

**Volume 12, Issue 49** □ **December 05, 2005**

Important Dates to add to your calendar...

- **Dec 13, 9-11 am. HPM Employee Leveraging Tour # 4. Member: Gerrie Electric.** Host: Jenny Worthington. 12 seats only available – first come. Register with Nicole at [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **June 12-15<sup>th</sup>, 2006 Second Canadian Regional Conference... Kitchener-Waterloo Region Canada.** Consider accelerating your Lean Journey. Download from [www.hpmconsortium.com](http://www.hpmconsortium.com) – Click "Resources"

## How Leaders Lead...

*"I'm a manager for a Toyota plant and no one taught me to stand in one spot and watch a machine. I do stand (squat, climb, etc...) and watch the whole process and gather as much information (audible, visual, and check against standards) while standing there. I do this because you want to solve a problem that is impacting your team members and also your customer.*

*I, as a manager spend 85% of my day on the shop floor working with my Production, Maintenance, and Engineering members reducing **\*muri, mura, and muda**. The rest of the time I am focusing on a vision for my department to improve Safety, Quality and reducing Lead time.*

*I devote my first hour and my last hour of the day greeting all of my members and working on improving Standardized Work. While standing asking each member how they are doing and if they have any ideas in improving their process I improve my eye to look for opportunities to do kaizen.*

**As a manager this is my responsibility to my company and my members.**

- NWLean

## \*Muda, Muri, & Mura... the 3 "M's" of Lean

Most folks now know **Muda** – as another name for waste that's best said with a look of extreme disgust.

But "**Mura**" and "**Muri**" are much less well known. These three Japanese terms are often used together in the Toyota Production System and are frequently referred to as the **Three Ms** that **collectively describe wasteful practices to be eliminated**.

- **Muda:** Any activity that consumes resources without creating value for the customer as it adds cost to the process
- **Mura:** Waste caused by **unevenness** in an operation – such as an uneven work pace in an operation causing operators to hurry and then wait.
- **Muri:** Waste caused by **overburdening equipment or operators** and generating stress or unnatural movement, motion, or behaviour.

**"The back door is also the customer's drivers first impression."**

Orenda Presentation – Share Showcase 2005

## Share Showcase Wins!

- 54 People Registered
- 11 Presentations by Member Teams
- 11 Company Exhibits presented by Member employees with 'knowledge to share!'
- A full day - with a very high rating of 4.41 given by attendees to the question "**Rate the overall value of the event to you**"
- One Member company president - who could not attend – called Friday to let the organizers know that "**Our people burst into my office the next morning 'pumped' - and I thought you should know.**"

### But Let's Hear Direct from the Attendees

The following quotes were taken from the session's evaluation which included suggestions like – "Make the Showcase twice a year" ; "More time to talk with the presenters and exhibitors; perhaps reduce the number of presentations" ... and more excellent suggestions for the organizers of the 2006 Share Showcase(s) next year.

**Here are the unvarnished responses taken from the forms:**

- Well worth the day, looking forward to another showcase – Russ D
- Very good presentations – excellent venue. Many take aways – Frank D
- Very informative, interesting, and a great way to share ideas & best practices – Marie B
- Great presentations & talented people presenting great information – Don H
- This is my first experience with HPM & I feel it is a wonderful group. There was lots to learn from everyone – Kathy A
- Great day – a lot of information and knowledge sharing – Sergio F
- Excellent opportunity to share & learn new ideas & approaches – Kathy J
- Great day – well worth time invested. Comforting to know we are not alone in our journey through lean (ie: it is not easy – but there is a host of resources available through HPM to assist in this relentless drive.) Bob Y
- Enjoyed today – got us thinking once again – Glen C
- All presentations very interesting & useful in gaining knowledge of new ideas



GE's HQ in Mississauga was the venue for the 2<sup>nd</sup> HPM Share Showcase. The session consisted of presentations and booths & exhibits to really show improvements

## The Dalai Lama's Take on 2005 A e-mail mantra for the coming election?

1. Take into account that great love and great achievements involve great risk.
2. When you lose, don't lose the lesson.
3. Follow the 3 "R's"
  - o Respect for self
  - o Respect for others, and –
  - o Responsibility for all your actions
4. Remember that not getting what you want is sometimes a wonderful stroke of luck
5. Lean the rules so you know how to break them properly
6. Don't let a little dispute injure a great relationship
7. When you realize you've made a mistake, take immediate steps to correct it
8. Spend some time alone every day
9. Open arms to change, but don't let go of your values
10. Remember that silence is sometimes the best answer
11. Live a good, honorable life. Then when you get older and think back, you'll be able to enjoy it a second time
12. A loving atmosphere in your home is a foundation for your life
13. In disagreements with loved ones, deal only with the current situation. Don't bring up the past.
14. Share your knowledge. It's a way to achieve immortality
15. Be gentle with the earth
16. Once a year, go someplace you've never been before
17. Remember that the best relationship is one in which your love for each other exceeds your need for each other
18. Judge your success by what you had to give up in order to get it.
19. Approach love and cooking with reckless abandon.

*[It is said – that passing on this mantra in less than 96 hrs. will bring good things. If you email this to 5 people your life will improve... but it you send it to 9-14 people you will have at least 5 surprises in the next three weeks.]*

## Exhibit & Presentation Highlights



Orenda's Doug Morrison shows an innovative 'toolbox on wheels' which was part of the strategy to eliminate the cacophony of toolboxes. Below is an excellent example of the "Work Standards" which contains a picture of how the toolbox should be configured. A glance at the picture and a glance at the toolbox give a person an instant understanding of what is

missing or what is not in the right sequence. This simple

but powerful concept of 'picturing' a process in its right state can be applied any where – to meeting room setups, test stand setups, and much more. Here is the Work Standard for this toolbox which is affixed to the LHS for easy checking.



One highly rated take-away by attendees, was the Hammond Power Solutions simplified approach to developing and using training materials – quickly and effectively.

Because of the interest in this one, there will be more on this later in a coming issue... Here, both Frank and Bob are appreciating a point being made by our Vision Chair, Dennis Wild, is making as they demonstrate their novel training approach.

**HPM's Chair, Bill Malus, Sets The Stage – & the tone – For Everyone**

Bill's relaxed way of introducing the Showcase, and his skillful handling of the flow, generated consistent and very positive comments from attendees. His laid back and comfortable style set many of the teams at ease encouraging openness - & more questions.

The format was simple and consisted of a blend of 20 minute sessions, or briefings, by shop floor and office teams, followed by a lively Q&A session. The first 20 minute visit to the Exhibits area was described as a 'rekky' to confirm the areas of interest so the full lunch hour could be spent talking and networking with those folks of interest.

The afternoon visit was to catch any displays one may have missed or to ensure cards and contact numbers were exchanged.

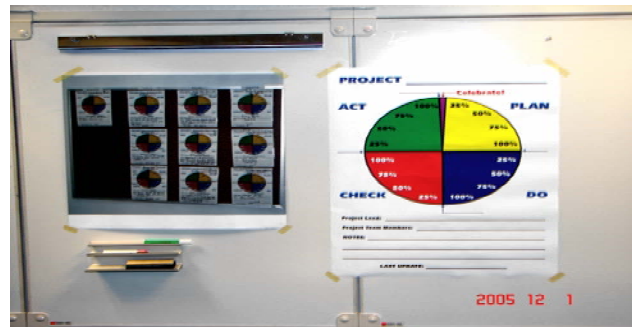
The "Round Table" was a summary by each company of the 'top two' take-aways they felt they would leave with. This was of high interest since hearing what others saw nearly always generates a 'sober second thought' about what you might have missed. The final "10-second Kaizen" involved everyone for no more that 10 seconds in which an attendee would respond with one word that described the day – and one take-away they planned to put to use.

**The Results:**

- Hammond's training approach for new hires is cutting training time to a fraction with solid evidence that it can yield more competent people than those trained using conventional approaches. This was one of the most mentioned innovations folks would take away
- Willow's relentless pursuit of 'minimalization' and process reduction and simplification captivated the imagination of many
- Understanding the power of Vision and how it gets everyone on the same page – plus understanding that Ownership is only possible through the involvement of people were seen to be critical thinking concepts
- GE's Digitization thinking and how it was applied to measuring takt time caught genuine interest and enthusiasm
- Gerrie's "Pick and Pack" approach with wireless scanners was excellent considering the value stream mapping approach taken
- Hammond Power Solutions training process for new hires was mentioned repeatedly as a simple but powerful idea. The use of training using PDF's via hyperlinks to videos and documents was seen as outstanding



- The idea of 'Quality at the Source' at Willow driven by the operators was hot
- The simple but powerful use made by Tempress of the PDCA cycle applied to project mgt communication - was felt outstanding as it showed at a glance the project's status



- Rockwell's approach to building an internal Lean Sigma culture was deemed excellent
- Excitement came from the number of IT applications presented that showed potential
- Canada Post's simple – yet powerful and delightfully practical presentation that showed so clearly that we need to do the simple things well. Their box-emptying and culling thinking was exemplary and highly rated.
- Visual Indicators from Bird Packaging and others opened eyes to the impact they can have on speeding cycle times and simplifying daily processes
- The elimination of toolboxes at Orenda touched many nerves – its leadership and success was mentioned by many