

Volume 11, Issue 30 ☐ July 26, 2004

Important Dates to add to your calendar...

☐ **Aug 12: HPM GMT Meeting at Orenda.** This is HPM's 'Exec' committee that sorts the issues & prepares the agenda for Board meetings. Any Board Member can pick a position & attend as a 'shadow.' **Chairs include:** Leverage, Learning, Opportunities & Alliances, Vision, & Finance.

☐ **Aug 25th : HPM Board Meeting – Location: Eaton Electric – Milton Ontario facility.**

☐ **Sep 23rd: HPM Practitioner-to-Practitioner Forum** will focus on "Value Stream Mapping in Non-Mfg/Administrative processes." We are searching for folks with a Best Practice who'd like to exchange with others – a Consortium win-win! Call HPM Office. **NOTE: Our first confirmed presenters are from Corporate Express Inc.** They are the world's largest business-to-business supplier of office essentials and furniture solutions, with more than \$5.5 Billion in revenue in North America.

☐ **Sep 30/Oct 1: "Practice of Leadership & Coaching" begins.** The following dates must be committed to: Nov. 4&5, Dec. 9&10, and Jan 20th, 2005. Registration is open now. Some fifteen folks are looking to begin this essential training this fall. As before – since this is led by an international provider used by GE US and others, the sessions must be filled in advance or they will be cancelled. Please reserve your seats early – **names can be provided up to 30 days in advance.**

☐ **Oct 18-22: 2004 AME "20th Anniversary" International Lean Conference in Cincinnati.** "Focus on Global Enterprise Excellence" This year, for the first time, the AME annual conference will be held concurrently with the [Advanced Mfg & Productivity Exposition](#). Free to attendees. Check out the detail at www.ame.org.

☐ **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME major Practical Education Conference in Edmonton Canada. It will be of special interest to innovative leaders & companies **who want to use this 5-Day conference to inspire their enterprise to produce spectacular results over the next 11 months.. and reward them with the opportunity of being on this program!!** Such companies are being sought as part of the 32 Best Practices to be presented – by companies such as yours with an achievement story to tell. Call for presentations will be issued in August...

Philosophy 101

Give a man a fish and he will eat for a day. Teach him how to fish, and he'll sit in a boat and drink beer all day.

Homespun Philosophies - from Don...

*Do not walk behind me, for I may not lead.
Do not walk ahead of me for I may not follow.
Do not walk beside me either.
Just pretty much leave me the hell alone.*

this is a heads up. This 5-day conference is for 'doers'.

☐ **Nov 3, 2004: 8:00 - 4:30 HPM Share Showcase '04.** Location: G.E. Meadowvale Theatre. Each HPM'er will make a presentation to all on their 'Best Practice' – Plus display a tabletop showing.

Consortium Exchanges Underway

This summer is seeing some cool behind-the-scenes activity that is part of the spirit of Consortiums – as we all take advantages of opportunities to grow. And improve we must to cope with the global changes coming upon us – plus due to the fact that the Canadian dollar is on its way up.

Here are some of the activities that we know about... and folks, let us know what other neat stuff you have going on so we can let others know. **Your initiative may just tip another member's decision that could benefit us all.**

1. **This week:** GE Power Systems is getting together with Rockwell Automation with Nicole lending a hand to smooth the connections. Hint: If you are interested in contacting another member about anything there is no need to hesitate. If you'd rather, simply give Nicole or myself a call and we will make the connections – then it is all up to you folks.
2. **Consortium-to-Consortium Visit:** On **September 20-22nd** our colleagues from the **Manitoba Consortiums based in Winnipeg** are planning a **Consortium-to-Consortium visit to visit HPM with Jon Fenwick's help** - and other area firms. Plans are underway for HPM members to meet with the visitors during their stay. More details will follow – get ready, HPM'ers, as we will be looking for folks interested in hosting a half day. Dave's working with Jon and Tony van Rosmalen.
3. **Last Week, Eastern Canada's Sean McCarthy** was in Kitchener. Sean has played a pivotal role in acquainting his entire province of Newfoundland with Lean and the direct results it can achieve. In January he was the founding facilitator for the newest Consortium in St John's, Nfld and arranged for last year's tour of Velcro, Willow, and Rockwell Automation for his top companies.

Registration for 4-Month Practice of Leadership @ Coaching - Now open!

This course filled this past year and is targeted to run beginning Sept. 30th/Oct. 1: **Please let us know your intentions now even though they may not be known 100%.** We'll need full confirmations by September 1st in order to secure Kathy and confirm this program. Check out www.hpmconsortium.com for the full downloadable brochure – just click 'Resources' and then 'Downloads & Info.'

4. **Last Friday, Bob and Dave traveled to Chicago to speak with AME** about consortiums, which are peaking interest these days as competition intensifies. More interest is fomenting now that our good friends in the Portland Consortium (that HPM'ers Bill Malus, Alan Tribe, Paul Deckert & Dave held their May conference call with in May) has been awarded 3 million dollars for training from the US department of Labour over the next three years confirming again. It is an indication of the US government's concern and degree of support for manufacturing to protect their quality of life.
5. **Heads Up: All Consortiums (including HPM'ers) are being invited this week to think about what their Lean Best Practices might be – and to consider submitting them for inclusion in the Lean Conference in Edmonton – June 6-10th next year!!**

Cultivating Leadership

'Managers command, while leaders inspire'

By Jim Clemmer

*Jim's a highly in-demand author, keynote speaker, and corporate team developer on leadership. And, he's a good friend, with an office here in the HPM building. If you missed his neat "The Fish Tank Factor" article in the **May 10th Weekly Update**, go to www.hpmconsortium.com and click on 'resources.' You'll be glad you did. There is good value on his website at www.clemmer.net where you can sign up for the 'Leader Letter' - plus connect into his 45 minute "webinars" which I found of high value if your passion is to achieve results through people. You can reach him by email at jim.clemmer@clemmer.net anytime.*

Over the last two decades I have consulted to, provided workshops for, and delivered keynote presentations on leadership to hundreds of organizations and thousands of managers. I continue to encounter general confusion between management and leadership. Managers push, leaders pull. Managers try to light a fire under people, leaders stoke the fire within. Managers command, leaders inspire. Managers use position power, leaders use persuasion power. Managers control, leaders foster commitment.

For some reason the contrast between extreme management and leadership seems to be especially sharp in services businesses like the hospitality industry. Management tends to be at the extremes edges in this field. It often involves fear and intimidation. How can fearful and angry serving staff turn around and provide great service? Research clearly shows that they don't. As Don Cherry might say, it's not "rocket surgery." Unhappy and poorly served staff passes how they are treated to their customers. In today's workplace, a management style of pushing people around often pushes the highest performers right out the door.

Maybe it's just because I was raised on a farm, but whenever I hear managers use the term "head count" (and I

Heads Up... There will be a **"Quick Reply" Survey** of all Weekly Update readers about your interest in a series of **Lean Product & Process Design Workshops**- Delivered by one of the best – Ron Mascitelli either the first week in December or in February. Current feedback indicates increasing interest in this topic.

hear it a lot), it grates on me like fingernails scratching a blackboard. When managers say things like "we've got to reduce our head count" I immediately think of cattle. In the community where I grew up, farmers would ask each other questions like "how many head are you milking?" when talking about cows in a dairy herd. People were never referred to this way.

Despite all their pious declarations about the importance of people, leadership, and values, far too many managers treat people in their operations with about as much care as they would attach to fixtures, equipment, or decor. They are just one more set of assets to be managed. These just happen to be breathing and have skin wrapped around them. Managers who view "their people" as property are cold and dispassionate. In fact, they would make perfect donors for heart transplants - their hearts have had such little use?

Growing Spaces

I enjoy perennial gardening. As I have tended our gardens over the years, I am continually struck by how some plants will do well in some locations and terribly elsewhere in the garden. Each spring and fall I move plants around to match their preferences for particular soil, wind, and sun conditions, as well as their proximity to other plants.

At times I have been pleasantly surprised by how some lackluster plants have suddenly thrived in a new location better suited to their needs. Since each perennial

has a different bloom time and length, one of the gardening challenges is to keep color spread throughout the garden from early spring to late fall. It's one reason I never "cheat" by using annuals that bloom all summer long. A constant chore is cutting off old blooms to encourage new ones and pruning plants that are becoming overgrown.

Managers often use a "one size fits all" approach and try to "mass grow" people. Leaders work with people to discover where they are best able to thrive and succeed. Like a good gardener, leaders treat each person in their organization as an individual with his or her own unique aspirations, strengths, and characteristics. Leaders then work to put people in the best place for them to thrive and succeed. They mix and match team members to build a well-rounded team that can show its best colors according to the season - or is best suited to the current operating conditions of the organization or the team. Leaders tend to each person on their team and coach them to change habits or prune overgrown methods that may prevent further growth. They are consistently moving team members around to avoid overcrowding and to bring out the best in each person.

Philosophy 101

Before you criticize someone, you should walk a mile in their shoes. That way, when you criticize them you're a mile away and you have their shoes.