

Volume 12, Issue 25 ☐ **June 20, 2005***Important Dates to add to your calendar...*

- ☐ **June 12-16th, Second Canadian Regional Conference... Waterloo Region Canada.** Consider accelerating your velocity on the Lean Journey by selecting a major project which, when completed, might provide the opportunity to present your excellence at a conference that will give you back more information than you provide. Time to think about it perhaps?

Got a Moose on Your Table?

As your editor wraps up his vacation, this Update comes to you from Jasper (via. gotomypc.com) ... home to Moose of all shapes and sizes which inspired the following rant, thanks to Jim Clemmer. Next week we will be back in harness with consortium activities & details.

"Hi All...

In the US you often hear reference to an "Elephant in the room" - which is a metaphor for a huge issue that all participants in a discussion are aware of, but are reluctant or unwilling to face.

In Canada, our Jim Clemmer, the Edmonton Leadership Keynote and a recognized coach to some of North America's best companies has just recast this metaphor in truly Canadian terms - as "**A Moose on the Table.**" His new book by this name will be published shortly and it will be worth the read.

One Productivity Sapping Moose

With apologies to Jim - we have a very 'productivity sapping' real Moose in mind for this issue. The Moose I'm referring to is the lack of basic 'management skills' in our technical people who have been propelled into leadership and management roles. So often we promote technical folks with the best of intentions but without the best of equipment. Often we promote in the hope of increasing the rate at which our companies are able to 'achieve results through people.' In other words, we routinely ask some of our best technical people to change their identity without explaining what the new identity as a manager is all about. We ask them to change from a superb technical contributor into a 'manager' - but we do it without providing the vision, values, or the new tools needed for their success and ultimately the success of the new team they will lead.

This Moose is an Old Moose

Unfortunately, the practice is rampant, historic - and hence, systemic. But this Moose must be faced down if our organizations are to innovate and enhance their competitiveness at the rate demanded of them to compete and win in the global market place. Our new operations leaders - at all levels - need the basic skills to generate

the followership needed to achieve results through people. Unfortunately, too often they receive little more than a handshake.

Understanding the Critter

And here is the issue... In reality, the values, mindsets, and skills associated with being a professional skilled technical practitioner are very different from those of a manager who must achieve results through people. Just promoting a person to a managerial position does not an effective manager make. What often happens is the promoted practitioner's technical contribution to the company may be weakened as he/she is now distracted from his/her technical prowess. And because the new manager has been given no frame of reference or skills in how to manage people, there is a very good chance the company has just acquired a less than optimal manager - a potential double hit.

And that is the problem - we often make the decision in haste knowing that it is not the best way - but doggone it we have always done it this way and we have done OK. But the times are changing and putting forward less than our best in 2005 can hurt us more rapidly than ever before.

Thumping the Moose

One Moose-thumping approach is being developed between Alberta and Ontario. It's not focused on the first line supervisors as there are many training programs in existence. Nor is it focused on the top management whose interests are more strategic than operational. Where it is focused is on that in-between band of operational leaders that we rely on to get things done by achieving results through people every day.

To ease the damage caused by this Moose, since January 21st, over 120 people from Calgary, Edmonton and Saskatoon have completed an intensive 4-day course entitled "Effective Lean Management Skills - for operational leaders at all levels in Lean organizations." Its tag line is simply '*Achieving results through people.*'

It is designed for technical folks who have never taken management training coaching or courses. It is based on Lean Thinking and it is 'nuts and bolts specific' in its approach as it contains a host of fundamentals, basic skills, rules of thumb, and a large dose of 'visioning' to clearly identify just what the new 'future desired state' or model of today's successful achiever of results through people looks like... one that is easy to use as a basis for building one's personal success.

If this rings any Moose bells with you, ask Nicole for the Course/Training Outline and see if this can begin to get one Moose off your table so you can get at the other critters that are lurking behind it. And to help you with your 'Moose reduction policy,' sign up for Jim Clemmer's free Leader Newsletter at www.clemmer.net."

Cheers, Dave.

Good Wisdom Choosing Waterloo Region for June 12-16th Regional Lean Conference in 2006

The following is very appropriate to release – as it shows the wisdom of bringing the ‘Edmonton Conference’ – the second Canadian Regional Lean Conference to Ontario – and specifically the Waterloo Region, although tour sites and presentations showing Best Practices will be drawn from Burlington, Mississauga, Hamilton, London, Oakville and the surrounding area.

The hotel site is the downtown Delta Hotel in Kitchener (Renamed from the Four Points Sheraton on June 1st this year). The following Release was published by Canada’s Technology Triangle (CTT) on June 10th based on the Region’s acknowledgement by the fDi Magazine and Financial Times Group which operates the first rate Financial Times Newspaper in the UK.

Here is the release issued by CTT:

MEDIA RELEASE

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For Immediate Release

WATERLOO REGION “MOST COST EFFECTIVE” LOCATION IN CANADA According to Globally- Recognized fDi magazine

Waterloo Region, Canada’s Technology Triangle, 10 June 2005 ... Waterloo Region, known around the world as Canada’s Technology Triangle, has been chosen as the “Most Cost Effective” area in Canada according to fDi Magazine’s Canadian Cities and Provinces of the Future 2005-06 issue. fDi magazine is part of the well-known Financial Times Group of London publishing group. This area also picked up a second place ranking for “Best IT and Telecommunications” and third place for “Best Transport”. The CTT Inc team receives recognition for the “Best FDI (Foreign Direct Investment) Promotion” for exceptional work in foreign direct investment attraction.

“This area continues to demonstrate its cost advantages as an affordable Region which delivers value,” says Ken Seiling, Waterloo Regional Chair.

Your Weekly Update editor’s holiday is coming to an end June 23rd – when Dave will again be bugging members for upcoming events, plus, preparing for the **August 24th Board Meeting at Tempress...** and much more. If you ever decide to publish remotely through your home office site – say from Jasper – be sure you tap a person to turn on your local computer when it is shut off by a local thunderstorm. A stressful problem if you are 2,000+ km away. **This problem almost snapped your editor’s 13 years of never missing a Monday issue to HPM Members!**

Twenty metropolitan cities were judged for the contest by location consultants and corporate executives and included the fDi Project Manager. This is the first time that fDi magazine has surveyed Canadian locations.

Drawing on a successful competition among European communities last year, fDi Magazine branched out to a “Cities and Regions of the Future” series which includes a 2005-06 “Cities and States of the Future” in the USA as well as the Canadian contest.

“Waterloo Region’s diverse economy and strong talent pool are a huge plus. It’s a great honour to be recognized by an internally-renowned publication concentrating on foreign direct investment”, says Canada’s Technology Triangle Inc Chair of the Board, Jamie Martin.

“This community has so much going for it,” adds Seiling. “This recognition shows that the attributes of Waterloo Region, the cities of Cambridge, Kitchener and Waterloo, and the Townships are on the radar screen.”

fDi Magazine and Financial Times Group (which operates the highly regarded Financial Times Newspaper in UK) are London, UK-based publications. fDi is the only global foreign investment related title. Each issue focuses on a specific sector, providing key information on which regions are attracting investment.

The publishing executives will present the official award to Canada’s Technology Triangle Inc during Bio2005 in Philadelphia where the feature magazine will be distributed.

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