

**Volume 13, Issue 03 □ January 16, 2006**

Important Dates to add to your calendar...

- **Jan 24, 9-11 am HPM Employee Leveraging Tours:**  
Host: Dale Harper, Mancor Industries Royal Windsor Dr. Over half full already. First come. Call Nicole: 519-893-6260 ~ [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Jan 25<sup>th</sup>, 12-3:30 HPM GMT Meeting,** Host: GE Meadowvale. GMT Members to RSVP Nicole
- **Feb 14, 9-11 am HPM Employee Leveraging Tours:**  
**Hammond Mfg Limited,** Guelph. Host: Rick Bruder. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **February 15<sup>th</sup> Introduction to Standardized Work -**  
A no-nonsense workshop based on the Toyota Production system's practices. Hilton Gardens, Cambridge
- **Feb 22<sup>nd</sup> 11:30-5:00 HPM Board Meeting – Host:**  
**GE Meadowvale.** Agenda on the Web. Please RSVP
- **Feb 28, 9-11 am HPM Employee Leveraging Tours:**  
**Tempress Limited,** Oakville. Host: Dave Morgan. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Mar 14, 9-11 am HPM Employee Leveraging Tours:**  
**GE Inspection & Repair.** Host: Colombo Bruno. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Mar 28, 9-11 am HPM Employee Leveraging Tours:**  
**Velcro Canada,** Brampton. Host: Stephanie Cirrilo. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Apr 11, 9-11 am HPM Employee Leveraging Tours:**  
**Canada Post,** Host: Arlene Yam. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Apr 25, 9-11 am HPM Employee Leveraging Tours:**  
**Hammond Power Solutions.** Host: Frank Dolinsek. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **June 12-15<sup>th</sup>, Second Canadian Regional Conference... Kitchener-Waterloo Region Canada.**  
Consider accelerating your Lean Journey. Download from [www.hpmconsortium.com](http://www.hpmconsortium.com) – Click "Resources"

## Rockwell's Raglin Leveraging Tour A Hit

15 folks from GE Multilin, Gerrie Electric, Hammond Power Solutions and Canada Post descended upon Host Paul Deckert's Raglin facility team to examine Rockwell Automation's 'Visual Factory' with a focus on their Visual Cell Boards, Cell Lean Assessments, and Cell Performance Tracking. Paul reports the discussion was open and free-wheeling.

An interesting part of the discussion was the recognition that Boards & Visuals are of little value if they are not paid attention to by the managers. If they are used, folks to whom the Board's messages are directed will keep them up to date with pride. Managers should use them in their conversations and in their work every day.

*Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand."*

Colin Powell

## Mancor's Royal Windsor Facility

**Leveraging Tour ~ January 24<sup>th</sup> – 9-11am**

The next HPM Employee Leveraging plant tour – specially for any employee in any HPM member plant – is welcome to sign up for the 12 spots available on a first come basis.

Site: **Mancor Industries Ltd.**

2481 Royal Windsor Drive, Oakville

Host: Dale Harper, 519-884-0581, [dharper@mancor.com](mailto:dharper@mancor.com)

REGISTRATION: 1. Send names, title, phone number and email address of participants to: [info@hpmconsortium.com](mailto:info@hpmconsortium.com)  
Registration is limited to 12 participants ~ First come basis.

Must Register by **Friday January 20<sup>th</sup>, 2006.**

WHAT THE TOUR WILL FOCUS ON:

- Waste Identification through process walks.

WE WOULD APPRECIATE FEEDBACK ON:

- 5S implementation

## Standardized Work (SW) Workshop

**Feb. 15<sup>th</sup> workshop will fill – 23 confirmed as of Friday**

The breadth of interest is confirming the value of this workshop with attendees including folks **from three consortiums from BC, AB, MB and Ontario.** There is still time to join with **Hammond Power Solutions, Dana, Saint Gobain, Umicore, Tempress and Vantage Foods.**

It is becoming clearer that it is the lack of "Standardized Work" that often neuters our attempts to put in place a Continuous Improvement culture – a culture that's referred to as the most competitive weapon any firm can acquire.

As the power of **SW – which demands rigor and tough management leadership and coaching to be sure** – becomes clear, it is easy to see that without it, attempts to evolve to a Visual Factory and then to Visual Management will not be sustainable.

It is such a foundational issue that HPS will continue to offer it for as long as it is needed. The workshop has been selected because it provides the tools needed to begin the implantation in one's own operations. The forms – in addition to the notes – are provided.

## Applying Lean Mfg in the Home

**Some New Year's Resolutions**

*The focus for this year's Largest Lean Conference in Canada is "Success in Manufacturing Begins at Home... well here is a different perspective aimed at getting us all to recognize that 5-S or other Lean Thinking attributes do have a place IN THE HOME..."*

*"Leveraging learning for customer success"*

Making World Class Make Sense

**Our thanks go to our very good friend, Kevin Meyer who is the father of [www.superfactory.com](http://www.superfactory.com)**

"I'm sure I'm not unique in the world of lean manufacturing professionals in that I return from the office every evening and see lean opportunities around the house.

Some continue to frustrate me, but I generally don't change anything... in deference to keeping the peace with the family, having higher priorities, or due to simply being too tired. A recent holiday visit to my in-laws' extremely neat and organized... but decidedly non-lean... home has prompted me **to suggest some "lean home" New Year's resolutions.** I have also noticed some surprising parallels between lean and [feng shui](#)... perhaps a topic for a future post. At the risk of turning [Superfactory](#) into the next [MarthaStewart](#), I'd honestly encourage you to add your comments and suggestions.

## 5S+1 – Workplace Organization

This is probably the most important to the home. And here they are, as they have evolved from Henry Ford's CANDO from the early '20's - it's frankly, the foundation for what the world today calls "5-S"... The recent addition of Safety now making it "5-S+1"

**Sort...** the first component of 5S will strike fear into most homeowners. The dreaded activity of going through the basement or garage and sorting out everything that's not required in the near term. Just as in manufacturing, having unnecessary "stuff" sitting around makes it more difficult to find what you need and it takes up space. It might be easier to use the [red-tag](#) method to determine the disposition of all items, keeping mind to **"when in doubt, throw it out"**, then move all items to be disposed into the garage for that upcoming sale. Get rid of books gathering dust, old files, rusting tools, and all that "might need someday" junk you know you'll never really need. A few months ago we wrote about the [dangers of horizontal surfaces](#), where we mentioned that one advantage of new flat-screen TV's is that **clothes can't be stacked on top of them.**

**Set in Order...** Time to organize. Are kitchen utensils in the right drawers? Do you even have "right drawers" identified? Are the tools in the garage organized? Financial records and files in order? You could even go to an extreme and [tape off](#) areas to provide more visual organization. This must be done after the sort. Otherwise you end up with situations like my in-laws, where they have a huge box of Christmas lights, all neatly coiled and put in labeled bags... with an Excel spreadsheet recording when they were purchased and from where, where they are

used, and other notes. Problem is that there are about thirty strings of lights... and only three or four are currently needed.

**Shine...** Thoroughly clean your newly-organized home, finally reaching those areas previously covered by unnecessary items. Perhaps it's time to treat yourself to a housecleaning service.

**Standardize...** Create a cleaning checklist, including required cleaning supplies (which are now kept in specific locations!), required interval, and who is responsible.

**Sustain...** Mark on your calendar when monthly or quarterly cleanings of the garage or basement are due. Continually review the effectiveness of the program and make any necessary changes.

**Safety...** Especially important in the home. Do you have fire extinguishers in multiple critical areas of your home? Are they checked once a year? Do you regularly check your smoke alarms? Is there at least one carbon monoxide detector on each level of the house? Do you have a first aid kit, and is it stocked? Are emergency phone

numbers posted? Do you have a communication plan to get in touch if something happens when everyone's not at home?

**One Piece Flow:** Trying to convince your spouse (let alone kids!) that one piece flow is more efficient than batch processing, especially for administrative tasks, could be difficult. It is very counterintuitive and sometimes seems to go against fundamental human nature, but those of us in the lean world know it works. So think about home processes that are currently batch-oriented, and see if you can make some changes. David Anderson at the Agile Management blog has a [great post](#) comparing one piece flow versus batch methods for the annual chore of writing Christmas cards. Besides actually being slower, batch processing creates unnecessary inventory and hides quality problems (ever made a huge batch of soup, hoping to save it for several meals, then find out it tastes bad?).

**Inventory Reduction:** This falls in line with the 5S topic. As manufacturers we know that excess inventory lengthens production cycle time, takes up space, is at risk for obsolescence, hides potential quality problems, and is basically cash that has been turned into a depreciating asset. The same applies to the home. I know of some people that will buy many months worth of cereal when it goes on sale just to save a few pennies. But how much room does it take to store, will you still like that brand of cereal a few months from now, and could that cash be put to a better or more immediate use... such as earning money? Do you really need cabinets full of office supplies,

## Thoughts from Doc Robert Hall – for 2006 SME's 05 Gold Medal Winner

In Doc's view, **"Making time to think may be the biggest antidote to waste there is."** In support, he offers two of Taiichi Ohno's musings.

**The first was:** **"Efficiency is never a function of quantity and speed. It's from always finding the best overall method you can for what needs to be done."**

**Secondly:** Ohno's earliest experimentation was asking workers to write work instructions so that others understood them. Doing so requires us to think about what we do (good exercise for anyone). **It's hard to improve something you don't think about.** In 2006 schedule time to think alone.

*"Leveraging learning for customer success"*

Making World Class Make Sense

multiple propane cylinders, and a year's worth of toilet paper? Does it really cut down on trips to the store, and do the savings really offset the increased clutter? I doubt it. Get rid of it.

**Standardized Work:** Dealing with my father-in-law's illness has made me concerned about some home aspects of this concept. I handle the financial side of our household duties, but if I was incapacitated would my wife be able to immediately take care of it? I feel that I need to write up a procedure on how to update Quicken, describe which bills get paid electronically and which don't, how to evaluate the investments each quarter, and how the money flows from and to various parties. Likewise I feel in the dark about how some of the animals (such as a diabetic cat) are taken care of.

**Kaizen and Value Stream Mapping:** Ok, I'm probably treading on very thin ice here, but have you ever thought of VSM as a relationship tool? We all know that men and women think differently... not wrongly, just differently (ahem!). What would happen if during your next disagreement each of you take the time to flowchart your thinking and perspective. Then use VSM and kaizen tools to brainstorm a new solution? I'm guessing that this would be construed as just another example of how men think in a linear, non-emotional fashion while women include deep emotional factors (I'm really on thin ice now...!). I can just hear it now when you suggest VSM in the heat of an argument... "You want to WHAT???"! My wife already makes fun of my love for process mapping.

**Total Productive Maintenance:** Generally we wait until the house needs painting to schedule painting. But on the favorable side we do consciously adjust the mowing schedule to when the grass needs mowing. And on a preventive side we often do schedule seasonal maintenance on hot water heaters and furnaces. Take a look at regular home maintenance items and identify what the interval and next occurrence is. Then reevaluate this interval so that maintenance is always proactive.

**Policy Deployment:** Planning for the future is a critical aspect of homeownership. From a policy deployment perspective this can include a regular review of wills, powers of attorney, savings and investment plan, retirement plan, charitable giving, and vacation plans. How many of you formally sit down a couple times a year to do family planning, then document it and review it at the next session? This then indirectly ties in with new year's resolutions, so therefore here are some...

New Year's Resolutions for the Lean Home

- 5S your home: sort and discard all unnecessary items, order what remains, and standardize regular cleaning.
- Evaluate and improve on the safety aspects of your home.
- Buy only what is needed for the near term. Think of the total cost of holding the item, not just the initial procurement cost (a major fallacy of coupons!).
- Document critical procedures, such as how to handle the family finances.
- Start a practice of sitting down and reviewing critical plans for retirement, budget, etc. Just like checking

smoke detectors has become associated with the change to and from daylight savings time, perhaps another date can become associated with family planning.

*Best wishes for a happy, prosperous, and peaceful new year from Superfactory and Evolving Excellence."*

Kevin Meyer, Superfactory.com

## Kitchener Conference Nearing Completion...

*Here's some things to consider – since the \$500  
Early Bird Discount will disappear Jan 31st*

*"Whether competing against China or  
the world... Success in Manufacturing  
Begins at Home!"*

This sobering conference is right for the times. Its theme speaks volumes since part of the research for this 4-day conference in the Mfg heartland of Southwestern Ontario confirmed that **40-70% of the waste in our companies is there because we live in it every day -- and we just cannot see it.**

***It is time to take a hard look at just how robust and capable your processes are right inside your building because it is hard to think of a worse tragedy than landing an international contract only to find too late that your home processes are not good enough to deliver!***

Some quick facts on **'Why your team should attend'** are:

1. To accelerate the implementation of lean into your culture - bring the entire team to speed it up
2. To network with 600 practitioners who aren't shy about sharing their weaknesses. Last year's conference in Edmonton drew 596 people from 26 US States, 8 Canadian provinces and 5 countries
3. To learn from 80 learning opportunities – plus an opportunity for leaders to calibrate their vision as they hear Jim Womack at the Leader Dinner
4. To see Enterprise-wide Lean applications in manufacturing, service organizations plus international relief organizations, focus factory hospital, modular home building, military, & more
5. To see first hand what the new AME, SME, Shingo Prize Lean Certification Program is all about
6. And, hear from the world's only Lean Master's program in Wales – plus from mfg. consortiums from Australia, the US, and across Canada

Keynotes at this conference are here for only two reasons – to inform us and to inspire us to action. By listening to the 10 Keynotes - including **LEI's Jim Womack, China's Dan Joseph, Dan Shunk, and CFL star quarterback Terry Evanshen** will Inform and inspire you to do something!! Watch the MeasureUP for Success website as more data is added daily. Visit:

[www.measureupforsuccess.com](http://www.measureupforsuccess.com)