

Volume 13, Issue 05 □ January 30, 2006

Important Dates to add to your calendar...

- Feb 1st, 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. Some seats available – first come. Register now with Nicole at 519-893-6260 or info@hpmconsortium.com
- Feb 15th **FULL See March 9th below Introduction to Standardized Work** - A no-nonsense workshop based on the Toyota Production system's practices. Hilton Gardens, Cambridge **FULL – SEE Mar. 9th**
- Feb 22nd 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
- **Mar 9th 8:30-5 Introduction to Standardized Work** - A no-nonsense workshop based on the Toyota Production system's practices. Will be filled on a first-come basis. Location: Hilton Gardens Inn, Cambridge. Register online at www.hpsinc.ca or call Nicole
- Mar 14, 9-11 am **RESCHEDULED HPM Employee Leveraging Tours: GE Inspection & Repair**. TBD.
- 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
- 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
- Apr 19, 12-3:30 **HPM GMT Meeting**. Host TBD
- Apr 25th 0:00-11:00, **Hammond Power Solutions**. Host: Frank Dolinsek. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or info@hpmconsortium.com
- May 17th 11:30-5:00 **HPM Board Meeting** Host: TBD
- June 12-15th, **Second Canadian Regional Conference... Kitchener-Waterloo Region Canada**. Consider accelerating your Lean Journey. Download from www.hpmconsortium.com – Click "Resources"
- Jul 5th, 12-3:30 **HPM GMT Meeting**, Host: TBD
- Aug 23rd, 11:30-5:00 **HPM Board Meeting** Host TBD
- Oct 11th, 12:00-3:30 **HPM GMT Meeting**, Host: TBD
- Nov 22nd, 11:30-5:00 **HPM Board Meeting** Host:TBD

FLASH: HOT ANNOUNCEMENT... Jim Womack has launched the need to implement Lean in healthcare... and, coming to your conference, we have one of the world's best examples of what a "**Focused Factory in Healthcare**" can accomplish. **Daryl Urquhart, the grandson of the founder of the Shouldice Hospital**, will deliver a truly best practice – More detail to come.

Lean Lean Lean --- Why Still the Resistance?

We still encounter infrastructure partners in mfg, government, & education who continue to wait "until it goes away." At a recent meeting with a Mech. Eng. faculty member in a leading University, his comment was, "I have heard of Lean cuisine so what is Lean Mfg?" Why so little support over the past decade for Lean initiatives from the government and others?

In spite of recent huge commitments to Lean by some, the majority of organizations and agencies appear to seek any another approach if they can. And yet those in need are readily confirming that **more Lean Thinking is desperately needed – not less!**

The entire USAF made its commitment to the "**Lean Across the Air Force**" strategy known by a directive on November 7th which required the second in command of all operating bases to meet on December 13th and 14th to launch the deployment of "Lean Across the Air Force". The directive clearly spelled out that the value of Lean was now beyond doubt – and that "Every Airman" must know, and be aware of, the role he/she plays in **eliminating non-mission activity and waste**. They went further by recognizing that to make it happen **it must be "Led from the top"**. In other words, top leaders cannot delegate the implementation & leadership of Lean to others – Its implementation is just too important. **That's why CEO's and their Lean Champions are invited to the Leader Dinner at the June Conference to hear Jim Womack.**

This week, in a detailed release from **Ford's CEO William Ford**, relating to how his 100 year-old company started by his great grandfather was going to survive - surprised many by showing a plan extending out to 2012. Perhaps there is hope for our North American automobile industry when we see long term planning extending 6 years beyond the model year – it sure is farther out than the next quarterly financial statement.

Ford's clear 7-Point strategy clearly recognized Lean as part of his survival plan to begin taking back market share which has dropped from 24% in the US 5 years ago to the current 17.4% in 2005.

Competition whose motive is merely to compete, to drive some other fellow out, never carries very far.

The competitor to be feared is one who never bothers about you at all, but goes on making his own business better all the time.

Businesses that grow by development and improvement do not die.

But when a business ceases to be creative, when it believes it has reached perfection and needs to do nothing but produce – no improvement, no development – it is done.

Henry Ford

"Leveraging learning for customer success"

Making World Class Make Sense

As far as small/medium size companies are concerned there are few of them that have not hear the word Lean – although the vast majority is still not fully aware of it, or of how to begin tapping into its benefits. **However, consortium members are at the cutting edge** as they understand that applying lean means it must be defined properly and include the notions that:

- **It is the mindset of removing waste everywhere in the enterprise – while providing value to the customer** (that critical-to-success second component is routinely omitted. Such an omission almost guarantees employees will plateau their support after about 18 months as they mentally write off Lean as just another cost cutting strategy)
- It is all about **"Achieving results through people"** – nothing could be further from the truth to tie it to the elimination of people when it truly is a powerful means of staying competitive to protect the jobs you have
- **It is a mindset** – which means once it is grasped it **changes the way you look at the world around you**. It is a mindset that you don't switch on or off. [Refer to Superfactory's Kevin Meyer's article on "Applying Lean Mfg. in the Home" in the January 16th Weekly Update]
- **It is not a set of tools** – it is a mindset that permeates your thinking about the elimination of waste everywhere while bringing value to the customer" – and when that is achieved **there is no such thing as "Lean tools" vs "Six Sigma Tools"** – since all you are concerned about is applying whatever tool you need to drive out waste.
- **It demands change** – mostly in the thinking of leaders, since existing thinking provides roadblocks to employee involvement and ownership which is a cornerstone in Lean
- **It does have credibility for manufacturers if not for education** – it is easy to see when you are close to where "The rubber of true daily competition hits the road." Or when your head office tells you "You either get Lean or we will move our business" – and that is happening daily. The new Certification Program for Lean developed by the Association for Mfg. Excellence, the Society of Manufacturing Engineers and the Shingo Prize will provide more credibility to manufacturers since it builds on the body of Lean knowledge developed to date and provided by leaders such as Norman Bodek – and outstanding examples such as the Toyota Production System.

Giving Employees A Fighting Chance To Deliver What We Need

Fresh from a survey of 654 mfrs by Industry Week Magazine of a wide range of companies, it would appear that we have not yet tied training into our winning. 28% provided less than 8 hrs of training per year, 44% provided between 8 and 20 hours over the course of a year. Less than 20% provided 12-40 hr – and slightly more than 8% provided over the course of a year a total of 40 hours. These numbers vary of course depending on the knowledge content of your business. The bottom line though, is that we do need to provide enough training to begin to tap into

the knowledge that employees have and are capable of using more effectively than they may be now.

Less than eight hours	28.4%
Eight to 20 hours	44.3%
21 to 40 hours	19%
More than 40 hours	8.3%
Total plants	654

HPM Employee Leveraging Tours Last Week... Mancor's RWD

Mancor's Royal Windsor Drive was the site of the most recent Leveraging tour last week with folks from **COM DEV, Orenda and Bird** attending with Dale Harper and his team as Hosts. The feedback around the use of "process walks" as a tool to teach help folks see waste was confirmed as an excellent way to being the process of helping people identify waste. Examples were cited of where such an approach had sped the process of getting folks on board.

HPM Employee Leveraging Tours Coming Up

1NE: Hammond Distribution Ctr - Aberfoyle

Location: Feb 14th, Hammond Mfg Distribution Centre
7 Nicholas beaver road, Aberfoyle Site

Coordinator: Rick Bruder, 519-822-2960,
Rbruder@hammfg.com

Time: 9:00 am –11:00 am

Registration: 1. Send names, title, phone numbers and email addresses to info@hpmconsortium.com. 12 Seats Register by Friday February 10th, 2006.

Tour Focus: Process efficiencies within the receiving, storage, picking and shipment phases

Input Appreciated: Possible improvement on the processes in these areas

2WO: Tempress Ltd. Mississauga

Locations: 1230 Lakeshore Road E, Mississauga

Coordinator: Dave Morgan, 905-274-3323
Dmorgan@tempressltd.com

Tour date: Tuesday February 28th, 2006

Time: 9:00 am –11:00 am

Registration: 1. Send names, titles, phone numbers and email addresses to: info@hpmconsortium.com 12 Seats Register by Friday February 24th, 2006

Tour Focus: Internal and external kanban systems

Input Appreciated: Suggestions for improvement on flow and work techniques in a new cell set up December.

*Always remember that you are unique...
Just like everyone else.*

Just be yourself, no one is better qualified.