

Volume 13, Issue 12 ☐ March 20, 2006

Important Dates to add to your calendar...

- ☐ **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, 9-12. HPM IT Roundtable – For HPM Members**. Host: Hammond Power Solutions, Guelph. Register with Nicole. **ALL HPM IT FOLKS INVITED.**
- ☐ **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: Hammond Manufacturing Limited (Enclosures) Guelph
- ☐ **April 25th 8:00 am – 4:00 pm AME CDN Region Leadership Forum**. Host: Magellan Aerospace – Orenda facility. Register online at www.ame.org
- ☐ **Apr 27th 9:00-11:00, HPM Employee Leveraging Tours**: Host: **Frank Dolinsek**. 12 seats only available – first come. Register with Nicole at 519-893-6260
- ☐ **May 3rd HPM Health & Safety Forum... details to follow** – This forum rescheduled from last fall. The agenda is being confirmed now. To suggest agenda content - email info@hpmconsortium.com
- ☐ **May 10th 8-5, Quick & Easy Kaizen**, with Chuck Yorke, Location: Cambridge Hilton Gardens Inn
- ☐ **May 17th HPM Board Meeting** Host: Bird Packaging
- ☐ **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: Mancor, Speers Road facility, Oakville
- ☐ **Aug 23rd, 11:30-5:00 HPM Board Meeting** Host: GE Multilin, Markham
- ☐ **Oct 11th, 12:00-3:30 HPM GMT Meeting**, Host: COM DEV Space, Cambridge
- ☐ **Nov 22nd, 11:30-5:00 HPM Board Meeting** Host: Hammond Power Solutions, Guelph

Great News: New Conference Sponsors

Giffels Associates Inc. – builders of both the huge existing 3 million sq. ft. Toyota facility in Cambridge and the new complex in Woodstock will join **with HPM's COM DEV Space** the world's leading (and leanest) supplier of Satellite Switch Technology to **co-host the Leader's Night With Jim Womack on June 12th at the Conference Hotel for over 100 Leaders**

Canadian Manufacturers and Exporters are hosting the **International Consortium Night** which will be open to all consortiums – and any mfr. looking to understand the value consortiums can bring.

For any details call Nicole at 519-893-6260.

LEVERAGING TOUR OF A "TOUR READY" PLANT
THIS TOUR IS DESIGNED FOR HPM MEMBER CO. EMPLOYEES WHO WANT TO SEE, AND LEARN FROM, OTHER HPM COMPANIES. FOR MORE INFO. - OR TO REGISTER, CALL NICOLE AT 519-893-6260

Velcro Canada, 114 East Drive, Brampton, ON

SITE COORDINATOR: Stephanie Cirillo - 905-791-1630

TOUR DATE: Tuesday March 28th, 2006

TIME: 9:00 am – 11:00 am

REGISTRATION: Send names, title, phone number and email address of participants to:

info@hpmconsortium.com

Registration is limited to 12 folks on a first come basis

NOTE:..... Please register by Friday March 24th

WHAT THE TOUR WILL FOCUS ON:

Velcro will focus on their Mold-In Department and how they have used their PERRL system (maintenance system) to identify improvement opportunities. They have also tied their PLC's into reducing/eliminating changeovers.

VELCRO WOULD APPRECIATE:

Feedback on the flow of materials in their Mold-In Department.

It's Official: Doc Hall wins AME Gold Medal for '06 – presented in CA this month

*We join many many people in congratulating Doc on his achievement – and certainly appreciate him as an **HPM "Knowledge Supply Link"**.*



At the June Conference he will be leading a half-day thought-provoking discussion for CEO's on "What's next after Lean"

Robert W.(Doc) Hall, PhD is Professor Emeritus of Operations Mgmt at the Kelley School of Business at Indiana University in Plainfield, IN.

He has been recognized for his contributions to manufacturing with this year's award – the **SME Gold Medal**. It was awarded for his 'outstanding service to the manufacturing engineering profession in technical communications through published literature, technical writings, and lectures.'

Doc is a founder of the volunteer/practitioner-driven Association for Manufacturing Excellence (AME) some 22 years ago, and serves as it's editor-in-chief of "**Target**" magazine – the best Lean Mfg. publication for Mfg. Practitioners according to Mfg. guru Tom Peters. He has provided insight into just what is manufacturing excellence for over 20 years during which time he has authored six books on mfg. excellence. The topics range from the improvement of the mfg. practices to the future direction of

"Leveraging learning for customer success"

Making World Class Make Sense

organizations that claim manufacturing as one of their core processes.

He is currently exploring **the topic he will present at the June Conference** that focuses on how top management must realign the working culture to involve all personnel in improvement operations. He is also focusing on broadening the concepts of quality and lean to encompass all company activities - including environmental issues. Through his writings and his analysis of lean techniques, his publications and coaching of today's manufacturers, Doc has provided practitioners with a better understanding of the concept of continuous improvement in manufacturing.

The Following Events Are for *Leaders...

**[The Lean definition of what is a "Leader"? It's a person with the ability to generate followers.]*

The June Conference has much for just about everyone – especially for the practitioners who make the changes that are so desperately needed – and for the Leaders who must ultimately set, and be responsible for, the vision and direction the cell, unit, department and organization must ultimately take.

The following is a Heads Up – on the "Leader Stuff" contained in this conference. It's advanced information because registration will not occur until it is finalized and released to everyone to consider and register in about two weeks.

Setting the Stage

The HPS 'Lean Management Skills – for leaders in Lean environments' course uses simple definitions to establish a commonality of understanding across our multifaceted workforces. Here are some sample definitions:

Management: 'Achieving results through people.' To achieve this, requires **two key competencies** – The first is the key, and that is 'Leadership', and the second is 'Administration' – meaning the discipline and tenacity needed to capture and hold one's best processes until a better one comes along.

Saying it properly – it is the foundation of 'Standardized Work' upon which all hope for sustainable Continuous Improvement rests. It's not the typical 'Admin' that folks think of first – but rather it's the means of building and sustaining a platform of standards that protect processes from fading away... unless replaced by a better one.

Leadership defined in Lean terms, is the ability to generate followers which demands the presence of two key competencies. The first is the ability to **Vision...** to be able to see a future desired state. The second competency every leader needs is **Communication...** the ability to communicate the Vision in such terms that people are inspired to follow.

Remember, every time you hear anyone mutter – *we are not on the same page...* you are hearing evidence of a lack of a clear vision. For it is vision that gives us the direction needed to align us.

This conference is for **Leaders at every level...** for every person/employee **seeking the right vision.**

Here is what this conference is offering for our top Leaders... ... and the teams that support them!

1. **EVENT 1: Toyota Lean Leaders Tour from 12:15 to 2:30, Monday June 12th.** This is SPECIAL – because Toyota rarely provides tour visitors with Toyota people to debrief them. This special tour of the most decorated auto manufacturing plant in the world – and the only plant allowed to build the Lexus outside of Japan – will include a full hour debriefing upon completion of the tour.

Registration for this Tour is **limited to CEO's, Presidents & Top Leaders** (1 per company) **AND** that leader's **dedicated Lean Implementation Coordinator/ Champion.** Hence a total of **only 2 per company** – with the total capacity of the tour at 44. Once accepted for the tour, no substitution is possible.

2. **EVENT 2: Lean Leaders Night with Jim Womack ~ 5:30 to 9:00 pm** at the Delta Hotel.

This event is also **limited to CEO's,**

Presidents & Top Leaders, and those designated as their **Lean Implementation Champions.** In this case we are limited to 100 leaders at the hotel facility for the interactive session with Jim. **For this event the number of individuals from each company is limited to three (3) people.**

3. **EVENT 3: Examining Culture Change for Leaders** with Dr. Robert (Doc) Hall. This one is different. It is a half-day workshop for **CEO's only** on Wednesday June 15th from 8-12 noon. The session will be led by Doc Hall, author, editor of **Target Magazine**, SME's international Gold Award Winner and last year's winner of the AME Lifetime Achievement Award winner.

NOTE: This event/workshop will appeal to those who are **well into Lean** – but who are concerned about **what the vision will look like 'Beyond Lean'** – and what strategies will be required to compete and win in such a future.

To register for this one: Simply be one of the first 15 CEO's/Presidents/COO's coming to the conference to register with hollis@ame.org with your \$175 CDN fee.

4. **For Events 1 & 2: To Whom Will the Invitations be Sent?**

"Leveraging learning for customer success"

Making World Class Make Sense

- a. All who are fully registered for the conference and have fully paid
- b. **As of April 15th** – The Greater Kitchener-Waterloo Chamber of Commerce, in conjunction with Conference organizers, **will mail invitations to all CEO's, Presidents, COO's and their designated Lean Implementation Champions who have registered by that date.**
- c. The first 44 to respond to the invitation will be registered for the Toyota tour... and the first 100 who indicate their interest in attending the Leader's Night with Jim Womack will be registered.
- d. **For Event 3:** The first 15 to register at any time with Hollys@ame.com and pay their \$175 CDN payable to AME will be registered.

- The chance to Learn new processes and thinking relating to People, Processes, and Technology and how they are united to compete and win

Here's an Opportunity... to optimize the value to be taken...

Refer back to **Weekly Update issue # 4** – and in particular the **January 23rd Update**. The article entitled **"How to get the Most from this conference' highlights how to do just that and can be put to use here.**

To get everyone's mind in gear, meet with your team well in advance and seriously **brainstorm the opportunities** for stealing all the value one could possibly take away from this conference. Keep in mind that each pass **purchased is transferable on a daily basis**. Also – right up to the conference, there is a 20% discount for teams.... You bring 5 folks & pay for 4.

Be sure to set targets and goals before you go that'll result in value to your company. If this would be of value to any of your teams -- Dave Hogg, for the 2003 Conference in Toronto, came to member facilities to talk about the conference and its possible value to the company and the team. He will come to yours. Call him at 519-893-6260.

His talk can take about 2 hrs (or less) and begins with an update of what it takes to compete and win today. The talk point out how the conference can serve as a resource.

What Value does this Conference Bring Our Companies & People?

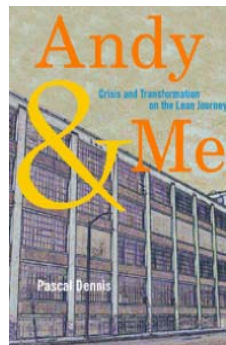
Much, if not all, of this answer – has to come from you and your team who may choose to mine the value - or not.

But as from the **18 volunteer team members from Newfoundland to Alberta** who put his program together – and, the **232 Consortium Builders** on the Advisory Committee from across North America, Australia, and the UK, who have steered the program's development along the way for over a year – here are some of their beliefs. Many of these are supported by the many companies who enabled their employees to help with the conference.

It is the feeling of many that this conference offers:

- A chance to gain practical solutions that can be put to work almost immediately
- A unique opportunity to **test one's vision** against the visions of winners who will openly share
- An opportunity to **add Links** to each person's Personal Knowledge Supply Chain
- The chance to **see leaders** who are transforming this world – a look at what Jim Womack and his team is doing will confirm this
- The chance to hear, see, speak with, and **learn from people who are unbridled** by the environment in which they live (50-70% of the waste in a company is there because folks cannot see it... because they live there every day

2006 Shingo Prize For Excellence in Manufacturing Research – goes to "Andy & Me" by Pascal Dennis



Based on the author's personal experience with Toyota senseis and with companies in the midst of great change, **Andy & Me** is a business novel set in a failing New Jersey auto plant focusing on the Tribulations of Tom Pappas, the plant manager. The situations, characters and plant "politics" will ring true with many readers.

In a cool, readable style, **Andy & Me** follows Tom's relationship with Andy Saito, a reclusive, retired Toyota guru whom Tom persuades to help save his plant through the "teaching" of legendary Toyota Production System (TPS). On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new way of thinking and behaving. Though Tom finds success — both in his plant and in his personal life — he learns from Andy that successful improvement is "endless and eternal."

Review — **Target** , Volume 21, Number 3.