



FILING CARD GOOD PRACTICE EXAMPLE

European Network 'Career & AGE'

Identification of the 'Practice'

TITLE of the good practice: [Zelfsturende teams \(Self-steering teams\)](#)

Country/Region: [Belgium /Flanders \(Kortrijk & Kuurne\)](#)

Nature: Programme – Measure – Project – Other: [Operational Excellence on the shopfloor => iGemba project](#)

Period*: [2014 & 2015](#)

Budget*:

In which language(s) available: Dutch

Final beneficiary:

Leading partner: [Jan Angenon – Operational Excellence manager Barco Belgium](#)

Contact details:

Website:

*: If known/if available

Description of the 'Good Practice'

What was the problem?: Employees' commitment, [communication](#) [operational excellence](#), [lean culture](#). All the above aspects can be clearly linked to [Barco's 7 key values](#). The 7 key values can be formulated as follows: [customer delight](#) , [open and ethical business culture](#), [importance of innovation](#), [attention for employees' needs](#), [active support of team play](#), [mutual trust](#).

What were the objective(s)?:

[ODI Operator Driven Improvement](#) , later [EDI Employee Driven Improvement](#))

[Development of a lean culture](#)

[5S Introduction](#) :these 5 steps are :(Step 1 Sort , Step 2 Straighten , Step 3 Shine , Step 4 [Standerdize](#) , Step 5 [Sustain](#)) Together these steps are a method to keep the shop floor tidy

[Introduction of Gemba walks](#) : this means that members of the operational management actually visit the shop floor and go about as follows:

Go to the place

Look at the process

Talk with the people

Gemba is the shop floor where we work on continuous improvement

At regular intervals, other members of the top management (e.g. CEO,COO,CFO)may visit

Introduction of the Kaizen principle : continuous improvement via multi-disciplinary teams.

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Introduction of **self- steering** teams : ESF support has been applied for to set up these self-steering teams.

Employees work in teams and are collectively responsible for the realisation of their own Key Performance Indicators (KPIs)

What did you do?:

The iGemba project was introduced in all operational departments of the Barco group including the plants in Beijing, Noida and Duluth.

Other departments such as planning, logistics , engineering and quality control were also closely linked with the project; different levels of management were involved, such as e.g. operational management, line supervisors and so on.

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Particular attention was paid to visualisation and various ways of communication: e.g. teamcorners, **daily** team meetings , Screens containing clear and updated information..

Presentation of the iGemba project during one of the quarterly sessions presenting company results. .

The Gemba project can serve as an example that can inspire other companies in Flanders and the Netherlands.

Was there a specific focus on gender, diversity?:

Barco adhere to the principle of respect for all (i.e. male and female) by focusing on the key Barco valuesf

What did you achieve?:

As everyone is part of the project, employees all feel a strong involvement with the project

Safe, clean and pleasant working environment, in which every individual feels comfortable.

The organisation of team corners ensures that every worker receives the required information

Executives regularly visit the shop floor
(Gemba walk)

Employees are accustomed to the principles of lean production; a lean culture is present on each level, which in the end leads to:

Shorter production process

Improved quality of products

More appropriate tailoring of products to the customers' needs

Smarter working process

What were changes or effects of the good practice?:

See the examples mentioned before

Dat Barco als bedrijf die werkt aan Operational Excellence ook zijn bestaan in België kan behouden. That Barco can consolidate its presence in Belgium as a company that focuses on operational excellence

What were the critical points to get the project running?

We had to maintain a firm focus on the project and
monitor the KPIs on a weekly basis and adjust whenever necessary

A regular meeting schedule was set up as follows:

On a daily basis: with operators

On a weekly basis: with line supervisors
On a monthly basis: with the operational management in Belgium

Quarterly feedback session iGembaKPIs

Transferability:

Which part of your approach could be used in another context?

Strong commitment from workers

Self-directed teams

Introduction of key values

Fostering a smarter way of dealing with manufacturing issues by introducing a lean manufacturing culture..

Which conditions are needed to optimise the transferability of the project?

Clear support from the organisation's top executives .

Bottom-up approach Duidelijke bottom up aanpak.

Clear support from operational management

Resources should be allocated: budgets time, locations where information can be visualised..

Training is essential for the project to be implemented smoothly.

Link with the focus of the network (Tick more than one box if necessary):

SYSTEM level

ORGANISATIONAL level

INDIVIDUAL level

Thanks to this project, Barco operators and clerical staff have experienced a significant evolution/personal growth which has resulted in the employees' awareness of the impact their function has on the Barco KPIs

Every employee may have a say in the company.

Life phase

Career phase

Some staff members have been able to upgrade their professional assets and move up the career ladder as a result of their participation in the project

Generation

Other information

Any other useful information on the Good Practice:

Strong commitment from the participants

Mutual respect.