

Volume 11, Issue 41 ☐ October 11, 2004

Important Dates to add to your calendar...

- ☐ **Oct 13th; HPM Open House** – Limited to companies considering membership in HPM who would like to talk to members about their experiences. Location: Rockwell Automation. For an invitation call David Hogg at 519-893-6260
- ☐ **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. 176 Canadians attending. Check: [www.ame.org](#)
- ☐ **Oct 27th NEXT LEAN ACCOUNTING STEP: Solving the Standard Costing Problem** The Lean way to think about costing. Ask Nicole at 519-893-6260 for an outline. [www.hpmconsortium.com](#)
- ☐ **Oct 28th NEXT LEAN ACCOUNTING STEP: Strategic Performance Measurement for Lean Manufacturing** A “Starter Set” of performance measures linked to Lean goals. Ask Nicole at 519-893-6260 for an outline. [www.hpmconsortium.com](#)
- ☐ **Oct 24-Nov 9th, Fact-Finding China Tour – Innovation Insights**, NRC & CME provide a dramatic ‘up-close & personal’ look at the Chinese engine. [info@hpmconsortium.com](#).
- ☐ **Nov 3rd 8:00 - 4:30 HPM Share Showcase ’04.** Location: G.E. Meadowvale Theatre. Limited to HPM’ers who’ll ‘showcase’ their ‘Best Practices.’
- ☐ **Nov 18th HPM Forum: “Workplace Health, Safety & Wellness”** World Class performance demands a World Class environment. This will be a practitioner-to-practitioner exchange.
- ☐ **Dec 1st AME/HPM 8:00 to 5:00pm “Breaking the Safety Barrier: Implementing Culture Change”** Dr. Steven Simon. A 1-Day intense culture change workshop. Call AME: 905-681-3960.
- ☐ **Dec 6-7th The Lean Design Workshop** – 2-intense days with North America’s best Design & Project Management leader– Ron Mascitelli. His new book is included. Designed for those who need *more products faster*.
- ☐ **Dec 9th The Lean Accounting Roundtable – A frank exchange among implementers** that will

- help protect one’s investment in Lean strategies.
- ☐ **Jun 6-10 (2005): “Implementing & Sustaining Lean Thinking Across the Enterprise”** An AME major Practical Lean Conference in Edmonton. [www.measureupforsuccess.com](#)

Oct 13 ~ Rockwell @ Raglin Ave
Visual Workplace – Work Standards – 5S

HPM Employee Plant Tours
“Practical Employee Learning Exchanges”
 Open to any **HPM member company employee**
Monthly: 2nd & 4th week from 9-11am.

Key Elements: At each Tour, the host site will show:

1. A ‘Best Practice’ area (BP) – AND
2. A ‘Suggestions Welcome’ area (SW)

To Register: Names to be sent to Nicole by e-mail by the **preceding Thursday** for security clearance at [info@hpmconsortium.com](#) 519-893-6260
 Also, Register online at [www.hpmconsortium.com](#)

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TOUR #3: Wednesday, October 13th – Rockwell – Raglin Ave Facility... just off Franklin
 BP: Visual workplace, cell boards, 5S
 Standard work, documented work instructions
Coming: Schedule for full year coming shortly
 For any questions etc. – call Nicole – 519-893-6260

This week - October 13th at Rockwell’s Raglin Plant, just off Franklin road south of 401 - John Highmore, Raglin’s Plant Manager will host the tour. He’s looking forward to sharing with employees from other HPM companies just what strides they’ve taken to improve Visual Workplace & 5S initiatives. They will also show some of their Cell Boards & their approach to Work Standards & Work Instruction initiatives that makes tasks simpler & makes continuous improvement work. Register with Nicole at [info@hpmconsortium.com](#) – and you’ll get a map.

Kaikaku – vs – Kaizen
New energy thanks to 80+c Dollar?

This week the CDN dollar passed the 80c Dollar level with the possibility of its going considerably higher. To paraphrase a conference Board leader, in his view this was a good thing as it would force manufacturers to increase their productivity – the implication being that a 60-70c dollar made for easy pickings with no incentive to improve. So now what? We are exporters - our companies cannot live on just the Canadian market alone – hence innovation, continuous improvement, and the now serious

Attn, Any & All HPM Member Employees
-- Free ‘Leveraging’ Tours --

- ☐ **These tours are for you at NO COST.**
- ☐ Twice per month – first come! **Register in advance...**
- ☐ Simply email Nicole at [info@hpmconsortium.com](#)
- ☐ Or phone Nicole at 519-893-6260
- ☐ See what can make work easier in your world

commitment to driving out waste everywhere become viable options.

We know that those who do the jobs now know how to do them better – the trick's to unlock the door of this treasure house. Read on. By now many have found one of the best chat groups on the web – the “NWLEAN group” which is well moderated and kept to practitioners (You can get to it through www.superfactory.com). The following might be interesting as it speaks to the power of ‘**Quick and Easy Kaizen**’ which was presented at last year's Lean Conference by the Technicolor Corporation. Here is an illuminating description from Norm Bodeck who is the founder of Productivity Press in the US. Norm will be sharing all of Hirano's Basic Ten Commandments for **Kaikaku** on NWLean - but to begin, let's clarify the definitions of **Kaizen** and **Kaikaku** from Norm's perspective.

“Kaizen is continuous improvement by empowering all employees in creative problem solving activities. It is small and incremental improvements. It is people involved in solving problems in their work area. These improvements normally do not cost much money. Kaizen can be done individually in what I call *Quick and Easy Kaizen* whereby the average employee submits in writing two improvement ideas per month that focus on making their work easier and more interesting resulting in cost savings, safety and quality improvement, better throughput or pleasing their customers. **(The average in Japan is two ideas per month per worker.)**”

Technicolor in Detroit, with 1800 employees, went in 2001 from 250 suggestions with 113 implemented to over 17,000 suggestions with over 9,500 implemented in the last twelve months. In addition to individual activities, Kaizen activities are often conducted in teams such as quality control circles or self directed work teams. A simple but very powerful process is for groups of people to read books and ask each other, “How can we apply the information in the book in our company?”

Most people who do read management books on their own do very little with the new information, maybe afraid to make a mistake. But put them into study teams, and fantastic things can happen. Kaizen is primarily small ideas but lots and

“Defects are outcomes from processes perfectly configured to provide them. The challenge is to remember that defects are just the voice of the process speaking to you... if you will only listen.”

The Sustaining Lean Conference – Edmonton, 2005

lots of them. **The trick is to do Kaizen every single day.** Often we do Kaizen and then we stop and rest on our laurels. It is the analogy of the tortoise and the hare - Japan was light years behind America after World War II but they developed a methodology of continuous improvement, never stopping in their approach to eliminate quality defects and the other non-value adding wastes, while American companies, so far ahead of the Japanese, fell asleep like the rabbit and lost out on both quality and productivity improvement. We did make giant leaps in technology but did not make the small incremental improvements involving all employees.

People should -- **every day** -- relentlessly reduce waste - it is challenging but it makes work fun. David Veech clarifies our Kaizen direction, telling us to focus

on ***“Improving people's skills.”*** Yes, first give the worker what is good for them -- and then the result will be lower costs, quality, etc. Give people an opportunity to grow and challenge them every day to help solve problems - to identify and reduce the non-value

adding wastes. People learning new skills add value and meaning to their lives and at the same time adds to the asset value of your company.

Kaikaku is larger projects. Kaikaku means radical change, reform and also means innovation, normally beyond the scope of the average worker. Kaikaku is rethinking the very purpose of what you do. You could improve daily the process of making red widgets but maybe you should stop and make blue ones or get into an entirely different business. Many of you are doing Kaizen Blitz's or Value Stream Mapping, changing the process, and that is Kaikaku. But, Kaikaku is much greater.

- Norman Bodek

PS: Norm's been invited to keynote at the Edmonton Lean conference. And Technicolor has been invited to provide the practitioners' perspective on the power of Quick and Easy Kaizen. If you are interested check out Norm's recent book

~ Kaikaku – The power and magic of lean, a study in knowledge transfer by Norm Bodek. **Source:** try www.ocapt.com

Attn All HPM Members

Nicole needs the return of the **Share Showcase** Info. sent to you.

The event is November 3rd at GE...
Contact her or Brenda @ Orenda with any questions.