

Volume 12, Issue 12 ☐ March 21, 2005*Important Dates to add to your calendar...*

- ☐ **Mar 29th, HPM Employee Leveraging Tour #9.** Host: Hammond Power Solutions~Rockwell, COM DEV, GE Insp. & Hammond Mfg. attending **FULL**
- ☐ **Apr 5th, AME The Effective Office...Making the Value Stream Visible.** *Equipping professionals with the tools to see business process value streams & eliminate waste... HPM Members get AME price.* Location: Host is CTS - #1 Tour Site at '03 AME Conf. **Must register through AME – www.ame.org**
- ☐ **Apr 12th, HPM Employee Leveraging Tour #10.** Host: Volvo Motor Graders, Goderich. **FULL**
- ☐ **Apr 13th, HPM Open House.** Open to readers of the HPM Weekly Update who might consider membership in HPM. Room for two more companies. **Call Dave**
- ☐ **Value Stream Mapping Forum** – A Clinic for VSM in Non-Production Arenas... Re-scheduled from last fall. *Confirming presenter availability after Spring Break...*
- ☐ **Apr 20th, 12:00-4 pm HPM GMT Meeting.** All HPM Directors or Alternates invited Host: GE Rep. & Insp.
- ☐ **April 26th, HPM Employee Leveraging Tour #11.** Host: Avnet Electronics, Mississauga. **42% Full**
- ☐ **May 3rd, 9:30-2 pm, Innovation Insights: Celestica Plant Tour, www.celestica.com.** To register for this event you must call: 1-800-999-4129. Lunch included, cost \$150.
- ☐ **May 10th, HPM Employee Leveraging Tour #12.** Host: COM DEV, Cambridge, Nabeel Mirza **58% Full**
- ☐ **May 18th, 11:30-5 pm, HPM Board Meeting** Host: Canada Post
- ☐ **May 24th, HPM Employee Leveraging Tour #13.** Host: Bird Packaging, Gary Whalen **42% Full**
- ☐ **Jun 6-10th: "Implementing & Sustaining Lean Thinking Everywhere."** An AME Canadian Region & CME Western Division practical Lean Conference in Edmonton, Alberta. **www.measureupforsuccess.com**
- ☐ **Jun 14th, HPM Employee Leveraging Tour #14** Host: Samuel Strapping, Daniel Dstancescu. **42% Full**
- ☐ **Jun 28th, HPM Employee Leveraging Tour #15** Host: Willow Manufacturing, Dennis Wild **67% Full**

AME Canada: The Effective Office -

a simulation that makes the value steam visible. This AME Workshop on **April 5th at CTS in Streetsville** is designed to equip professionals with the tools to see business process value streams as the first step to the elimination of waste.

This hands-on eye-opening workshop, is highly rated across Canada. It is designed **equip participants to return with practical tools & techniques they may apply immediately in their office process situation.** Info/Register: **www.ame.org**

Trial Balloon....

The life of a 'Trial Balloon' depends on the interest you show. Here is a possible opportunity to see National Excellence – as **three Waterloo area companies were selected to be among the 32 Best Practices chosen for Canada's Largest Lean Conference** on June 6-10th in Edmonton...

Here is this week's Balloon.

Proposed: On May 19th – You could hear the presentations **3 Waterloo area companies are giving** at Canada's Largest Lean Conference in Edmonton. In June with local presentations by **Rockwell Automation**, (*this year's winner of the NRC Award for National Process Excellence- Lean*), **COM DEV Space, and Stack-A-Shelf...** This is a true win-win as the presenters get the feedback needed for their coming Edmonton presentation June 6-10 --- and you get to hear their presentations without having to go to Edmonton. **Your Straw Vote Indication: If we proceed with this how many folks would you send along... (can be a simple reply to the email that brought you this.)** Thanks Folks.



Have you checked the NRC/CME Innovation Insights Tours Lately??

As you evolve your Lean Vision, taking your advocates and worse skeptics could be a sound investment

The National Research Council and Jon Fenwick's Innovation Insights Team at CME have a new program which you can download from <http://www.tvp-ii.org/english/index.asp>

Here are just a few coming up... lots more on the list

Celestica ~ Toronto, ON ~ www.celestica.com

May 3, 2005 ~ 9:30am - 2pm, Working lunch included

Focus: Lean Mfg – Strategic Transformation

What you will see:

- a world leader in contract manufacturing delivering innovative electronics manufacturing
- Quality, technology and supply chain management providing competitive advantage to customers
- Processes for improving time-to-market, scalability and manufacturing efficiency
- An 880,000 sq. ft. facility, specializing in Design, New Product Introduction, Assembly and Test, Direct Fulfillment, and After Market Services
- Lean Manufacturing with a People Approach
- How one company is adapting to a global marketplace

McNeil Consumer Healthcare ~ Guelph

May 5, 2005 ~ 9:30am - 1:30pm ~ Working lunch

Focus: Continuous Improvement in Health, Safety & Environment, and Human Resource practices

Check out: **www.mcneilcanada.com** Employees: 400

Leader – to Leader

For leaders at every level in any organization, here is the best "Leader Newsletter" your editor has found over the years. It is 'rubber-hits-the-road' practical, delivering at least one element per issue you can take away and put to use. The price is certainly right – all you need to do is simply subscribe by visiting this website:

www.clemmer.net/subscribe.shtml

Jim is the opening keynote at the Edmonton Lean Mfg. conference & will focus on how to handle the top 10 opportunities/barriers to be achieved by Lean Leaders!

What you will see:

- A Johnson & Johnson family member making a wide variety of over-the-counter pharmaceuticals including – TYLENOL, MOTRIN, MONISTAT, IMODIUM, LACTAID, and more
- A 55-acre site & CDN head office for McNeil dedicated to mfg., warehousing, quality assurance, research & development, marketing and key support functions
- Emphasis on innovative improvement, talent development, and serving the local communities
- Process Excellence – its Scope & Deployment
- Talent development – "Our Most Valuable Resource"
- Health, Safety & Environmental Mgmt: Approach & Results

CFN Precision Inc Website: www.cfn-inc.com

May 17th 9-1 pm includes a networking lunch

Employing 70 people, **you will see:**

- Why CFN has become one of the largest precision manufacturing and assembly facilities in the Greater Toronto area.
- A major producer of small to medium-sized precision metal, plastic and composite parts for analytical instrumentation, electronics, aerospace and defense industries.
- Integrated customer design with CNC machining stages
- A high quality process in place and sustainable
- Applied Visioning & Continuous Improvement Processes
- Implemented Lean Principles such as 5S, SMED and Small Batch Flow
- Sustained delivery of quality products within budget

Our Canada Post Partner Found Good Value

The new **Employee Leveraging Tours** program, managed by Nicole Sivyer at the HPM Office, is growing. Our most recent tour was of Canada Post and according to CPC's Arlene Yam, who is Canada Post's Tour Coordinator, "Some very good takeaways on both sides, a lot of interest in our Business Planning and TSC Story board as linked to NQI Pillars, Six steps Change Model, and the Change curve. Our visuals were also a highlight," she added. The tours are beginning to take off --- You should reserve your seats for future tours now as they are filling rapidly. The next two are now full.

Lean Consumption 101

Just as Lean production is squeezing inefficiencies out of the mfg. process - such as the 85% setup time reduction we talked about two weeks ago in an AfEE company – now carefully considering 'Lean consumption' shines light on how to remove wasted time & frustration from the consuming process. Such streamlining can save us all a lot of time and money... something that Lean is all about!

If this strikes a chord, check out the March 2005 issue of Harvard Business Review for the lead article, which is delivered by Jim Womack and Dan Jones. It is worth the look-see. Jim will be a keynoter for this fall's Boston Lean Conference along with familiar names such as Dr. Peter Senge and more. Read on...

Dear David,

As I suspect you know, I see every value-creating organization as a big collection of processes: A product development process involving many steps that must be performed properly in the proper sequence at the proper time to bring products to market. A smoothly flowing production process -- which should be one of the results of the product development process, but often isn't. A purchasing process to determine which items to obtain from which suppliers under what terms. A fulfillment process for getting the right item to the right customer at the right time.

Everything we do in our work lives should be creating value in some process. Or why are we doing it? And much mental energy in the lean community is devoted to thinking of ways to eliminate process steps that don't create value.

This is great, but it's still not the whole story. For years Dan Jones and I have been carefully recording our experiences as consumers. We have known intuitively that consumption is also a process, one designed to solve life's problems. For example, most of us have a personal computing problem that we solve by searching for a personal computer, ordering it, installing it, integrating it with our other electronic equipment and software, maintaining it, repairing it, upgrading it, and then recycling it. This is just another way to describe a consumption process with seven big steps: search, obtain, install, integrate, maintain, repair, recycle. And each big step consists of lots of little steps.

The problem is that the typical consumption process doesn't work very well. We often can't find what we want, when we want, where we want. And the process of installing, integrating, maintaining, repairing, and recycling is often frustrating and time consuming as we deal with strangers who seem to have no interest in our difficulties. The root cause is that the provision process created by those supplying us doesn't match up with our consumption process. And this creates great opportunities for lean thinkers in every organization.

To help our thinking, Dan and I have just written an article titled "Lean Consumption" in the March 2005 *Harvard Business Review* (HBR). (You can get a [copy of the article](#) at the LEI web site. It's a preview of the ideas that Dan and I describe in our new book to be published this fall.)

We propose some simple principles for lean consumption that every organization providing services or goods should consider:

- **Solve the customer's problem completely**, by insuring that everything works the first time. No customer wants to call a help line, so turn your help lines into kaizen opportunities to identify and eliminate the root cause of customer calls.
- **Don't waste the consumer's time**. For example, challenge the need for queues of any sort. You will discover that queues always waste both the customer's time and the provider's money.
- **Provide exactly what the customer wants**. The level of out-of-stocks of the right items and overstocks of the wrong items is remarkably high in almost every aspect of business. These consumer frustrations are almost completely avoidable with lean replenishment systems utilizing pull principles.
- **Provide value where the customer wants**. Most providers secretly want the customer to come to them. For example, the best pricing is available in a Wal-Mart style big-box retail format that customers must drive miles to access. Yet most customers want just the opposite, with attractively priced goods conveniently available nearby. The application of lean principles can provide most value where it is wanted at lower cost.
- **Provide value when the customer wants**. Most current-day sales and production systems encourage customers to place orders at the last moment with no warning. This makes level loading of production systems impossible. Yet most of us actually plan ahead, particularly for big-ticket items like computers, cars, and white goods. Some simple lean principles can turn strangers into partners who plan ahead with their providers, dramatically reducing costs for customers and providers.
- **Reduce the number of problems customers need to solve**. Most of us would like to deal with only a few providers to solve our big problems – computing and communication, mobility, healthcare, financial management, shelter, personal logistics (better known as "shopping".) Yet with the web we have been going in the opposite direction from industry. Firms following Toyota's lead are asking a much smaller number of suppliers to solve much larger problems, even as consumers are asking ever larger numbers of strangers to solve tiny problems on a one-off basis, wasting time and creating frustration. Lean principles show a way to do much better.

Dan and I realize that the very term "lean consumption" sounds strange. But we hope you will rotate it around in your head. We think that lean consumption in

combination with lean provision is the next big leap for the Lean Community.

Best regards, Jim Womack, President & Founder, LEI

The Effective Office Simulation

Making the Value Stream Visible

April 5th, CTS Streetsville

Equipping professionals with the tools to see business process value streams & eliminate waste

If you are responsible for an office/business process or are the leader of a team responsible for an office/business process, this one-day interactive simulation/workshop is designed to provide you with a powerful-yet-simple, tool to make the business process value stream visible and to use these tools to make business processes more effective.

Based on the principles of the 'Lean Enterprise' the workshop will include an understanding of Lean tactics, tools, and proven practices that apply to the business process professional's role. Both current and future implementers of 'Lean Enterprise' thinking who want to apply the tools and practices contained in this workshop will find the hands-on format and learn-by-doing case study approach easy to grasp and convey to others.

Participants become members of the accounts payable team of the Sky-View Aircraft Company which has just adopted Lean Enterprise/ World Class thinking to increase productivity to improve its competitive position. This approach involves participants directly and enables them to see how to practically define opportunities to improve, and to integrate Business Process Value Streams with other processes both internal and external to the Enterprise.

By utilizing Lean Enterprise Principles and Tools to focus on the company's business process streams, the participants will learn how to use Lean Thinking to identify non-value added activities, reduce waste, and improve the effectiveness of both processes and information flow with the goal of enhancing Customer Success. **It is the intention of this workshop to equip participants to return with practical tools & techniques they may apply immediately in their office process situation.**

What you will take away upon attending:

- Confirm critical contribution of business processes to global competitiveness
- How Lean Thinking applies to business processes & especially the impact on customer value
- Know and explain "Value Added" and "Non-Value Added" activities in a typical office/business environment
- Explain '5 steps to Lean Thinking' in office environments
- Use Value Stream Mapping to make a "Present State"
- Describe the Value Stream Map; how derived; metrics
- Discuss analysis, justification, implementation and measurement techniques typically used
- Know how to generate a "Future State Map" for a given office/business process
- Understand the 'Rapid Project Launch' process

Registrations must be made to www.ame.org

The 2005 Canadian Lean Leaders Program

“Achieving sustainable results through people”

A program for CEO's, Presidents, Vice Presidents, & their Lean Champions

Each man is a hero and an oracle to somebody

Raph Waldo Emerson

The Program

The Canadian Regional Lean Conference in Edmonton has made a major commitment to fashion a program around Leaders with messages to inspire other leaders.

A key theme – for any conference dealing with Implementation and Sustainability issues – must be Leadership. The following first 3 Elements are restricted to – and designed for – Senior Mfg. Leaders. In recognition of the role leadership plays in the success of Lean, the Conference is providing every attendee with a free copy of Jim Clemmer's new book “The Leader's Digest.” Here is the Leadership roster:

Element 1 ~ Pre-Conference Survey: To ensure relevance, all CEO's, Presidents, Vice-Presidents, Senior area Leaders, and members of the Edmonton and AME Champions Clubs who register for the 'Lean Leaders Program' will be surveyed to learn what they feel are the top issues they face in putting Lean to work. From this, the top 10 issues – or barriers to Lean implementation & sustainment – will be compiled by our Leadership Keynote speaker, Jim Clemmer. **He will address each issue at the Executive Evening Dinner of peers on June 6th.**

Element 2 ~ June 6th, Executive Evening Dinner & Workshop. At this by-invitation-only dinner at an area restaurant, Lean Leaders will gather to network, dine, and freely exchange ideas on how to address the top 10 barriers/challenges to the implementation and sustainment of Lean Thinking. Jim Clemmer, International corporate coach and speaker, will facilitate and lead the session.

Element 3 ~ 6:15 to 7:30 pm, June 8th Lean Leaders Reception & Briefing. This is open to those who attended **Element 2:** the Executive Evening Dinner & Workshop. This session will be facilitated by **Pat Carguello who heads the AME Champions Club** to network & compare notes as the conference moves to completion.

Element 4 ~ Attend the Conference's full 11-Keynote Program. This all begins with the **June 7th Keynote Luncheon Address “The Power of Practical Leadership”** by **Jim Clemmer**, President & CEO, the Clemmer Group. He will lead this plenary session over lunch for all conference attendees.

During the week, each of the 11 keynote speakers will inform and inspire all attendees around Leadership Issues.

For this conference, 'Leadership' is being defined as 'the ability to generate followers.'

- **Jayson Myers** – Chief Economist, CME – “*The State of Manufacturing*”
- **Keynote Leader Panel ~ “What it takes to compete & win in 2005 and beyond”**
Hon. Perrin Beatty – President & CEO, CME ~ Panel Moderator
 - **Tony Laraia** – Vice President, Wiremold, Hartford CN, President AME
 - **Dan Gagnier** – Sr. VP Alcan Inc., CME Chairman of the Board
 - **Dr. Dan Shunk** – Professor, Arizona State University
- **Jim Clemmer** – “*The Power of Practical Leadership*”
- **Gerry Price** – President & CEO, E.H. Price, “*A Leader/Owners Perspective*”
- **Gus Whalen** – President CEO, Alexis Playsafe, “*The Power of Interdependence*”
- **Cindy Jimmerson** – President, Lean Healthcare West, “*Leading Lean Transformations*”
- **Philip Kirby** – President, Organization Thoughtware Inc. “*The Power of a Laser Vision*”
- **Norm Bodek** – President PCS Press, “*Leadership: Unlocking Human Potential*”
- **Dale Crownover** – President & CEO, Texas Nameplate “*The Leadership Alliance*”

NEW: Download full program of this Lean Conference from the HPM website or – from www.measureupforsuccess.com

Church Bulletin Bloopers... in reverence...

- The sermon this morning: "Jesus Walks on the Water."
The sermon tonight: "Searching for Jesus."
- At the evening service tonight, the sermon topic will be "What Is Hell?" Come early and listen to our choir practice.
- Suffer the little children. Our youth basketball team is back in action Wednesday at 8 p.m. in the recreation hall. Come out and watch us kill Christ the King.
- Don't let worry kill you. Let the church help.
- Bertha Belch, a missionary from Africa, will be speaking tonight at Calvary Methodist. Come hear Bertha Belch all the way from Africa.

And a last one... "Please place your donation in the envelope along with the deceased person you want remembered."