



Address: Galway Technology Centre, Mervue Business Park, Galway  
Telephone: +353 91 870708, mob. +353 87 2837810, e-mail: [info@leanireland.ie](mailto:info@leanireland.ie), web site: [www.leanireland.ie](http://www.leanireland.ie)

## Course ID: S20

### 5S – THE FIVE PILLARS OF AN EFFECTIVE WORKPLACE

#### Two-day workshop

#### 1. What is 5S?

5S originated in the late 1950's in Toyota, Japan, and has since been adopted by many western organisations, across all sectors. The basic premise of 5S is that personnel who work in any geographical area of the organisation (e.g. the development laboratory, a manufacturing area, the upstairs offices, the reception foyer, the warehouse etc.), have responsibility for the safety, layout, workflow and cleanliness of that area.

The title 5S is derived from 5 Japanese words that indicate a progressive approach to workplace organisation, viz. Seiri, Seiton, Seiso, Seiketsu and Shitsuke. These are most commonly translated in English as

Sort  
Set-in-Order  
Shine  
Standardise  
Sustain

This 5S workshop is facilitated over 2 days with the team working in the chosen area. It is participative and involves a combination of physical and classroom teamwork. The content is tailored to suit your organization, with relevant 5S advance planning and follow-up mentoring as required.

#### 2. Learning Objective & Preparation

2.1 At the end of this workshop, participants will

- understand 5S objectives, methods and how to ensure sustained implementation, and
- be enabled to implement, and sustain, 5S in their own workplace.

2.1 Workshop Preparation

In consultation with Lean Ireland, the client company will select a 5S champion, and a clearly defined area in the organisation in which to conduct the initial 5S workshop/exercise. The Lean Ireland consultant will assist the client on location selection, preparation for the event, and likely follow-up actions required after the event to ensure success.

#### 3 Who Should Attend?

All employees, regardless of role or rank, who work in the selected area should attend the training. In addition, personnel within the organisation who will have responsibility for 5S implementation (e.g. the 5S leaders), together with potential 5S internal trainers, are welcome to attend. A maximum of 12 people will be accommodated in the workshop.

Note: If more than 12 personnel work in the area, all personnel should attend the general 2.5-hour introduction to 5S on Day 1.

#### 4. 5S Workshop Timetable

Day 1: 5S Principles & Sort		
08.30	<u>Workshop/ preparation:</u> <ul style="list-style-type: none"> <li>• Intro to lean &amp; 5S, Toast video,</li> <li>• Sort, Set-in-order, Shine, Standardise &amp; Sustain</li> <li>• Action plan &amp; timelines</li> </ul>	<u>Facilitator:</u> Lean Ireland consultant  <u>Participants:</u>
11.00	<u>Area exercise:</u> <ul style="list-style-type: none"> <li>• Preparation of all materials and personnel for area exercise</li> <li>• Division of area &amp; personnel responsibilities</li> <li>• Pink tags/sort exercise, removal of clutter, disposition</li> <li>• Identification of set-in-order opportunities</li> </ul>	Workshop theory – all personnel in area  Area exercise – as many as possible personnel in area, plus trainers & committee members (up to 12 personnel)
16.00	<u>Workshop/preparation:</u> Set-in-order & Shine (theory & application)	
17.00	Review of day's activities. Plan for day 2 & close	
Day 2: Set-in-order, Shine & Standardize plan		
08.30	<u>Area exercise:</u> <ul style="list-style-type: none"> <li>• Complete set-in-order &amp; shine in area</li> <li>• Identify &amp; post Set-in-Order &amp; Shine action list</li> <li>• Establish 5S communication area</li> </ul>	Facilitators and participants as above
11.00	<ul style="list-style-type: none"> <li>• Review of activities.</li> </ul>	
12.00	<u>Workshop/preparation:</u> <ul style="list-style-type: none"> <li>• Standardise (theory &amp; application)</li> <li>• Plans for standardise follow-up</li> </ul>	
16.00	<u>Debrief</u> <ul style="list-style-type: none"> <li>• Review of 5S activities &amp; preparation of presentation for management team (MT)</li> <li>• Presentation by 5S team to MT</li> <li>• Next Steps</li> <li>• Management commitment to changes</li> <li>• Next steps &amp; close</li> </ul>	Management team

**Table 1.** Lean Ireland 5S two-day training event

#### 5. Sustaining the Effort - post workshop follow up - optional

Some days or weeks following the two-day workshop Lean Ireland will provide an optional extra train the trainer half day workshop for personnel nominated to be 5S trainers in house (rough guide is 1 trainer per 50 personnel), and guidance for the 5S committee. We will provide advice on how to structure the training and implementation activities to derive best business benefit and advice on pacing the programme such that employees embrace and welcome 5S and participate actively in the change process.

Lean Ireland will also review the area in which 5S was initiated and make recommendations for continued improvement if applicable. Lean Ireland will provide advice to ensure the "Standardise" and "Sustain" elements are established to ensure lasting 5S success.

We will also provide ongoing support to the 5S site champion and committee as required.

#### 6. Contact

Bernie Rushe, Managing Director & Consultant, Lean Ireland,  
 Galway Technology Centre, Mervue Business Park, Wellpark Road, Galway H91 D932.  
 Tel: +353 91 870708, email: Bernie@LeanIreland.ie, web: www.LeanIreland.ie