

Volume 12, Issue 06 □ February 07, 2005

Important Dates to add to your calendar...

- **Underway:** a full schedule of HPM-to-HPM Employee visits – or Leveraging Tours – on the 2nd & 4th Tuesday of each month.
- **Feb 08, HPM Employee Leveraging Tour:** Host: GE Inspection/Repair Register via Nicole
- **Feb 16, 11:30-5 pm HPM AGM Board Meeting.** Host: Orenda Aerospace, Malton
- **Feb 22, HPM Employee Leveraging Tour:** Host: Velcro Canada, Brampton. Register via Nicole
- **Early April Date: Value Stream Mapping Forum – A Clinic for VSM in Non-Production Arenas...** Re-scheduled from last fall. Details coming
- **Mar 08, HPM Employee Leveraging Tour:** Host: Canada Post, Toronto. Register via Nicole
- **Mar 29, HPM Employee Leveraging Tour:** Host: Hammond Power Solutions Guelph
- **Apr 20th, 12:00-4 pm HPM GMT Meeting,** all HPM Directors or Alternates invited. Host: GE Rep. & Insp.
- **May 18th, 11:30-5 pm, HPM Board Meeting** Host: Canada Post
- **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME Regional major Practical Lean Conference in Edmonton. www.measureupforsuccess.com

"My formula for success is to rise early, work late, and strike oil."

J. Paul Getty

HPM Board Meeting 'Learning Session'

Orenda Aerospace ~ Feb. 16th

Canada's Top & Most Accurate Economist

Dr. Jayson (Jay) Myers

"The Aftermath of the Mfg. Summit"

Lessons learned from 20/20

On Monday, Feb. 7th in Ottawa, the culmination of a year's work in distilling what Canada's Mfg. leaders see as the 'right vision' ahead - **and what it will take to keep manufacturing viable** - will be formally presented to the Prime Minister in Ottawa as he agreed many months ago.

His response will tell us much about the **degree of importance assigned to our sector.** Other countries are concerned and are appointing a 'Secretary of Mfg' to focus results. In 2005 competition is NOT company vs. company but infrastructure vs. infrastructure... we can't win alone. How the 20/20 will be received – ***and the amount of visible interest displayed*** – will tell us much.

Limited Seats Available for this Tuesday's GE Repair & Inspection Tour... call Nicole early Monday --- First come...

Free HPM Employee Plant Tours Continue

GE Repair & Inspection February 8th 9-11am

"Practical Employee Learning Exchanges"

Open to any HPM member company employee

Monthly: 2nd & 4th week from 9-11 am.

Each Tour site will show:

- A) A 'Best Practice' they'd like to make even better
- B) An area where 'Suggestions are Welcome'

To Register: Call Nicole before preceding Friday to ensure security clearance.

info@hpmconsortium.com 519-893-6260 ~ or at www.hpmconsortium.com

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TOUR #7: Feb. 8th: 9 am to 11 am. ~ Burlington

Where: GE Repair & Inspection

1150 Walkers Line, Burlington ON L7M 1V2

A) **"Environmental Health & Safety"** and our drive towards a cleaner, safer work environment.

B) **"5 S & Continuous Improvement"**

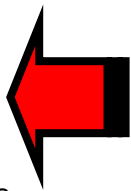
HPM Joins AME March 1st at GE HQ in Mississauga

AME Leadership Forum & Tours of CTS AND Toyota

A very busy One-Day forum with leaders of CFN Precision, who rated among the top 5 plants of the 40 toured during the huge TO Conference – and, of CTS the number 1 rated tour for its Visual environment and stellar approach that opened up large markets with Toyota Kentucky where CTS now ships their products. Tours follow. Here's the facts

Agenda ~ LEADERSHIP FORUM ~ March 1, 05

- 8 am: Trends in Lean Leadership
- 8:45: Leadership @ CFN Precision – Led by CFN President, Barry Wood
- 9:45: Leadership @ CTS – Preferred Toyota US Supplier. Led by Bob Garces, Engineering Manager
- 10:30: Board Bus to tour CTS... Stay on the bus for a box lunch for the short trip to Toyota



- 2:15: Tour of Toyota, Cambridge's world leading plant
- 3:15: Question & Answer Roundtable
- Bus Returns to GE Canada for departure

Where it begins: GE HQ Meadowvale Theatre, 2300 Meadowvale Rd. Mississauga.

Registration: \$250 CDN pp ~ HPM Members - \$200 pp GST is extra. **You must register 72 hours in advance – that means no later than Friday 25th – This is due to the required security and proprietary clearances required.**

Register Online at www.ame.org

The 10 commandments of Kaikaku

Thanks to the "The Fluent Manufacturing Consortium" Newsletter which covers Atlantic Canada, here are some topical topics drawn from Hiroyuki Hirano, Norman Bodek and our good friends at Superfactory. www.superfactory.com

Kaikaku refers to rapid fundamental change through kaizen that is a cornerstone of lean enterprise development. The following are Hirano's ten key elements of this process. If they intrigue you, check out "**Kaikaku – the power and magic of Lean, a study in Knowledge transfer**" by Norman Bodek, founder of Productivity Press.

Here they are

1. Throw out traditional mfg methods.

When we open a new plant the layout conforms to the product being built and our current manufacturing practices. We do make slight changes as time progresses but rarely do we make radical changes unless forced to by competition or radical changes in technology, or something like Kaizen Blitz comes along. Mr. Hirano challenges us to continually think about ways to make radical changes before our competition does. Imagine that you are starting over again in business. Dream what kind of future you would like to have and then redo everything around you to conform to this new image.

2. Think of how the new method will work; not how it won't

Too often people like to play the role of "Devil's advocate." Yes, you can always find fault with a new idea, always, for nothing is perfect and things always change. The challenge is to rise to the occasion and find the best way to do things today and do it - as Shingo would always say, "Do it!"

3. Don't accept excuses. Totally deny status quo.

The chairman of Toyota, Mr. Okuda said, "Failure to change is a vice - I want everyone at Toyota to change and also to not be an obstacle for someone else who wants to change." He also asked his supervisors and managers to come up with annual change plans. Change is really what our jobs are all about and yet we all seem to resist change.

4. Don't seek perfection. A 50% implementation rate is fine as long as it is done on the spot.

Change for most people is very difficult. Culturally we have been taught to be careful and not make mistakes. The trick is to allow mistakes, to let people learn from their mistakes, to get immediately to the root causes of those mistakes so

Awesome... One HPM'er achieved 108 out of 108 points on the 2004 Score Card... Learn Who at the Bd. Mtg!!

that they do not occur again and to build in a system that prevents disastrous mistakes from happening.

5. Correct mistakes the moment they are found

Often mistakes are hidden. Remember what happened to the Roman Legion who reported to Caesar that they lost a battle - the messenger was killed. How often have you reported a mistake to be scolded? Of course, we want to prevent mistakes but, in truth, we only learn from our mistakes. And a growing organization is always learning.

6. Don't spend money on Kaikaku.

Taiichi Ohno, the founder of the Toyota Production System, stated: "Don't spend money on Kaikaku." First use your ingenuity and harness the talents of all of the workers who we know are filled with unlimited ideas for improvement - rarely ever tapped"

7. Problems give you a chance to use brains.

Over 100 years ago Frederick Taylor and Frank and Lillian Gilbreth's promoted Scientific Management and the Division of Labor reversing the very nature of work. Prior to them workers had great variability at work. But with Scientific Management - looking for the best way to do things and getting everyone to follow the best way workers now only repeated over and over again the same process day after day. Work became boring and repetitive. People were no longer fulfilled at work, no longer trusted to use their brains to solve problems. Problem solving became the job of the supervisor and the manager. We must move away from this.

8. Ask 'Why' five times

This is a simple but proven process to get to the root cause of a problem. Dr. Shingo upon visits to plants would carefully think and look and then instead of just giving the answer, he would ask the engineers some very basic questions. He loved to use the Five Whys, asking why five times. Five Whys is a simple but great technique to use to solve problems. It really gets people involved using their brains and challenging the 'status quo.'

9. Ten person's ideas are better than one person's knowledge

This is a "key" to the success of Lean and to fully understand the power that comes from Lean activities - "people working in teams focusing on continuous improvement." In the past, it was always up to the leader to decide, to direct, to inspire others to work. It follows a certain misguided philosophy that since "I am the leader, the boss, I have been successful in the past and I make more than you, then you should always take my advice and guidance." This might have been somewhat true in the past, but it surely will not last in this highly competitive world. It is an age when we must harness everyone's creative talents.

10. "Kaikaku knows no limits."

The universe is an unending creative evolution. Ask and listen and dream and challenge and build and create and watch the amazing future come upon you.

Top 10 reasons companies don't implement lean...

Do any of the following "top 10 items" sound familiar? Thanks for these goes to the US Mfg. Extension Partnership under NIST which operates over 700 sites across the US to assist manufacturers to be successful.

THE INFAMOUS TOP 10... Often expressed by our Lockheed friends as CAVE Speak... where CAVE stands for 'Citizens Against Virtually Everything!'

10. **I want to, but my boss won't let me.** Are you sure upper management doesn't want to improve gross margins? Improve inventory turns? Give better service to customers?
9. **We tried it, but we didn't get the results we expected.** Implementing lean takes perseverance, patience & focus.
8. **We're doing okay, we don't really need to improve that much.** Actually, the best time to begin the lean process is when things are going well.
7. **We've just invested money in an MRP system, new equipment, etc - we don't need lean right now.** What managers are really afraid of is they will have to let go of many things they have done for years, like scheduling, placing raw material orders, or eliminating the stockroom.
6. **My people aren't educated enough for me to decentralize decision making.** The supervisors become the main proponents but only when they see the progress that can be made, and, when they see their jobs becoming more productive and fulfilling.
5. **I don't really think people get the results that all the articles and books claim.** There are numerous success stories from companies implementing lean. Investigate, but begin with an open mind and a willingness to talk to the leaders.
4. **I'm too busy now, I will never find the time for lean.** Often we are busy "firefighting." Lean helps prevent those fires from happening which can generate the time needed.
3. **It takes too long to get results.** Lean implementation takes a long time, consistent with the huge improvements that can be realized and the mindset changes needed.
2. **We are already lean!** This is often heard when only one aspect of the lean tool kit is implemented.
1. **The #1 reason companies don't implement lean:**

"It may work for XYZ, but it won't work here!"

An Advanced Look

The following provides an inkling of what the full program of 32 Practitioners will look like – and who will be at **Canada's Largest Lean Conference** for you. They will all be coming to Edmonton, June 6-10th to participate in the **first AME Canadian Regional Conference** which is co-organized by the **Alberta Division of the Canadian Manufacturers & Exporters**

- > 32 Practitioner Sessions
- > 20 Workshops from some of North America's best providers
- > 12 Plant Tours to see practices in action.

Here are 20 of the 32 Practitioners who will share their best practices with you:

- | | |
|---|---|
| <input type="checkbox"/> Kudu Industries Inc.
Calgary, Alberta
www.kudupump.com | <input type="checkbox"/> Metal Fabricators and Welding Ltd.
Edmonton, Alberta
www.metalfab-ltd.com |
| <input type="checkbox"/> Cascades Boxboard Group
Winnipeg, Manitoba
www.cascades.com | <input type="checkbox"/> Loewen Window
Steinbach, Manitoba
www.loewen.com |
| <input type="checkbox"/> ESCO Corporation
Portland, Oregon
www.escocorp.com | <input type="checkbox"/> Steelcase
Grand Rapids, Michigan
www.steelcase.com |
| <input type="checkbox"/> COM DEV
Cambridge, Ontario
www.comdev.ca | <input type="checkbox"/> Stack-A-Shelf
Cambridge, Ontario
www.stackashelf.com |
| <input type="checkbox"/> Rockwell Automation
Cambridge, Ontario
www.rockwell.com | <input type="checkbox"/> NovAtel
Calgary, Alberta
www.novatel.ca |
| <input type="checkbox"/> Brandt Engineered Products
Regina, Saskatchewan
www.brandt.ca | <input type="checkbox"/> Continental Airlines
Houston, Texas
www.continental.com |
| <input type="checkbox"/> Flexxaire
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www.flexxaire.com | <input type="checkbox"/> Technicolor
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| <input type="checkbox"/> CTS Corporation
Streetsville, Ontario
www.ctscorp.com | |
| <input type="checkbox"/> Teleflex Canada
Richmond, BC
www.teleflexcanada.com | |
| <input type="checkbox"/> Barrick Gold
www.barrick.com | |
| <input type="checkbox"/> Eaton Corporation
Airdrie, Alberta
www.eaton.com | |
| <input type="checkbox"/> JDS Uniphase
Santa Rose, California
www.jdsu.com | |

A Serious Note on This Conference

- **It is already half Full!**
- **A limited number of rooms at the Edmonton Westin are available**
- **The program will be finalized next wk.**

Keep an eye on www.measureupforsuccess.com