

Volume 11, Issue 13 ☐ March 29, 2004

Important Dates to add to your calendar...

- ☐ **Apr 13&14 Building A Lean Floor Culture - High Performance Relationships make Continuous Improvement possible!** This 2-Day complement to the "Practice of Leadership & Coaching" process provides value-adders a *common language, and key skills to help lead their company's transition to world class*. It's hands-on nuts & bolts training for practitioners presented by a practitioner. Call 519-893-6260 or check www.hpmconsortium.com.
- ☐ **Apr 27&28, Intro to Lean Accounting 1.5 days.** This fall... there will be a "Lean Accounting Roundtable." We're looking for HPM'ers & Weekly Update readers serious about implementing LA. If interested, attendance at this session is a prerequisite for being a "Pilot Site." dhogg@netcom.ca for info.
- ☐ **May 12th, Consortium-to-Consortium Phone Exchange** HPM will continue chatting with 'consenting consortiums' from Newfoundland to BC to – *exchange ideas on best practices etc...* Calls to Nfld, MB, Sask, and BC are planned with more to come. dhogg@netcom.ca or call 519-893-6260.
- ☐ **Apr 6&8, "How do Leading Companies Manage their Supply Chain"** – Dell-Toyota-Lockheed Martin-Cisco. This is an AME event of good value with Dell's VP of Americas Mfg. Ops, Dick Hunter, and Toyota's Exec. VP of SW Mfg and TMMa on the program. For more info check out www.ame.org and look for "EVENTS" on the home page. Austin TX.
- ☐ **May 18-20th, Leadership in Manufacturing ... How the Best Plants Do It!** A Special AME Conference with **Industry Week** Magazine featuring the top "America's Best Plants Competition" winners – including the second Canadian winner: Guelph's Collins & Aikman. Check out www.ame.org

Do Good Anyway

- People are illogical, unreasonable and self-centred. Love them and trust them anyway.
- If you do good, people will accuse you of selfish or ulterior motives. But do good anyway.
- If you are successful, you win false friends and true enemies. Succeed anyway.
- The good you do today will be forgotten tomorrow. But do good anyway.
- Honesty and frankness makes you vulnerable. Be honest and frank anyway.
- The biggest men with the biggest ideas can be shot down by the smallest men with the smallest minds. Think big anyway.
- People favour the underdogs, but follow only the top dogs. Fight for the underdog anyway.
- What you spend years building may be destroyed overnight. Build anyway.
- People really need help, but attack you if you help them. Help them anyway.

Kevin Weldon, 1995 (Thanks to Gary Kerr – Tx Mate)

Simplicity In Action...Want to cut *walking time muda*?



Note the simple clothes line to send drawings, data, info, etc. between cells & folks. [Thanks to Karm at Stack-A-Shelf in Cambridge.] The value of minimizing walking is often overlooked. It's a big part of the 'hidden factory'. Cutting walk time provides more time to add more value for customers & CI projects.

Want/Need Lean Faster?? ~ New Workshop Provides Shop Floor Impact

On April 13/14th - A New Workshop Provides Lean Shop Floor Impact ~ "A major tool to accelerate the implementation of Lean" ~ No matter how you look at increased productivity – **"People make processes and technology productive."**

To make a difference in our plants we must 'go to the Gemba – where the rubber hits the road – and that is to our shop floors and the immediate upstream processes that provide them with what they need.

This 2-Day practitioner-to-practitioner course is designed for everyone on the shop floor or office. It provides **common-sense building blocks for a Lean Culture – AND** it is delivered by a **practitioner for practitioners!**

Frank Dolinsek has led this initiative for Hammond employees in the US and Canada. He has earned the respect of staff and supervisors alike for his **'straight talk' and the laser relevance to those who we count on to add value every day.** As this is the first time this session has been delivered publicly, it provides firms who 'need Lean faster' to audit it for their staff.

In Lean, relationships are the accelerants & the catalysts for successful Continuous Improvement strategies... **today's most competitive weapon.** This interactive course provides the foundation skills & thinking for lean to be more easily installed in your operations. **Contact Laura at 519-893-6260.**

April 13/14 Course/Workshop for the Real World... Practical Steps to a Practical Shop Floor Lean Culture

Content of Day One – *The thinking, the issues, the attitudes*

- Participants will immediately be introduced to the factors and barriers to effective communication and trust in the workplace that inhibit rapid acceptance of ideas or careful implementation of improvements. The focus is not on simply transferring information – rather an identification of potent distinctions between achievement and non-achievement
- They will distinguish the concepts of Automatic & Generous listening, the use of “Straight Talk”, Building Trust, and the personal possibilities and benefits to Committed Relationships in their real-world environment
- During the day, participants engage in exercises that will make clear the current state of their behavior as individuals - and in real world team settings
- Day one concludes with each participant discovering and acknowledging their personal or team’s ‘Automatic Way of Relating’ when put under pressure or stress. Once understood, participants will see – and be provided with – the tools that add value during days that cause survival-based reactions to emerge

Content of Day Two – *Exercises build skills upon principles learned on Day One*

- Each participant establishes personal goals to increase their effectiveness in relating to others - at work, and more
- Skills learned from day one shift participants from “survival” mode to obtaining “playing-to-win” results. The powerful impact of ‘listening through -- & speaking from -- one’s commitment’ while becoming aware of how a person’s “Automatic Way of Relating (AWR)” colors their thinking and judgment
- Throughout the day, skills will be practiced through exercises that include Cycle Time Reduction & synergistic survival situations
- After each exercise, results are evaluated and compared to real-world industry circumstances. Concluding day two, each participant returns to their company with an identified problem to attack and resolve using a breakdown worksheet. Participants leave with confidence and a real chance of practicing their skills for enhanced communications. This foundation, forms the basis needed to successfully implement Lean initiatives with their peers & team members

Listen to the Customers...

Comments from workshop earlier this month

Actual Direct Course Feedback

- “Everything we were shown is very useful. I have, and wish; everyone in our plant could learn and utilize these ideas.”
- “Very well thought out and explained. Good example, easy to understand.”
- “[Topics] will make me a better listener, a better team worker and better at solving issues comfortably.”
- Q: Rate overall value of this course to you on:
A: ‘On a scale of 1-5 I rate this as a 10+’
- “First class all the way!!!”

The Facilitator – Frank Dolinsek

- “Very enthusiastic & knowledgeable – highly enjoyed this eye-opening experience.”
- “Frank, I took the first one way back when and can say this one was awesome – you only get better as you go. Great Job”
- “I will use what I learned on the floor to improve my relations with fellow employees.”
- “I can tie everything I have learned here into everything I do at home and work.”
- “Very to the point, very clear, very understandable.”

The least valuable components...

“What was least useful - the breaks”

A Major Customer of a Kitchener Manufacturer Demands 20% Price Cut immediately...

A second Kitchener manufacturer asks... is that all? His customer demanded much more!

These transactions are true. It is part of the world we live in today. Across Canada, the Canadian Dollar’s rise is bringing people to open sessions on Lean – for the purpose of survival. But far to many are looking at instant solutions such as a single piece of software, or an increase in demands to somehow work harder & faster in a command and control environment. Yet across the world, the companies who stand out are those who recognize that the management paradigm has changed.

In 2004, success is largely a matter of **how effectively you can tap into the contributions of every employee. That brings us to examine our cultures – and that’s where tools such as the above course require a very close look.**



Just in – from the surface of Mars...

Want Straight Talk About Why North America's Top 10 Firms are Admired?

Hint: *Pick up the March 8th issue of Fortune Magazine and read the 2004 list of 'most admired firms' with this thought in mind... "What can I/we learn from these folks that I/we can apply in our very different company?"*

So who are the top 10 in America? Well here they are:
1) Wal-Mart 2) Berkshire Hathaway 3) Southwest Airlines
4) General Electric 5) Dell 6) Microsoft 7) Johnson & Johnson 8) Starbucks 9) FedEx 10) IBM.

When one begins to look at others firms – it pays to remember that there are no two companies in the world alike - nor will there ever be. In other words, we are all different because of the people we have. Corporate success is generated through the sum total of the chemistry of every person on their staff – especially the leadership. Hence it's the "culture issue" that sets the beat. So, looking at another's best practice demands that we have a good sense of our own culture in order to be able to select the ideas that could work inside our company. To gain the payoff, we recognize every new idea must be discussed, shaped, and negotiated into 'position' in our companies if they are ever to work -- let alone become sustained.

One relevant success story is Southwest Air and WestJet (Canada's most on-time airline). There's no mystery that WestJet deliberately patterned itself after Southwest Air – North America's most successful airline bar none! One component of the success of both these airlines is their focus on Lean Thinking and only one platform – the Boeing 737. This

means having only one set of maintenance manuals, one simulator model etc. etc. while the others have dozens.

If Lean'ers listen, they can hear the voice of Toyota speaking. And it is enunciating the hallowed words of "Standardized Work." 5-S'ers have an appreciation of the power of 'Workplace Organization' and the simplicity this decision alone brings. But it is the people in that environment that make that technology 'fly'. How many airlines do you know of where their pilots can be found helping to clean the cabins – one WestJet traveler I sat with talked about how a pilot in a previous flight carried his bags onto the plane. And two months ago on a flight from Calgary to 'Toon Town' (Saskatoon), our WestJet pilot sang a range of songs.... And all everyone kept saying was... "Man; this sure isn't Air Canada, AND ITS GREAT! They bring a sense of fun, which in turn brings them closer to their customers, which becomes a financial payoff. If customers were to vote on which to choose as their national carrier – who'd it be?"

Lessons Expressed by IW Winners ...is there one take-away here for your facility?

Our secret to being a role model is without a doubt our embrace of lean principles. Our every action is driven by it. We religiously follow each of the following bullets:

- Workplace safety, order, and cleanliness -- Every move should be choreographed so everything has a place and nothing unplanned happens. This guarantees a safe, orderly and immaculately clean workplace.
- JIT -- Products are built just-in-time. One over-produced part is waste.
- Empowerment -- Everyone must be involved, engaged and

have the opportunity to make key decisions in the management of the business.

- Visual management -- Clear, open and timely communications are paramount. Every day everyone must know how the business is performing, as well as what's expected.
- Pursuit of perfection -- Every action must delight both our internal and external customers. We are never satisfied with the status quo or reasons why a process cannot be improved.

Every aspect of the business is addressed in lean mfg. Fully adopted, with no stone left unturned, the transformation is amazing. **Collins & Aikman, Athens, Tenn**

HPM Companies See Common Issues

The 'Quick Survey' completed with all HPM Members shows some near unanimous concerns including:

- 1) **The rise of the CDN dollar** has caused damage for most, and its impact on margins and profitability has taken a toll and will extract more as the dollar increases. It is not the change that has hurt, but the rate of its change. It is noted that direct feedback from manufacturers from BC to Nfld are dealing with the same issue.
- 2) There is an all pervading need to **drive down costs** everywhere – BUT – doing so while **becoming more innovative** and providing **more value to customers**.

The reality that one's competitor is only one mouse-click away on a customer's computer, plus the looming impact of China, is having an impact on what response is needed today. A Lean culture has never been needed more – nor has the need for practical innovation plus value laden inputs from every corner of the enterprise.