

SAME TRACK

THE CULTURAL NEWSLETTER FOR WABTEC EMPLOYEES

Frontline Spotlight

Vinício Tomaz and Bruno Brito discuss their implementation of lean principles in Contagem, and how lean adds to the strength of a team.



Leader's Letter

Justin Downs explains how we can use lean principles to not only drive value for customers, but also to improve our work experience.



Competitive Edge

Steven Vogt talks about how we can use lean principles to eliminate waste, helping us deliver for customers and improve the work experience.



Managers' Roundtable

Managers across the globe share how lean principles help Wabtec revolutionize the way the world moves.



Employee Excellence

A team in Saltillo used lean principles to develop an optimal process for material flow, mitigating safety risks and prioritizing zero waste.



Leader's Letter

Lean at Every Level

Driving value with efficient practices

Justin Downs explains how we can use lean principles to not only drive value for customers, but also to improve our work experience.



Team,

In all our facilities, we implement lean principles to improve efficiency and reduce waste, but lean is ultimately about driving a better customer experience. In this edition of *Same Track*, you'll hear from leaders, managers, and employees who are applying a lean mindset across Wabtec to drive performance for the company.

The five principles of lean (value, value stream, flow, pull, and perfection) help us to identify the parts of our processes that are not producing value for the customer or are not contributing to safety. To do this well, we must have strong relationships between frontline workers and managers, so we can continuously evaluate the processes on the floor and amend them when we identify new opportunities.

Every day, we build products that transform the way the world moves for future generations. As we implement lean principles, we can unlock more innovations, increase volume, and decrease the resources we use. That results in a better product for the customer.

Lean also makes work more rewarding. We don't want to waste time completing tasks that aren't valuable, and the lean mindset helps us identify what's important and remove what's not. We all have opportunities to apply these principles to make our work more efficient and valuable for the customer.

As you read this month's issue, think about the parts of your job that could be improved: Are there steps in your work processes that aren't as efficient as they could be? Is there a way we could improve flow into or out of your workspace? Please speak with your manager or your site's lean leader if you identify opportunities like these.

Thank you for all the work you do,

Justin Downs

TAKE THE SURVEY

We want to hear your thoughts on the *Same Track* newsletter, so we've created a survey for you to speak your mind. Follow the QR code to share your feedback.



Frontline Spotlight

Simplifying for Success

Making life easier with lean

Vinício Tomaz and Bruno Brito discuss their implementation of lean principles in Contagem, and how lean adds to the strength of a team.



Vinício Tomaz

Having a lean mindset is important at every level of the company, especially on the shop floor. Here, Vinício Tomaz, a lean operator on the front line in Contagem, and his manager, Bruno Brito, Production Leader, discuss their implementation of lean tools on the front line.

Simplifying flow

One of Vinício's lean initiatives started with streamlining material presentation. Vinício says, "In the past, we had to ask for stock to bring parts and materials to the area. Now with the help of flow racks on the line, we have access to these parts that help in assembly." Bottlenecks in a process chain can lead to slowdowns that affect an entire team's efficiency, so Vinício uses lean to create a simpler workflow for his team.

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We have a daily routine where the team can raise problems and find opportunities to solve them.

— Bruno

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Bruno describes Vinício's team as a support structure that needs the kind of positive reinforcement that comes from lean. "We have a daily routine where the team can raise problems and find opportunities to solve them. We do this together so every obstacle can be split among the team and every member can feel connected to the solution."

Solving bottlenecks

One of Vinício and his team's biggest accomplishments with lean was their flow

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We're reaping the rewards of our new flow. We're more organized and more agile.

— Vinício

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innovation on their big line. They switched from their existing process, which had considerable time and resource waste, to a simplified one-piece flow. "When you have one piece flow, you disassemble one, wash one, and assemble one. This keeps the line more organized," Bruno says. "The 5s tool maintains the quality of the product and makes the line faster and more fluid."

Vinício sees this accomplishment as an example of teaming culture making everyone's lives easier. "We spent a lot of

time collecting feedback from the team. It was a team effort to get to where we are," he says. "Now, we're reaping the rewards of our new flow. We're more organized and more agile."

Getting on the line

For Vinício, a big component of lean is getting buy-in from everyone. Vinício says, "Everyone working in production must have a lean vision. My advice is to open your mind and get to know lean culture."

Bruno says that lean culture can also have a positive impact on employees' lifestyles. "Lean tools help you beyond your work. You can implement lean principles in your daily life and create a lean culture in your routine, directly affecting your work and your personal life."

In the short term, Vinício says creating a lean culture can be built day by day with positive teaming habits. "Lean vision starts with simple changes to your workflow. Just take some time to reflect and then act on your innovative ideas."



Bruno Brito and Vinício Tomaz

Competitive Edge

Leading with Lean

Building more efficient processes

Steven Vogt talks about how we can use lean principles to eliminate waste, helping us deliver for customers and improve the work experience.



Lean principles help build more efficient teams and processes. By taking time to reflect on value and waste, teams can become more agile. Here Steven Vogt, Site Lean Leader in Erie, discusses lean's part in continuous improvement and eliminating employee pain points, and how employees can get involved.

Lean starts on the floor

In Steven's mission to reduce waste from our processes in Erie, he relies heavily on the people who are closest to the action. "When navigating any type of lean activity here, we always start from the best-known practices, meaning we're drawing from the experience on the floor with the hourly workers," he says. "The people on the floor are the subject-matter experts (SMEs). They live it day in and day out, so they have a lot of experience and best practices to draw on."

Ultimately, implementing lean principles can make work more rewarding and less frustrating for employees. Steven says, "We want to figure out what they're going through and what their headaches are so we can make their work day a little bit better."

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The people on the floor are the subject-matter experts (SMEs). They live it day in and day out, so they have a lot of experience and best practices to draw on.

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One of the biggest wastes in processes happens when employees don't have all the materials they need to complete a full task. "We see a lot of frustration with people not having all the material, so they can start working on something but they can't finish it," he says. "A lean way of solving that is to have reorder points, where we bring in what's needed early, called Kanban. We try to make sure that we never run out of stock so people can keep going with what they need."

Steven says a consistent workload is the goal, making sure employees don't face large amounts of crunch due to bottlenecks created earlier in the process. He says, "Part of the lean culture is also to go in, look at the process, and just fully understand what type of movements are being made and just try to get the process a little bit more efficient."

Efficiency in motion

One of the key objectives of lean is to reduce waste in the processes. "One of the goals of continuous improvement is efficiency, and we achieve that by eliminating waste," Steven says.

Learning together

Part of lean is sharing findings with other teams – if something works for one team, it may be helpful for another team's success. Steven works with many teams across the world to help create better processes for his team. "I've had a



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We meet to share best practices to create benchmarks, talking about lean as well as a continuous improvement approach to safety.

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We think it's important for everyone to have hands-on opportunities to make contributions to a more efficient workstream.

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great chance to work with my peers from other facilities over the last few months.” Steven says, “I’ve been able to meet almost everybody within the lean culture and have shared what works for them and what doesn’t work for them.”

Steven expanded his knowledge of lean at Wabtec through collaboration with his lean colleagues around the globe. “We meet to share best practices to create benchmarks, talking about lean as well as a continuous improvement approach to safety,” Steven says. “Especially with safety, you can see if there are any near misses at other plants to try and prevent them from happening here.”

Employees in Erie will also have a chance to directly contribute to lean improvements over the next few months. “We’re reinstating a continuous improvement committee in Erie, and we’ll also be doing kaizen events in the office and out on the floor,” Steven says. “We think it’s important for everyone to have hands-on opportunities to make contributions to a more efficient workstream.”

Putting lean in action

Steven thinks employees can get involved with lean principles by simply being aware. Taking the extra time to reflect on processes can build better ones over time. “Think outside the box,” he says.

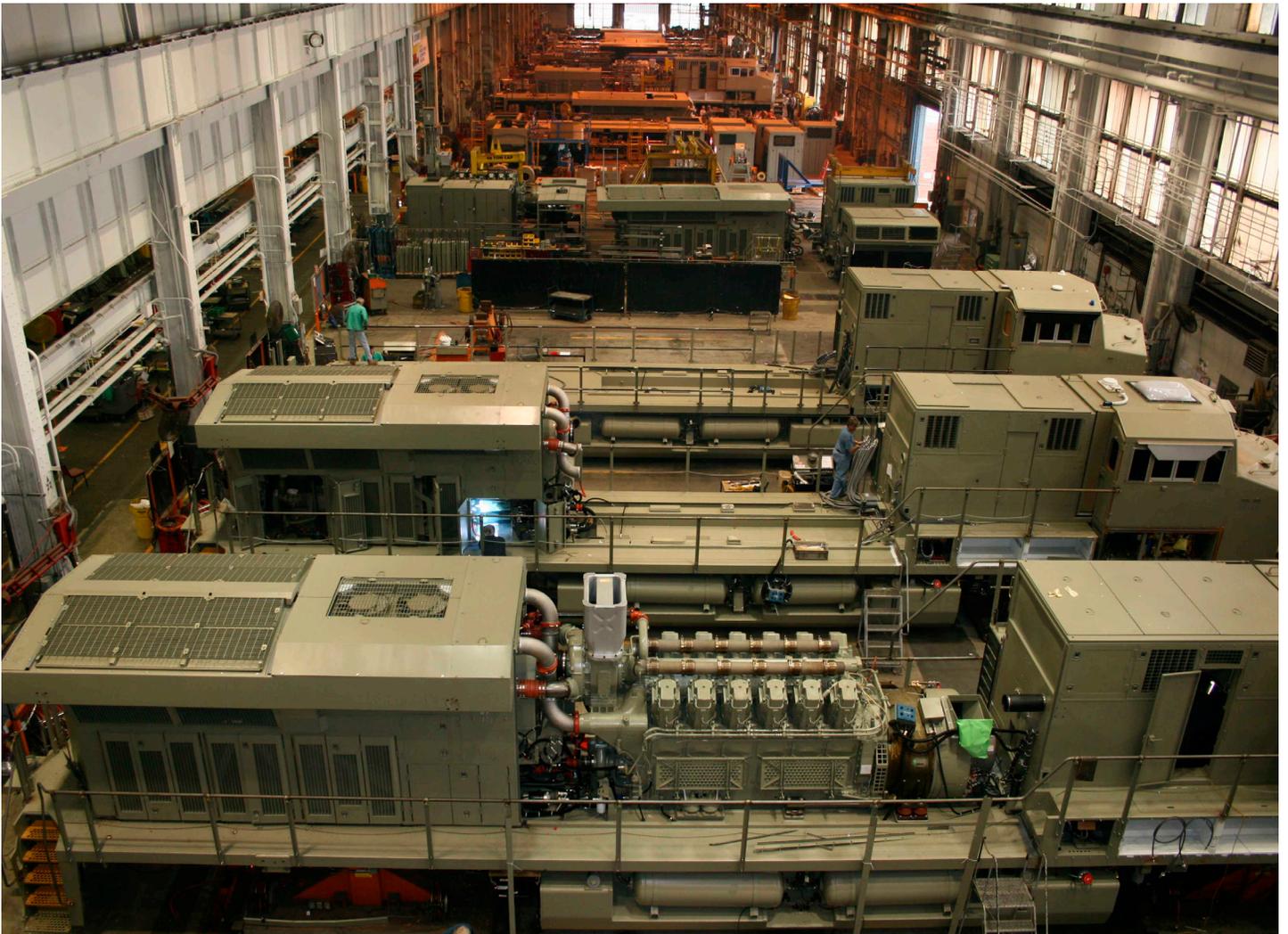
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Whether you call it lean or continuous improvements, it's basically communicating.

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“If you run into the same cycle of issues, work with your manager and team to address the problem and come up with a better process.”

Ultimately, lean reinforces the communication, teamwork, and leadership skills that we try to embody in our work every day. “Whether you call it lean or continuous improvements, it’s basically communicating — making sure that everybody understands and is on board with our work. We build leaders by building quality, skilled teams.”



Managers' Roundtable

Pursuing Perfection

Establishing flow

Managers across the globe share how lean principles help Wabtec revolutionize the way the world moves.



How do you apply lean principles in your work and in the facility?

Hassan: This year we've focused on one of the most important principles, which is weight elimination. We have been able to combine the principles of Lean Six Sigma to help us gain a better understanding of our expenses by identifying cost opportunity for projects.

Izadora: I apply it in my work by being as efficient as possible and trying to decrease rework. I dig into problems with my team trying to incorporate creative problem solving. We want to find the root cause of our issues. So, every week I plan my standard work for next week and make sure that I have all the information that I need. I work with my team and get them engaged to develop the lean culture. Lean isn't about heroes when a problem comes – it's about doing everything you can to prevent a problem from happening.

Ambikesh: We are applying the lean principles by identifying the value of the product. Value depends on the customer, what the customer needs, when they want delivery, and what level quality they need. We are stabilizing our process and are mapping customer patterns to create a flow and establish pull systems using continuous improvement.



Why is lean important for Wabtec?

Hassan: At Wabtec, lean has a humanistic perspective to managing and improving processes that emphasize the importance of people and their well-being. People are motivated by intrinsic factors such as sense of purpose, autonomy, and growth, so when we help people to meet

these factors, they are more productive and engaged in their work.

Izadora: Lean is all about moving towards our mission, which is to revolutionize the way the world moves. So, by revolutionizing the way we work, the way we make our products, the way we do our service, we move toward our mission. Really, we apply lean tools, techniques, and methodology to revolutionize the way the world moves.

Ambikesh: Lean is important because Wabtec is a very big team. We work in a critical industry globally so it's important to have principles that address problems specific to location. The regional diversity of our company allows us to reap the benefits of lean in all of our plants as we can use what we learn at one plant to make all plants safer and more efficient.



My advice to my team is that they should start from the five principles. Through these tools, we can identify the abnormalities in our processes.

— Ambikesh



What are some examples of lean in your facility?

Hassan: We are focused on waste elimination. So, we are analyzing



Hassan Razo
Value Stream Manager
Monterrey, Mexico



Izadora Henriques
Lead Lean Manufacturing
Specialist
Fort Worth, TX



Ambikesh Tiwari
Manufacturing Manager
Marhowrah, India

productivity outcomes – we are able to identify unnecessary expenses such as transportation of personal impact in variable labor. We identified that we wasted 30% of our bus’s capacity and for overtime. So, we changed the setup of the paths to maximize the space utilization.

Izadora: The example that comes to my mind is our leadership engagement. So, leaders come up with lean projects and lean ideas. My job is to help them using my knowledge of lean tools and methodology, but they really lead the projects by themselves. So, for me, it’s not just applying lean tools on our process, but it’s the people piece as well.

Ambikesh: At our plant, we are following two things very critically. We are synchronizing our material procurement, and we are procuring material throughout India. Across the region, we are synchronizing our production and demand and then we are following the single piece flow. This simplifies our process so that we

can better identify bottlenecks in our facilities and address them at the root.

Q What advice do you have for employees when it comes to applying lean principles?

Hassan: Don’t be afraid to fail because failure is a natural part of life and learning. Failure teaches us valuable lessons – it helps us to build resilience and to better cope with future adversities. At the end of the day, failure motivates us to keep trying again and again and again.

Izadora: Keep it simple. Whenever your team is trying to solve a problem, make sure they have the data they need to solve the problem. Get the right people involved. Test the solution you find. If it works, then move forward and validate the idea.

Ambikesh: My advice to my team is that they should start from the five principles.

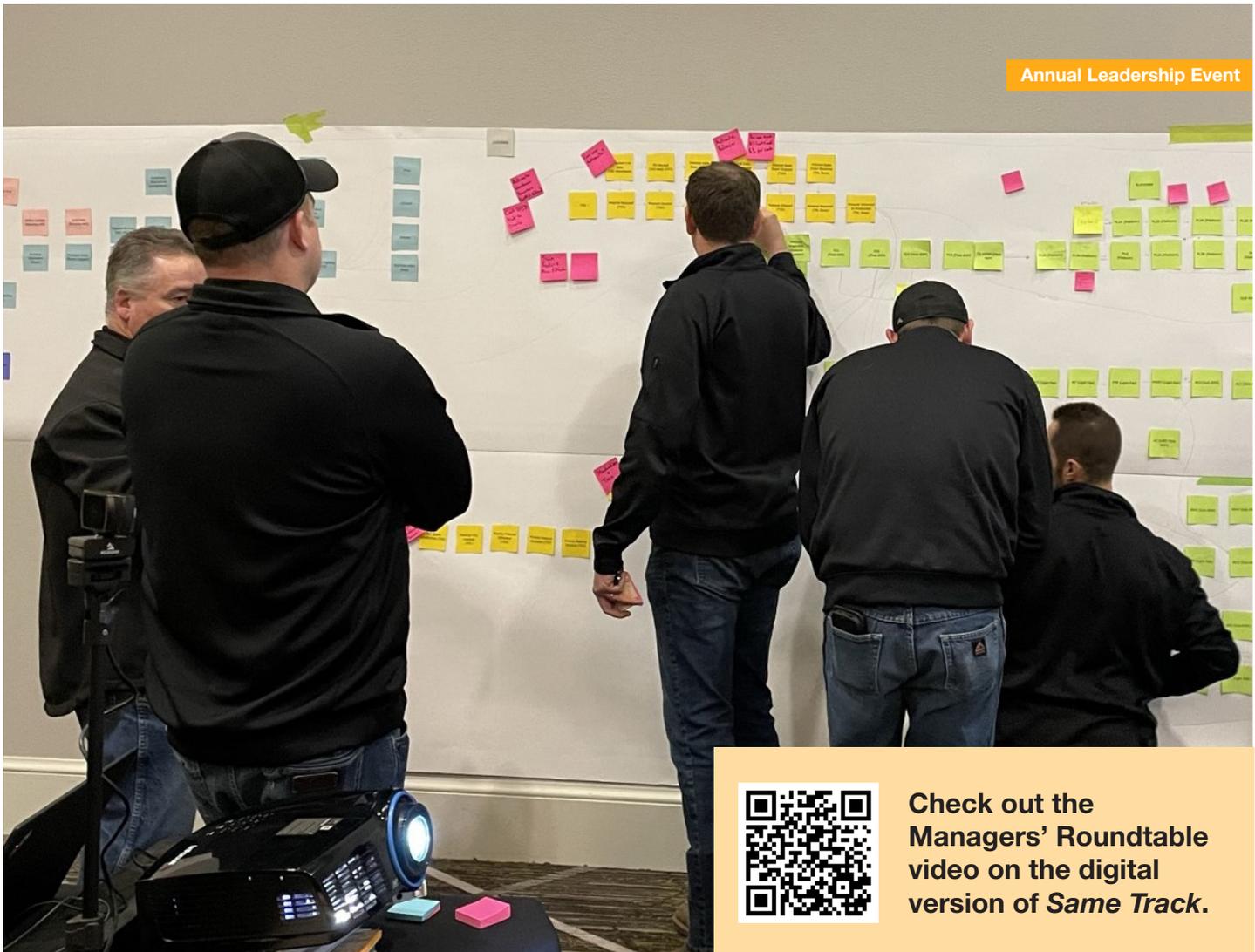
Through these tools, we can identify the abnormalities in our processes. And it should be from the top down, from our offices to our shop floor.

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We have been able to combine the principles of Lean Six Sigma to help us gain a better understanding of our expenses by identifying cost opportunity for projects.

— Hassan

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Check out the Managers’ Roundtable video on the digital version of *Same Track*.

Employee Excellence

Space and time

Simplifying the process

A team in Saltillo used lean principles to develop an optimal process for material flow, mitigating safety risks and prioritizing zero waste.



The team in Saltillo found use for free space in their facility to design and implement the optimal space, process, and flow to prevent common wastes found in normal material flow processes. Luis Mata, Lean Sensei, shares how they used lean's holistic view of waste management, value tracking, and flow to create a robust system that increases safety and efficiency without compromising cost.



The challenge

“The material flow is one of the key elements for any business. It reflects how efficiently the operations are while being delivered to customers. We needed a new way to design our material flow process, which would decrease waste and increase speed and safety.”



The process

“During the 3P process, we were able to apply many lean concepts and tools, such as Takt time calculation, Yamazumi, flow charts, fishbone, 7 ways, mockup and simulation, standard work, visual management, and others. The key element is the team culture, making sure to get every area involved. Due to lean, we had great synergy that enhanced our creativity.”



The solution

“We understood the 3P process as a continuous learning and improvement tool. Since we have a culture of positive feedback and discussions for everything, we were able to discuss design improvements based on final users' feedback and needs. This created clear lines of communication between all parties and resulted in an efficient and adaptable production preparation process.”



Success

“The improvement at the facility is very clear and obvious. We've achieved our targets now that the production flow is simple. We have plenty of space and resources to execute our operations. Not only that, with this high level of organization, it's also easier to plan for our next steps. Managing the shop floor is also easier because we can see the process from the beginning to the end in a simple view. It is easier to see and solve wastes and abnormalities when they occur, which makes us more lean and efficient.”