Lean Engagement of the Workforce:

THE MOONSHINE CONNECTION
**WHAT is Moonshine?**

**moon-shine** (mō̅n’shī̅n’). 1. A Lean methodology that uses fast and inexpensive prototyping to develop and prove a concept, prior to full design, engineering, and implementation. 2. A method of thinking and action, using Lean 3P techniques to accelerate learning and innovation, producing order-of-magnitude improvement to any process.

Back in the 1920’s, Moonshiners would build the equipment needed from any available materials, despite the current bureaucracy of society!

Today’s moonshiners partner with employees to prototype new ideas and test solutions to problems.
Why Moonshine?

**It’s Already Happening**

Creative and frustrated employees will always look for ways to improve, even if they have to use the solutions in secret. Creating a “Safe to Fail” system engages more stakeholders, promotes sharing, and gives hope.

**Adapt and Thrive**

Technology and culture are changing too rapidly not to engage with all of your process owners. Making a habit of solving small problems today, will give your organization the tools to confront the radical unknown tomorrow.

**Human Potential**

By not tapping the creativity of your team, you are not taking your War on Waste to its full potential.

Moonshine creates the infrastructure needed for innovation (funds+resources+location)
Moonshine is a “Try Before You Buy” capability (aka Try-Storming vs. brainstorming)

Do everything to simulate, test and experiment before committing to any solution. The PHYSICAL nature of Moonshine creates ideas previously impossible to attain.

Tank access hole cutting

Mobile mast repair stand

Shipboard tool kit

Breaker repair fixture

LEARN BY DOING!
Building your Program

Leadership Buy-in

Take your leaders to benchmark other programs. Identify a Senior Champion, develop a charter, and pilot your first lab.

Attitude

Moonshiners who are willing to listen and build trust aren’t necessarily more clever, they are just a better fit.

Align to your Mission and Values

Consider what capabilities you need to build or leverage to make your system responsive to the specific needs of your core workforce and mission.

Don’t Become the Workaround

Your ability to work around bureaucracy cannot become a relief valve for bad processes or necessary safeguards. Honor other components within your organization by defining when to pass efforts on to them, and when to partner with them!
Command Moonshine System Vision

IN
Employees’ great ideas* for making things better

OUT
Solutions! + Communication & Recognition

* Including linkage to the I.D.E.A. Program

Learn by doing – “Try storming”
Moonshine Objectives

**Focus on Changing Culture, not ROI**

Develop people and systems that foster ownership and critical thinking. Solutions are an indicator of a healthy system, not the end result. Don’t give them fish; teach them to fish.

**Partner with all your Stakeholders**

Establish formal agreements with Safety, Engineering, IT, Security, Facilities, and other technical authorities and programs.

**Define the Sandbox**

Negotiate how much room you have to experiment, with formal processes for concurrence when working beyond these boundaries.
The Consult

**Don’t Jump to Solutions**

Observe the process where it will be performed and have the Process Owner walk you through it. Ask to talk to other stakeholders and avoid deferring to management.

**Partner and Collaborate**

Stakeholders must be willing to discuss alternative solutions, even if the one they already have is perfect.
**Try-Storming Basics**

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*Don’t Reinvent, Exapt*

Solve the problem with available solutions first. Modify or customize if needed. Look outside your community for things that can be used in new ways.

*Design for Function, then Simplicity*

Make it work, then simplify to make it repeatable and easy to use.

*Today’s Solution, Not Tomorrow’s*

Building trust with your Process Owners includes not pushing them too far out of their comfort zone
Moonshine creates the infrastructure needed for innovation (funds+resources+location)

Adaptable Backpacks

Visually Designed Tool Applications

Flexible Construction Point-of-Use Applications
Promote Principles

**Workflow**

Your Moonshiners need training in Core Lean Principles. 5S and Cellular flow should always be built into the solution. Green Belt Certification is a good start.

**Ergonomics/Safety**

Use the process to educate and mitigate risks. Eliminate unnecessary risks such as lifting, and design guarding that is easy to use, even when nobody is watching.

**Visual Workplace**

Close information gaps, and communicate expectations and knowledge needed to be successful.
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