

Volume 12, Issue 23 ☐ June 6, 2005

Important Dates to add to your calendar...

☐ 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 28th, **HPM Employee Leveraging Tour #15**
Host: Willow Manufacturing, Dennis Wild **Full**

Consortium Member Reception: Tuesday, June 7th ~ 6-8:00 pm ~ Edmonton Conference. Meet your colleagues who are also on the road to World Class. Open to Consortium members of any Consortium in North America & Australia.

While Dave is at the Lean Conference in Edmonton – the Weekly Update will feature excellent insights from Jim Womack (below) and others drawn from other Consortium newsletters. Here is further value from the fertile mind of Jim Womack.

Dear David,

Twenty years ago, while flying to a final vacation before the onset of children, I found myself reading Eli Goldratt's *The Goal*. It was a great story, even if a little short on practical advice. (You were supposed to look for your “Herbies” - your production bottlenecks - but the actual method seemed a bit vague.) I've been a bit short on reading time since that trip, but I have often found myself wishing that someone would tell the story of a lean transformation in a compelling fictional form that combines the emotional elements of change with detailed advice on what to do.

Recently and out of the blue I received a manuscript

UPDATED: # Of Mfg. Operations Leaders Attending Canada's First Regional Lean Conference in Edmonton Exceeds 500 ~ more are registering (527 last count)

- ☐ **Reps from 26 US States attending**
- ☐ **172 from Alberta**
- ☐ **99 from Ontario**
- ☐ **63 from Manitoba**
- ☐ **67 from Saskatchewan**
- ☐ **23 from BC**
- ☐ **12 from Quebec**
- ☐ **4 from Nfld & 1 from Nova Scotia and New Brunswick**

Dave's at the Conference this week with our HPM Members

Plus, folks from **Australia, UK, Italy, & Luxemburg**. HPM will be represented by 7 good folks from **COM DEV – plus 3 from Hammond Power Solutions, Canada Post, Orenda, and Rockwell...** Representing **AfEE** will be 5 from **Stack-A-Shelf & 4 from Research in Motion**

for the “lean” novel I had long been seeking, *The Gold Mine*. It was from Freddy and Michael Ballé, a father and son team with an unusual background. Freddy, the father, has had a long career as a senior executive in France applying the Toyota methods that he learned beginning in the mid-1970s by going to Toyota City and asking to be a “deshi” (a pupil of the senior Toyota experts.) Michael, the son and the writer, has made a specialty of understanding how we learn new things and how we internalize them so

A Continuing HPM Initiative for HPM Members Practitioner-to-Practitioner Exchange

... with 78 Practitioners ready & willing
to help any other HPM Member
And all you gotta do is ask!

All of the 78 folks who have signed up to field your calls, and help you if they can, have been contacted and **are looking forward to a phone conversation** to see if what you are looking for is what they can help with. In an HPM ‘No-Blame Environment’ the initial open discussion by phone is important to **ensure both sets of expectations are attainable** because there are so many, many variations on each topic that it pays to ‘get aligned’ first.

To get access to the 78 person Practitioner Roster, you will need the password and login data from Nicole for your company. Call or leave a message for her at 519-893-6260 and she will get the keys to you since the **Roster is on the “Member Side”** of the HPM Website. There is no cost for this.

And it is no big deal! A simple call to the person can open a conversation to see just how close your need and their help is aligned. And if it is aligned closely - super, you have just established a new link in your personal Knowledge Supply Chain for use when you need it.

they become a fundamental part of how we behave.

As I read their manuscript, something came back to me I heard nearly 40 years ago in college from my English professor: "The truth lies in the lies of fiction." What he meant was that nothing in fiction is really true - it's a "lie" or it wouldn't be fiction. But the emotional truths we encounter in stories are often more true and powerful than what we encounter in "real life." What is more, a good story can have a lot bigger effect on how we behave than even the best collection of dry facts.

As I read the story of Dad, Mickey, Phil, and Amy trying to fix an ailing business, it seemed more true to me than most business non-fiction I've read and a lot more useful as well. It is a unique combination of the emotional elements in transforming a business along with the precise technical means and how they must always be applied in combination.

Publishing a novel is a big leap for us at LEI and I'm sure that at least a few members of our Lean Community will think it is out of character. But I believe it is quite consistent with our mission. I founded LEI to teach lean methods in a situation where there are a lot of willing deshi (you and me as pupils) but a hopeless shortage of sensei (teachers with both the knowledge and the emotional power to transform organizations.) So far we've tackled learning as an intellectual matter: In our workbooks and monthly workshops we've been teaching the technical tools you will need. But we also need to teach the emotional elements of change and for that the truths that lie in fiction are the best method at hand.

So I hope you will find our new lean novel, *The Gold Mine*, as compelling as I did and that it will help you integrate the intellectual and emotional elements of your own transformation. We've just put it on sale at www.lean.org/library/thegoldmine where you also can see a summary, read an excerpt, and enjoy a detailed Q&A with the authors.

Best regards,
Jim Womack
President & Founder, Lean Enterprise Institute
[LEI has a Lean Business Process Summit in Boston on June 8-10 where they will present stories of lean transformation outside the factory, as told by eight change agents who applied both emotion and knowledge. It's face-to-face discussion.

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 "fire fighting." 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!"**