

Volume 12, Issue 37 □ **September 12, 2005**

Important Dates to add to your calendar...

- **Sept 22-23: Lean Summit.** Dearborn Mi. Expected to sell out. <http://www.leanaccountingsummit.com/> for details and registration. Sign up for free information.
- **Sep 29th 8-4:30, Open to All Mfrs: "Intro to World Class Fundamentals"** – "Big Pix" for those transforming their organization, or new employees who've not taken this long-running session. \$295 Cons. Mbrs, \$395 N-M. **Loc:** Cambridge Hilton Gardens. Register on line later this week or call **Nicole 519-893-6260**
- **Oct 4/5 & 25/26: Open to All Mfrs:** A 4-day "Achieving Results Thru People" course entitled "Effective Lean Management Skills" for leaders at all levels in Lean environments promoted on technical excellence who are looking for practical managerial tools & thinking. Over 120 mfrg leaders have taken this course developed for the Alberta & Sask. Consortiums.
- **Oct 12, Open to All Mfrs: 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." The venue is the Cambridge Hilton Gardens. Register on line at www.hpmconsortium.com
- **Oct 31-Nov. 5th, AME Annual Lean Conference, Boston.** Keynote speakers include Dr. James Womack, President of the Lean Enterprise Institute and the visionary author of the "bible of Lean", *Lean Thinking* and the brand new book "Lean Solutions" on www.lean.org. It appears this will sell out for the first time in 22 years. For full information on the conference – and registration – click on www.ame.org

□ **Dec 1, HPM Share Showcase, GE HQ Mississauga.**
Time to pick top concepts to present.

□ **June 12-15th, 2006 Second Canadian Regional Conference... Kitchener-Waterloo Region Canada.**
The Call for Presentation Application available from Brian Bush, Program Chair: brianbush@sympatico.ca

ANNOUNCING... HPM's Employee-to-Employee Fall Tour Schedule begins 9am Sept. 27th at Multilin

Tours to other HPM companies by HPM Member Employees, kicks off Sept. 27th Hosting this first tour of the 2005 Fall and 2006 Winter schedule will be GE Multilin, with our good friend Patrick Ford being our onsite host. He will be working out with Nicole, the details of what you will see. Watch the Weekly Update for details. Registration is first come - and this one is expected to fill rapidly. Register with Nicole now at info@hpmconsortium.com or call at 519-893-6260.

URGENT – Opportunity Heads-Up

The "Quick and Easy Kaizen" workshop with Norm Bodek will **now only be on October 12th** based on today's registration level. Instead of two opportunities to attend – it will now be one session subject to participation – **must know by Wednesday. Commitments to space by Wednesday welcome if you have not decided on who will attend.**

If you are considering this unique opportunity to meet, hear, and learn from a man who is **bringing change to US companies through their people and the use of simple processes that – when used -- generate results.**

Would there be a difference in your operation if you got just a percentage of the over 33,000 improvements Technicolor was given by its 1800 employees over the last 2.5 years?

You receive a copy of Norm's "The Idea Generator" which is used as the workshop text. This session is for practitioners – 'how-to' folks – and especially those who are guiding or actually implementing lean.

Plus this will answer why his books "All you gotta do is ask" and "Kaikaku" - are being purchased by practitioners wanting to bring cultural change.

To ensure this opportunity is not missed – please register with Nicole at info@hpmconsortium.com or better still, directly at 519-893-6260.



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The Best Factory in the World

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[Society of Manufacturing Engineers](#)

Norm Bodek is coming to Cambridge Oct. 11 and 12th to deliver his Quick and Easy Kaizen first-hand.

But there is so much more to Norm than the practical guy you and your shop floor people will meet in October. Here is some of that evidence, as he relays his first person experience with Japanese leaders – and he has met most of them. With Norman's book "Kaikaku" having won a Shingo Prize for research, it's a good time to open it up and sample a chapter.

This is a remarkable account of when Norm Bodek asked Shigeo Shingo, the founder of the Thinking (Toyota) Production System, to take him to the "very best factory in all of Japan."

Here is Norm's first-hand account:

"The plant manager, Mr. Fukuda, of the Matsushita (Panasonic) washing machine plant in Shizuoku welcomed me upon my arrival. My first impressions were of the cleanliness of the plant grounds, the fresh paint on the plant exterior, the outdoor athletic equipment, and the flowers and shrubs. As I entered the building every employee in the office bowed and greeted me.

Over tea in a meeting room, Mr. Fukuda and his team talked to me about the facility. Mr. Fukuda told me that they preferred to hire people who were enthusiastic about sports. They felt this helped create the enthusiastic climate in the plant. The athletic equipment I had seen outdoors encouraged employees to continue playing sports. In fact, the company's volleyball team was the best in the nation.

In the factory, which was spotless, I could see quick die change techniques being used on the punch presses. I was shown many poka-yoke devices invented by the employees to prevent defects. Beside each poka-yoke was a card explaining its purpose and who had invented it.

The assembly line produced mixed models, each different. In front of every employee was a video screen showing the operator specific instructions and quality standards for each washer. The video screens were also great for sharing news and solving problems together.

I noticed a person's name and picture on every production machine. "This is the person in the plant today who can fix that machine," I was told. "We do not have a maintenance department. Our engineers and workers are taught how to fix the machines. And maybe twice a year we might need some help from the outside."

Safety was a key issue. Safety teams roamed throughout the plant, looking for things that might

HOT HOT: So you think you know Google... did you know that you can "Google" Books from your Desktop?

Watch closely and you can see a glimpse of the future yet to come when you see what our '**consumption innovators**' at Google are doing. **You can now Google books in print and more!!**

You can start at www.google.com and download the Google task bar and then track down the "**Google Desktop Search**" plug in and load it as well. When you have the **Desktop Search home page** up (if you don't already) ... click "**more**" – and seek out "**Print**". **The universe is now at your 'click.'** This means mega numbers of books are now searchable by you. The mind continues to boggle.

A tip of the HPM "Shift Happens" Hat goes to Gerrie Electric's Jamie Elchuk. Many thanks Jamie!

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**"What do you call an agricultural business person who attempts do-it-yourself computer repairs?
The farmer in the Dell of course."**

A. Liggins

happen. In one case a safety team found some flammable material that could easily have exploded. They also looked for things that could possibly cause injury. As a result of their efforts, repetitive motion injuries like carpal tunnel syndrome were rare. It is better to be proactive than reactive.

Most parts were made in the plant. Parts purchased from the outside were delivered to an automated system adjacent to the assembly line, and came to the operators in small carts just prior to the washing machine being assembled. The whole plant was synchronized.

However, nothing is perfect. While I was there, an operator discovered a defect, and the entire line stopped. Supervisors and other workers quickly ran over to the problem and had it fixed within minutes. Imagine the level of respect given to every operator when they have the power to stop the entire plant to ensure that not a single defect leaves it.

Almost every available inch of wall space was plastered with charts and pictures. These came from quality teams, accident prevention teams and other teams. They were displayed to keep everyone in the plant informed of improvement activities. Since the charts were created and maintained by employees and scrutinized by senior management, they were very effective.

Pictures of areas of the factory or the office hung throughout the plant. Workers were encouraged to look at the pictures and talk about them together, then to make improvements. A month later another picture would be taken of each area and posted next to the one from before. When you look at a series of pictures you can see what improvements were made.

I noticed a multitude of certificates displayed on the walls and hallways. Obviously these recognized people who had taken advanced training courses. The plant was like an ongoing university, with everyone encouraged to get an advanced degree.

On the factory floor itself, areas were reserved for group meetings. They were furnished with chairs, tables, blackboards, and even rugs. Some were decorated with flowers, green plants and pictures.

This super-efficient facility had one sole purpose - to serve their customers effectively. There was a drive to keep the washing machines competitively priced and offer the greatest lasting value. Continuous surveys were conducted to determine what the customer needed in an efficiently operating washing machine. For example, in Japan, because electricity costs are high, the washing machines were designed with fuzzy logic to control washing based on the size of the load and type of clothes being washed.

After the visit, I could understand better how it is possible to have a super-efficient manufacturing plant where people's needs for growth, respect and creativity are also met. When you focus on manufacturing excellence, on the needs of your customers, and on creating a facility that stimulates your employees, you can become what Dr. Shingo called, "The best manufacturing plant in the world."

Norman Bodek published many of the English translations of seminal Japanese books on manufacturing systems as president of Productivity Press. More recently, he has continued to publish books based on his experiences with what we now call "lean," and has provided consulting services to several mfg companies.

AME 2005 Annual Conference Boston - 31 October 2005

The [Association for Manufacturing Excellence](http://www.ame.org) will have its annual conference in 2005 in Boston from October 31st to November 4th. A near record 1,300 people attended last year's Cincinnati 2004 conference. Sign up today - because of space restraints at the Westin Copley Place in Boston, AME will be unable to offer multiple discounts as in the past. This event could easily sell out early. Keynote speakers already include Dr. James Womack, President of the Lean Enterprise Institute and the visionary author of the "bible of Lean", *Lean Thinking*. www.ame.org



Volunteers need a hand by Oct 1... Remember those Wall 'Conference Calendars' with a Lean Message?

The Canadian Regional Conference in KW needs Sponsorship help for early promotional dollars.

Companies who would "sponsor a theme" for a Month with exposure to mfg. practitioners are being sought by the KW Conference to cover early printing costs and to promote the Conference at the big Boston Conference in late October.

You can help by redirecting this message to your "Right Person" – as a decision is needed by October 1st 2005

Download details from the HPM Website at www.hpmconsortium.com ~ Click 'Resources' then 'Downloads & Information.'

Local Manufacturers are taking a grass roots leadership role in preparing the June 12-15th Conference in KW in 2006. They will work with their colleagues across the country and throughout AME and CME – and the many consortiums now in existence from coast to coast in Canada.

This is an appeal to mfrs, or members of the manufacturing infrastructure, who want to be represented on the Calendar with their tagline, contact info, and web addresses.

This Calendar will go out to some 10,000 mfg. practitioners. Last year's conference in Edmonton drew **596 attendees from 26 US States, 8 Provinces, and 5 Countries** – and this one is projected to be larger.

For years, volunteers have put together a Conference Calendar which is routinely pinned to walls, work cells, and even included with Strategic Plans in North American companies. **The Calendar has Monthly Themes** that a sponsor can select from – **all based around Excellence and Improvement** – with a consistent "Lean" theme of "Driving out waste to win". **At a very reasonable \$1500 +GST per month, only 14 months are available.**

\$1500+GST purchases a month of exposure in a 14-month Calendar running to Dec. 06 that's needed to;

1. **Provide early revenue** before the registrations arrive to pay for initial graphics work – PLUS printing the calendar for wide distribution at the Boston Conference in late October
2. **Invite some 1200 practitioners attending the Boston AME Conference** – to come to the KW Conference in June

If you want to help – simply download all the information from the HPM website – or send a request to Dave Hogg at dhogg@allstream.net