

Volume 13, Issue 08 □ **February 20, 2006**

Important Dates to add to your calendar...

- ❑ **Feb 22nd 11:30-5:00 HPM Board Meeting** – Host: Velcro Canada. Please RSVP &/or proxy.
- ❑ **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. Register www.hpsinc.ca
- ❑ **Mar 14, 9-11 am RESCHEDULED HPM Employee Leveraging Tours: GE Inspection & Repair.** TBD.
- ❑ **Mar 21st 8:00-12:00 HPM IT Roundtable Discussion** – *Open to all involved in providing IT in their companies* Host: Rus Deacon, Hammond Power Solutions Inc. Register with Nicole
- ❑ **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 9:00-11:00, HPM Employee Leveraging Tours:** Host: Frank Dolinsek. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or info@hpmconsortium.com
- ❑ **May 10th 8-5, Quick & Easy Kaizen,** with Chuck Yorke, Location: Cambridge Hilton Gardens Inn
- ❑ **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

HPM Employee Tour: Tempress Ltd.

Location: 1230 Lakeshore Road E, Mississauga

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

Tour date: Tuesday **February 28th,** 2006... 9-11am

Registration: 1. Send names, titles, phone numbers and email addresses to: info@hpmconsortium.com **12 Seats only – please register by Friday February 24th 06**

Tour Focus: Internal and external kanban systems

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

News Flash: NA into Skill Shortage – it will get worse!

In the face of these reports by the national media - and CME's national 20/20 survey - there is concern ahead as competition deepens and the dollar escalates. So reports our #1 Knowledge Supply Chain member, Jay Myers

For HPM Members - Much Talent can be had – just for the asking – via HPM's Practitioner-Exchange-Program (PEP). Members can draw help from 71 folks with 37 different capabilities.

For example, in your planning, implementation, or improvement initiatives, could you use help from:

- **Someone with "Warehouse Management & Logistics" skills** who has applied Value Stream Mapping to blowing out waste in this environment – someone who is a hands-on practitioner, coach and implementer?
- **How about an experienced Sr. Quality Specialist** who can show you how to put in place Value Stream Mapping approaches that drive out waste, or how to establish 5S Training, or how to set up a Kaizen Blitz program?
- **Or, a practitioner to provide advice on Tooling & Fixture Design, Continuous Improvement implementation, or Lean implementation & Kanban programs?**
- **Would you gain value talking with someone who had actually trained over 800 people in their three countries about "High Performance Relationships" to help in altering culture and relationships that can effect productivity and quality?**

And there are another 57 you could draw from. HOW? Go to the HPM PEP Roster on the HPM Member side of the our website www.hpmconsortium.com

- 1) **Get Login/Passwords** from Nicole @ 519-893-6260
- 2) **Select a person of interest** and give them a call
- 3) **If they can help** – simply make arrangements
- 4) **Keep it simple** – let Nicole/Dave know how it worked

THAT IS ALL THERE IS TO IT...



Lean is Critical to Success... But success is not dependent upon Lean alone!

The evidence is overwhelming. The Understanding is underwhelming - [Over]

"Leveraging learning for customer success"

Making World Class Make Sense

After all the training; after all the time spent going in so many directions; after all the sunk costs -- it is unfortunate, but perhaps not surprising, that our movement in 'the general direction of forward' in Lean is still too slow.

Try this today – ask the first 10 people you see in your organization **how they define Lean**, and listen respectfully to what they say. Your Update editor has been doing this with well over 200 leaders – from Presidents to Floor & Office practitioners in 4 provinces over the last year. The results are yielding opportunities – since the vast majority hold varying perceptions that they convey to those they lead.

The Issue

How many times a day do you hear someone say **"Why can't we all get on the same page?"** And when you do hear this question, it is really just a piece of evidence that either the overall vision is not clear – or, the communication expressing what is intended to be is not clear. Every human being comes to work with a different barrel of experiences and perceptions – perceptions that for most folks are really their realities. This causes different images to flash to mind in each person when a given word is mentioned. It is a wonder we align as well as we do. To communicate the vision needed to align us all, the definitions of the words must be consistent – and that only happens through consistent and on going conversations. Many of you will remember Kathy Grad's pronouncement that **"Change does not take place by edicts on the wall but by conversations between people every day."** Let's take a simple example... how about the definition of Lean.

Of the over 200 leaders asked cold about the definition, less than 10 % were able to answer it from a world class perspective. Most would say "The elimination of waste" – or "the elimination of everything that adds cost" – or something similar. These definitions are not wrong – nor are they accurate enough to produce the outcome desired. In other words they are incorrect enough to do damage to their investment in improved competitiveness. What has been seen over the past 20 years is this – that workforces operating for a year or two under these definitions begin to plateau out, or 5S begins to deteriorate – as people begin to think of Lean as just another 'Cost cutting exercise.' Energy fades.

So What is the Right Definition of Lean?

While definitions will vary depending on the audience's level – it starts with the simple concept of **"The elimination of waste everywhere while delivering value to the customer"**. It is this lack of understanding of the need to include 'a customer value focus' focus that hurts. And if it is not instinctively present in everyday conversations - people will do things differently.

God/Or the Devil is in the Details (your perspective)

The difference in these details do much to torpedo the ability to sustain, inspire, and provide motivation for people who really do want to do good work – and take pride in what they do.

You are needed - LAST CALL...

Attn: Company's wanting to help sponsor the Cdn Regional Conference, June 12-15th in Kitchener – Closing this week, there's a need for sponsors to help with specific projects such as printing the Learning Journal - and other opportunities - for good exposure which at the same time will help volunteers help practitioners increase the value of this event.

It is a matter of simple motivation and pride which stokes the fires of sustainment. This is not abstract thinking as the research of Hertzberg and others has shown that the real motivator of human beings is 'achievement'. Without a sense of achievement, which employees feel really matters, most processes become dull and faded as they fall into disuse.

There could well be a connection here to the often expressed contention by many that **"The biggest challenges facing manufacturers globally is their in ability to sustain the gains they themselves achieve."** Hence, if sustainment is a significant competitive challenge – and it is – how people meld achievement into their daily patterns will make the difference between those who win and the also-rans. **It is a leadership opportunity for leaders at all levels to coach this thinking into existence – one conversation at a time.**

Heard on the Web – The HBR's "Read a plant – fast" article good value – provides key lessons

If you have not read the Harvard Business Review article entitled "Read a Plant—Fast" by R. Eugene Goodson, it is worth the purchase. You can order it from them by quoting Product #: R0205H - Pub. Date: May 01, 2002, 9 pages. HPM'ers may contact Nicole.

The Weekly Update thanks Glenn Whiteside, a fellow NWLean contributor, for sharing some of his insights with us into what he'd learned from this excellent and practical article. For those who have not read the article – while you are waiting to get your hands on it, there is still sage and practical value here. Here's Glenn's observations from his wide experience... the highlighting is your editors.

- 1) You can tell a lot about an operation's strengths and weaknesses **by looking at visual cues**, not just numbers (bottleneck locations, inventory build-ups, safety and environmental issues, etc.).
- 2) A key question to ask yourself is: **"Would you buy the products this operation produces?"**
- 3) Ask employees "Where does your product go next?" **How familiar are they with the entire process.**

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- 4) **Look for good visual labeling systems** for inventory, tools, processes, and flow.
- 5) Use of a central location such as a control room or **status board to see at a glance the current state of the overall operation.**
- 6) Generating new manufacturing floor space as a productivity objective (p.8 at the top). One plant manager elevated this concept to an art form by regularly freeing up space, polishing the floor, **cordoning it off, and then challenging the sales group to generate new business to fill the space.**
- 7) Look for **visible signs of teamwork** such as whiteboards, posters, or charts with evidence of problem-solving activities.
- 8) **Maintenance records posted at the machines** so that workers know as much as possible about the machines for trouble-shooting and preventive maintenance planning and to show that management cares about the equipment and its condition.
- 9) **Ask employees on the floor how things are working.**
- 10) **Look for excessive data collection** - if product is flowing quickly and inventory is kept to a minimum, workers don't need to keep track of a lot of parts.
- 11) **Look for excessive product/parts on the receiving dock, the best plants pull materials** from their suppliers only as needed.
- 12) Cost of sales can be **estimated to within 5-10%** of the actual figure by using the author's technique and an experienced tour team. This is useful in comparing similar plants - your own, your competitors', or your suppliers.
- 13) **Find out what the plant does with scrap** - is it hidden or is attention called to it? **Ask workers what they do with scrap.**
- 14) **If an operation looks good to the trained eye, it usually is.**

Thanks, Glenn for sharing your views of this article.

Which 3 Books Would You Bring to a Desert Island??

Authors in **RED** will be at the June Conference

Here's what one of the best 'Lean Chat lines' on the web – NWLean – found when folks were asked this question. All the 'old-timers in Lean' out there, will be glad to hear that "**The Goal**" is still riding high. How many of these have you read?

| # | Title | Author |
|----|----------------------|-------------------|
| 11 | Lean Thinking | Jim Womack |
| 9 | The Goal | Eli Goldratt |
| 8 | Learning to See | Mike Rother |
| 6 | The Toyota Way | Jeff Liker |
| 5 | Gemba Kaizen | Maazaki Imai |

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|---|--|-----------------------|
| 4 | A Study of the Toyota Production System | Shingo |
| 4 | Getting Lean | Feingold |
| 3 | Lean Assembly | Michael Baudin |
| 3 | Lean Simplified | Pascal Dennis |
| 3 | JIT Implementation Manual | Hirano |
| 3 | The Bible | |
| 3 | The Toyota Way Field Manual | Jeff Liker |
| 3 | Understanding Variation | Wheeler |
| 2 | Better Thinking, Better Results | |
| 2 | Imp. World Class Mfg | Larry Rubrick |
| 2 | Lean Mfg for the Small Shop | Gary Conner |
| 2 | Lean Toolbox | John Bicheno |
| 2 | Pillars of the 5S Workplace | Hirano |
| 2 | Practical Lean Accounting | Brice Baggaley |
| | | Brian Maskell |
| 2 | The Art of Problem Solving | Ackoff |
| 2 | The Art of War | Sun Tsu |
| 2 | The Gold Mine | Balle |
| 2 | The New Mfg Challenge | Suzaki |
| 2 | Toyota Production System | Ohno |
| 2 | Visual Systems | Gwendolyn Galsworth |
| 2 | Who's Counting | Solomon |
| 1 | Breakthrough Thinking | Nadler |
| 1 | All I Need to Know About Mfg I Learned in Joe's Garage | Miller |
| 1 | Attaining Mfg Excellence | Doc Hall |
| 1 | Creating a Lean Culture | Dave Mann |
| 1 | Creating Continuous Flow | Mike Rother |
| 1 | Crucial Conversations | Patterson |
| 1 | Daily Work Routine Mgm't | Falconi |
| 1 | Factory Physics | Hopp |
| 1 | Fund. of Operations Mmnt | Davis |
| 1 | Good to Great | Collins |
| 1 | Great Boss Dead Boss | Immelman |
| 1 | Hitchhikers Guide to Lean | Flinchbaugh |
| 1 | Kaikaku | Norm Bodek |
| 1 | Kaizen Desk Reference Standard | |
| 1 | Kaizen for Quick Changeover | |
| 1 | Kaizen | Imai |
| 1 | Leading Change | Kotter |
| 1 | Lean Manufacturing | Feld |
| 1 | Lean Transformation | Henderson |
| 1 | Six Sigma Financial Tracking | Michael Bremer |
| 1 | Six Sigma & Other Tools | Conner |
| 1 | The Essential Drucker | |
| 1 | The Five Dysfunctions of a Team | Lencioni |
| 1 | The Heart of Change | Kotter |
| 1 | Machine That Changed the World | Jim Womack |
| 1 | The New Shop Floor Mgm't | Suzaki |
| 1 | The World is Flat | Friedman |
| 1 | The Haystack Syndrome | Goldratt |
| 1 | Today and Tomorrow | Henry Ford |
| 1 | Training Within Industry | US Nat'l Archives |
| 1 | Transformation | Hacker |
| 1 | Uptime | Campbell |
| 1 | VSM Training Kit | LEI |

Take note of what the world is reading... Most books available at OCAPT Business books www.ocapt.com