

# SHOP FLOOR CONTROL

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Mais longe e muito mais rápido

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**How can we help the employee learn faster?**

**How do we get everyone to work in the same way?**

These were the issues that triggered the Shop Floor Control program in 2010, a partnership between Ikea Industry Portugal and Indeve, which responded to the need for integration of employees in the process of organizational innovation.

The human being is a social being, needs purpose and to be able to contribute. Individual creativity is a characteristic innate to all people. When given this power of contribution, creativity is stimulated. If the individual is aligned with the purpose of their work, it will reflect the individual qualities in the collective - the team.

For everyone to work in the same direction it is necessary to create teams with open communication, capable of taking decisions and with coordinated action among all. When we get a collective focused on this approach, we are building high-performance teams.

The qualification of high-performance teams needs to focus on the results of the collective rather than concentrating on the results of employees as individual beings; these teams are dependent on the interaction between the people who form it and not on a single person who leads it; in decision-making, the team must seek a variety of options and use an effective mechanism to restrict choices.

Analyzing the Shop Floor Control program, we concretely perceive the fundamental points of building an organization based on high-performance teams.

**The beginning:** In 2010, Ikea Industry Portugal aimed to significantly increase daily performance and include employees in the process of organizational innovation.

**What was done:** It has become the self-explanatory factory floor, with the purpose of aligning internal processes and systems with an agile organizational structure.

**How to:** Creating a set of choreographed routines for all collaborators; ensuring alignment between objectives and action; and providing information sharing - SHOP FLOOR CONTROL.

### **So how does the Shop Floor Control program work?**

Shop Floor Control is based on four key tools, which provide an alignment among all and a greater focus on the collaborator: Workstation, GPS, Visual Management and Choreography.

#### **Workstation**

The purpose of this tool is to routinely characterize work based on routines, to guarantee communication, to support the collaborator and to allow this to be an active voice in the process of continuous improvement.

#### **GPS**

GPS is a visual and interactive desktop management tool that groups employees' competencies and valencies, area routines, functions and critical posts.

#### **Visual management**

Set of displays that aim to evaluate, in a systematic way, the daily performance, long term trends and management of continuous improvement actions.

#### **Choreography**

The choreography represents the daily routines of the collaborators, ensures the alignment between the goal and the action, creates a flow of information sharing and provides tools for follow-up, coordination and feedback.

***"The existence of routines is liberating creativity. They allow people to dispose of the entire agenda structure so that they can fill that brain space with readiness to interact."***

Jorge Ferreira - DG Portugal-Rússia, IKEA INDUSTRY

***"I think this project is very good for the communication that is transmitted to us in terms of productivity, rejection, problem solving and improvement actions that can be done."***

Operadora – Ikea Industry Portugal

Shop Floor Control allows you to align strategic objectives with the processes of leadership, mapping processes and operating systems, developing skills and working behaviors, promoting an effective communication system and enhancing the process of continuous improvement.

With the adoption of this strategy, the Paços de Ferreira plant became number 1 in the productivity, product quality (COPQ) and quality management (Grading Lean) indicators of the entire Ikea Industry Group.

**“When many people work in the same way it forms a company culture.”**