



Building Leadership Excellence



“Operational Excellence”



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RETHINK PAPER:
Lean and Green

What is Operational Excellence ?



Where is Excellence Street ?



Is it just a score ?



Is it a product of something else ?



Is it just a simple matter of having the right road map?



Or can we get there with a Super Paper Maker?



“Operational Excellence”

- What's it mean to me?
- Things that I would do to achieve it.
- What kind of answer would you expect?



Maybe a list like this would give you “Operational Excellence”

Refining Strength	Vacrolls
OBA efficiency	Suction Rolls
Carry over	Synthetic Clothing
Dilution Headbox	Cantilevered Sections
Slotted Screens	Silver Bullet in Silo
Zeta Potential	Thermocompressors
Shoe- Press	Quills
Nip Dewatering	Metered Rod Size Press
Winder Roll Bounce	Traveling Squirt
Sheet Stiffness	Seamed Felts
Clothing Designs	Scanners
Steambox	Caliper Control
Retention Aid	DCS
Nano- Technology	Historian
Threading Belts	Video Cameras
Variable Speed Drives	
Crown Compensation	
Surface Tension	
Turbulence Dryer Bars	

**Maybe it's not just about
the right equipment.**

**Maybe it's about a lot
more.....**

“Operational Excellence”



“Safety”

Safety Involvement

Central Safety Committee

Sub-Committees are
Backbone

Department Safety
Groups

Team Safety Meetings

Safety Culture

- All Injuries are Preventable
- Working Safe is a Condition of Employment
- Identifying and Correcting Unsafe Behaviors and Conditions is Expected from Everyone Working at the Mill
- Good Housekeeping is Essential for a Safe Workplace

Other

Ergonomics

Stretch and
Flex

Safety Training

Monthly OSHA Required
Training

New Hire Orientation

Contractor Orientation

Safety Attitude

Safety is about Caring

Keep it Fresh- Regular
Safety Dip

Reward and Recognize

Safety Tools

JSA/SOPs

Safety Audits

Risk Assessment

Develop Personal
Safety Plans

Safety Absolutes

Lock-Out/ Tag-
Out

Vessel Entry

PPE

Safety Flagging



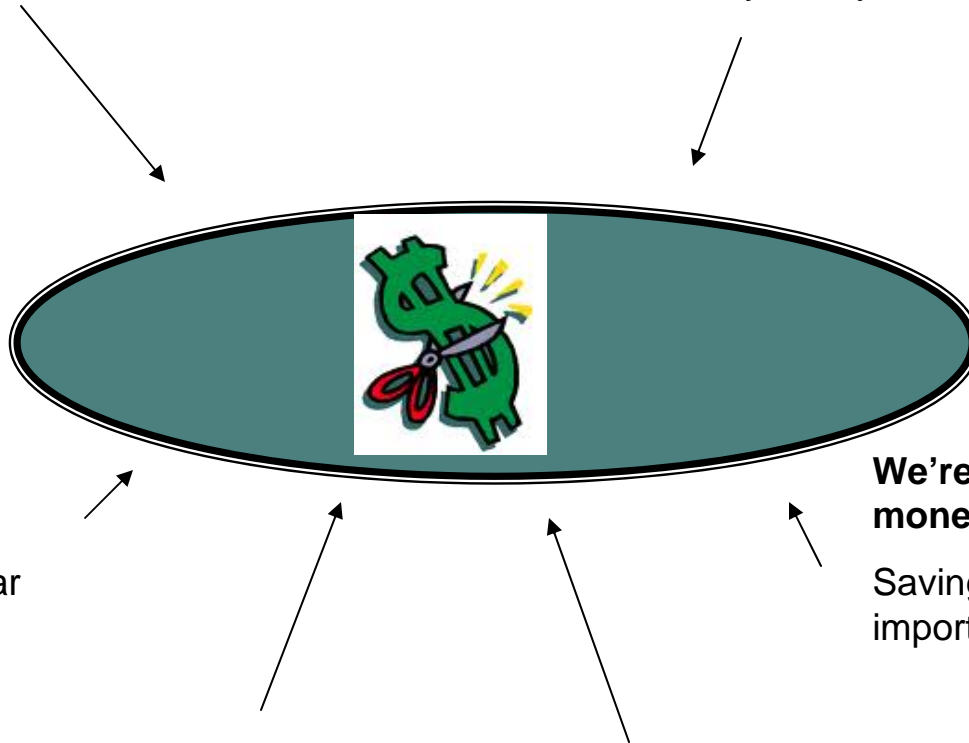
“Cost”

Act like your spending your own money

Priorities are
Cost
Service
Performance
Compatibility

Competition

Everything's Negotiable
Never pay quote price
You are in control of who you buy from



Get the lowest cost- up front

Your not buying a used car

Use good business ethics

Treat others professionally
Be a preferred Customer

We're in business to make money- not to make paper

Saving Money is just as important as making it.

Pool your spending dollars for best deals

“Quality”

Benchmarking

Make a
compatible sheet

Quality Process

Guidelines- Reduce
process variation

Change Request

Trial Request

Trial Results

No midnight trials

Systems

QIS

PQS

Trends

Customer
Response

Raw Product

Variation

COAs

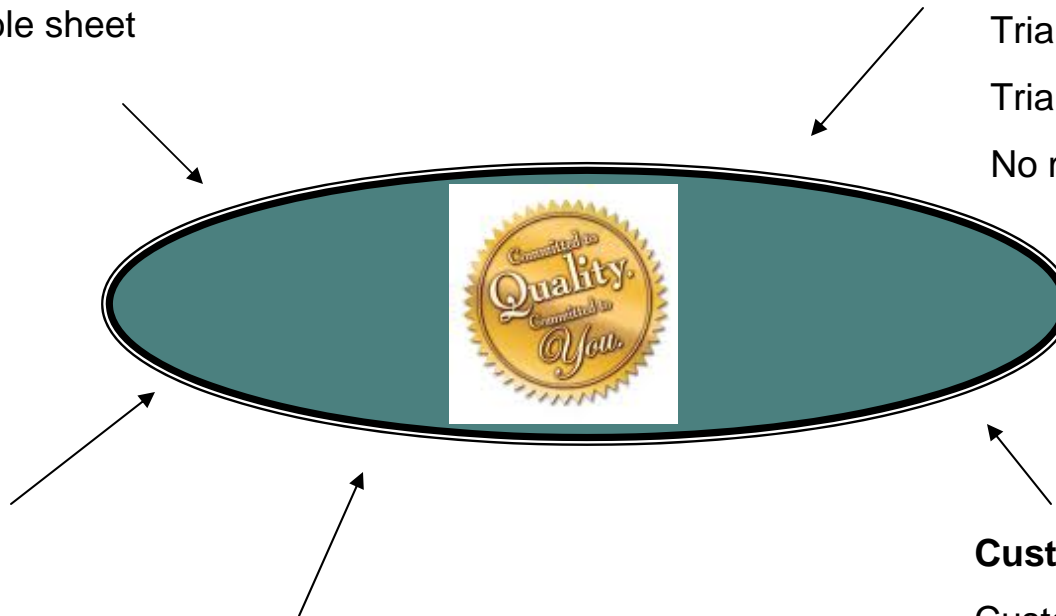
Testing

Customer

Customer Relations

Quality is a must to
get orders

Without quality you
can forget
production



“Reliability/ Productivity”

Be Prepared

Pool Downtime

Planning

Preventative
Maintenance

Predictive Maintenance

Short break list

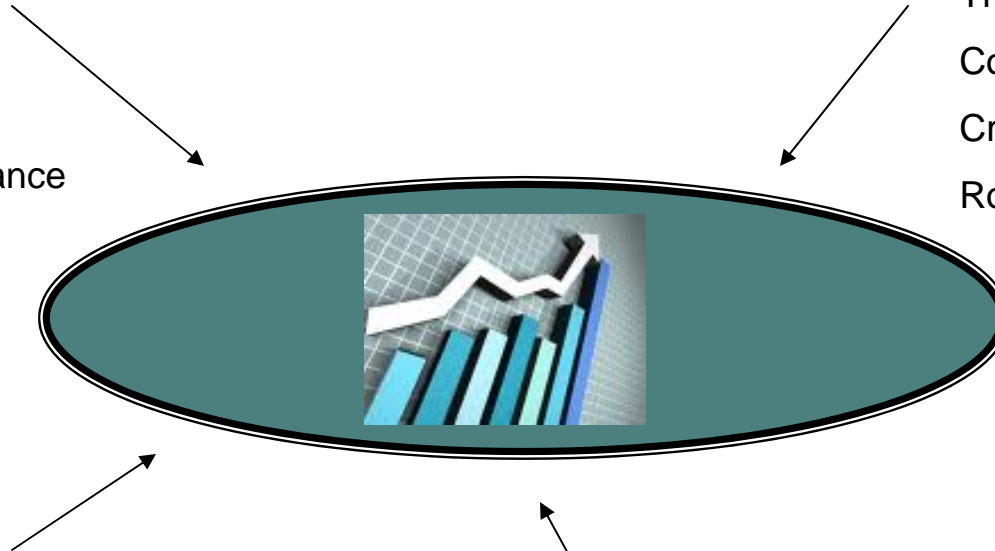
Involvement

Track Progress

Communicate Results

Cross Train

Rounds Checklist



Consistency then productivity

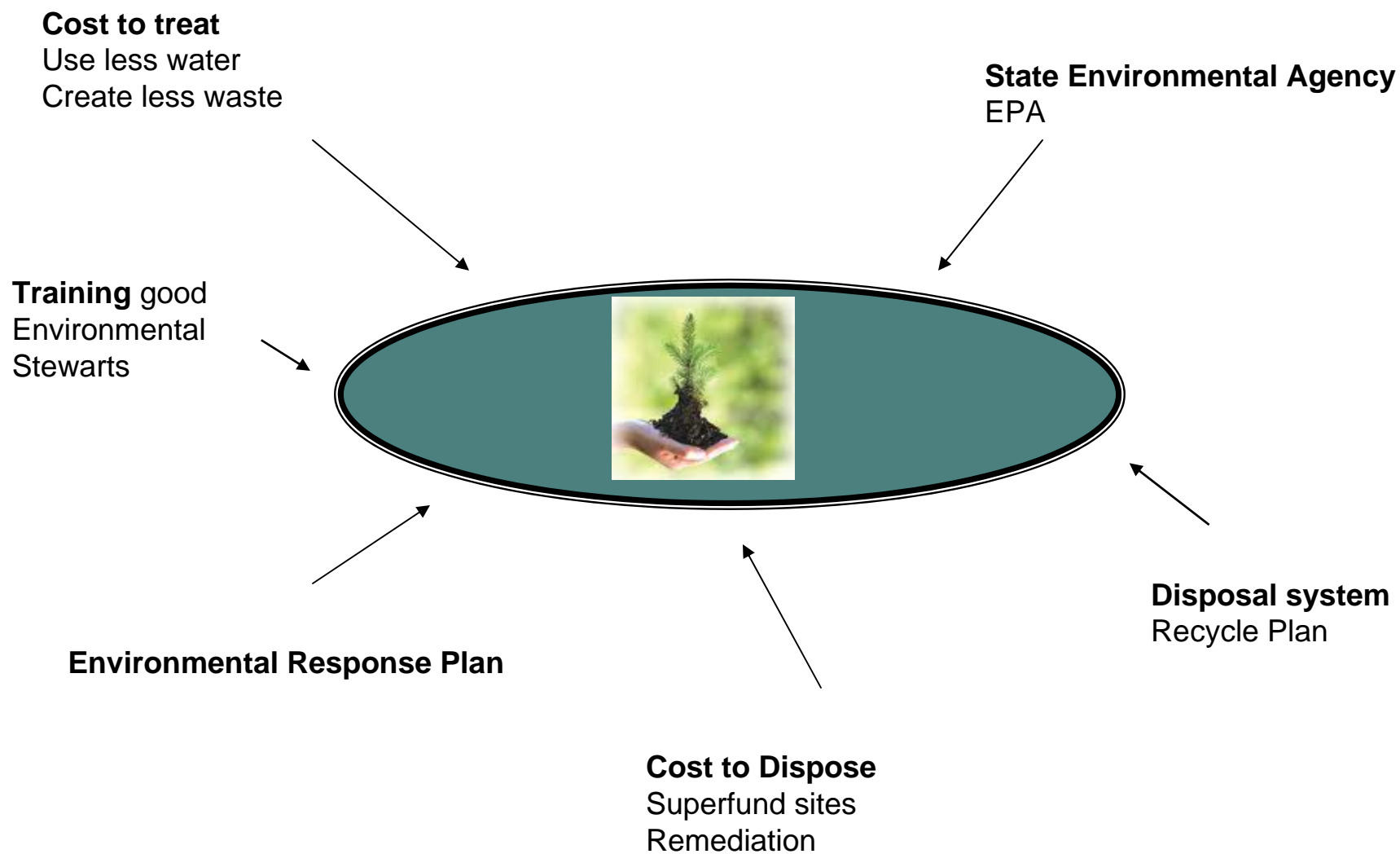
A systematic approach

Steady Improvement

vs

Swing Big – Miss Big

“Environmental”



“Work Design”

Results should be taken personally

Hold people accountable
Peer Evaluations
Inspect for results

Set high standards

Work needs to be a challenge
Design to grow best employees
Hire for the top job
Model for best employee

Training

Education and Training

Teams are involved with each Star Point

Teams report results

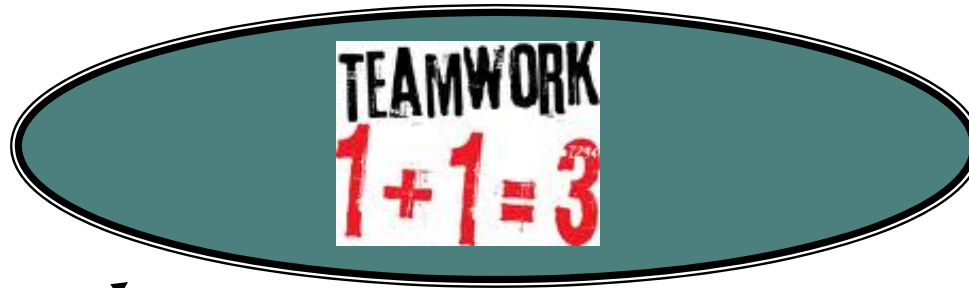
Value diversity

Everyone participates

Everyone is a troubleshooter

Show respect

Communication is often a major issue
Be fair



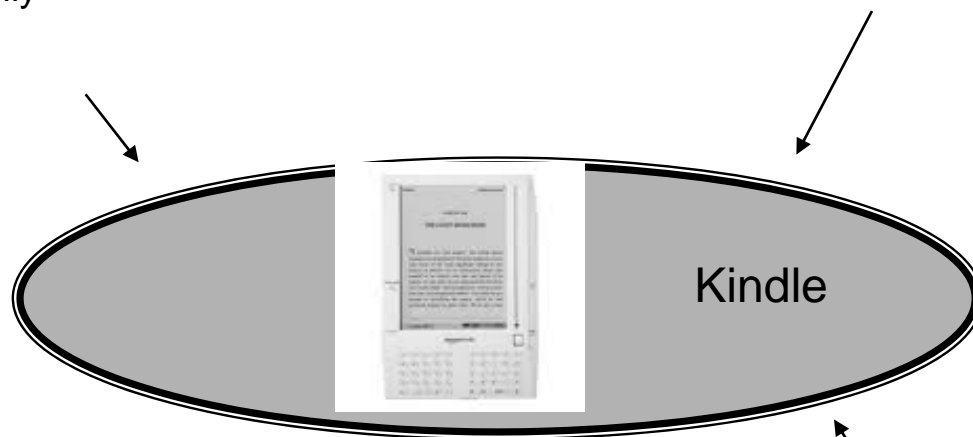
“Future ”

The Past:

- More tons makes more money
- Lower manufacturing cost
- Energy projects only

Current:

- Make less tons without increasing mfg cost
- Rationalization



The Future:

- ?
- ?
- ?

“People”

Have a limited and well defined group of systems & use them

“I’m not sure what the future brings but people will be an important part of whatever it is.”

People that have purpose

Team players

Passion for Results

Things happen for a reason-
don’t accept that it’s just that way

Not afraid to speak up and be active

People that are driven

Self motivated people

