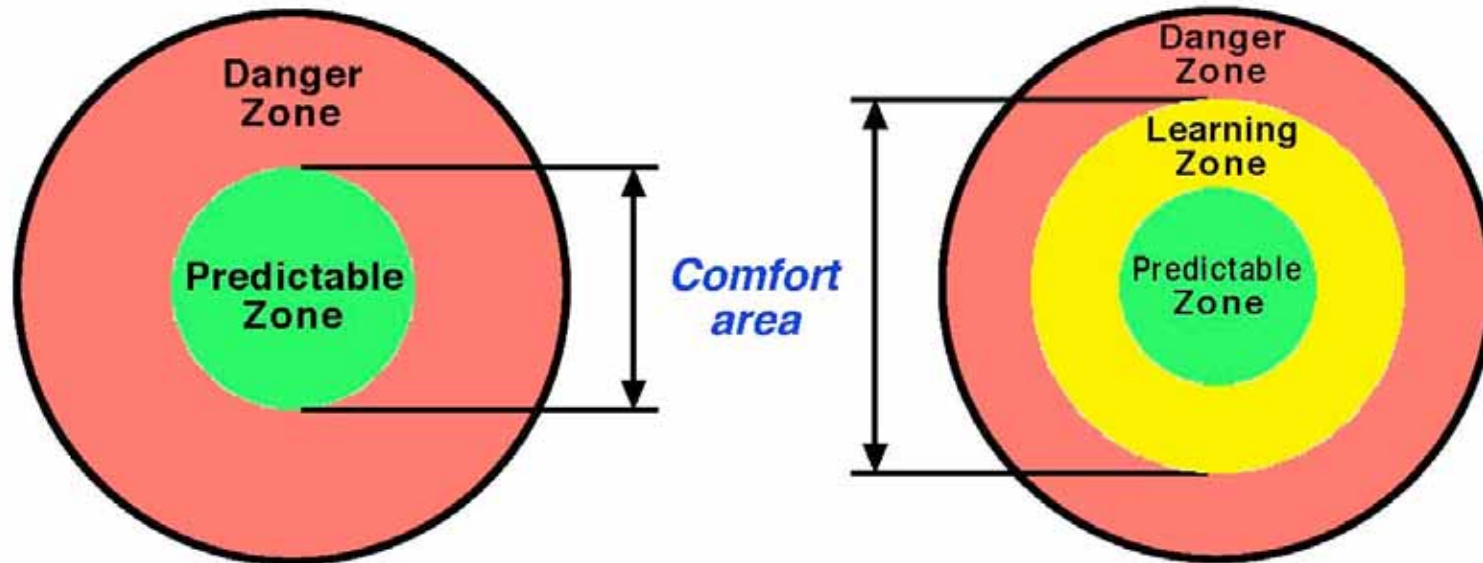
Trying to make everything predictable



Able to operate and execute effectively in unpredictability



WHICH ORGANIZATION IS MORE LIKELY TO ADAPT, INNOVATE AND SURVIVE?



The objective is not to avoid unpredictability or to try to make everything predictable.

That's ultimately a losing strategy.

The idea is to have an effective means for dealing with the unpredictability with which you are confronted.

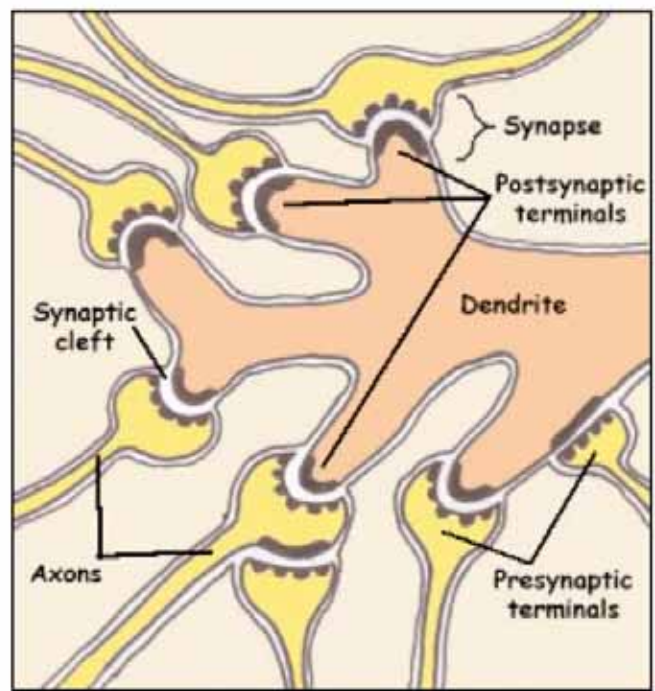
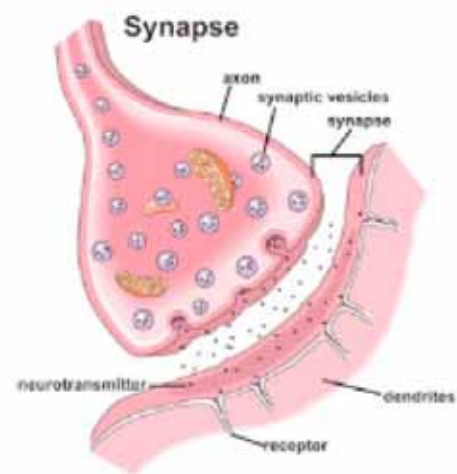
So we can develop ways of achieving what we want, within the constraints.

MINDSET = NEURAL PATHWAYS OR CIRCUITS

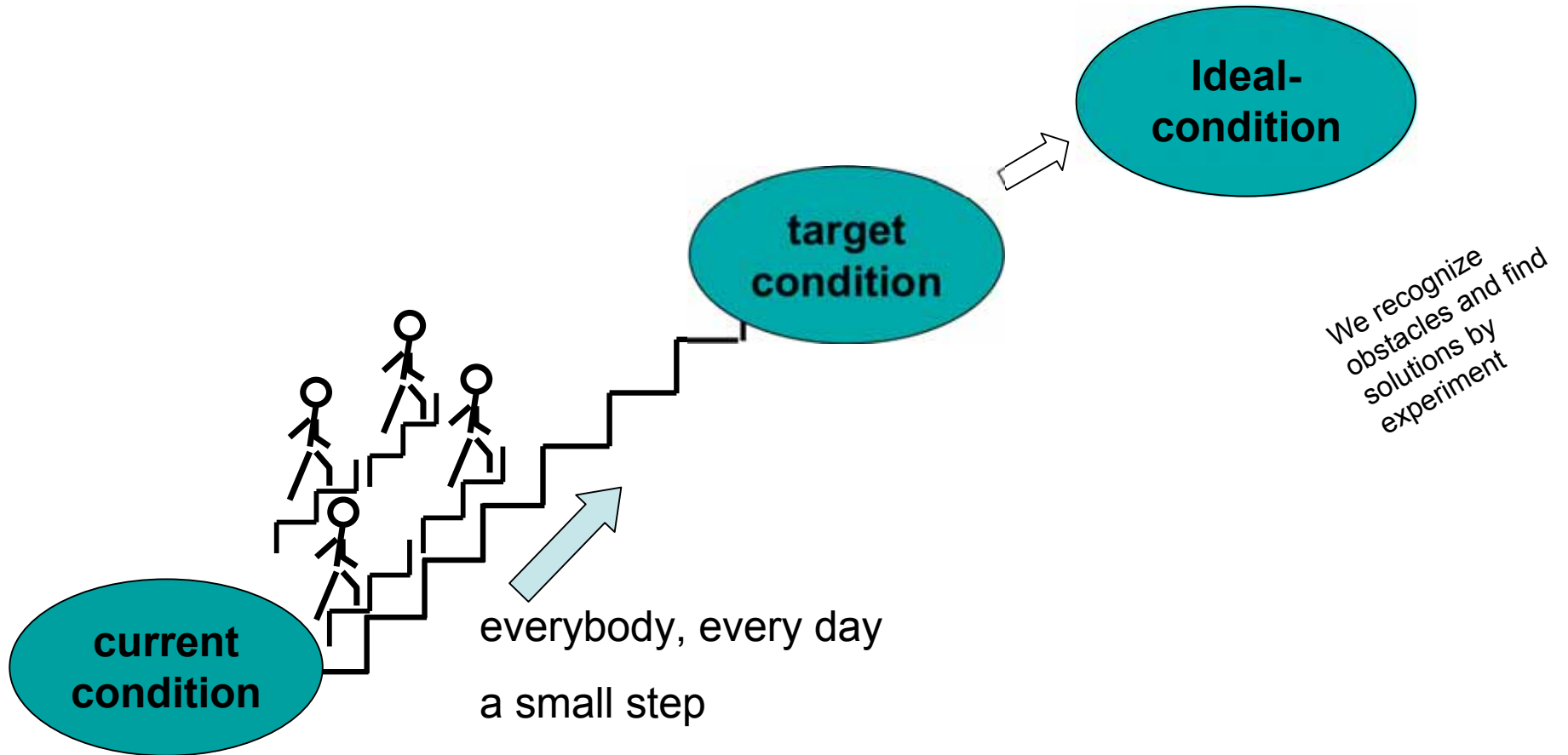
It's physiological

The adult human brain is estimated to contain 100-500 trillion synapses. Synapses allow neurons to form circuits within the brain, and are crucial to the biological computations that underlie perception and thought. For communication between neurons to take place an electrical impulse travels down an axon to a synaptic terminal, where transmission occurs.

The ease of information transmission in a neuron and at a synapse is defined by repeated use, which alters the structure of the neuron (myelin) and the synapse. Repeated use creates a favored neural pathway, or circuit, in the basal ganglia, i.e., a habit or pattern in our thinking.



The learning organization



Presentation:

What is the role of the leader

'Research Lab': Seidel GmbH & Co, Marburg, Germany



3 plants
550 employees
60 Mio. € Turn over

Our competition



US



Thank you