

Volume 11, Issue 33 □ **August 16, 2004**

Important Dates to add to your calendar...

□ **Aug 24th :** **Deploying Your Lean Strategy As Part of 'Reas Work' every day!** – a workshop on how to translate Lean Strategy into Corporate Reality with Phil Kirby, Author of **"Thoughtware"** Location: CTS Canada, Streetsville, ON. **See the site of the top-rated plant tour at the MeasureUP Lean Conference in TO last year.** To Register: www.ame.org

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

□ **Sep 8th, AME/HPM 8:00 to 5:00pm "Breaking the Safety Barrier: Implementing Culture Change"** Dr. Steven Simon. A 1-Day intense culture change workshop. Location: Hilton Toronto Airport, Mississauga, Canada, (905) 677-9900, 1-800-567-9999. Cost: \$495CDN (AME/HPM members); \$595CDN (non-members) **Call AME: 905-681-3960.**

□ **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 will be held concurrently with the [Advanced Mfg & Productivity Exposition](#). Free to attendees. Check: 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.

Straight Talk on Making the Best Use Of Consultants

Are you really making the best use of outside resources - Especially in today's tightening markets. Our new world demands fast deployment of every resource you need since ... today, our competitor is only one mouse-click away from you -- on your customer's computer!

Most folks have heard this message – however, it remains very true today – especially when top management is increasingly demanding better results faster as markets tighten, as customers switch to off-shore competitors, or – in a flat market where the margins just have to be enhanced.

Here's the advice the Ontario Centre for Advanced Manufacturing provided when put in business to help increase competitiveness way back in 1983 – with \$100 million dollars which were used to put in place 5 Technology Centers including the CAD/CAM Centre which your editor was a part of.

There's Two Reasons For Consulting Folks

Reason 1: To gain from them the knowledge and know-how they have that you don't have right now – and need

Reason 2: Because, all our people are busy and we need an 'extra pair of hands' to accomplish and objective that we can learn from

Where Outside Support May be of Value:

- Rate of implementation of change simply must increase
- Staff are fully loaded but new processes and approaches must be put in place
- Some managers are 'not up to snuff' but with 'coaching' by a knowledgeable person for a limited amount of time they could make it
- Leadership is needed but work must begin now
- When there is no tolerance for mistakes - cannot afford to make wrong choices... In short, we need experience to avoid mistakes & failure

Mistakes to Avoid

- **Letting the 'hired help' do the work.** Why? If they do, they will leave with the skills. Only from involvement does a human being gain ownership. Ownership can be gold if it stays in house.
- **Letting the project's deliverable be a report.** Why?: Reports are full of words and words have interpretations – few of them will be what the writer really had in mind. Making the deliverable the completion of a project with your people



writing all documentation is the better way and keeps the ownership & knowledge in-house

- **Stopping too quickly after the training.** Why? Providing training only yields awareness and an understanding – not competence. People will not put their heart into an implementation – *especially managers* – if they just don't understand. And that's because of the fear of humiliation and embarrassment. It's worth noting that the number 1 fear for most people is just that - humiliation and embarrassment - **death is number 6**. People reliably move toward their comfort zones to avoid humiliation. The better way, is to provide the right training followed by coaching via a "Coach to competence" philosophy. As people acquire a positive self-image and confidence in what they are doing - their competence builds ownership which in turn impacts the 'caring and engagement' that begins to melt quality problems and cause Continuous Improvement processes to flourish. Depending on the nature of the existing culture, the coaching period will vary - and so it should.
- **Not naming a 'shadow' long before the outsider was hired.** Why? Consultants bring high value to a company if they are managed correctly. You want everything that the consultant brings to the company – and everything else you can glean – to stay in the company upon their departure. From 1983 on, the Technology Centers were coaching small and medium size companies to not only appoint a shadow for all incoming consultants, but to coach everyone to 'turn on their vacuum cleaners' to suck up every bit of knowledge they could from the visiting expert. The name of the game is to ensure, at the end of the day, that as much knowledge and know-how lies just where it should be – inside the company and inside your people.
- **Not considering using their presence as a 'Management Tool'.** In plants I have visited there have been signs up stating "Your employees will do more for your customers than they ever will for you." The spirit of the message is that in most cases employees will listen to outside eyes with more attention than to someone who is 'there every day.' Accepting that and using outside folks to underline the message and speed results is a normal management tool. For this reason, many firms use outside experts to 'Kick off a World Class or Lean cultural transformation or strategy - even though they may know what needs doing. It is a wise leader who recognizes that he/she may not be perfect in every attribute – and that humility

Technology Visits Tours

Technology Visits Returns this fall...

ONTARIO DRIVE & GEAR: New Hamburg, ON Sept. 15, 2004 9:30am - 12pm www.odg.com

A designer and mfr of amphibious all-terrain vehicles and quality gears & transmissions, Ontario Drive & Gear operates out of two adjacent plants. The tour begins at the ARGO plant where participants will see mfg & assembly of the ARGOS which operate on land and water with a wide number of options and colour choices. Kanban & inventory systems will be shown with a focus on takt time. The gear plant is (ISO 9001:2000) with state-of-the-art CNC machinery. **Contact: Technology Visits Program, at 800-798-0210. The cost is \$50 per person.**

can be a most powerful managerial tool. The best folks understand how they impact other people - and then deal with it. That's why today, after more than 500 people have gone through the 5-month Kathy Grad Leadership and Coaching course since 1995 the toughest session by far is those two days that focus on one's 'Automatic Way of Relating'. And understanding that - is the key to achievement no matter in what environment you are, or at what level you may be functioning. (Emotional Intelligence 101 - or 'EQ' Ref: **Primal Leadership**, Daniel Goleman)

A Last Word

Sure – what has been said is not true all the time – nothing is. But of the 490,000 small-medium size companies in North America there are not – nor will there ever be – any two alike. And that is because an organization's culture is established as a result of the sum total of all the chemistries of every single human in the place. Hence, there can never be one management style that will work for everyone even though the principles of behavior and 'cause and effect' may be similar. How effectively these philosophies work varies as anyone who has raised children, taught Sunday School, or who has worked in any company with more than one employee in the workforce will know.

Today the velocity of learning is increasingly demanding the use of outside folks. Using them when you need them, and using them right, can accelerate a company's journey to world class.

There is a rising tide of understanding beginning to peek out these days that – "Hell we can do that". And some of the observers are folks like Hillary Clinton last week, and others referred to in last week's Update, who is saying that if we only would take a look at the total costs it may make sense to "Think total system". In other words, **"Use the help we need to Value Stream Map the hell out of every process – Integrate everything we do – and then equip our people to drive out the cesspools of waste VSM has identified."**

AMER'ers - **Achievement begets Achievement**

... and from Achievement comes motivation

The Canadian Innovation Awards is *an opportunity you may not want to let pass*

With China & much more global competition - Innovation is the key to success in our global economy. Just as improving a company's competitive position is driven by constant innovation and productivity improvements, the competitiveness of Canada as a nation hinges on our ability to encourage innovation. The **Canadian Innovation Awards** recognize success and highlights best practices as a means to encourage innovation and improve the competitiveness of Canadian industry.

Check http://www.cme-mec.ca/national/template_na.asp?p=101 for criteria.

1. **Canadian Innovation Award for New Technology:** This award recognizes innovative excellence in the development of new technology or the adoption and application of new technology in process or new product development.
2. **Canadian Innovation Award for Process Excellence** This award recognizes innovative excellence in process thinking, such as Lean.
3. **Canadian Innovation Award for Environmental Technology** This award encompasses the development of new environmental improvements in equipment, products, processes and/or technology.
4. **Canadian Innovation Award for Innovative Products** This award recognizes sales success of an Industrial or Consumer Markets Product or Product-line introduced since 2002 in domestic and/or export markets. This would include and apply to the revitalization of existing products and include innovative packaging and/or merchandising of products.
5. **Canadian Innovation Award for Diversification of Export Markets** This award recognizes success in market expansion through market diversification and adapting product and sales techniques to develop new export markets during the last 5 years.
6. **Canadian Innovation Award for Development of Export Sales.** This award honours a company that has generated substantial gains in export markets

And, the Canadian Innovation Award to the Innovative Business of the Year. This award honours a business who has implemented new processes, developed new products, taken a new, "out of the box" approach to the market during the last 5 years in order to better compete in the global marketplace. **The Winner will be selected from the 6 Award Categories**

2004 Canadian Innovation Awards Application Form

The judging panel will consist of some of Canada's leading experts in the areas of innovation, environment, science and technology and international business. In addition to receiving a prestigious award, national winners will be featured at a gala presentation ceremony taking place at CME's **Innovation & Exports 2004** Conference & Trade Show on November 17th, receive a write-up in CME magazine, and will be highlighted on CME's national website.

Application Requirements

- Award applicants **must be** companies, not individuals.
- Applicants are required to fill out and submit the **executive summary** and relevant **criteria assessment forms**. Find them under **Programs** at www.cme-mec.ca or ask Lori Stone for them by e-mailing her at lori.stone@cme-mec.ca
- Note: Some projects may be applicable for more than one award. In that case, you will be asked to fill out two full applications.
- Judges **may** request evidence of **performance claims**.
- A short list of applicants may be asked to allow for a site-visit from the judges or advisors to the judging panel.
- Where relevant, please indicate partners involved e.g. university research laboratories, companies and governments.
- Applications **should not exceed 10 pages** in length including appendices.

Application Deadline - September 30, 2004