

LEAN NEWS

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



Brink's U.S. Lean Leader Bronze Program Expands 4x in 2022

The Brink's U.S. Lean Leader certification program was launched in 2016. Historically, participation was limited to roughly 50 people per class, with the main constraint on enlarging class size being the availability of qualified coaches.

In 2021, when enough graduates of the program became coaches and we migrated much of the training to self-led study & testing through Workday, we more than tripled the count of certified participants to **165**.

In 2022, recognizing the need to significantly increase the reach of the program directly into our branch locations, the Operations Excellence team has developed a **Bronze Lite** curriculum which focuses on teaching basic Lean concepts & tools in a less time-consuming pace. In doing so, we've enabled expansion of the program to **700+** participants.

Lean only reaches its full potential when its practiced at all levels in an organization. Bronze Lite training & certification will make our Lean impact "wider and deeper" in 2022.

Next up: launching updated Lean Leader Silver & Gold programs in Q3'22 and Q1'23 respectively; stay tuned for more news on the subject in July!



Lean "Bronze Lite" at a Glance

- **Focus:** basic Lean Concepts, Tools and Problem-Solving
- **Curriculum in 4 Modules:**
 - Registration
 - Intro & 5S
 - Visual Management & Problem-Solving
 - Standard Work & Kaizen
- **6 Courses in Workday:**
 - Lean 101, 102, 103
 - Lean 105, 106, 107
- **3 Books / Reports:**
 - Everything I Know About Lean I Learned in the 1st Grade
 - 5S for Operators
 - Kaizen for the Shopfloor
- **9 Project Assignments:**
 - 4 Go Look / Go See Tasks
 - 5S, SaaG, Fishbone, A3, & SWI projects
- 11 Months to Finish Program (February through December)
- 2 Task/Month Minimum Pace



Model Branch Initiative Underway in Chicago

One of Brinks U.S. Strategy Deployment initiatives for 2022 is **Model Branch**. It involves the development and implementation of one branch in each of the 10 Brinks U.S. Regions which showcases our Processes, Standard Work Instructions, and Lean Processes & Tools. The intent is to visually demonstrate what Operations Excellence looks like to allow for replication across all Brinks U.S. branches.

The first Brinks location in the program is Region 4's **Chicago** branch, and they have rapidly progressed through 85% of the program requirements in the 1st quarter of 2022.

"As the pilot group for Model Branch, the team in Chicago has been instrumental in helping us to test & evaluate new standards. We greatly appreciate their willingness to invest their time & talent in this project."

– Jeff Sacker, Model Branch Initiative Lead

The transformation the branch is experiencing is the product of hard work and commitment from Branch Manager Jay Kautzman and his team. We wish them all the best in completing the mission and becoming certified in the weeks ahead.



Regional Model Branch Locations Selected

In mid-March, the Model Branch locations selected for the other 9 U.S. Regions were announced:

- Region 1: **Denver, CO**
- Region 2: **Phoenix, AZ**
- Region 3: **San Antonio, TX**
- Region 5: **Pittsburgh, PA**
- Region 6: **Boston, MA**
- Region 7: **Maywood, NJ**
- Region 8: **Annapolis Junction, MD**
- Region 9: **Birmingham, AL**
- Region 10: **Orlando, FL**

Congratulations on your selection! We look forward to seeing you establish the standards and achieve certification by the close of 2022.



1 SORT
Eliminate unnecessary items from the workspace

2 SET IN ORDER
Arrange items so they are easy to find, use & put away

3 SHINE
Keep the items and work area neat & clean

4 STANDARDIZE
Create a consistent approach to maintaining the first 3S actions (5S Assignment Boards)

5 SUSTAIN
Make 5S part of our culture – support the creation of positive habits for all team members

Lean Lexicon: 5S

“Lean Lexicon” will be a recurring column in our newsletter. It is intended to “demystify” some terms for those new to Lean and to provide a fresh perspective on the importance of each subject for seasoned Lean Leaders. In our first newsletter, it is only fitting that we dedicate this space to covering the most fundamental & foundational element of Lean: **5S**. While the graphic above shows what each of the 5S pillars stand for, the question that most people ask is, **“why is something this simple so important?”**

The answer? **Flow** and **Visibility**.

Work places which are cluttered and dirty make it difficult to see the **flow** of a process. If you can't see something, it's very difficult to improve it!

Routines that maintain organization & orderliness are essential to a smooth & effective flow of activities. 5S exposes abnormalities and makes waste clearly **visible** so that it can be eliminated.

Work places which organized, neat and clean:

- have higher productivity
- produce fewer defects
- meet time requirements
- are safer in which to work

Now you know. Always ask why.

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