

Volume 13, Issue 15 ☐ April 10, 2006

Important Dates to add to your calendar...

- ☐ **Apr 11, 9-12. HPM IT Roundtable – For HPM Members.** Host: Hammond Power Solutions, Guelph. Register with Nicole. **ALL HPM IT FOLKS INVITED.**
- ☐ **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 5th 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

***Last Call: For HPM Members...
All IT Leaders & Practitioners
"IT Roundtable: Exploring
Member Resources" – Tues AM***

Let Nicole know if you are coming at 519-893-6260. Begins: 8:30 runs to 12:00 – See last week's Update for the Agenda.

Objective & spirit: This half-day, shirt-sleeve Roundtable, – or - '*conversation for possibilities*', is open to all HPM IT professionals interested in exchanging current challenges & exploring opportunities to be gained by exchanging know-how, ideas, or practices.

**397 Attendees now Registered
June 12-15th – Only 103 Spaces left!**

UPDATE: The Process To Ensure Best Chance of Attending the Toyota Lean Leader Exchange &/Or the Lean Leaders Night with Jim Womack – both on Monday June 12th.

These two events are designed for Sr. Leaders who must prepare for – and lead – change in their organization. And to help that change go smoothly, their Lean Implementation Champion will also be invited. To receive an invitation to either of these events requires one to hold the title of President, VP, CEO, COO, or in a smaller firm, to be part of the top management team such as a GM or Plant Manager. Our challenge is that we have too many folks who want to attend these two events – hence the following process has been designed to be fair to all.

The Process For Leaders to be Selected:

- 1) To be invited, your title will be among any of the above titles – with your Conference Registration received by **midnight Friday, April 14th** at the **AME Office** in Arlington Heights. (For a registration form see the website: www.measureupforsuccess.com – and fax the form to Holly upon its completion)
- 2) The selection team will send an e-invitation on **Friday, April 21st** to all who have registered by **April 14th**
- 3) The selection team consists of AME and Greater KW Chamber of Commerce Conference team members who will record the acceptances on a first-come – basis
- 4) **RE: Toyota Lean Leader Exchange: The first 44 who respond to this e-invitation will be confirmed as attending. [Limit: 2 per company]** No changes or substitutions of any kind within 48 business hours of the tour can be made. Anyone cancelling within this time cannot be replaced.
- 5) **RE: Lean Leader Night: The first 100 who respond to this e-invitation will be confirmed as attending. [Limit 3 per company]**
- 6) The above is the 'first wave' – If a second wave is needed – it will be sent out to Registrations received after April 16th until all spaces are filled.

Conference Innovation Continues

☺ Led by **Hammond Power Solution's Frank Dolinsek** – a unique and innovative way to get even more out of this HPM-sponsored conference is now in the final design stages. Frank's ideas will **see links added to the Personal Knowledge Supply Chain of every attendee.** This two-pronged approach includes a major revision to the Conference handout book – **and adds a very novel means** of getting 'birds of a feather' together. More detail to follow if we've raised your curiosity.

Lean Leadership

The following is Jim Womack's latest update on the changes in LEI and its impact on many companies across our land. We are honored to have Jim as our Keynote Speaker to kick off the conference and also – to share with us his world-leading ideas at Rockwell Automation on the afternoon of May 12th. This rare opportunity will enable the members of HPM and our sister consortium AfEE to hear first-hand from the #1 person responsible for the world's leading transformational philosophy in manufacturing right now which is LEAN.

For many companies – to ignore Lean is to ignore it at your peril. In that light, Jim's "Lean Leadership" topic could not be timelier. The June Conference understands this, and it has provided 3 elements in addition to Jim's Conference Keynote to help our leaders. They are: 1) **Lean Leaders Exchange** with the Toyota Motor Mfg. Canada [Monday Afternoon, June 12th] 2) **Lean Leaders Night** with Jim Womack [Monday evening] 3) **Culture Change for Leaders** with Dr. Robert Hall, winner of 2006 SME Gold Medal [Wednesday Morning – first 15 CEO's to apply.]

Program: Check out www.measureupforsuccess.com
[Note: Jim's operation is not a Consulting Company]

Dear David,

When I founded the Lean Enterprise Institute nine years ago this summer I wanted to ***make the core lean knowledge available in easy to understand forms.*** My hope was that everyone could make faster progress toward creating organizations that create more value with less waste.

Looking back, I think we have done pretty well, although we've realized in the spirit of hansei (self-reflection) that nothing is ever good enough. We've produced a highly successful series of workbooks and an equally successful series of workshops on lean methods at the operating level. We've even produced a lean novel and we've run some very successful conferences in which we tried to rally the troops and build a sense of Lean Community. Perhaps most amazing because the technical capability for doing so arrived just as LEI was founded -- we have created ***a global Lean Community via the web that now has more than 88,000 members from 89 countries.***

That's the good news, along with the financial health of LEI that the Lean Community has created through purchase of our products. But after some

Jim Womack's Lean Enterprise Institute

– **It's NOT a Consulting firm.** For a closer look at what it is, check out the last (next) page of this Update.

Further, by going to www.lean.org you can sign on and gain access to articles and presentations of which there are many. You will find them consistent with the philosophies that are transforming manufacturing in 2006 from North America to India and China.

The material on this website is extensive and yours for downloading at no cost.

additional hansei this past year, we concluded that we need to do more. We've therefore decided to take a big leap in both the activities and the objectives of LEI that we are announcing today.

- We will expand our range of publications to include the entire lean enterprise -- **extending to product development, supplier management, customer touch, policy management, and management of the extended value stream.** To do this I've asked Michael Brassard to join us as President of Lean Learning Materials. This is the new publishing arm of LEI where we hope to create workbooks, leader guides, videos, CDs, software, and anything else you may need to support the leaning of your entire enterprise. Michael has many years of experience developing learning materials in the quality movement and I'm sure we are now going to move much more rapidly to introduce new products than we could in the first nine years of LEI when I was single-handedly publications.
- We will expand our range of teaching to reach from the shop floor to the executive level in a range of companies and industries. To achieve this I've asked Dave LaHote to join us as President of Lean Education. This is the new educational arm of LEI where we hope to find ways to engage change agents, general managers, chief operating officers, and chief executives in learning exercises showing how to create lean enterprises in both brownfields and greenfields and in a wide range of industries. Dave has had a 30-year career in industry, much of it at the general manager level, and we have worked on a number of lean transformation initiatives in the past. He has had a special interest in management education and I'm certain you will soon see the results both in our traditional workshops and in new types of education.

So Just What Is the Lean Enterprise Institute?

Your editor does not endorse organizations lightly, but based on over of a decade of clear evidence of the value brought to so many individuals and firms, the Research facility – NOT a consulting company – known as LEI is standing tall internationally. We are very proud to have its head, Dr. Jim Womack, at the June Conference. Here's more:

The Lean Enterprise Institute (LEI) is a 501(c)(3) **nonprofit training, publishing, and research center** founded by James P. Womack, Ph.D, in August 1997 to give people simple but powerful tools that describe in plain language how to apply a set of ideas known as lean thinking.

These ideas, based initially on the Toyota Production System, are explained in a series of books and articles coauthored by Womack and Professor Daniel T. Jones over the past 20 years. The most widely known of these are *The Machine That Changed the World* 1990, *Lean Thinking* 1996, *Lean Solutions* 2005, *Seeing the Whole: Mapping the Extended Value Stream* 2002, "Lean Consumption", Harvard Business Review, March 2005, "From Lean Production to the Lean Enterprise", Harvard Business Review, March-April, 1994, and "Beyond Toyota: How to Root Out Waste and Pursue Perfection", Harvard Business Review, September-October, 1996.

The institute's global mission is to be the leading educators for society in maximizing value and minimizing waste. To accomplish this goal, LEI develops and advances lean principles, tools, and techniques designed to enable positive change. LEI disseminates and shares this knowledge with the lean community through books and workbooks, public and on-site training, its web site (www.lean.org) and global affiliates.

- We will expand our knowledge of what it really takes to create a lean enterprise -- from the CEO down -- by launching a series of high-level partnerships with a range of companies. To lead this effort I've asked Dave Logozzo to join us as President of Lean Enterprise Partners. Dave and I have worked together closely over the past six years on the LEI/Delphi partnership where Dave led the Delphi effort as Executive Director of Lean Enterprise.
- You might think of Lean Enterprise Partners as the research arm of LEI in which we try to go beyond the current situation in which there is still only one Toyota despite efforts by many members of the Lean Community to take a lean leap. We will be testing hypotheses about the critical changes in management, leadership, and organization that are required to equal Toyota's performance or to do even better. We will present our findings about lean leadership in future LEI publications and public events.
- A final element of the new LEI is the appointment of Helen Zak, our Chief Operating Officer, to the additional role of Director of Lean Events. Helen will be organizing a series of conferences, some public and some private, where we will be

sharing our mutual experiences about lean leadership and the lean journey as we bring all of the elements of the new LEI together.

I'm truly excited about our new adventure with a larger crew and in a new headquarters in Cambridge, Massachusetts. (As it happens we are across the street from the MIT building where I worked for nearly 20 years, so I feel like I've come home.) While I'm certain we will be doing a better job of providing leadership to the Lean Community, we will always depend on your frank feedback about how we are doing, in the spirit of hansei.

Best regards,

Jim. Chairman and CEO, Lean Enterprise Institute

Dave's Note: You may remember the write up on the new book "[The Gold Mine](#)" in last week's **HPM Weekly Update**. Here's something of possible interest - on Thursday, May 11, the authors, Freddy and Michael Ballé, will discuss the leadership challenge in **LEI's second webinar, "Making Lean Stick: What Do Lean Leaders Do?"** This is a free service to members of the Lean Community and Jim is inviting us to attend. Details are on www.lean.org.