

**Volume 13, Issue 39 □ September 25, 2006****Important Dates to add to your calendar...**

- **Oct 11<sup>th</sup>, 12:00-3:30 HPM GMT Meeting.** Host: COM DEV Space, Cambridge
- **Oct 16-20<sup>th</sup>, 2006 22<sup>nd</sup> AME International Lean Conference** in Dallas – 1,650 now makes it the largest Lean conference ever in North America. Each signup now sets a new record. [www.ameconference.org](http://www.ameconference.org)
- **Nov 22<sup>nd</sup>, 11:30-5:00 HPM Board Meeting.** Host: Gerrie Electric, Burlington. Learning component will highlight Jay Myers, Chief Economist and Sr. VP CME who will bring his annual Economic Update. The Leveraging component will include details on Gerrie Electric's 5S Implementation
- **Nov 29<sup>th</sup>, 8:30-4:30 HPM Share Showcase** – See the diversity & harvest innovative ideas from each HPM'er.

## The Birth Of Scientific Management & The Heart Of Lean Manufacturing

*This article by Norm Bodek was reprinted from the Fluent Newsletter edited by our colleague in Newfoundland, David Haire. Dave presented their province's Consortium activities at the Conference 'Consortium Night' in Kitchener.*

*Here's more of Norm Bodek's thoughts. He is the author of Kaikaku for which he won a Shingo Prize. He recently joined forces with Chuck Yorke to write All ya gotta do is ask which is very popular. Some of you met Norm at the very crowded Cambridge Hilton Gardens where Norm laid out the simplicity of Quick & Easy Kaizen*

## Dallas Lean Conference Watch

Total as of Friday 1650 RegisteredNumber of Canadians 123Number of Countries 24

Expected – Now 2000+

**Every addition is a new record over the past 24 years... The reason appears to be rooted in the belief that Lean is not fading – the opposite is true, and with the 'invasion' of the US military in to Lean, the impact on suppliers is yet to come.**

Over 100 years ago Frederick Winslow Taylor's time studies and Laws and Principles of scientific management changed how workers were paid. It introduced a new division of labor and expanded and strengthened the role of management. Frank and Lillian Gilbreth's motion studies focused on how the work was done, and how to eliminate unneeded and fatiguing steps in any process.

They wanted "flow" manufacturing to take place but they did not want workers to stop and think. And through their work productivity climbed substantially allowing Henry Ford to produce an automobile in four days from iron ore to the finished car being put onto the railroad cars. Modern manufacturing was born.

Both Taylor and the Gilbreths eliminated decision making processes from workers. They recognized that when workers were undecided and stopped to think, tension and fatigue entered. Work was simplified and skills were automated. People were asked to "check their brains at the door."

The pressure for solving problems was then placed

## Last Tuesday's IT Special Interest Group Concludes With Much Resolve

*Gerrie Electric hosted the fledgling IT Roundtable – with special Guest David Silk from Honeywell in attendance - to take a close look at what could be learned from Team Gerrie. The program was highly interactive and broke into these simple guided steps to take a first-hand look at the technology & its application.*

- 1) **An open discussion** on the issues and challenges now being faced – including implementation of new ERP systems
- 2) **A close look at the 5-S application** throughout IT where any CD can be found in less than 2 minutes
- 3) **The walk through the warehouse** demonstrated Gerrie's commitment to technology
- 4) **Everyone regrouped** to discuss the possible next topics which included very in-depth examinations of unusual installations such as the incorporation of worm technology into the elimination of all paper from Gerrie's now paperless Accounts Payable department

The meeting concluded with a resolve to invest time in strengthening the Roundtable and the Special Interest Group it will develop into should the value be recognized. The consensus was that IT is desperately needed to put more wheels under more business objective to survive in a world where one's most dangerous competitor is only one mouse-click away on your customers' desktop. The future has serious overtones and facing it with **what can be learned from other members in a safe consortium environment offers substantial wins.** More to come... Attn IT Professionals: a survey is being prepared for all IT folks in HPM to help set the stage for a high value SIG – one devoted only to issues of interest to IT practitioners.

on management. But in the process, thousands of simple and small problems were neglected, quality suffered, worker's dignity suffered, and the workplace was dehumanized.

Workers in the West did repetitive tasks and became attendants of machines. Taylor and Gilbreth wanted flow but workers here would stand and watch machines. It was deadly.

Dr. Shigeo Shingo, an independent consultant, and Taiichi Ohno, vice-president of production at Toyota, restudied the work of Taylor, Ford and the Gilbreths and clearly understood the power of flow manufacturing. **They also discovered a powerful missing ingredient: the worker on the factory floor is really the expert on the job, rarely ever asked to be creatively involved in solving problems.** To be internationally competitive this waste of human resources had to end.

Shingo and Ohno the creators of The Toyota Production System/Lean, - like Taylor and Gilbreth - wanted both a productive workplace and flow manufacturing. They did not want the worker to stand, wait and attend machines. They wanted workers to use both hands and move continually working multi-machines in the factory.

I have been to over 250 plants in these past twenty years. In America I still see people standing and watching machines. **I have never seen this at Toyota.**

How in the world can you expect to get continuous improvement without worker participation? How in the world can you attain six sigma without worker participation? How in the world can you expect to have a lean organization without full worker participation?

Impossible!

Many of you have run Kaizen Blitz activities and seen the success when people work on teams focused on value adding and the elimination of wastes. What makes the Kaizen Blitz successful and exciting is that you are getting teams of people working together to improve the process and solving problems.

The individual is almost hopeless in his/her ability to bring meaningful change. People are fearful and resist change. I meet so many people that have a million reasons why something should not be done.

As Lean was created at Toyota the worker was directly involved:

Whenever a problem was detected the worker either pulled a chain or pushed a button to stop the line –

yes, they stopped other workers from working. Imagine the power given to a worker to stop others from working. Toyota was serious. Defects will not be passed onto the customer. The worker was asked to immediately detect the cause of the problem, solve it and also get to the root cause so that the problem would not occur again. Toyota wanted the exact same "Flow" as Taylor and Gilbreth. They did not want the worker to think on the job except when a problem occurred. They realized that the worker on the floor has brains and that those brains were required to help solve problems.

Toyota also recognized that many problems could not be solved immediately so they asked their workers to come up with small improvement ideas to help solve problems around their work area.

In fact, **Toyota was getting 70 ideas per worker per year in writing.** And Toyota, noted for making junk in 1960, became the world's highest quality producer and eventually the richest automotive company in the world. Today, Toyota's stock is worth more than General Motors, Ford and Chrysler/Benz combined.

**And it all happened because they involved every person at Toyota in continuous improvement activities.**

Technicolor Corporation in Detroit two years ago received 250 suggestions with 113 implemented from around 1800 employees. This past year they received 16,999 with 7,443 implemented with no additional staffing to handle the ideas.

They are small ideas and the person who came up with the idea is the one who normally implements them either themselves or in their work teams. **Technicolor has saved over \$10,000,000 from those ideas.** And imagine how the worker feels about themselves when they are respected for their intelligence. And imagine how management now looks at those creative workers working for them.

Yes, you can have flow manufacturing and also a lively creative work environment.

Taylor and Gilbreth were necessary, and a vital part of America's success, but you must update them. In order for us to compete with the Chinese and Indians, we must improve every worker's skill level and also ask them to participate in creative problem solving. It is the only way that Lean will work. It is the only way to create a work environment for human beings.

Regards to you all... Norman Bodek, PCS Press

**SHARE SHOWCASE 2006 – COMING NOVEMBER 29<sup>TH</sup> ~ Are you & your team ready?**

From now on – there will be references to the Share Showcase coming this November! The value from last year provided by Gerrie's insight to the paperless A/P operation, Hammond Power Solutions approach to accelerating the time for new employees to be able to contribute, plus excellent contributions to learn from as presented by all others. More to come.

**Colin Powell's 18 Lessons in Leadership**

*The following are just a selection of General Powell's philosophies when it comes to Leadership. If you would like all 18, simply email Dave for them at [dhogg@rogers.com](mailto:dhogg@rogers.com). They're powerful lessons for daily issues - if we are to reach the discipline to win by changing the cultures that are holding us back.*

**Lesson 1**

**"Being responsible sometimes means pissing people off."** Good leadership involves responsibility to the welfare of the group, which means that some people will get angry at your actions and decisions. It's inevitable-if you're honorable. Trying to get everyone to like you is a sign of mediocrity. You'll avoid the tough decisions, you'll avoid confronting the people who need to be confronted, and you'll avoid offering differential rewards based on differential performance because some people might get upset. Ironically, by procrastinating on the difficult choices, by trying not to get anyone mad, and by treating everyone equally "nicely" regardless of their contributions, you'll simply ensure that **the only people you'll wind up angering are the most creative and productive people in the organization.**

**Lesson 2**

**"The day soldiers stop bringing you their problems is the day you have stopped leading them.** They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership. If this were a litmus test, the majority of CEOs would fail. One, they build so many barriers to upward communication that the very idea of someone lower in the hierarchy looking up to the leader for help is ludicrous. Two, the corporate culture they foster often defines asking for help as weakness or failure, so people cover up their gaps, and the organization suffers accordingly. Real leaders make themselves accessible and available. They show concern for the efforts and challenges faced by underlings – even as they demand high standards. Accordingly, **they are more likely to create an environment where problem analysis replaces blame.**

**Lesson 11**

**"Fit no stereotypes.** Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission." Flitting from fad to fad creates team confusion, reduces the leader's credibility and drains organizational coffers. Blindly following a particular fad generates rigidity in thought and action. Sometimes speed to market is more important than total quality. Sometimes an unapologetic directive is more appropriate

than participatory discussion. To quote Powell, some situations require the leader to hover closely others require long, loose leashes. Leaders honor their core values, but they are flexible in how they execute them. They understand that management techniques are not magic mantras but simply **tools to be reached for at the right times.**

**Lesson 13**

**"Powell's Rules for Picking People"** – Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego and the drive to get things done." How often do our recruitment and hiring processes tap into these attributes? More often than not, we ignore them in favor of length of resume, degrees, and prior titles. A string of job descriptions a recruit held yesterday seem to be more important than who one is today, what she can contribute tomorrow or how well his values mesh with those of the organization. You can train a bright, willing novice in the fundamentals of your business fairly readily, but it's a lot harder to train someone to have integrity, judgment, energy, balance, and the drive to get things done. **Good leaders stack the deck in their favor right in the recruitment phase.**

**Lesson 14**

**"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."** Effective leaders understand the KISS principle, or Keep It Simple, Stupid. They articulate vivid, overarching goals and values, which they use to drive daily behaviors and choices among competing alternatives. Their visions and priorities are lean and compelling, not cluttered and buzzword-laden. Their decisions are crisp and clear, not tentative and ambiguous. They convey an unwavering firmness and consistency in their actions, aligned with the picture of the future they paint. The result? -- **clarity of purpose, credibility of leadership, and integrity in organization.**

**Lesson 17**

**"Have fun in your command.** Don't always run at a breakneck pace. Take leave when you've earned it. Spend time with your families." Corollary; "Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard." Herb Kelleher of Southwest Air and Anita Roddick of The Body Shop would agree; seek people who have some balance in their lives, who are fun to hang out with, who like to laugh (at themselves, too) and who have some non-job priorities, which they approach with the same passion that they do their work. Spare me the grim workaholic or the pompous pretentious "professional"; **I'll help them find jobs with my competitor.**