

LEAN POST

News & updates about Lean, a methodology employees use to improve Brink's processes & performance.



The Birth of Lean in Brasov



I joined Brink's (former G4S company) in January 2020 as the Regional Manager for Cash Processing Center BRASOV (Romania).

Having the past professional experiences in 2 major multinational corporations (both of them with a developed organizational culture), it took me a while to adapt to a strict procedural/governance work environment in my first year of activity here.

Then G4S became Brink's and I started to hear familiar words like "LEAN", "Visual Management", "5S", etc.

On that moment I knew I am in the right place surrounded with the right people to make things happen!

The journey of LEAN Management in Brink's Romania started in 2021 and the concepts start to seem more and clearer to us day by day.

We've been given a path to follow; we shifted to a Lean services mindset to improve our Operations continuously.

Make your workplace into showcase that can be understood by everyone at a glance. In terms of quality, it means to make the defects immediately apparent. In terms of quantity, it means that progress or delay, measured against the plan, and is made immediately apparent. When this is done, problems can be discovered immediately, and everyone can initiate improvement plans.

-Taiichi Ohno (Father of Lean)

We started with the Visual Management in the Money Processing Rooms, followed with some A3 projects, JDI's and from there we are improving the process each day. Lean implementation is not a one-time act; it is a continuous and never-ending process of improvement. Visual management helped us to better understand that the work must be distributed equally and fairly to our people, it helped us to plan the resource according to the volumes we expected in the center and finally it helped us to understand better that we cannot progress and have better results, unless we work organized and based on a plan.

As a result of the of visual boards implementation in CP Brasov, the productivity of banknotes processed per worked hours has increased in 2022 vs 2021 by 41%.

This year in European Conference in Greece, Brasov Team has received from Region Management a diploma of recognition for the activity and effort put into the implementation and support of this very helpful lean concept.



Somehow this motivation to make things better is driven people to go extra-miles and it is a journey that never ends. This new mindset spreads easily to entire team.

Visual dashboards in CPC Brasov didn't catch from the beginning as it was perceived by the team as being boring, time consuming, until it created a real competition between tellers and there we go!

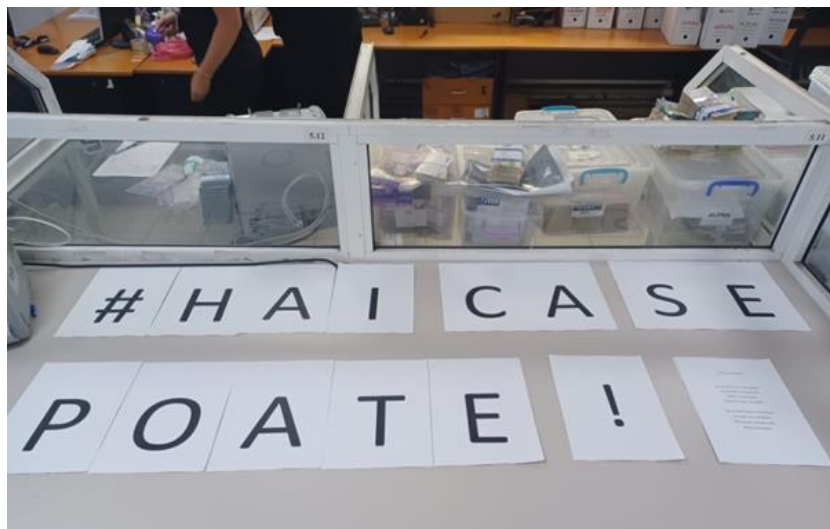
Starting from that point, our productivity increased and the true value of Visual dashboards create an amazing and faultless Lean culture, here in Brasov. Team Leaders started to make Huddles with their teams, discussing the problems they encountered in the previous days, plan the activity, but most important start to engage the entire team to work together for a common purpose.

A few days ago, **Mihaela Blajan**, our **Cash Processing Coordinator** came to me with a huge smile on her face, saying:



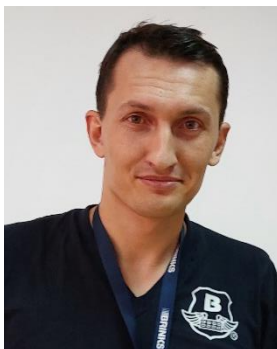
“We are on the right track; I feel that my team is working as one!”

Then she showed me the following picture:



This is one of the tables where usually money is left overnight for the daytime shift to be processed.

Now on the table was just a message saying # IT CAN BE DONE, followed by a poem. How we ended to have this message on the table instead of a huge amount of money to be processed?



Definitely, **Supervisor – Constantin Airinei** - got LEAN evangelized. He had a short, but well prepared Huddle meeting with the team. He managed to get the engagement and motivation needed to finish the job completely and not leaving a single banknote “behind”.

These kind of stories makes me, as a Manager of a CPC Brasov, to feel proud of my Team and to be grateful that LEAN Management tools makes our activity easily but steadily, more productive, and hassle free.

Company culture starts with the people and for sure in Brasov we see a complete and comprehensive Lean cultural change driven by our entire team! # **WE CAN DO IT**

-Szebeni Gyorgy/ Regional Manager for Cash Processing Center BRASOV

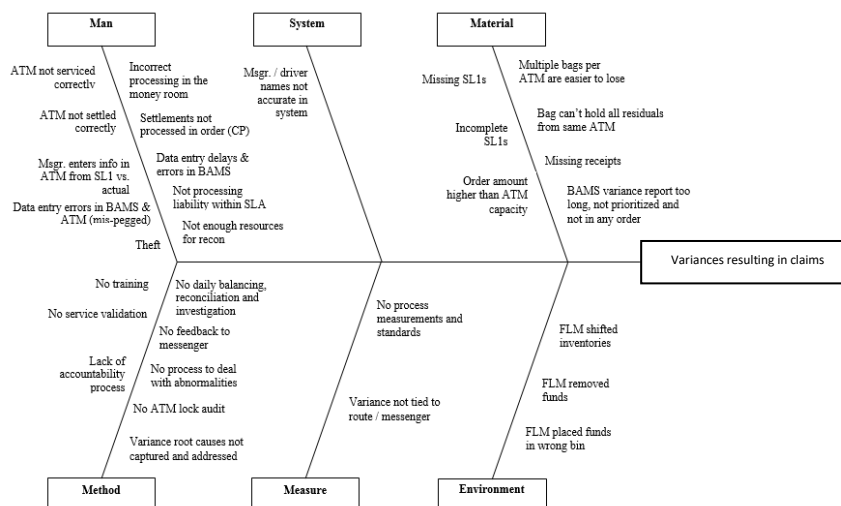


One Point Lesson – Fishbone Diagram

This cause analysis tool is considered one of the seven basic quality tools. The fishbone diagram identifies many possible causes for an effect or problem.

FISHBONE DIAGRAM PROCEDURE

1. Agree on a problem statement (effect). Write it at the center right of the flipchart or whiteboard. Draw a box around it and draw a horizontal arrow running to it.
2. Brainstorm the major categories of causes of the problem. If this is difficult use generic headings:
 - a) Methods
 - b) Machines (equipment)
 - c) People (manpower)
 - d) Materials
 - e) Measurement
 - f) Environment
3. Write the categories of causes as branches from the main arrow.
4. Brainstorm all the possible causes of the problem. Ask "Why does this happen?" As each idea is given, the facilitator writes it as a branch from the appropriate category. Causes can be written in several places if they relate to several categories.
5. Again ask "Why does this happen?" about each cause. Write sub-causes branching off the causes. Continue to ask "Why?" and generate deeper levels of causes. Layers of branches indicate causal relationships.
6. When the group runs out of ideas, focus attention to places on the chart where ideas are few.



To learn more about Lean or to suggest a story for this newsletter, contact



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