

**Volume 12, Issue 31** □ **August 01, 2005***Important Dates to add to your calendar...*

- **Aug 24, 11:30 HPM Board Meeting**, Location: Port Credit Yacht Club – Tour Host: Tempress Ltd. - first time visit & feedback session. Very 'serious visual factory take-aways' and more. Also: 1) New Member presentation, 2) **6-person CHINA Impact Panel** – [Note: Jim Clemmer can't be there]
- **Oct 11 or 12 Quick & Easy Kaizen** – 1-Day Workshop with Norm Bodek. Highly rated "SME Excellence Workshop" at Edmonton – author of the 2005 Shingo Award Winning book **Kaikaku**, plus "the Idea Generator", and "All you gotta do is ask." Choose 1 of 2 classes – Both held at the Cambridge Hilton Gardens. [dhogg@hpsinc.ca](mailto:dhogg@hpsinc.ca)
- **Dec 1, HPM Share Showcase**, GE HQ Mississauga. Time to pick top concepts to present.
- **Jun 12-16, 2006 CDN Regional Lean Conference** - The highly successful Edmonton MeasureUP for Success Conference comes to Kitchener, Ontario.

## Largest Lean Conference '05 Will Sell Out – Early Bird Over

This year's AME Conference in Boston October 31 to November 4 – WILL BE A SELLOUT. Over 900 registrations have been sold as of Friday night. The conference is held at the Copley Place, Westin Conference Centre and no more space is available when the rest are gone – Heads up: If you are interested please book ASAP the last remaining seats. Go to [www.ame.org](http://www.ame.org) to download the full program and to register.

The full 24-page program is available from the HPM Website at [www.hpmconsortium.com](http://www.hpmconsortium.com) by clicking "Resources". For registration and all other details go to [www.ame.org](http://www.ame.org).

## Three of the Courses This Fall

**September 29<sup>th</sup> 8-4:30 "Intro to World Class Fundamentals"** – "Big Pix" for those transforming their organization or, who have not taken this long-running session. \$295 Cons. Members, \$395 N-M. Loc: Cambridge Hilton Gardens. Email [dhogg@hpsinc.ca](mailto:dhogg@hpsinc.ca)

**October 4/5 & 25/26:** A 4-day "Achieving Results Thru People" course entitled "**Effective Lean Management Skills**" for managers who were promoted with little managerial training. For practical Lean environments. This week call Dave at 519-893-6260. [Nicole on vac.]

**Oct. 11 or 12: Quick & Easy Kaizen** – probably the simplest, most practical & pragmatic approach so far. Technicolor MI has over 32,000 improvements in place from their 1800-person workforce to show for it over 2 yrs. Worth every cent – those at every level will benefit. Email [dhogg@hpsinc.ca](mailto:dhogg@hpsinc.ca) for details on all.

*"It is not the mountain in your path that slows you down... It's the pebble in your shoe."*

[Thanks, George]

## Innovation Insights Tour Sept. 11-15 Puts You Where the Action is

**Must book by August 19<sup>th</sup>**

**Calibrate your perception of what  
'Excellence & World Class is all about'**

HPM'ers are no strangers to **Innovation Insight Tours**, from the spectacular visit we made to NORAD HQ deep under the Cheyenne mountains to the trips to visit manufacturers in Italy, Germany, France, and England over the years.

And, here's another... and one that will help put into perspective where the leaders are going in 2005 and – what does a perfect "5" look like when assessing your own facility – i.e.: what does World Class really look like? That's information that could be very useful as more and more leaders require/demand that their suppliers follow their 'lead.'

The format is not rocket science – it involves joining 12-15 folks like you from across the country who are aggressive about what they can take home of value. The interaction with your fellow visitors can be just as valuable as the tour.

**September 11 - 15, 2005: You will see Boeing's Composite Manufacturing Facility** - Frederickson, WA: A "state-of-the-art", composite centre of excellence that's the "wave of the future" in materials and construction for the 787 'Dreamliner'. Visit includes a shop floor tour and a "hands-on" working kaizen event with **Website: [www.boeing.com](http://www.boeing.com)**

**Genie Industries Inc. - Redmond, WA:** Genie is a world leader in the production of material lifts, aerial work platforms, scissor lifts and articulated booms. This 800-employee site operates a high-paced, line flow in an environment relying on Six Sigma, and Lean techniques **Website: [www.genielift.com](http://www.genielift.com)**

**Philips Oral Healthcare (Sonicare) - Snoqualine, WA:** This ultra-modern, automated, agile facility employing 500 has an exciting 'turn around' story on becoming the most productive Lean-focused facility in Philips. **Website: [www.sonicare.com](http://www.sonicare.com)**

**Once in your life you should see this next one... it's a 100 acre block of land with a roof over it... The Boeing Main Assembly Facility - Everett, WA** It is the largest manufacturing facility in the world under one roof. You will attend Lean best practice

sessions and be taken to the shop floor to see the construction of Boeing 747, 767, and 777 aircraft, including the new 777 moving production line. **Website:** [www.boeing.com](http://www.boeing.com)

**Registration: Deadline August 19, 2005 website:**

For full details including costs, a brochure and any other information visit <http://www.tvp-ii.org>. Call 905-568-8300.

## Quick & Easy Kaizen

**Practitioner-Author Norm Bodek**  
**2 Workshops here - Oct. 12 & 13th**

*Norm Bodek* Keynoted to a standing room only audience in Edmonton – his very very down-to-earth approach is infectious. His material contains meat – and for that he won the coveted Shingo Prize for his book ***Kaikaku – the power & magic of Lean... a study in knowledge transfer***. *Kaikaku – sometimes referred to as 'Kaizen Blitz on steroids' - is a driver for those interested in serious change.*

*This incredibly simple approach was a hit at the Edmonton Conference, and certainly at Technicolor in Michigan where they acquired huge gains. So why not talk directly to the Operations Manager, Chuck Yorke at Technicolor about his take? I did and here are some of the things Chuck passed on. [Thanks Chuck]*

"Growing change is what's needed. When I first read Norman Bodek's book, The Idea Generator, Quick and Easy Kaizen, I realized the power of having a discipline for process learning. Quick & Easy Kaizen is more than a way to capture a lot of improvement ideas. It encourages tacit learning and ongoing regular improvement. I believe, as many of us do, that such a process is missing in many organizations, whether on a lean journey or not. It is becoming more and more apparent that people play a critical role in improvement efforts, whether isolated events or continual process improvement. Since people are critical, leaders must engage the workforce, the Positive Organizational Scholarship group at the University of Michigan is one group identifying effective ways to engage people. To paraphrase a slogan from Bill Clinton's first presidential campaign, "It's the people, stupid!" Unfortunately many managers blame the lack of progress in improvement on "the people." Nothing could be further from the truth; it's the lack of an effective process for engaging people.

I now realize, as Doc Hall mentioned, that **"success depends almost exclusively on the behavior of leaders who know the people and the process very well,"** (In fact, Norman and I wrote All You Gotta Do Is Ask, as a guide for leaders to stimulate their people) Only in an environment where people thrive will they develop and "engage to the max in process improvement, innovation, and responsibility to the outside world - almost everything." One of the few unique characteristics of Toyota Business Culture Doc identified is **"The company is its people; everything else is what they work with."**

Chuck Yorke, Director of Operations, Technicolor - MI

## About The Presenter: Norm Bodek

Norm is committed to the same two pillars for success that Toyota is:

- 1) Lean & total elimination of non-value adding wastes
- 2) Respect for humanity – *people & the environment*

**Norm started Productivity Press in 1979** focusing on the first pillar and identified many of the lean tools. In his over 60 trips to Japan, he found the 'masters' tools in Japan and translated from Japanese to English. These tools were: kaizen blitz, value stream mapping, SMED, Poka-yoke, CEDAC, TPM, QFD, Hoshin Kanri, cell design, 5S and visual factory, and many others. He constantly met with Dr. Shingo, Mr. Ohno, Dr. Akao, Dr. Fukuda, Mr. Nakajima, Mr. Nakamura, Dr. Monden and the other Japanese masters and also met and got to know Dr. Deming, Dr. Juran and other American masters.

## About the Course

Norm admits that he, like others, lost sight of the real depth of Toyota's success, their unending dedication to long term planning, continuous improvement every single day, and the development of their people. His excitement rose as he discovered no better way to develop people than from the worker's own small creative ideas. He understood the North American drive for big breakthroughs," rather than building sustainable success one day at a time like Toyota.

## And How Do They Do It?

Easy. Every employee is asked daily to observe their own workplace and look for opportunities to make small but meaningful improvements. Subaru, a year ago, received **108 written ideas per employee** and saved over **\$5,000 per employee**, Arvin Meritor in Troy, Michigan last year received **21 improvement ideas per employee** and saved over **\$4,000** per employee, Technicolor in Detroit last year with 1,800 employees **saved over \$8,000,000 from their employees' ideas.**

As Norm puts it – **"This is like having your own oil well sitting in your own back yard waiting to be drilled. The "oil," is there, the talent is lying latent in every single worker. It is your job to go out and mine those ideas by asking, listening and allowing the worker to implement their own idea."** Norm adds, "Respect for Humanity" is simply asking every one of your employees to participate in creative problem-solving; asking them for their ideas; challenging them to find ways to improve safety, to improve quality, to improve the throughput, to reduce costs and to improve customer service. "You get what you ask for! Trust it. It works. It works very well." **"I will teach you how to do it, guaranteed,"** Norm states. It's been taught to tens of thousands around the world.

*"When you leave the workshop, you will have all of the necessary tools and understanding on how to go back and implement an employee empowerment system. You will learn, you will have fun, and you will go back and have a new powerful tool to insure your Lean success."*

**Advanced registrations accepted now by emailing Dave [dhogg@hpsinc.ca](mailto:dhogg@hpsinc.ca) or, calling Nicole when she returns from vacation on August 8<sup>th</sup> at 519-893-6260.**