



SIMPLIFIED FLUID HANDLING

The FPZ Way

About this document

Responsible: Hoshin Team Leader

Accountable: Hoshin Team

Consulted: Members of the Hoshin Team, RSPP, RLS

Informed: All members of the FPZ Group

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1 What is the purpose of the FPZ Way?

Often those who examine a company from outside look at the turnover, profit, *cash flow*. Those who work in it, however, know that before all these things, the company is the set of its people, with their individuality, skills, professionalism, emotions and motivation, and with their skills as an individual and a member of a *team*.

At FPZ we think that turnover, profit and cash flow are like air, water and food for a healthy body: they are essential for living, but they are not the meaning of life.

The true success of the FPZ cannot be measured by financial *performance* alone: the true success of the FPZ is linked to the success of our people's lives.

At FPZ, we want everyone to have the tools and opportunities to achieve their ambitions, and our leaders are tasked with helping everyone to bring out the best in themselves.

Throughout the world, human beings all want the same thing: to be recognised with dignity for what they are and what they do. Companies like ours are in the ideal position to support people in their efforts to make their dreams come true.

We all know people who feel that they do not count for their company, that they "are just a number" or that they "work only for their salary". We do not want our people to do that! A work environment based on care, attention and responsibility, capable of making work rewarding, proves to each person that the FPZ is aware of the importance and dignity of its role¹.

The FPZ Way provides guidance for each member of our group to have the opportunity to express their talents towards a common Vision

This document consists of four main parts: the first part is designed to provide guidance to each member of the organisation, the second part provides particularly useful guidance to leaders, but the information contained in it can benefit anyone. The third part provides information on the contractual references and the management and control bodies of the FPZ. Finally, a code of ethics is attached with the minimum ethical provisions to which all persons in the FPZ Group must adhere. Not everything is explained in detail: it is up to you to deepen your knowledge and discuss what is not clear to you. Your manager² is ready to discuss your concerns and provide you with all necessary information.

There are no secrets within this document: you are free to share it with a customer, supplier or another partner if you think it will help the FPZ.

Share your thoughts or suggestions for improvement: this document can be modified and improved at any time, even based on your observations.

¹ These principles, in which we firmly believe in FPZ, are codified in the leadership model known as *Truly Human Leadership*, formalised by Bob Chapman and Raj Sisodia in the text *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*, Barry Wehmiller Group, 2015

² Any worker who coordinates other workers is a "manager" or "supervisor". Your supervisor is the person immediately above you in the hierarchy described in the organisation chart.

2 Safety

At the FPZ, safety always comes first. That is why safety is the first topic covered by this document, immediately after its introduction.

Intervene immediately and report any situation that seems abnormal or risky to your supervisor immediately and always ask for feedback to ensure that the danger is remedied promptly: these are your essential duties.

The corporate "prevention and protection service" is a working group composed of the Employer, the Responsible for the Prevention and Protection Service (RSPP), the Occupational Physician, and the responsible for Workers for Safety (RLS)³.

The RSPP, on the basis of the indications of the supervisors, has drawn up an Assessment Document of the Risks associated with each activity. It is the sensitivity of each supervisor, who may ask the RSPP for help, to ensure that the document is up to date and consistent with their area of responsibility.

You are responsible for your own behaviour, not the RSPP!

The RSPP is responsible for verifying that your behaviour and training are adequate but does not replace you in pursuing safety.

The prevention and protection service has prepared an *Emergency Plan* to indicate what to do in the foreseeable conditions of emergency and some people - specially trained and trained - make up the teams to manage emergencies (Firefighting Team and First Aid Team). This information (Safety Organigram and Emergency Plans) is posted on the company notice boards. If you have not been trained on the emergency plan, report this to your manager and the RSPP immediately.

Safety is the responsibility of everyone and cannot be delegated to third parties!

You need to know your emergency plan to know how to deal with a disaster or help a colleague who has suffered an injury: if you have not yet received training on how to deal with a disaster, ask your manager immediately.

In an emergency, you need to know what to do!

³ The roles of the mentioned figures are outlined in the chapter 11

3 The Culture of Excellence

At FPZ we aim to excel because making something excellent is no more demanding than making something mediocre.⁴

Achieving excellence may be rarer, but it does not require more effort or suffering than perpetuating mediocrity. On the contrary, it requires less suffering, and perhaps even less work: the beauty and power of this path are that what we learn simplifies our lives and makes us more effective.

Secondly, the real question is not "Why to excel" but "What job makes you feel the unstoppable desire to create excellence?" If you ask yourself "Why do we have to try to excel, isn't the success we have enough?" then you are probably investing your time in the wrong job.

Our Corporate Culture and method, applied with discipline day after day, will guide us towards excellence. If we organise most of our work around the application of the method, and we stop implementing different behaviours, our lives are simplified, and our results improve a lot⁵.

⁴ Jim C. Collins, "Good to Great: Why Some Companies Make the Leap... and Others Do not", 2001, Harper Business, is a management book that describes the characteristics and behaviours of companies that move from being good companies to excellent companies. Several members of the Wall Street Journal's prestigious CEO Council cited it as the best management book ever read. Alan Murray in his 2010 "The Wall Street Journal Essential Guide to Management" reports that "several members of the Wall Street Journal's CEO Council have named Good to Great as the best management book they have ever read. In Italy, it is published with the title "O meglio o niente. How to overcome mediocrity and achieve excellence".

⁵ Ibidem

4 Vision, Mission and Corporate Creed⁶

FPZ. Effepizeta was founded in Italy in 1975 with the aim of making "side channel blowers" and propose them to the Italian market. The water treatment sector, originally the relevant market, has proved to be only one of the many areas in which the blower can be used.

Today, the FPZ Group has offices or factories in large part of the world.



Figure 1 Side channel blowers are entrusted to the Effepizeta business unit.



Figure 2 Arivent - into which MCA has merged - proposes solutions in the field of industrial ventilation.



Figure 3 The focus of the Doseuro business unit is on the dosing and production of dosing pumps.

Since its inception, FPZ has been able to preserve its core values, while continuing to place the utmost emphasis on customer and people care and product quality.

4.1 FPZ Group's Vision

The FPZ Group aims at the excellence of its people, processes and products to become the benchmark in fluid handling technologies, combining the FPZ core product - the side channel blower - with other solutions to satisfy the customer. The FPZ Vision is

Simplified fluid handling.

4.2 FPZ's Mission

Our Mission determines the behaviours that guide us every day in the direction to realise our Vision. FPZ's mission is

Every day a step forward, to generate value for our customers, our partners and our people, offering intelligent mechanical solutions for fluid handling.

⁶ The "Vision" is the idea of the entrepreneur and represents what the company intends to become. The "Mission" is the guide to realise the idea, and it focuses on the present and clearly describes what to do to achieve the objectives. The FPZ Values summarise the ethical and moral values that inspire the behaviour of the FPZ Group Companies and of all of us.

Daily improvement means more and more customer satisfaction and securing our future. Improving one's work means improving an important part of one's life.

4.3 FPZ's Creed

Our past, present and future are built on five pillars: our products, the Global Marketplace, our processes, our people and our customers.

A reference point for our Customers: We are aware that without customers, there would not be our business. Everything we do on a commercial, production, administrative or any other corporate level is for the satisfaction of our customers. It is true that we provide a tangible product, but ultimately what we offer is a reliable industrial partnership.

A reference point for our People: The success for our company comes from the commitment of all its people in doing well and implementing continuous improvement. FPZ employs people who are proud to be part of our family, in a relationship of mutual trust in which the company benefits from the dedication and expertise of its people and people can achieve their professional goals, in an organisation in continuous growth. We treat our business partners the way we would like to be treated.

A reference point in the Processes: We improve our processes with the idea of developing an uninterrupted flow of activities, focusing on the needs of the customer. This allows us to improve production efficiency, reduce lead times, increase commercial effectiveness.

A reference point in the Products: We expand our offer both horizontally and vertically, in technologies that use the side channel blower. We are open to synergistic opportunities with complementary products, but let's not forget where the roots of each company in our group lie: in the side channel technology for Effepizeta, in the fan technology for MCA and Arivent, in the dosing pump technology for Doseuro.

A Global Reference Point We continue to expand our markets, both geographic and applicative. We are committed to strengthening our ties with our customers and make every effort to strengthen our presence in the market. We adopt the most suitable configuration to meet the needs of different markets: be it through distributors, agents or direct sales, the goal is to offer the best level of customer service.

We are committed to pursuing our Vision in full respect of the environment, people and ethical principles⁷.

4.4 The FPZ Style

The style expresses the way of presenting oneself, the habitual way of acting, of behaving. The style is the complex of specific characters that allow a classification in which you differ from the others. FPZ is committed to raising the communication of the corporate style, pursuing the aim of creating an "FPZ Style".

All the houses have the same function: they serve as shelters for people, they provide the possibility of sleeping, eating, washing, spending free time... but a house designed by Gaudì is different from one designed by Mansart and a house designed, during the Fascist period, by the architect Piacentini is different from one designed by Renzo Piano.

⁷ The term ethics (from the ancient Greek *èthos*) is translated into "character", "behaviour", "custom", or even "habit". It is the science of *collective morality*, that is, what teaches us how to govern our behaviour. It differs from *individual morality*, which is essentially linked to the conscience and beliefs of each individual. The words *right* and *wrong* are connected to the moral sense, the words *correct* and *incorrectare* connected to the ethical sense. In other words, *morality* denotes the subjective aspect of behaviour and, therefore, the subject's intention and inner disposition, while *ethics* represents the set of cultural values of the community.



They do not change the functions, and they change the style. Just as the style of Pablo Picasso is different from that of Fernando Botero and Salvador Dalí. Style does not certify skill. From the artistic point of view, Picasso is as good as Dalí, from the point of view of architecture Piacentini is as good as Piano.

Metalworkers throughout Italy all perform more or less the same functions, but they do not all have the same style.

In FPZ we have our own style:

- a style in which one supports and facilitates the work of others;*
 - where you help each other by breaking down walls and barriers;*
 - in which efforts are made to improve themselves and to encourage the growth of colleagues;*
 - where attention is paid to the interlocutor, client or colleague;*
 - where you talk about your work with your colleagues, communicating openly;*
 - where you do not gossip but deal with problems face to face, giving each other feedback;*
 - in which ways and results are objectively evaluated, and no one is judged;*
 - where no alibi or justification is sought;*
 - where you do not attack, and you are welcoming to everyone, especially those we do not like;*
 - where you build ever stronger mutual trust.*
-

The "FPZ style" sets us apart from the rest. Not better or worse: visually different because characterised by way of being that is our business card, our "trademark".

Supervisors should feel responsible for directing other employees in this direction and correcting them when they deviate from the company's style.

In order for the "FPZ Style" to spread internally, it is necessary to fight at all levels against alibis, justifications and the passing on of responsibilities regarding the behaviour of workers.

Julio Velasco, the legendary technical commissioner of the National Volleyball Team, explains the concept perfectly in one of his conferences:

Let's say that in one action the crusher misses a dunk, and because of this mistake, the team loses a point. Now, the coach asks for explanations on the reason for this mistake, and the crusher says that the setter has raised the ball badly. Then the coach asks the setter for explanations, who explains that he got up badly because the receiver sent him an inaccurate ball. At this point, the coach asks the receiver, and this explains that he rejected badly because he was dazzled by a spotlight in the arena. So we find out in the end that if we have lost the point, it is the electrician's fault.

The point is that it is not allowed to find justifications: the crusher must do his best even if the ball is raised badly, the setter must raise the best even if he received a dirty ball and the receiver must position itself so as not to be dazzled by the spotlight. Everyone must understand that they have total responsibility for their individual actions, without finding someone else to be responsible.



Frame the QR code with your smartphone or go to <https://youtu.be/vk5Jg-mAeVY> for Julio Velasco's speech on alibi culture.

5 Lean Thinking: Corporate Culture and Methods

To make its Vision come true and to pursue excellence, FPZ is inspired by the methodologies that Toyota first developed and that have made it the most successful car manufacturer in the world⁸.

Corporate Culture is the set of assumptions (often implicit) that underlie the way of thinking within the company. Like people and societies, our Corporate Culture also evolves. Key elements are respected for the dignity, professionalism, feelings and freedom of people⁹, *problem-solving*, based on scientific thinking, so that they do not reoccur, and *Lean thinking*, which allows you to develop the ability to eliminate waste.

When we talk about "method" we refer to a set of behaviours and processes that the following figure tries to synthesise:

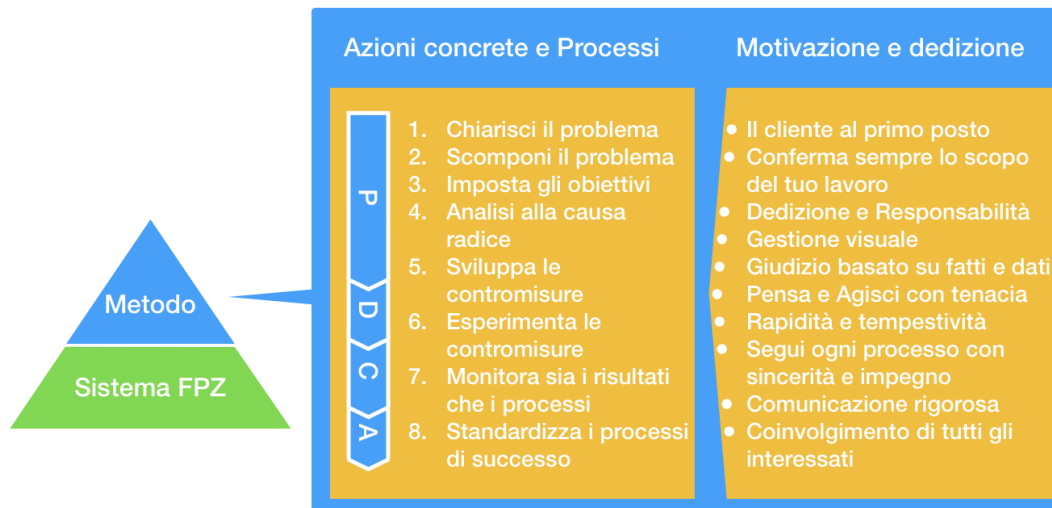


Figure 4 The method: a set of behaviours and habits. Source: Adapted from the training material of the Lean Management Institute (www.istitutolean.it)

The systematic commitment to behave according to the "method" favours the strengthening of our Corporate Culture, and in turn, an increasingly strong culture favours the adoption of the method:

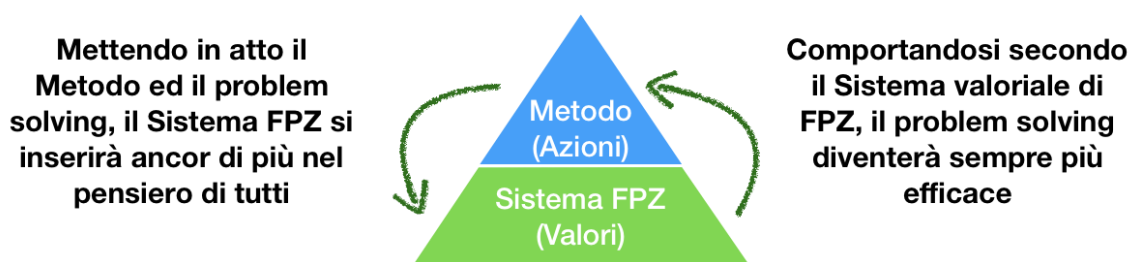


Figure 5 Actions strengthen the value system, and this strengthens actions and behaviours. Source: Adapted from the training material of the Lean Management Institute (www.istitutolean.it)

There are countless management techniques, but on closer inspection, all management techniques have a common root: use your intelligence, do not jump to conclusions but examine facts and data, understand causes and effects, experiment, verify and consolidate what you learn.

⁸ One source is https://en.wikipedia.org/wiki/List_of_manufacturers_by_motor_vehicle_production. In terms of quality, Lexus (Toyota Brand) is judged the best car manufacturer of 2018 according to the survey of www.autoexpress.co.uk.

⁹ An inspirational text and reference on ethical leadership is: Sergio Casella, *La morale aziendale* - ed. New Techniques, 2014

In the experience of the working group that contributed to the drafting of this document, there is no proven successful management technique that departs from these basic principles¹⁰. The technique chosen as "default" in FPZ for problem-solving is the Deming cycle, but the adoption of other techniques, where appropriate, is not prohibited, provided they are adopted in a manner consistent with the method.

5.1 Discipline: respecting the rules, improving the rules

Discipline¹¹ is assiduous commitment, exercise and constant practice aimed at learning and mastering, technique, the principles of a science or religion, to pursue military honour or, as in our case, a method.

In the *Ab Urbe condita*, the work of Titus Livius, which tells the story of the history of Rome since its foundation, there is a dramatic story that illustrates the concept of discipline at the time of the Roman Empire: that of the consul Titus Manlius Imperiosus Torquatus, who sentenced his son Titus Manlius to death because to obtain the victory he thought he had to disobey an order¹². This is how Achille Campanile, an ironic writer and humorist of the twentieth century, reports with a great critical sense the story:

As father I embrace you, as head of the army, I sentence you to death. This was the good idea of that Roman general [...] who - having given in battle a certain order on pain of death to the transgressors, and to the order having transgressed his own son, who, however, just with the transgression won the battle, whose fate was compromised by the inauspicious fatherly order - thought it right to get away first embracing him and then killing the young man [...].

Once such a remarkable capacity to split, to distinguish between father and head of the army, has been admitted in the general, his decision appears to be the most foolish precisely in line with logic, as well as the cruellest and most inhuman is given to imagine [...].

He would have been more logical, better father and better general, and also less harmful to the young man if he had adopted the opposite solution. If that is, he had used the possibility of splitting himself up as opposed to how he did, leaving severity to his father instead of to the general, and military considerations to this instead of to that [...].

"As a father, having you transgressed an order of your general, you piece of a rascal, I'll give you an earful." "But, Dad, I won the war!" "Shut up, there's no one, but you keep it. Orders must be respected." "Consider, Dad..." "Shut up. You are undisciplined. "Here, take it." The strict parent slaps his son twice. Then it goes on: "As the head of the army, having procured victory, I embrace you, although, eh, eh, there has been a little indiscipline on your part; just make sure that it does not happen again. "Victory?" "No, indiscipline."

¹⁰ If you know a successful technique that departs from these principles, you are invited to share it with the Hoshin Team, for training and mutual enrichment

¹¹ *Discipline*: From the Latin *discipulus* (disciple) set of norms, rules, behaviours to be held in order to be a disciple. Literally, that which is relevant to the condition of disciple, in both the intellectual and moral sense: it, therefore, designates the doctrine to be learned, the rule to be observed. The use of the term accentuates the formative aspect more than the informative aspect of teaching, that is, the ability to exercise the mind.

¹² Tito Livio, *Ab Urbe condita*, VIII, 7: Tito Manlio Imperioso Torquato was a leader of the Roman troops of the period of the Latin war and an example of value and severity. He was elected consul for the third time in 340 BC, the year in which the Latin war began. This is where the episode linked to his son, Tito Manlio, who, in contravention of his father's orders, attacked a handful of Latins, bringing about a victory, comes in: "Since you, Titus Manlius, without respect for consular authority or homeland power, have abandoned your place against our orders to face the enemy, and with your personal initiative you have violated that military discipline by which the Roman power has remained so until today, you have forced me to choose whether to forget the State or myself, whether we should be punished for our guilt or rather it is the country that has to pay such a high price for our faults. We will set a painful precedent, but it will help the young people of tomorrow. As for me, I am touched not only by the natural affection that a father has for his children but also by the demonstration of value that has misled you with a false semblance of glory. But since the consular authority must be either consolidated by your death or completely abrogated by your impunity, and since I do not think that even you, if there is a drop of my blood in you, would refuse to re-establish the military discipline put in crisis by your guilt, go, oh litter, and legalise it at the stake"

(...) As a general everyone knows how to be strict: it is like fathers that I want to see you, and everyone knows how to be loving as fathers, but try to be so as generals!¹³

What would happen in a company like ours if such a thing were to happen, where a person realises that he can only succeed by derogating from a rule or a directive? Probably the "general" would praise the person for his proactivity and for having been able to overcome a problem with intelligence and timeliness, but then general and soldier would stop to understand what has not proved adequate of the directive or rule, what has imposed on violating it, and on the basis of experience would improve the rule (the standard). The result that is expected in any case is learning and evolution.

We have all thought - at work as well as in our private lives - that a problem is someone else's fault and that because of these things are not going well.

In reality, if you stop to analyse the facts you realise that problems and mistakes often do not happen because of someone but because of shortcomings in the system: not knowing how to do, not having the right tool, not having a method or training.

When we make a mistake, we do so in good faith: it is very rare for a person to make a mistake intentionally. It is therefore clear that people generally make mistakes because the process in which they operate is vulnerable, not "error-proof". That is why if you make a mistake or a visible problem, you do not shed a bad light on a colleague but highlight the weakness of a process. Likewise, when a colleague highlights a problem that involves you, he is not judging you but highlights the opportunity to improve a process.

At FPZ, we do not go looking for the "guilty" guy. We are interested in doing better tomorrow, not understanding "because of whom" we made a mistake yesterday.

As you continue to improve, it is normal that a process or behaviour that worked yesterday is no longer appropriate today: keep your eyes open, always be critical of yourself and others, ask why things are happening and always show respect for the people around you.

When you see that a process can be improved, you will refer to the standard for reporting opportunities for improvement so that the problem becomes visible to the organisation and can be managed. Be the first to represent the weaknesses of the processes you oversee yourself, and be grateful to those who show you opportunities for improvement that you may have missed.

Failure to report an opportunity for improvement is not acceptable because it prevents the organisation from strengthening itself.

It is important to know how to discern. Just complying with the rules of the game cannot make a great team: the critical sense and the ability to discern between the rules that help us and those that need to be revised or repealed is essential for progress. However, leaving out the rules *tout-court* is not justifiable: leaving out the method means putting oneself before the company, and constructively criticising the rules means evolving.

In FPZ it is easier for you to be praised for a well done and failed experiment than for a result obtained by working randomly or with luck alone

¹³ A. Campanile, *Vite degli Uomini Illustri*, Rizzoli, 1975

5.2 Value for the Customer

Customer interest guides us. The first person we think of as a customer is the "external" one, the person or company to whom FPZ offers its solutions. Satisfying the external customer is the primary objective of our organisation. This principle is called "customer centrality".

In the field of Lean thinking, a value-added activity is defined as an activity that modifies the object or the information, which is correctly performed at the first stroke and which is considered useful by the client. Make a habit of asking yourself daily during your work:

"Who is my client? What is the value of my business to my client?"¹⁴

On the basis of the definition just presented, we realise that much of our day is not dedicated to value-added activities: travel, rework (including re-discussing when you are not understood), transport, storage, are all "waste". Some waste can be eliminated by improving processes; others cannot (or at least not for now). Being clear about what is valuable to the customer helps to improve processes.

When it comes to customer centrality, however, it is not just the external customer that is being referred to, but also the internal customer. It is important to understand that in most interactions, there is a "customer subject" and a "supplier subject"¹⁵.

Some examples:

- The worker (client) who requests information from the personnel department (supplier);
- The sales office (customer) that asks for information to the technical office (supplier);
- The technical department (customer) that, in order to design a solution, asks the commercial (supplier) information about the needs of the external customer.

The way to improve is to experiment together with new ideas with open communication and mutual respect, taking into account the principle of customer centrality.

5.3 The Flow (of value) and the "Pull Logic."

Linking activities within processes (whether productive or informative) so that they flow like the water of a river, without obstacles, expectations or rework is the way to eliminate many of the wastes that lurk in the daily activities of each company. In addition, the flow should be "pulled" by the customer¹⁶.

Pull means ask. It is our goal that each process is "pulled" by the customer

This means, for example, that:

- the creation of a new production unit takes place when the market requires it;
- information from an office is made available when needed, i.e. when it is required;

But also, in a broad sense:

¹⁴ The method says "Always confirm the purpose of your work": cf Figure 4

¹⁵ Remember: your goal is to satisfy your customer. Sometimes "internal suppliers" are monopolists: there is no other person to ask for information that only the specific office can provide. This can lead to losing sight of the fact that in the first place there is the customer, either external or internal!

¹⁶ Flow and Pull are basic Lean principles: you can find an explanation in every basic text of Lean manufacturing or Lean office.

- you have to ask for the PPE you need (while it is your supervisor's job to make sure you are properly trained and make sure you are working safely);
- it is up to you - if you have to manage a work area - to get a budget and organise your time to do maintenance and improvement, and so on.

Always take into account the "Pull" principle in its broadest sense: it is up to you to ask what you need to do well and safely in your job.

5.4 Stability: Working Standards

Working standards are essential to ensure process stability.

The "Working standard" is the most efficient way to make a product (or provide a service) at the desired rate.

It is easy to explain why, with an example:

Mrs Amalia loves to cook. Sometimes she makes jam tarts that are delicious, other times they come so-so. One day, Mrs Amalia's nephew compliments her: "Grandma! This time, your pie looks just great! Why do not you always do it this way?" And Grandma Amalia: "Because I am an eye-catcher! A heap of flour so big, an egg, a pinch of salt, then I put it in the oven and keep an eye on it..."

Mrs Amalia is fine with this: making cakes is her hobby and her passion, and it must be said that Mrs Amalia always has fun when, at the end of a good meal, her family mocks her a little for her cakes always different. And the family is happy to joke about the idiosyncrasies of Amalia's pies.

What if a bakery adopted the same logic as Mrs Amalia? By buying a cake, you could get a good, delicious or mediocre cake. Romeo, the pastry chef, could never replicate the same recipe, much less improve it! What price would you sell the cake for? If you bought two fruit tarts for a party with many guests, they would be vaguely similar but would have neither the same weight nor the same taste. Not to mention the hypothesis that Romeo hired helpers: can you imagine the confusion in explaining the recipe to the helpers?

There is a serious risk that at some point customers will give up Mr Romeo's cakes, and begin to attend that new pastry shop that, not far away, makes delicious cakes, always impeccable and always better!

FPZ has defined (in line with the TWI principles, Training Within Industry¹⁷) its own standards for implementing, archiving and explaining work instructions.

Useful and well-made standards are essential to work well and improve.

The TWI method suggests dividing the work instruction into three phases: the first explains step by step what to do, the second explains how to do each step, and the third explains the advantage of proceeding according

¹⁷ Within Industry Training: Donald Dinero, The Foundation of Lean - CRC Press and The TWI Workbook: Patrick Graupp, Essential Skills for Supervisors - Lean Enterprise Academy

to the instruction. The drafting of this document also takes into account the suggestion of the TWI to separate what, how and why.

In order to work well and improve, you have to:

- Know and apply the standards that apply to your work;
- Help your colleagues work to standards;
- Realise, in collaboration with the subjects involved, the standards of which the need is perceived but which do not exist;
- Update instructions on standards that have been improved with stakeholders.

Not understanding the importance of developing, deploying and applying labour standards prevents improvement.

5.4.1 Do you need a working standard for everything?

Yes and no: it depends on what is considered to be the working standard.

A working standard is not a working instruction or a procedure! A standard is a tool that ensures that you do your job consistently (i.e. always in the same way) and without errors.

The automatic coffee machine explains itself, and when the amount due has been entered, and the drink has been selected on a visual panel, the machine guides the user through the next steps (how much sugar?) and then automatically prepares everything, without errors. Only a madman would prepare the TWI work instruction for this activity!

Yellow lines on the ground, sales rules, price lists and discount policies, purchase conditions, written practices (e.g. instructions on how to carry out procedures in the ERP, even if not in the "TWI format", as long as they are unambiguous and, where reasonable, formalised), are all working standards.

A fail-safe system is preferable to a visual standard, which in turn is preferable to a written instruction. The latter is chosen when you are not yet able to develop the best solutions.

5.5 Continuous Improvement and Problem-Solving

A couple of definitions:

- A problem is a measurable difference between the actual results of a process and those expected by the process standard itself;
- Improvement is the overcoming of a problem, the achievement of a beneficial change in the direction indicated by the strategy, the elimination of waste.

Doing well ensures the present, thinking well ensures the future¹⁸

Continuous improvement - in a manner consistent with one's role and abilities - is the task and duty of every FPZ member, and cannot be delegated.

Experimenting and learning from mistakes is the way to learn and improve.

¹⁸ There is an extensive bibliography on these topics. Two valid readings are
On the TPS (Toyota Production System): Jeffrey K. Liker, *Toyota Way: The 14 principles for the rebirth of the Italian industrial system* - Hoepli.
Problem-solving: John Shook, Jim Womack, *Managing to Learn* - Lean Enterprise Institute

5.5.1 The seven wastes of Taiichi Ohno

As opposed to value, there is a waste. What does not fall within the definition of value proposed in the paragraph 5.2 is waste. Some waste can be eliminated while other waste is inevitable¹⁹. Problem-solving is the main tool for minimising waste.

The principles on which the TPS is based aim to avoid the generation of losses and wastes. Losses and waste are very common in companies, more than we can imagine: they often account for more than 50% of costs. And precisely because they are common, they are difficult to identify as losses: you have to learn to see them!

Taiichi Ohno, one of the fathers of TPS methodologies, has framed them into seven typologies²⁰:

Manufacturing **defects** or service failures lead the customer to complain or refuse the product. In addition to severe image damage, the effort required to detect defects before they reach the customer or to remedy them is a waste, as well as any correction and repair operation costs time and money.

Overproduction, i.e. producing more than what is needed, than what the customer actually wants. Overproduction must be stored, managed and protected, generating waste, capital assets and obsolescence.

Waiting for manpower. If a worker waits for what he needs to arrive, the production flow is interrupted, causing delays for the customer and poor productivity for the plant.

Transportation. Every time a product is transferred (internally or externally to the process), it risks being damaged, lost, delayed, etc., so it becomes a cost that does not produce value. Transport does not introduce any processing to the product that the customer is willing to pay for.

Movement. When transporting products, the movement refers to people, their gestures and machinery. Unnecessary movements take time and do possible damages, wear and tear, safety risks, without producing added value.

Inventory: whether in the form of raw materials, work in progress (WIP), or finished products, they represent capital that has not yet produced a profit for both the producer and the customer.

Overprocessing, i.e. using more resources (or more expensive resources) than those needed for production activities. This leads to higher costs that are not recognised by the customer.

There are also those who talk about an 8th waste, not contemplated by Taiichi Ohno: the waste of people's **talent**: The importance of the involvement of each individual within the company; involvement that goes through a clear explanation of the objectives, constant feedback on the results, including daily results, and the establishment of a direct relationship between Head and Co-worker in order to get the most out of everyone.

5.6 The Deming²¹ Cycle (PDCA)

The Deming cycle (or PDCA cycle) is a model designed to promote a culture of continuous process improvement and optimal use of resources.

The logical sequence of the four repeated points for continuous improvement is as follows:

P - Plan Planning.

D - Do Execution of the experiment, first in limited contexts.

C - Check Test and control, study and collection of results and findings.

A - Act/Adjust Action to finalise and/or improve the process (extend what was tested first in limited contexts to the whole organisation).

¹⁹ Anyone who is doubtful about the inevitability of some waste and wants to demonstrate it has only to refer to the second principle of thermodynamics.

²⁰ From Wikipedia [https://it.wikipedia.org/wiki/Muda_\(Japanese_term\)](https://it.wikipedia.org/wiki/Muda_(Japanese_term)) and <http://www.kikioperations.com/2017/10/7sprechi/>

²¹ William Edwards Deming (1900 - 1993) was an American engineer, essayist, lecturer and business management consultant and manager. Deming was widely credited for his studies on improving production in the United States of America during the Second World War, although he is perhaps best known for his work in Japan (source: Wikipedia.it)

In FPZ, we adopt the PDCA cycle for all activities: it has proven to be effective in all areas in which it has been used with criteria.

Experience teaches that by deviating from the method you always get a partial result: either you do not solve the problem at its root, or you only apparently solve it (because you move it to another part), or the results are inconsistent or they do not allow people to grow... That is why it is essential to always follow the method in a disciplined manner.

5.7 Responsibility and Authority: The Responsibility Assignment Matrix (RACI)

Within FPZ you are part of a branch of the company Organigram, and this indicates the hierarchical line to which you are subject for your current activities.

It is not uncommon, however, for you to participate in a cross-functional improvement activity led by a person who is not your functional manager. In order to avoid confusion in the hierarchical lines, it is necessary to provide clarity by adopting appropriate terminology and rules.

In FPZ, you often have a "double identity": you are not only a member of your organisation line, but you are also responsible for contributing to continuous improvement through cross-functional projects.

RACI stands for:

- **Responsible:** is the person who works on the activity;
- **Accountable²²:** Is the person with decision-making authority;
- **Consulted:** it is the key people who need to consult planning changes; note that it is not enough to "tell" the Consulted what you plan to do or ask for an opinion: the consultation involves sharing the problem before the approval of the Plan phase (in whatever form the problem is developed, be it on an "A3" or in any other way). The Accountable will ensure that this is done before authorising the changeover to the DO.
- **Informed:** It is all and only people who need to be trained on the new standard or be informed about the outcome of the improvement project.

The functional organisational chart - available on the company notice boards - represents the organisational structure of the company with particular reference to operational activities.

Those who implement the strategy work with authority conferred by the Hoshin Team. When you participate as Responsible in a strategy-driven improvement activity, the only person you have to answer²³ to is the Accountable, i.e. the person who has entrusted you with the task of carrying out the activity.

Your line manager may be involved as consulted or informed, but he cannot care about his solutions to the problem or determine how he approaches it.

²² Accountable and Responsible are never roles held by the same subject. English terminology for RACI and PDCA is chosen because it is an internationally accepted standard for these widely used methodologies in the industry.

²³ for that activity, within time limits that the Accountable has agreed with your line manager



Figure 6 Clark Kent is the secret identity of Superman, the famous character of the DC Comics comics. With his kind manners, useful to hide his true identity as a superhero, Clark does everything he can to avoid being the centre of attention. The leader also has two identities: the manager experienced in "his" speciality and the leader with skills to improve processes and develop people. Clark Kent's and Superman's behaviour is consistent: for the good of mankind. In the same way, our leaders are always consistent with the method, both when they lead the improvement and when they give their best to excel in the tasks of their speciality. The leader, unlike Superman, has the advantage of not having to hide his true identity.

Likewise, when - acting as an accountant - you entrust the responsibility for an activity to the staff member of another supervisor or manager, you will agree with the supervisor the ways and timescales to benefit from the commitment of his employee and, where the result of the project on which you operate should extend to the area of the supervisor, you will ensure that the supervisor assigns to the employee the necessary powers to operate.

For example:

Super, the supervisor of Line 1, must increase the production capacity of his line and believes that with some design measures you could halve the time for processing the part XYZ.

Super knows that Inga, an engineer from the technical department, could help redesign the part.

Super then asks Dirtec, the technical director, for Inga's support in developing the project, anticipating that it will need 4 hours a week for a month.

Dirtec verifies that Inga is already engaged in other assignments. He then offers Super the immediate collaboration of Walter, a junior designer who is a colleague of Inga, or of Inga starting from the following month.

Super chooses to have Walter's help immediately.

Dirtec asks Walter to inform him twice a week about the evolution of the project and to consult him on some aspects on which he believes he should support the young and inexperienced Walter but then does not interfere with the choices of Super and Walter.

When you are consulted, your objective is to contribute to the solution of the problem: you are part of a team that removes the obstacles between the current situation and the objective. The latter has been defined in the discussion between Responsible and Accountable.

The RACI responsibility matrix not only regulates the relationship between people in the areas just described, but is also useful for making explicit the responsibilities of each document, resource or project: the indication of the RACI on a work standard, for example, allows you to refer to the correct people when it needs to be

modified, makes it clear who should be consulted before issuing the new version and simplifies the identification of the people to be trained (the informed).

Always indicating RACI subjects is essential to ensure that information, projects or activities are properly developed and deployed.

Please note: in Italian and English the words “responsabile” and “responsible” do not describe exactly the same thing. To avoid misunderstandings, we will always use the English terminology just described.

5.8 Problem-Solving Methodologies

Problems must always be addressed with the scheme indicated in Figure 4. There are several approaches to the problem, from instantaneous solutions to an obvious and simple problem (example: for the sporadic presence of material outside the designated position) to schematic resolution models for more relevant problems that can be solved in hours or days (example: for the repeated presence of material outside the designated position) up to the so-called A3, a complete problem-solving tool that allows you to address problems of high complexity, with a longer time horizon: a tactical A3 can have a quarterly horizon, a strategic A3 multi-year (for example the overall review of material flows in the plant).

In general, with reference to the Table 1 paragraph 6.1, the use of A3 is indicated to address the circumstances identified in Box 9, while in other circumstances a more rapid approach is often preferable.

The objective of using A3 and problem-solving is not only to solve the problem but also to strengthen our ability to deal with problems methodically and to gather consensus.

If you have the feeling that you are using the A3 without having understood why but only because "that is how you have to do it", compare yourself with your manager and ask for help to better understand.

6 People Development and Training

How can one be an excellent team if each member of the team is not enthusiastic about participating in the project? Sharing your professional ambitions, understanding your potential, developing your skills, realising: at FPZ, we know that helping our people to realise their dreams is the way to realise our Vision.

The working environments of the FPZ Group are a dynamic environment. You do not have to be a psychic to notice that things change from week to week in the FPZ. In the same way, the challenges you face in your role as a practitioner or leader change, and the skills you are acquiring today, tomorrow will seem to you basic because you will be teaching them to those who have less experience than you, and at the same time you will be strengthening on new skills.

Part of the learning process is "reactive", i.e. it responds to needs that arise. Another part is "proactive": if you manage a team, when you understand what the needs of the company of tomorrow could be, you can imagine the professional path of your people, the responsibilities they can take on tomorrow, who can take your place when you take on a new role in another area of the organisation. In this way you will be able to start people to a training course that will anticipate the needs of the company, to have staff ready when the need arises. Similarly, when looking for a person to add to your staff, remember that the work you want to entrust to them today is the beginning of a journey, not the end.

Always take into account the potential of each person you add to your team. Ask yourself, what can he learn? What challenges can you face tomorrow?

Not all skills need to be developed internally and invented from scratch. Many problems that are new to us actually resemble problems already faced many times by other people, whether in the FPZ or outside.

To reach new places, we need to follow new paths, to reach new goals we need to learn how to do new things.

Textbooks and courses serve to provide us with the basic knowledge to bridge some of the skills gaps.

Our working standards (often referred to simply as "standards" or "working instructions") contain much of our best knowledge "to date".

The standards of work are far from immutable: experimenting with new solutions, updating the standard and teaching it to other members of the organisation is the very essence of improvement.

The brothers Eddi and Andrea manage a car body shop that employs six body shop mechanics, located in the Italian province. Each body shop mechanic repairs an average of one car per day, so that the entire team, in a month of 20 working days, repairs an average of $6 \times 20 = 120$ cars. One day Oscar, one of the body shop mechanics, finds a way to halve the time it takes to repair a car. After two weeks of experimentation, Oscar consolidates his working method: he is really able to repair two cars a day instead of one, with the same level of quality.

Before Oscar teaches his new method, the body shop is able to repair 140 cars per month (Oscar is able to produce 40 cars per month, while his colleagues continue at the previous pace). But when Oscar passes on his method to his colleagues, the body shop has the capacity to repair 240 cars a month!

Cassandra, a body shop worker, is worried: "in our area," she thinks, "there are no 240 cars a month to repair: some of us will end up being left at home!"

In fact, the number of drivers who turn to the body shop never exceeds 180 per month.

Brothers Eddi and Andrea ask themselves what to do: on the one hand, the six body shop mechanics are engaged in repairing the cars only 6 hours a day: 4 or 5 body shop mechanics would be sufficient to do the job. On the other hand, the body shop increased its revenues by 50%, yet the costs remained the same as before!

Eddi and Andrea realise that leaving a couple of workers at home is a real waste: a waste of talent! Andrea and Eddi reflect on how to create more value for their customers thanks to the resources they already have at their disposal.

To start with, they introduce a new rule: all workers start the day spending half an hour to understand how to improve customer service (and of course also how to further improve their operating standards).

Lino notes that sometimes it is necessary to replace broken glass in cars being repaired. After analysing the opportunity, Lino is the first of the team to learn how to replace crystals, and after consolidating the experience of crystals on cars that are already being repaired for damage to the body, the body shop introduces "a crystal service" for all drivers in the area.

Another colleague, Mario, used to drive trucks before becoming a body shop mechanic: he realises that the body shop's ability to repair vehicles in half the time can be particularly appreciated by professional drivers. For the motorist, in fact, the downtime of the car is an inconvenience, but for shippers the downtime of the vehicle is lost income! And so the body shop extends its offer to the industrial vehicle repair sector.

Cassandra's concerns prove to be unfounded: nothing more than having to reduce staff! Hiring is absolutely necessary!

As often happens, one thing leads to another: some truck drivers express the desire to decorate their vehicles with airbrushed designs, others need to put company graphics on the vans. It takes little for this dynamic team to learn how to offer these services: not only adhesive advertising material but they are among the first in Italy to introduce a digital airbrushing service, industrialising a traditionally artistic activity.

On the horizon, we can see a future in which self-driven vehicles will never even make small accidents, and work for body shops will disappear. Eddi and Andrea, however, are not worried at all, because their business is already changing from "vehicle arrangement" to "surface decoration": they already have the skills and technology to carry out any decoration on vehicles, tyres, billboards, facades... but above all a team used to learning new techniques, teaching their junior colleagues and winning new challenges.

Not even Cassandra, famous for her pessimism about the future, worries more: the company she works for is a model of excellence, often visited by schools and professionals who observe the exceptional results of improvement and training²⁴.

When finding ways to do something better, it is important to "crystallise" this new knowledge (by updating the standard) and deploy it (by explaining the new method to people and showing them the benefits).

²⁴ This long example is only partly a fantasy story. In fact, it is inspired by the history of the Carrozzeria Conzato of Pozzoleone (www.conzato.it). In the example, the names are invented and the events completely fictionalised, but the results cited are those that for real the brothers Eddi and Andrea Conzato with the help of their team and the consultant Corrado Poli, have achieved through the daily commitment and disciplined application of the method.

Ensuring that knowledge is deployed, where it is needed within a defined time frame is essential to enable the organisation to thrive.

It is not enough to "publish" a new standard as happens with the laws passed by the parliament: an improvement activity is not successful when the standard has been drawn up but when the standard has been adopted by all those who must use it.

In order to transmit the competences, FPZ has realised instructions for the drafting of standards and for the training of people based on the principles of the TWI. It is the responsibility of those who teach that the training is given according to the TWI.

To map the diffusion of knowledge in FPZ we have a tool called "Competence Matrix" which helps to define and keep track of the active standards within the organisation and to identify the training needs to be filled.

The certification of the level of competence with respect to a standard of work or a subject is:

Level 1: The person is able to apply the standard with supervision;

Level 2: The person is able to apply the standard independently;

Level 3: The person is able to explain the standard to other people;

Level 4: The person is able to modify the standard to report the improvements or is the author.

You can use a binder to keep all the standards you need at hand. This is your "Instruction manual" for the FPZ Way.

The certification always has a limited duration in time: it is not certain that you still know how to do today something that you have not put into practice in the last two years!

It is your responsibility to keep the manual in the company, keep it tidy and always remember that the standards are not immutable: it is up to you to participate in the improvement.

6.1 Mutual aid and knowledge transfer

The system we adopt at the FPZ fosters and promotes knowledge transfer between colleagues and between successive generations of managers and workers.

Consider the following table²⁵:

²⁵ Much of this paragraph comes from Thomas L. Jackson, Hoshin Kanri for the Lean Enterprise: Developing Competitive Capabilities and Managing Profit - CRC Press

Table 1: Matrix analysis of Lean Culture - translated by T. Jackson, Hoshin Kanri for the Lean Enterprise (Chap. 9)

Person A → Person B ↓		Known Effective Standard		Unknown Effective Standard
		Practised	Not Practised	
Known Effective Standard	Practised	BOX 1 The objective of Lean Corporate Culture	2 B Reminds A of the standard and helps A return in 1 with coaching	5 B teaches and mentors A, guides A in 2 and then in 1
	Not Practised	3 A Reminds B of the standard and helps B return in 1 with coaching	4 A and B remember the standard and help each other to adopt the standard to return in 1	7 B applies what he knows and preaches and moves to Box 5
Unknown Effective Standard		6 A teaches and mentors B, guides B in 3 and then in 1	8 A puts into practice what he knows and preaches and moves to Box 6	9 A, B or both improve or invent the standard and move towards Box 8, 7 or 4 respectively

Box 1 is defined as the state in which everyone knows effective standards and puts them into practice. In the Lean world, everything is measured in terms of deviation from a standard job, whether it is the company's Vision, supplier failures or what the operator Mario Rossi must do during the second shift. The goal of Lean culture is to reach Box 1 and stay there. Moving away from Box 1 gives rise to training moments. Suppose for any reason A departs from the standard. It becomes B's job to teach and mentor A to return to Box 1 (B may be A's colleague, supervisor, or CEO, it does not matter).

The continuous and numerous moments of verification that the method provides (from the daily audit to the annual President Diagnosis) are intended to generate countless training moments. The value of the Hoshin Kanri is that - thanks to a continuous exchange between the hierarchical levels (catchball) - no matter where a deviation occurs: in a short time the whole organisation knows what to do and does it. In addition, and no less importantly, the organisation - through each of its members - refrains from doing what is unnecessary.

7 Leadership

Reading this paragraph is recommended for everyone. Leader, in fact, is not strictly synonymous with chief: the two terms can be used with a narrower meaning, which considers the source of authority: a leader who guides the followers by virtue of the authority they have conferred on him, a leader who guides the subordinates by virtue of the authority he has received from an external source, such as a higher authority²⁶.

In this sense, a leader cannot avoid developing the qualities of a leader, but every person in the FPZ Group must be a guide, i.e. a leader, through example and behaviour.

If you are in charge of a group of people, at FPZ you have three important responsibilities: helping people express their talents, helping to improve operational processes and achieving the operational results you are entrusted with.

In the final analysis, the three responsibilities are so closely linked that they cannot be handled separately: how can I offer my client impeccable service, which improves day by day, without improving the processes through which I carry it out? And how can I improve processes without the people I coordinate learning to do new things and helping to identify opportunities for improvement?

Your real success as a leader is the success of the people you lead.

Since the adoption of the method²⁷ embraced by the FPZ provides you with the tools to fulfil the three important responsibilities entrusted to you, and there is no other way but to facilitate the adoption of the method in every area of the FPZ, it follows that you cannot develop your team if your behaviours are not consistent and exemplary.

Do not preach the adoption of the method if you are not the first to always²⁸ put it into practice!

7.1 The skills of the ideal leader

What skills do I need to exercise leadership in areas other than my speciality? The following figure gives an idea of the set of techniques and skills that will gradually complete the figure of the exemplary leader, in the breadth and depth that you will want or know how to grasp.

²⁶ Definition from Wikipedia.

²⁷ See Figure 4.

²⁸ In other words, the number of circumstances in which it derogates from the application of the method must tend to be zero.



Figure 7 The competences of the "Exemplary Leader."

Some of the skills mentioned refer to techniques mentioned above, and others may be exhausted with short readings on specific techniques; others, such as communication, represent entire fields of research and can be deepened *ad libitum*.

You do not have to "distort yourself" to learn how to be a better leader. Everyone remains themselves: your individuality, your way of being are precious. Learning new communication techniques and registers, in combination with your personality, will increase your skills.

It is not the aim of this document to train you on all these issues: there is a lot of good literature to refer to, and you can find some reading tips in the paragraph 14, but there are some skills that you should dwell on.

7.1.1 There is no leader who cannot communicate

To achieve brilliant results, it is essential to cooperate with your employees and colleagues in other functions, to know how to build consensus²⁹ by working together on a configuration that may not be the one you had in mind, but that is the best for the process and that everyone involved can accept. Listening to people, providing constructive feedback, managing conflicts are not innate skills: there are techniques and tools that can help anyone improve their communication skills. You can learn by participating in courses, seminars and training sessions and by studying books. As in any discipline, however, only by putting into practice what you have learned will you become better at it.

We communicate in a variety of ways: face to face, in meetings, by e-mail, by phone, via corporate social networks, through bulletin boards and blackboards. Do not forget that there is not only the content of the messages you send: the means used to communicate - as well as the tone and the way in which you exchange messages - is not irrelevant.

²⁹ The consensus, in the Japanese culture of continuous improvement, is called Nemawashi (根回し) and is that informal process that silently supports the foundations of some change or planned project, talking to the people who deal with it, giving them support and advice, continuously. It is considered an important element in any major change before any formal step is taken, and the successful nemawashi allows changes to be made with the consent of all parties. Nemawashi literally translates as "working around the roots", its original meaning was: digging around the roots of a tree, preparing it to be transplanted.

Paying attention to the way you communicate, simplify your work, reduce conflicts and lead to constructive confrontation.

Effective communication improves responses and increases quality standards.

7.2 Meetings and stand-up meetings

Among the different ways of communication, it is worth mentioning the moment of meeting of the team, the meeting. Meetings are a moment of consensus and communication, and as a decision-making tool they are not at all effective: the responsible is in charge of developing the problem and the countermeasures, the Accountable is responsible for the decision, the others are consulted or informed.

If you attend or call a meeting, follow the rules in each meeting room: they help to have short and effective meetings. Do not call a meeting if you do not have a clear agenda first. Do not summon a person if they do not need to know what you are proposing to inform, or if they should not be consulted.

If you feel superfluous in a meeting, ask if you can say goodbye. This is not rude behaviour, and it is useful to you and the Company

The stand-up meeting is a few minutes meeting organised with fixed frequency at a defined time of day. It is a useful opportunity to align the team and reaffirm the objectives of the work.

7.3 Managing resistance to change

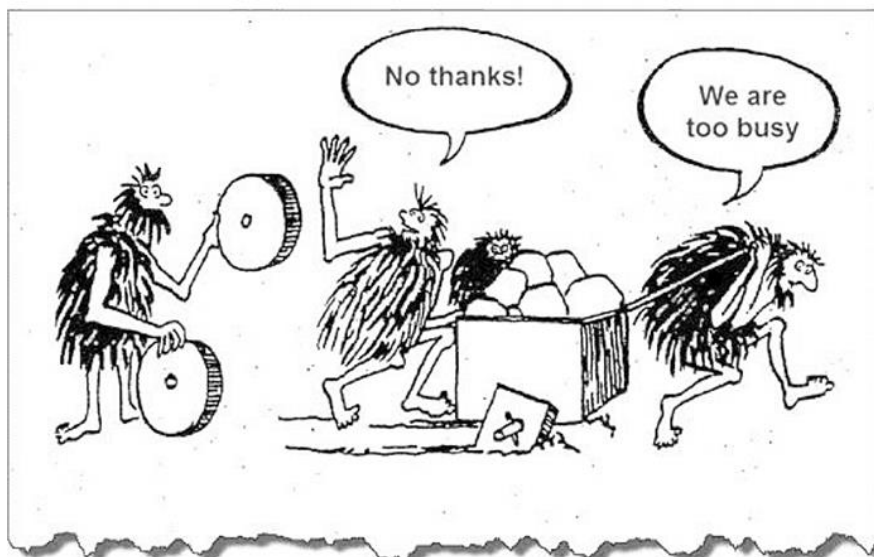


Figure 8 Resistance to change in prehistoric times: "No, thanks! We're too busy."

You have probably come across sentences like that in your life:

"We are here to [produce/sell/make ends meet], and not [make meetings/prepare for other people's problems/improve these little problems], this job [it is not my job/it does not make me carry anything in my pocket/it should be done by a guy]" and so on and so forth. Maybe you have said something like that.

At the base of this kind of assertion often lies the feeling of not having time, the fear of the new (will I know how to drive the cart with round wheels?), the ignorance about the new solutions (and if the round wheels do not work well?). But on closer inspection, all these assertions seek to mask the natural and human fear of change. The evolution of the species has made us cautious: those species that have not developed a healthy caution have become extinct.

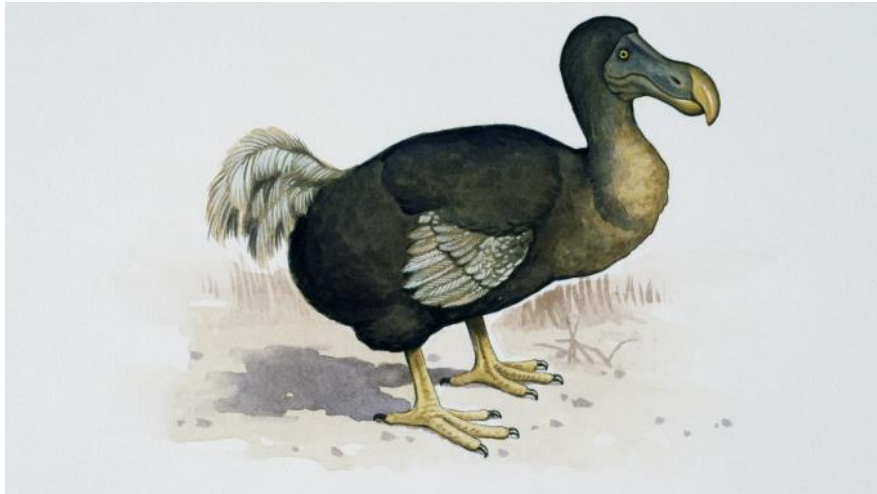


Figure 9 The dodo has lived undisturbed on the island of Mauritius for millions of years. When the Portuguese and Dutch colonised the island in 1598, the animals they brought there, dogs, cats, etc., began to prey on the dodo, which, due to the lack of predators, was devoid of any caution. A century later, the dodo was already extinct.

As well as showing us that caution is a life-saving feature, the example of dodo shows us that the ability to adapt to change is even more important! A small change in the competitive environment is enough to wipe out one species and make others evolve.

Management literature is full of examples where companies or products that, unable to adapt to the changed competitive environment, have been wiped out. Here are some of them:

Kodak³⁰: they invented digital photography technology in 1975 but decided to keep it secret because it would compromise the business of developing and printing photographs. When other players evolved digital technology, Kodak's decision to put its development and printing processes, not its customers, at the heart of the strategy, led to their annihilation.

Blackberry³¹: When Steve Jobs launched the first iPhone in 2007, the Blackberry, produced by RIM, was the smartphone of choice in the market. "Another actor has entered an already very competitive sector, and I do not think that this will determine a great change in our policies" declared the CEO Jim Basille. Mike Lazardis - one of the founders of RIM - at the same time claimed that QWERTY keyboards with push buttons were the most exciting feature for phones. Today iPhone is still one of the best selling smartphones; Blackberry no longer exists.

Blockbuster: Founded in 1985, it rented films on videotape and DVDs and videogames. In 1997, it employed about 80,000 people in 9,000 stores around the world. In the same year, Netflix was founded, with the aim of renting DVDs and video games by mail (at the time watching a movie streamed on the Internet was inconceivable: you connected with a phone connected to a modem at a ridiculous speed). Blockbuster went bankrupt in 2013, while Netflix has more than 100 million subscribers worldwide.

³⁰ <https://www.forbes.com/sites/chunkamui/2012/01/18/how-kodak-failed/#744273ef6f27>

³¹ <http://www.businessinsider.com/rim-ceo-quotes-2011-9?IR=T>

Walkman³²: was a cassette player produced by Sony in the 80s so widespread that, in common language, the term Walkman was synonymous with portable cassette player. In the 1990s, Sony attributed the Walkman brand to its MiniDisc players, losing sight of the potential of the mp3 format that was becoming increasingly popular. So, the company left the field open to its competitors, first and foremost Apple with the iPod, on the other channels of portable music. The widespread use of mp3 players has highlighted the strategic error of Sony that has lost the leadership in the industry.

The leader cultivates a dynamic environment where people are not afraid of change. The first step in this direction is to create a protective environment: people must feel protected to strengthen their safety and awareness of their abilities. You must always show your team that you - like everyone in the FPZ - are looking for problems, not the culprits.

Create a dynamic and protective work environment. Dynamic because everyone must always be ready to change to adapt to changing internal and external needs; protective of strengthening the safety of the people who drive and promote confidence-building³³.

Through example and continuous support, each member of your team realises that the method produces more results with less effort. In doing so, you favour the conditions for a spontaneous or almost spontaneous diffusion of the method.

7.4 Motivating people

In some companies, great emphasis is placed on achieving results, and it is often forgotten that results are the result of people's work and intelligence. Companies that neglect the development of people, the real driver of improvement and success, cannot sustain growth and risk not even maintaining their positions, because they are not able to adapt to the changing competitive environment. In this type of company, managers think that the motivational tool is the prize: "If you get the result then you get the reward, otherwise nothing or punishment!"

As a result, the manager who forces people instead of inspiring them, who forces instead of motivating them, is not doomed to lasting success. The leader, on the other hand, is aware of what Plato already claimed over two millennia ago:

Human behaviour stems from three main sources: desire, emotion and knowledge.

The leader is aware that the economic award is only one of several components of the motivation, and is aware that teaching people and promoting their well-being is just as important, or perhaps even more so.

7.5 Recognising the results

At FPZ, we celebrate results: leaders know that achieving ambitious goals requires great team effort and do not forget to celebrate individual or team success. When the goal is achieved, whoever has achieved it must be celebrated! He has to know it, the people who work with him, and the people he cares about most: family members, friends. He needs to be able to go home with something tangible that can testify to the recognition of his value.

³² History of Blockbuster and Walkman: from Wikipedia

³³ Adapted from Sergio Casella, La morale aziendale- ed. New Techniques, 2014



The leader makes sure that the members of his team love the work they do. In doing so, it will further strengthen people's desire to participate in this project and their sense of belonging.

8 Some management tools and behaviours adopted in FPZ

8.1 Development and deployment of the strategy: *Hoshin Kanri*

Strategic objectives must guide progress and actions at all levels of the company, eliminating waste due to poor communication or the pursuit of unclear objectives. To this end, FPZ has adopted a methodology called Hoshin Kanri³⁴.

Orient each worker in the same direction, in a coordinated way. This is achieved by aligning the company's objectives (Strategy) with the management plans (Tactics) and the work of each. This is the Hoshin Kanri.

The Hoshin Team is a group of people selected by the Board of Directors or the Managing Director. The team is fluid; there being no formal appointment or fixed duration. People can join or leave the team at any time to ensure the maximum effectiveness of the team.

It is important to have clear objectives in each business area because the definition of objectives and the measurement of results allow people and teams to understand their contribution to the *Vision*.

8.2 Time for improvement activities

When do you expect your team to learn and improve processes? How do you know that people spend the time that has been defined in these activities? You need to ensure a balance between the time spent on improvement activities and the time spent on current activities. The work on continuous improvement is fed by three sources, to which is added training:

- from the projects that stem from the Hoshin Kanri,
- from Improvement Opportunities (OM)
- the Idea Bank, the "tank of ideas" fed by people in the work area.

The Nemoto Diagram, represented in Figure 10, illustrates how each worker is engaged, even if in different proportions, in current activities (operating standards), in activities of continuous improvement and in innovation.

³⁴ The Hoshin Kanri (in Japanese: 方針管理 literally "compass management") was developed in Japan after the war and is a strategic management model that allows you to spread the goals across the entire company and drive action. The reference reading is Hoshin Kanri for the Lean Enterprise: Thomas L. Jackson, Developing Competitive Capabilities and Managing Profit - CRC Press.



Figure 10 Diagram of Nemoto - taken from Masao Nemoto, David Lu, Total Quality Control for Management: Strategies and Techniques from Toyota and Toyoda, Gosei, Apr 1, 1987

It is up to you, as team leader, to ensure that all team members are dedicated to improvement activities, particularly by encouraging participation in cross-functional initiatives.

Visually highlights the way in which - for each team member - time spent on improvement is divided from time spent on current activities.

8.3 Coaching Kata: a problem-solving and training tool

When you perform operational activities, you operate according to an operational standard that indicates how to do the work to achieve the planned objectives. The standard guarantees how to achieve the result. If the objectives are not achieved, it is because you have deviated from the standard or because the standard is not adequate. In one case, the problem is overcome by training and coaching (see Table 1). In the second case, the process must be improved: this is the origin of many problem-solving activities.

When you entrust an improvement activity, always remember that it is a matter of experimenting with new methods: no one can be sure which countermeasures are best suited to a problem that has not yet been analysed. That's why, let the proven kata coaching routines guide you:

the manager who jumps to conclusions assigns "tasks", the good leader entrusts objectives.

The leader uses *Kata*³⁵coaching to guide his team members through problem-solving. In each coaching Kata, the *coach* asks appropriate questions to the *coachee*, in order to develop the three basic contents of the *Kata*: reconfirming each time the objective of the work, guiding people in the development of best practices and training the team members.

The leader knows that his role is to develop people. It never replaces its own "coachee" either in the choice of countermeasures or in the implementation: if necessary, it supports and accompanies it. Whoever replaces the coachee, centralises the problems and does not help the coachee to develop.

³⁵ Coaching is a personal development methodology in which one person (called a coach) supports another (called a coachee) in achieving a specific goal. The term Kata (Japanese 型, translatabe as form, model, example) indicates, in Japanese martial arts, a series of coded movements that represent various combat techniques in order to highlight the founding principles and opportunities for optimal execution. The primary purpose of a Kata is, in fact, to pass on the knowledge acquired to the students. The exercise of Kata is not only practised in the martial disciplines but in all those forms of art that have as their goal the "way", the "method". From Wikipedia.

Knowing what not to do is just as important as knowing what to do.

8.4 Audit: compliance with standards and suggestions for improvement

A walk in the workplace (or "gemba walk" - where "gemba" stands for the place where you work - understood as the place where things happen, or problems arise) is an *audit* technique used to detect and manage daily problems effectively and cultivate the systematic development of the organisation.

By verifying compliance with the standards, the order of the spaces and the well-being of the people in the field, numerous opportunities for training and improvement are generated.

The auditing routine involves every member of the organisation. Some experts³⁶ suggest this periodicity for the workplace verification routine:

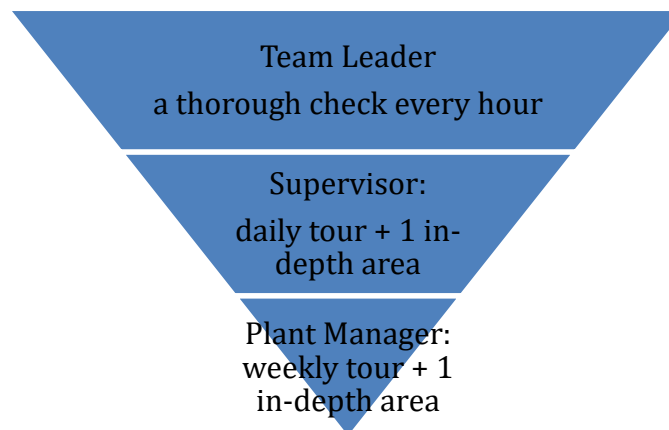


Figure 11: Lean Institute recommendations for the Gemba Walk audit routine

At each level, the audit is the same; what changes are the extent and frequency.

As a member of the FPZ, you need to have a clean and efficient work area, and you need to facilitate the verification of standards by your managers: as a team leader, supervisor or manager, you also have to formalise and visualise the audit routine for your area of responsibility.

What to check? First, if the persons you coordinate have a visual routine of their audit activities, with a record of verification. Then, you should be able to observe the flow of things and information, adherence to operational standards, improvement and development of people.

Your purpose in the audit is not to leave a long list of things to do, but to generate growth opportunities for the people you coordinate and create awareness of the improvements needed. If the people you are developing are suitable for the role you have given them, they will know (or learn) how to act. Otherwise, you will understand how to deal with the problem.

Make a habit of asking your team members every day:

"Who is your client? What is the value of your business to your customer?"³⁷

To identify weaknesses in processes or things out of place, it takes a second, but to recognise progress you have to recognise what has changed since the previous round. Learn how to identify progress and never forget to value the good work done: the improvements that have been made have required commitment and

³⁶ Lean Professional Programme" course materials of the Lean Institute (istitutolean.it)

³⁷ The method says "Always confirm the purpose of your work": cf Figure 4

intelligence, and the team is having success in fields not always familiar: learn to recognise the value that has put in place your team!

Don't forget to gratify people: saying good doesn't cost anything but it's worth a lot!

Remember that although you pause to observe the processes in the work environment, they are carried out by people: observe people and try to understand if everyone is serene. Show yourself available and ready to listen.

The audit does not create value for the customer, so it must be carried out easily and quickly.

8.4.1 See flows and anomalies: the importance of having orderly workspaces and the 5S



Figure 12 The World Wildlife Fund (better known as WWF) is an organisation that protects endangered animal species and the environment and promotes the sustainable use of resources. To support its causes, the WWF is known for memorable advertising campaigns. In this image, he hid numerous animals. Can you see them? How many are there?

As in the example, process anomalies are much more difficult to detect when they can "blend in" in a confusing environment. In such circumstances, it is more difficult to identify problems than to solve them!

Observing a process or workspace, you have to recognise the flow and the anomalies at a glance. Let's admit that, thanks to your experience, you successfully manage the activities entrusted to you in a work environment without rules and visual indications. One of the tasks of your supervisor is to conduct audits in all the areas he oversees, with the same rules as you, albeit at different frequencies. How can he perform his own audit in your area? It is clear that under no circumstances can the order in the workspaces be broken. The adoption of the methodology called 5S is not only sufficient to ensure your success in managing workspaces but also provides many ideas to reduce waste³⁸.

The infrastructures - with a notation of the relative areas of competence - are represented on the plans affixed to the notice boards. Properly placed signs warn of dangers or prescriptions. The posters are posted by the area manager, and the RSPP³⁹ is responsible for verifying the correct management of the signals.

³⁸ There is an extensive bibliography on the 5S methodology, including training material from the Lean Institute and the contents of the Lean Practitioner Programme handouts

³⁹ Head of the prevention and protection service, whose role is described in the paragraph 13.4

Each area manager is responsible for managing the resources present and ensuring that the indication of responsibility on the above plans is correct. The manager of each area, process or resource has the duty to ensure the proper management of what is entrusted to its management through the audit, in the manner provided.

The systems (electrical, thermo-hydraulic, firefighting, compressed air...) present in the FPZ structures are monitored and maintained by the appointed contact persons.

We need common resources (e.g. meeting rooms, machine tools, assembly benches, photocopiers) to work. It is your responsibility to ensure that you have a budget to manage the resources entrusted to you, both for current activities and for those of improvement.

Each of the resources must be monitored and maintained. Managing common resources in this way increases their availability and quality of use.

You ensure that your workspace is safe, tidy and efficient. This way, you allow yourself and the people you work with to work well and safely.

8.4.2 Documentation management

At FPZ, we know the documentation is alive.

A document that is not usable, not traceable, difficult to update, not very comprehensible is not supportive of the organisation.

The documentation system consists of:

- Document templates (invoice template, letterhead, etc.)
- Real documents (invoice number 23 to Mr Rossi, letter of employment from Mr Verdi...)
- Archives

Each document has data to track it down (for example, on an invoice: Consignee, date, amount...). This data is called metadata. Each archive (paper or digital) has its own characteristics (content, subset, responsible, duration of the document's stay in the archive). Referring to the FPZ standards for the creation and archiving of documents is essential: take them into consideration before designing documents or archives.

Managing information according to these criteria makes it usable and secure.

8.4.3 See flows and anomalies: visual management

How do you check if processes have abnormal results, if current activities and improvement activities evolve according to plan and if people are developing new skills if this information is not visible in the work environment?

Visual management is based on the immediate visibility of relevant information.

Visual management makes information alive and tangible directly about the process, where it is useful.

This approach allows the team leader and each operator to always have the status of the process under control and the team leaders to align all members of the organisation towards the corporate goal.



Guide your team in the development of a system that makes visible to everyone the operational standards, their own performance and that of the team in relation to the operational targets, improvement objectives and those of training and development of people. Do not forget to visualise the management of improvement opportunities, the audit routine and the allocation of time for improvement. This information is of great help to people who can adapt their actions accordingly.

9 Teamwork

Your area of responsibility is a link in the value chain that the company generates for the Customer. You cannot strengthen the chain by just strengthening one link.



Figure 13 Flash, Cyborg, Superman, Batman, Wonder Woman and Aquaman (superheroes of the DC Comics comic book world) gather in the Justice League to defeat opponents. Complementarity of powers, mutual trust and the ability to share and implement sophisticated battle plans mean that the Justice League has more strength than the sum of individual forces.

On the basis of this consideration, an exemplary leader has it in his mind that every activity he oversees relates upstream and downstream with other activities, and that the most brilliant innovations are not visible from his point of view, let alone achievable with his own strengths. That is why he develops a vocation for teamwork. Not only is he a team player, often involved in activities with colleagues from other functions, but he also encourages teamwork at all levels, stimulating his staff to examine problems in their entirety, and helping them to build or participate in cross-functional teams.

Teamwork is essential at all levels: for operational staff, supervisors, middle management and top management.

9.1 Flow processes, teams organised according to value stream

The sense of team comes from sharing goals, results, efforts and passions: time together. The classic "departmental" organisation often gives rise to "single-function teams" that oppose each other to the disadvantage of the value stream.

Organising teams by value stream, led by a leader trained primarily in methods, creates an ideal situation in which different business functions work together to achieve the same goal. They study together, work together, rejoice and celebrate the results together. Here is the key to building strong teams. Of course, with the necessary flexibility to ensure that the individual workflow does not live isolated from other business realities. From an organisational point of view a process has been optimised, but the real difference is on a human level because in this way all people have a clear purpose: who is in the value stream must win the

game, given by the goals to be achieved, who is in the support streams must create the conditions for which those who play the game think only to play and win⁴⁰.

9.2 A good leader cares about all processes, not just his own

In the paragraph 5.7 we talked about "double identity" with reference to the exercise of one's role in the organisation chart and the improvement of processes.

For those who lead a working group, the issue of "double identity" is even more important: the results that can be achieved by confining the improvement of processes within their area of responsibility are often limited and mediocre.

You cannot fail to point out to colleagues in other areas the weaknesses you observe in their processes, even when they do not impact your processes. You do not have to solve every problem, but offering an opportunity for improvement to colleagues (who will manage it in the most advantageous times for the company) is a gift that you cannot help but make.

You cannot help but verify that the improvement opportunities you have reported are being taken into account if they are important for achieving the company's goals.

⁴⁰ S. Casella, *La Morale Aziendale*, chap. 5

10 Your training on the FPZ Way

Certification	Established competencies	How to get it, how long	What does it involve	Who releases it
Level 1	You have demonstrated that you understand the FPZ Way at a time of formal verification	Verification by interview or test Return to 0 if after 1 year you have not obtained level 2 certification	It is a necessary requirement (though not sufficient) to be aligned with business objectives and an active member of the organisation	Supervisor with certification ≥ 3 on the FPZ Way (with his delegate with certification ≥ 3 if the supervisor does not have 3)
Level 2	You have proven to be able to put into practice the principles of the FPZ Way, and you are able to address problems with rigorous approach	Following an interview in which evidence of systematic application of the contents of the FPZ Way and problem-solving is given within <u>one year</u> from the last certification at this level. If not, go back to level 1	You can manage improvement activities as Responsible ⁴¹ and be Accountable for operational improvements; you can train others under supervision	
Level 3	You have shown that you can pass on the principles of the FPZ Way to others	Following an interview in which evidence is given of systematic transmission of the principles of the FPZ Way within <u>one year</u> from the last certification at this level. If not, turn to level 2 or 1	You have the skills to help people express their potential and be a good coach; spread the culture of improvement through example	
Level 4	You have internalised the FPZ Culture and are active in updating the document describing it so that it is consistent with the evolution of the FPZ Culture	Following an interview in which the document "The FPZ Way" evolved in line with the evolution of culture. Go back to level 2 if within <u>one year</u> of the last certification at this level you have not met the requirements of level 3	You are a repository of the processes associated with the formalisation and transmission of FPZ Culture	

⁴¹ The roles of Responsible and Accountable are defined in the paragraph 5.7

11 Quality certification of ISO 9001 processes

The FPZ management system complies with the ISO 9001 standard, the reference standard for those who subject their production process to quality control, starting from the definition of the requirements (expressed and not) of the customers, up to the monitoring of the entire production process.

There is no quality function in the FPZ: attention to standards is ensured by strict verification routines, described in the paragraph 8.4.

Quality is everyone's responsibility and cannot be delegated!

11.1 Scope of application of ISO 9001

Since the customer and his satisfaction are at the heart of ISO 9001, in line with FPZ Values, ISO 9001 applies - at FPZ SpA - to all management and production activities relating to the design, production and sale and service of side channel blowers and vacuum cleaners and the sale and marketing of its accessories, without exclusions.

11.2 FPZ's approach to audits for the confirmation of the ISO 9001 certificate

Periodically, the certifying body carries out audits to verify the organisation's relevance to the ISO 9001 standard.

The ISO audit is not an examination, but an important opportunity for improvement. The Auditor is an expert who - with the experience gathered by observing multiple realities - can provide us with original points of view and show us areas of attention that we may have missed.

You do not have to think that you need to prepare for the ISO 9001 Audit: the best thing you can do in view of the audit is not to do anything different than usual.

12 Concluding remarks

The method is the tool that makes us better at serving the customer. Every standard we innovate, every problem we solve, every investment will always be guided by the principle of customer centrality. If you forget it, working on the system for the system, you will contort on a vain bureaucracy, vice versa keeping it in mind you will participate in the construction of an increasingly strong organisation.

The FPZ Way values the concepts of freedom and passion for truth. Vito Mancuso, contemporary philosopher and theologian, writes: "To be free in one's mind, without any external subjection, and at the same time to cultivate scrupulous inner obedience to the truth. This is the meaning of life [...]".

Dedication to the method is a complete and total embrace towards a path that leads us, not by imposition but through the growing awareness of working better, towards a new way of seeing the realisation of our success and the creation of a place where to build, and not simply produce.

13 Contractual references and information on management bodies

FPZ is a joint-stock company under Italian law. Unless otherwise indicated, the following company information and the articles of association of FPZ SpA are available in the public registers. Relations between FPZ and its workers are regulated by the National Collective Labour Agreement (CCNL) for Metalworkers and by the Company Regulations. You are required to know the Company Regulations because these, in addition to reporting excerpts of important steps of the CCNL, adds indications that every worker of FPZ is required to observe.

13.1 Social Bodies

For the Company to operate regularly, it is necessary that certain functions common to all companies are correctly performed within the company: organisation, management and control. In companies with share capital, each of these is the responsibility of a corresponding body:

- the shareholders' meeting, which deliberates on the internal organisation and the most important issues of the company;
- the board of directors, or the sole director, who has executive and management functions;
- the Board of Statutory Auditors, which has control functions.

They are supported by the Independent Auditors, who are entrusted with the auditing of the accounts.

13.2 The Employer

The Employer, in the context of the employment relationship, is one of the parties to the employment contract. Generally, the Employer is not comparable, as is often believed, to a natural person, there being companies and entities with legal personality. In FPZ, the Employer is FPZ SpA itself.

As regards the law on safety, according to the Consolidated Law on Safety in the Workplace, the Employer is the person who holds the employment relationship with the worker or, it should be understood as the person who, depending on the company organisation that he directs, is responsible for the organisation itself or the production unit as he exercises the powers of decision and expenditure.

13.3 The Occupational Physician

The Occupational Physician, according to the Italian legislation on safety at work, is a doctor who cooperates with the Employer. It is appointed by the Safety Manager or, in his absence, by the Employer to carry out health surveillance and all other tasks related to the provisions of the law.

13.4 The Responsible for the Protection and Prevention Service (RSPP)

The person in charge of the prevention and protection service is a figure governed by the Italian legal system.

This is the person appointed by the Employer who coordinates the risk prevention and protection service (SPP), i.e. the set of persons, systems and means external or internal to the company aimed at preventing and protecting workers from occupational risks.

13.5 The Workers' Safety Representative (RLS)

The Workers' Representative for Safety in Italian Labour Law is the figure elected by the workers who has the task of representing the workers in the company with regard to health and safety in the workplace.

The RSPP, using the Occupational Physician and the RLS, is responsible for achieving the objectives set by the company's safety management system and, in the spirit of the progressive improvement of health and safety levels, contribute synergistically to the definition of new standards.

13.6 The Compliance Officer

The Compliance Officer⁴² is a person not required by law to supervise the responsibility of the organisation and has powers of initiative and control.

If you want to file a complaint but do not want to or cannot do so with your manager, you can contact the Compliance Officer.

Although appointed by the company, the Compliance Officer is an independent person and is not subject to the corporate hierarchy. If you request that your complaint be handled confidentially, the Compliance Officer is bound by confidentiality.

The Compliance Officer ensures the presence of a third party, which is independent of the company's processes and therefore, able to avoid internal vicissitudes.

The contact details for the Compliance Officer, the Occupational Physician, the RSPP and the RLS are on the company notice boards.

⁴² Compliance Officer is a phrase derived from the Anglo-Saxon world and has become commonly used in the Italian lexicon. In Italian, it would sound like "Subject who assures the respect of the rules".

14 Suggested further reading

ABOUT TRULY HUMAN LEADERSHIP:

Bob Chapman and Raj Sisodia, Everybody Matters: The Extraordinary Power of Caring for Your People Like Family, Barry Wehmiller Group, 2015;

Sergio Casella, La morale aziendale, Tecniche Nuove, 2014

ON THE CHARACTERISTICS COMMON TO SUCCESSFUL MANAGEMENT SYSTEMS

Jim C. Collins, "Good to Great: Why Some Companies Make the Leap... and Others Do not", Harper Business, 2001. In Italy, it is published by Mondadori under the title "O meglio o niente. Come si vince la mediocrità e si raggiunge l'eccellenza"

ON THE BASIC PRINCIPLES OF THE TPS

On the TPS: Jeffrey K. Liker, Toyota Way: I 14 principi per la rinascita del sistema industriale italiano – Hoepli
Jim Womack, Dan Jones, Lean Thinking, Next Guerins

ON PROBLEM-SOLVING AND KATA COACHING

John Shook, Jim Womack, Managing to Learn - Lean Enterprise Institute

Mike Rother, Toyota Kata, McGraw Hill

ON "VALUE STREAM MAPPING": FLOW MAPPING TECHNIQUES

Mike Rother, John Shook, Learning to See, Lean Institute

Dan Jones, Jim Womack, Seeing the Whole - mapping the extended value stream, Lean Institute

ON TRAINING WITH THE TWI METHOD

Donald Dinero, Training Within Industry, The Foundation of Lean - CRC Press;

The TWI Workbook: Patrick Graupp, Essential Skills for Supervisors - Lean Enterprise Academy

ON THE APPLICATION OF LEAN THINKING IN OFFICES

Drew Locher, Lean Office and Service Simplified, CRC Press

ABOUT HOSHIN KANRI AND "LEAN ACCOUNTING"

Thomas Jackson, Hoshin Kanri for the Lean Enterprise, CRC Press, 2006

Nicholas S. Katko, The Lean CFO, CRC Press, 2014

ON PEOPLE'S MOTIVATION AND EMOTIONAL INTELLIGENCE

Daniel H. Pink, Drive, Riverhead Books, 2009

Daniel Goleman, Emotional intelligence, what is it and why it can make us happy, BUR

ON CHANGE MANAGEMENT

Spencer Johnson, who moved my cheese? Changing yourself in a changing world in the company, at home, in everyday life, Sperling & Kupfer

Training clip "LEI's Lean Transformation Framework Animated": go to <https://youtu.be/oeRXOT8lv0g> or frame the QR code with your smartphone





15 Index of Acronyms

CCNL	National Collective Labour Agreement
PPE	Personal Protective Equipment
PDCA	Plan-Do-Check-Act/Adjust
RACI	Responsible-Accountable-Consulted-Informed
RLS	Workers' Safety Representative
RSPP	Responsible for the Prevention and Protection Service
TWI	Training Within Industry
TPS	Toyota Production System

16 Revision of this document

The revision index consists of two whole numbers separated by a point (1.0, 1.1, 1.2... 2.0, 2.1...): the increase in the left part indicates a substantial innovation in the document, while the increase in the right part is due to formal or minor changes.

In the case of substantial innovations (e.g. 1.0 to 2.0), care must be taken to ensure that people are trained in the new content.

In case of minor changes (e.g. increase from version 1.0 to 1.1), additional training of persons is not required. The English version is updated with each substantial innovation.

Whenever the document is revised, change the indication on the title page and indicate the essential elements below.

Release	Date	Author	Event
1.0	05/09/2016	S. Ferigo	First issue
1.1	23/09/2016	S. Ferigo	Acronym index and paragraph revisions; minor changes to the text
1.2	28/09/2016	S. Ferigo	Small modifications to the text
1.3	13/10/2016	S. Ferigo	ISO 9001 scope of application as indicated by the standard
1.4	21/10/2016	S. Ferigo	Inserted paragraph (levels 9 of training on this doc)
1.5	17/11/2016	S. Ferigo	Clarifications on the topic of RACI
1.6	05/06/2017	S. Ferigo	Note on the FPZ Group in the first paragraph
1.7	17/01/2018	S. Ferigo	Pg.1: link to ver obsolete. Modified indication
2.1	06/06/2018	S. Ferigo	The central role of people is even more emphasised; mission review; concept of "FPZ style" added; new section on leadership; introduction of "expiry" of level certification on the FPZ Way; review of the order of some paragraphs; new images, schemes and explanatory examples; introduction of "recommended insights"
2.2	06/07/2018	S. Ferigo	Insertion of paragraphs "Need a working standard for everything?" and "Problem-Solving methodologies" and emphasis on customer centricity in the final notes
2.3	26/09/2018	S. Ferigo	Correction of typos, QR code intro on the first page, modification of the section on the discipline on the basis of the suggestions of Bruno Carminati and Stefania Nigro; adaptation, according to the evolution of the group, of "a point of reference in products", as suggested by Fabrizio Pierpaoli and Donato Castucci
2.4	05/10/2018	S. Ferigo	Edit example 5S and remove example management methodologies
3.0	31/10/2019	S. Ferigo	Update of historical notes, Mission and Vision; replaced "gemba walk" with "audit"; replaced "visual management" with "visual management"; FPZ logo update; fixed misprints.