

Volume 11, Issue 22 ☐ May 31, 2004

Important Dates to add to your calendar...

☐ **June 8<sup>th</sup>, AME LEAN COMMUNICATION – A CGL Case Study** A unique pioneering workshop that supports the first principle of Lean Thinking: “The only perception that matters, of the value you bring to your customer – *is that perception held by your customer.*” **BUT do you really know what they value about you?** If not, much of your communication budget may be wasted on things the customer does not value. This was one of the top 5 Workshops at the Lean Conference last year. It focuses on finding out what your customer really values – *and what to do about it.* **A real live case study of CGL Mfg. provides hard data.** For more info or to register, check out [www.ame.org](http://www.ame.org) **Remember – as an HPM'er, you are extended the AME Member rate – a saving of \$195 CDN. If you send 4, the 5<sup>th</sup> person is free.** Call Barb at 905-681-6039 if any questions.

☐ **June 9<sup>th</sup>, 7:30-10:30 BKFST: HPM Mfg 20/20,** HPM is one of over 60 ‘designated sites’ across the country for input into Mfg. 20/20. The intent is to harvest **from Mfg. leaders** what they see as the Mfg Vision needed to succeed. It is professionally facilitated; held at **CDN GE HQ in Mississauga**; it’s limited to 24 (3 teams of 8) top Mfg. leaders, in 3 roundtables. If interested, call Dave this week at 519-893-6260. Question: ***‘If we don’t provide our view, who will?’*** The initiative is paid for by manufacturers... hence it is ‘for mfrs by mfrs’ with no government dollars involved.

## 2 Lean Accounting Basics Below +

Hosted by [Velcro Canada – Brampton](http://www.velcro.ca)

**Take them alone – or – use them as stepping stones to actually implement Lean Accounting in your facility as a Pilot Site. This possibility is being developed by Bruce Baggaley and Brian Maskell for a small number of Canadian companies who are ready to not only take the implementation plunge and are willing to share their experience with others at a Lean Accounting Roundtable at the end of this year. For info click: [www.highperformancesolutions.ca](http://www.highperformancesolutions.ca)**

- ☐ **June 15<sup>th</sup>, NEXT LEAN ACCOUNTING STEP: Solving the Standard Costing Problem** This course presents & develops a Lean way to think about costing in a lean environment. It can be taken as the mandatory course from the two offered here if you are considering being a Pilot Project to implement Lean Accounting. (Click above for full info)
- ☐ **June 16<sup>th</sup>, NEXT LEAN ACCOUNTING STEP: Strategic Performance Measurement for Lean Manufacturing** The course provides participants with a “Starter Set” of performance measures. This set contains a hierarchy of performance measures for the lean cell, value stream and plant that are linked to the goals of the lean company at each of these levels.

- ☐ **June 30<sup>th</sup> Deadline for reduced registrations to Lean AME Conference in Cincinnati Oct. 18-22.** Check out [www.ame.org](http://www.ame.org) for details.



From anywhere... to anyone

## Canada Post Corporation Joins HPM

Last week's Board Meeting adds a new member

The simple and innovative vision of “**From anywhere to anyone**” means much more today to HPM Members... *and what an excellent tag line it is.*

“We have been very impressed by the excellence and innovative improvements we have seen at Canada Post and are proud to be their Sponsor for Membership in The High Performance Manufacturing Consortium,” stated **Paul Deckert, Business Unit Manager at Rockwell Automation Canada, & HPM's Chair of Opportunities and Alliances.** Paul, and all HPM'ers, welcomed CPC's Greater Toronto Area GM, **Paul Keery, and the full Team CPC** who attended the HPM Board Meeting last Wednesday at the huge Gateway Postal Distribution Centre.

Canada Post's achievements in Lean have shaken the thinking of many mfrs over the last 8 years by their relentless drive to implement Lean in their facilities right across Canada. In fact, CPC is a member of a large number of Mfg. Consortiums across Canada including BC, Alberta, Saskatchewan Manitoba, and Newfoundland.

Some may remember **Tom Charlton, CPC's Sr. VP** - as the force behind bringing Jim Womack, and Lean, into CPC – as an outstanding speaker. He was selected, and invited, to the opening Lean Keynote Panel as North America's top service leader at the MeasureUP conference in Toronto last October. His message showed that even with 55,000 employees, with the right leadership, dramatic change is possible that benefits every stakeholder.

Paul Keery made an impressive presentation to the Board and was followed by **Dr. Robert “Doc” Hall, Professor Emeritus, Indiana State University School of Business, author, and founder of the Association for Manufacturing Excellence.**

Doc's presentation was right on target and could not be timelier as he presented a thought provoking message on “**Vigorous Leadership... Vigorous Organizations.**” The issue of how to measure one's organization realistically is essential and in fact critical, but even more critical is the nature and application of the right leadership – which in Lean terms means ‘The ability to generate followers.’

Attending also was **Dr. Ian Stuart, Professor of Business from U of Victoria & author of the Summer 1998 MIT Sloan Management School publication on HPM** where he dubbed us a “**Leveraged Learning Network**”. His observations indicated a transformation is continuing at HPM, and there is an evolution in the right direction. The ‘roundtable’ Kaizen gave high marks to this meeting.

## Other Highlights from the HPM Board

- If you would like to be emailed Doc Hall's presentation on "**Vigorous Leadership for Vigorous Companies**" just email [info@hpmconsortium.com](mailto:info@hpmconsortium.com) or call Laura
- November 3<sup>rd</sup> has been approved for the first ever "HPM Member Share Showcase" to be held at GE HQ in Mississauga. Each company will present a 15-20 minute presentation on their 'Best Practice' with table-top displays showing what has been achieved. Bob Gillespie, Chairman & CEO of GE Canada has been invited to open the session
- It was confirmed that on June 9<sup>th</sup>, HPM Members will be participating in the **Mfg. 20/20 series of Roundtables** being held across Canada. Ian Stuart has participated in some of the Western Roundtables and underlined the need to get the message you want to communicate across. It was also pointed out that just considering the Roundtable experience itself will have value for all participants. How often can you hear just what 19 other Mfg. leaders think needs to be done to survive?
- **Valuable ideas & results came from the interactive "Consortium-to-Consortium" conference call.** The GMT will be distilling the results and proposing some of the new ideas to the Board
- The HPM Scorecard is proceeding
- [Note: GMT will identify the next Board Meeting Location at the GMT's July 14<sup>th</sup> meeting at Orenda Aerospace.]

**"Leaders must personally become a role model of what they want the culture to become; set the "tone;" and stay on key."**

Dr. Robert Hall ~ founder AME

## Next Week: A 5-S Special Edition... "Tips for Sustainment"

*How 5-S is thought of has a lot to do with its ability to be sustained – and sustainment is the number 1 challenge. Getting the thinking right is key.*

## Change Change Change Change Change Change

The only organizations that survive are those who can re-define & re-invent themselves. It's what Peter Senge talked about in the "**Fifth Discipline**" (Holistic thinking) when he coined the term 'Learning Organization' to describe the only companies who can re-invent themselves. Learning enables firms to respond to new conditions, and make the changes needed for them to survive.

This explains some of the transitions HPM has made since September 11<sup>th</sup> which include the development of the Scorecard, & the continuing discussion to speed change.

## Not for the faint of heart

Changing one's accounting system to "Lean Accounting (LA)" from standard practices is at first scary – but it's what leaders are increasingly doing to protect Lean investments.

We're fortunate to work with BMA Inc. in piloting a limited number of firms across Canada who feel they need to make the transition to LA to drive out transactional costs & provide \$ performance data fast to their value adders.

**The two courses on the front page are the next steps for those who have completed the initial Lean Accounting basics.** These have been refined, are practical, and set a company up for implementation... and to that end... should you be such a firm – you can be considered by BMA as a Pilot Site. And as such, they'll reduce their fees in order to achieve a small number of implementations this year for the coming winter "Lean Roundtable" where the experiences will be exchanged. Check: [www.highperformancesolutions.ca](http://www.highperformancesolutions.ca)

## Last Call: "**Hands-On Lean Basics**" June 9<sup>th</sup> & June 18 ~ Waterloo Inn

***Seriously consider sending a Team – both designed and used – for implementation!***

**Wed: June 9<sup>th</sup>: Hands-on Introduction to Lean Principles 101** A completely involving plant simulation with not one spare minute in the day. This one is the best of a wide range of simulations because, at the end of the day, the concepts of One Piece Flow, Value Stream Mapping, Plant Layout, Visual Measures and many more Lean concepts will have been provided. Participants generate their own data to get results rather than take data provided. This workshop is regularly presented to all leaders responsible for supporting Lean and for its success – Participants from the Shop Floor to the Board Room, Marketing, Finance and Supply Chain participate as they take on a role which enables them to 'learn by doing.' HPM Price & O/L at: [www.highperformancesolutions.ca](http://www.highperformancesolutions.ca)

**Fri: June 18<sup>th</sup>: Value Stream Mapping Administrative Processes: Increasing enterprise productivity and competitiveness by driving out waste in administrative processes.**

This workshop has been – and will be – an eye-opener as to how to make the information flow visible to the point that the reservoirs of waste become easy to see. Leaders have reported that from an enterprise perspective, there is more waste in the information and administrative processes. Unfortunately, most effort is aimed at just one component – manufacturing. This one day could be one of the most valuable days this year for your company. Ask how this could be provided on-site - with your own staff trained to deliver it for broad deployment.

[Note: HPM'ers can bring more folks up to speed] HPM Price & O/L at: [www.highperformancesolutions.ca](http://www.highperformancesolutions.ca)