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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 to share** with others – a Consortium win-win! Call HPM Office.
- **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... 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.

Philosophy 101

It may be that your sole purpose in life is to simply serve as a warning to others.

Consortium-Consortium Exchange

Our colleagues from MCME & MCCI, both Winnipeg Consortiums, are arranging HPM Member site visits for Sept. 20-22nd. Confirmed are visits to **Rockwell** on the 20th and **Mancor** in the afternoon of the 21st right after the Honda tour... - a position that Mancor does not mind a bit - right, Art? More detail to come.

Bad People or Bad Processes

Lean for the rest of the world... Here's a reminder of Joe Juran's famous research that - "85% of mfg problems are process problems **NOT people problems.**" Have a look at Jim's presentation at the Lean Summit (See details in bold in the penultimate paragraph) which was attended by HPM Member **Canada Post's** Process Excellence coach, **Steve Withers**, who presented.

Dear David,

Recently, while traveling to attend the Lean Service Summit in Amsterdam, I encountered an amazing scene at London's Heathrow Airport. While checking in for my flight on a Monday morning, I found myself in a nightmare line stretching around the corner from the check-in counter and far down the hall.

After standing in the line for about 45 minutes, I finally advanced to the corner just in time to see passengers ahead of me taking out their frustration. Since there were six check-in counters but only one agent on duty to perform check-ins, several passengers went behind the counters and started handing out the empty agent chairs to the passengers standing in line so they could sit down while waiting. The one agent on duty immediately stopped checking in passengers to prevent this irregular action. A tug-of-war ensued over one of the chairs and, after losing the battle, the agent retreated to his desk to call the police. To complete the scene, imagine loud shouting in many languages as a group of heavily armed security guards approached.

I know a "terminal" mess when I see one and broke ranks at that point to search for the "I'm going to miss my plane" alternative check-in path that seems to exist in all airports these days. (Think of this as simply another form of "re-work.") When I found it -- in a far corner of the terminal - - and talked with the agents, I discovered that scenes of this sort happen every Monday morning and Friday evening when "some passengers just go crazy." **In their minds it was a clear case of "bad passengers.**

As I reflected on this experience, I realized that we encounter situations of this sort in life all of the time. Every day we are involved in a series of processes - getting our computers and software to work, taking our cars in for repair, going to the doctor - whose steps must be performed properly in the proper sequence to get the results we seek. For example, at the airport, staff

scheduling and flight departures must be carefully synchronized with the pattern of passenger demand to create a smooth check-in process, or some variant of the scene I witnessed is pretty much inevitable.

What I find really fascinating is that when good people (that's you and me) are put in a bad process we often become "bad" like the process - mean spirited, foul mouthed, and even violent. Ask everyone involved what the problem is and they are very likely to blame everyone else - the "crazy" passengers, the "petty bureaucrat" check-in agent, the "authoritarian" security force, the "tight-fisted" airline - rather than step back and think about the process itself and how it could be improved.

The widespread existence of bad processes in every area of life is actually a great opportunity for lean thinkers. We should be leading the way in showing how to rethink every process producing "bad" people along with poor results, and we heard some wonderful examples of how to do this in a range of service activities at the Amsterdam Service Summit. (You can download my summary talk from the LEI archives at www.lean.org -- go to the "Community" tab, then to "Library & Archives," then to "Lean Presentations Library".) I'm truly excited by the prospect for the Lean Community to move ahead rapidly down this path, going far beyond our starting point in the factory to introduce rigorous process thinking across society.

In the mean time, as many of us head off on vacation, I hope we will encounter good processes full of good people. Failing that, I hope we will step back (probably while waiting in a queue), seize the opportunity to sharpen our lean thinking, and envision ways to improve any bad processes along our path.

Jim, *President and Founder, Lean Enterprise Institute*

Outsourcing & Lean Thinking Know No Boundaries

Engineering, software, manufacturing, design etc. has been outsourced to India and other locations for years... As Lean Thinking becomes enterprise-wide and ripples into the community (even healthcare and education), it may not be surprising that when short on Priests, a major Church in the U.S. is outsourcing prayers to Indian Clergy according to Saritha Rai in a June 13th article in the New York Times

BANGALORE, India -- With Roman Catholic clergy in short supply in the United States, Indian priests are picking up some of their work, saying Mass for special intentions, in a sacred if unusual version of outsourcing.

American, as well as Canadian and European churches are sending Mass intentions, or requests for services like those to remember deceased relatives, and thanksgiving prayers, to clergy in India. About 2 percent of India's more than one billion people are Christians, most of them Catholics.

In Kerala, a state on the southwestern coast with one of the largest concentrations of Christians in India, churches

often receive intentions from overseas. The Masses are conducted in Malayalam, the native language. The intention -- often a prayer for the repose of the soul of a deceased relative, or for a sick family member, thanksgiving for a favor received, or a prayer offering for a newborn -- is announced at Mass.

The requests are mostly routed to Kerala's churches through the Vatican, the bishops or through religious bodies. Rarely, prayer requests come directly to individual priests.

While most requests are made via mail or personally through traveling clergymen, a significant number arrive via e-mail, a sign that technology is expediting this practice.

In Kerala's churches, memorial and thanksgiving prayers conducted for local residents are said for a donation of 40 rupees (90 cents), whereas a prayer request from the United States typically comes with \$5, the Indian priests say.

Bishop Sebastian Adayanthrath, the auxiliary bishop of the Ernakulam-Angamaly diocese in Cochin, a port town in Kerala, said his diocese received an average of 350 Mass intentions a month from overseas. Most were passed to needy priests.

In Kerala, where priests earn \$45 a month, the money is a welcome supplement, Bishop Adayanthrath said.

But critics of the phenomenon said they were shocked that religious services were being sent offshore, or outsourced, a word normally used for clerical and other office jobs that migrate to countries with lower wages.

In London, Amicus, the labor union that represents 1.2 million British workers, called on the government and workers to treat outsourcing as a serious issue.

In a news release, David Fleming, national secretary for finance of Amicus said the assignment of prayers "shows that no aspect of life in the West is sacred."

"The very fabric of the nation is changing," he said. "We need to have a long, hard think about what the future is going to look like."

However, congregations in Kerala say the practice of ordering prayers is several decades old. "The church is not a business enterprise, and it is sad and pathetic to connect this practice to outsourcing software work to cheaper labor destinations," said the Rev. Vincent Kundukulam of St. Joseph Pontifical Seminary in Aluva, near Cochin. In Bangalore's Dharmaram College, Rector James Narithookil said he often received requests for Mass intentions from abroad, which he distributed among the 50 priests in his seminary. Most of the requests from the United States were for requiems, with donations of \$5 to \$10, he said. Bishop Adayanthrath said sending Mass intentions overseas was a way for rich churches short on priests to share and support smaller churches in poorer parts of the world.

The Rev. Paul Thelakkat, a Cochin-based spokesman for the Synod of Bishops of the Syro-Malabar Church, said, "The prayer is heartfelt, and every prayer is treated as the same whether it is paid for in dollars, euros, or in rupees."