

**Volume 12, Issue 51** □ **December 19, 2005**

*Important Dates to add to your calendar...*

- **Jan 10, 9-11 am. Rockwell Automation**, Raglin Avenue facility, Cambridge. Host: Paul Deckert. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Jan 24, 9-11 am. Mancor Industries**. Royal Windsor or Speer's Road facility to be determined. Host: George McKnight or Wayne Mount. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Feb 14, 9-11 am, Hammond Manufacturing Limited**, Guelph. Host: Rick Bruder. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Feb 15, 8-5 pm Introduction to Standardized Work – a no nonsense approach to the fundamentals**. Location: Hilton Gardens Inn, Cambridge
- **Feb 28, 9-11 am**, Tempress Limited, Oakville, Host: Dave Morgan. 112 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)

**The website set up by NORAD to track the location of Santa Clause got 684 million hits last Dec. 24<sup>th</sup>**

[www.noradsanta.org](http://www.noradsanta.org) (Check it out it's neat)

- **Mar 14, 9-11 am**, GE Inspection & Repair, Host: Colombo Bruno. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Mar 28, 9-11 am**, Velcro Canada, Brampton. Host: Stephanie Cirrilo. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Apr 11, 9-11 am**, Canada Post, Host: Arlene Yam. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Apr 25, 9-11 am, Hammond Power Solutions**. Host: Frank Dolinsek. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **May 9<sup>th</sup>, 9-11 am**, Volvo Motor Graders, Godrich. 12 seats only available – first come. Register now Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **May 23, 9-11 am**, COM DEV Space, Cambridge. Host: Nabeel Mirza. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- **Jun 13, 9-11 am**, GE Multilin, Markham. Host: Patrick Ford. 12 seats only available – first come. Register Nicole at 519-893-6260 or [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"

## Mancor's Approach to Employee Involvement

This week both **Mancor's Speer's Road and Royal Windsor Drive plants** held their 'every-4-month Lean assessment' using the 13-element Lean HPS/ HPM tool.

The objective of this assessment is to help drive Continuous Improvement by providing feedback from outside eyes – an approach that helps everyone to better see themselves from a customer's point of view. To make it work it was felt essential that it must be **'Simple and easy to understand'** As a result, it only requires a two-three hour lean walk which focuses on just what a **"Lean Thinking' customer might see as they walk through each of Mancor's facilities.**

Last Thursday, plant managers **George McKnight and Dale Harper** continued to involve their management teams at the beginning of the walk. This quick discussion confirms that all expectations were clear and aligned. It was emphasized that Mancor folks were the experts at their jobs as no outsider could understand their processes to the extent that a Mancor employee would... but the key value of the assessment is to provide feedback from "Outside Eyes" about what a customer could see. And today - Customers are making decisions on what they see as they know well, that it is the customer who pays for the waste a company allows to exist.

George and Dale went the extra mile. **Upon conclusion, the entire management staff from shop floor supervisor to plant manager - joined in the brief open 'report-back' session to hear what the outside eyes had seen.** The value – according to Mancor folks we spoke to – was high and credible.

## Intro to Standardized Work...

### *A Special No-Nonsense Workshop*

*February 15<sup>th</sup> - Cambridge*

This intense workshop introduces Standardized Work - **a foundation of the Toyota Production System**. The principle behind the Standardized Work is to identify the best way for process-owners to capture and execute a specific process. Standardized Work allows each production associate and supervisor to regulate and to control – and sustain - every single work process.

Continuous Improvement is often referred to as **'the most formidable weapon any organization can acquire.'** Standardized Work establishes the best work sequence for each step & approach in the process. Once the best sequence has been determined, it is repeated in exactly the same way, so that employees avoid unnecessary motion and wasted effort.

Besides maintaining quality & efficiency, Standardized Work guarantees safety, prevents equipment damage and is really the foundation for process improvement (Kaizen). **The workshop combines theory with practical exercise.**

## Standardized Work Workshop Objectives

*Upon completion of this interactive training course, participants will:*

1. Develop a basic understanding of Standardized Work
2. Learn how to identify work elements, work sequence and standards in process stock
3. Know how to observe an operation
4. Know how to collect and measure operator's activities and define the best practice
5. Learn how to balance the operation to the Takt Time
6. Know how to identify manpower requirements and eliminate waste from the process
7. Be able to develop Standardized Work charts, Operator and machine balance charts
8. Be able to calculate machine and operator's utilization
9. Be able to improve the flow of work in a work cell; improve work cell layout; minimize space requirements; balance work between stations; identify the number of operators to run the process; improve Cell output and identify and resolve production related problems

## About our Workshop Leader

Marek Piatkowski, our leader of this timely and critically important workshop, is a hands-on implementer as well as a Faculty Associate of Jim Womack's Lean Enterprise Institute. He is a member of John Shook's TWI Network at the U. of Michigan and is currently installing Lean operations for Whirlpool in Europe. He will deliver this workshop from an operations perspective. This will make it top value for everyone with shop floor functions who needs to understand the basics of Standardized Work and the keys to its successful implementation.

Our leader is a specialist in improving overall operational effectiveness through the implementation of the Toyota Production System. In 1987 he was one of the first Canadians to join the now world-leading Lexus facility in Cambridge as a member of the Management Team as their Manager of Education & Training. Since then, he has worked with mfg plants in North America and Europe and holds a proven track record of successful Lean implementations. His clients include companies from automotive, furniture, consumer goods and packaging, personal computers, appliances, electronics, and medical equipment sectors.

## 'Event lean' prevents a company from becoming genuinely lean

Several years ago, a Tier 1 automotive supplier in Michigan was promoted in a series of billboards that said "14,751 kaizens and counting," or something in that ballpark. This began the company's promotion about its lean journey and kaizen events. It also began a round of event-driven lean in the auto industry. The company featured in the billboards failed to produce sustainable results, although it did produce tremendous short-term results.

Outsiders to the operation, either contractors or internal consultants, predominately lead and plan event lean. A company reports event lean results separately and distinctly from operational results. And its leaders discuss event lean within the organization as if it is an entity that people can touch. This highlights a fundamental problem: event lean is separate, distinct, and disconnected, and never becomes an integral part of an organization. A company is doomed to play catch-up by staging enough lean events to drive out the waste it produces from actual operations.

Early on in a company's lean efforts, event lean can be successful. It is visible because it is markedly different. Event lean delivers results because it is highly structured to do so. But genuine lean is absent. Genuine lean cannot be distinguished from how companies operate because . . . it **is** how companies operate. Genuine lean is built into an organization's culture, people, planning, problem-solving—everything its people do, touch, or say. A company can not create genuine lean overnight, and may, in fact, need event lean to help get it there. But too much reliance on event lean prevents a company from achieving genuine lean.

Why is event lean bad? After all, it does produce results. Undesirably, organizations create a pattern of turning lean on and off like a light switch. This leads to a barrier that prevents the daily integration of lean. It also means that if lean can be turned off, it can remain off for an extended period. A company that gets stuck in event lean has a tremendous tendency, when times get tough, to back off or stop lean efforts. Because a lean event takes some investment in time and resources, managers think they can hold off on the investment until conditions improve. Meanwhile, skills and momentum get stale, waste creeps back in, and cynicism about management's commitment

## \$\$ Heads Up for Budgeting: Expose the team... accelerate the change

All attendees to the Kitchener-Waterloo Canadian Regional Lean Conference in June can save \$500 on each registration to January 31<sup>st</sup> at which time it jumps from \$995 to 1495 (Non-Members add \$200)

**8 Kenotes** (from as far away as China) \* **36 Best Practices** (from companies such as yours)

At least **14 Workshops** from the best that provide tools and know-how \* **More than 12 Plant Tours** to see practices in action \* **Six ALE's** - Accelerated Learning Experiences... More than **70** events

becomes a legitimate barrier. Few companies that turn the lean switch off for awhile can easily turn it back on again.

Another reason event lean is bad is that it only engages some of the employees some of the time. In an assessment of one Kansas company's lean efforts it was discovered that the assembly area had not had a kaizen event in nine months. Kaizen was the dominant form of lean in the company. However, since an event had not been planned in such a long time, employees in the assembly area believed lean was over. They had not seen lean in nine months and management had no idea of the problem because it was busy with lean in another area of the organization.

Lean is like a muscle; the more it is used, the stronger it grows. Conversely, if an employee only experiences a lean event every few months, he or she has no chance to strengthen the muscle and it begins to atrophy. Because a company is really investing in the skills and capacity of the organization to create change, event lean does not yield progressive results. Each event strains unused muscles again and again, and the organization never grows stronger and never reaches the next plateau.

How can a company avoid getting trapped by the event lean pitfall? First, it should create a small but living model of genuine lean early. This may not contribute major results to the bottom line right away. The model is meant to be small and, to a degree, isolated—a Lean Learning Laboratory™. In essence, what is created is a small team of people who are centered on a common process. They essentially have to work together and build lean principles, practices, skills, and tools into their team. This living model can develop into a standard against which to compare the rest of the organization.

An event lean cycle also can be avoided by assessing the results well after a lean event is held. At some organizations, it makes sense to re-review the results of a kaizen one week, one month, and three months after the event is held. After one week there is usually some deterioration in the new process; after three months, it may be completely wiped out. The problem is that lean events do not leave new lean thinking or skills behind, and old thinking recreates old processes over time. Instead of measuring and rewarding people based on results they achieve on the day of a lean event, measurements and rewards should be based on the results posted three months after the event. This ensures that managers pay attention to the cultivation of a lean culture and capability as well as the short-term achievements of the lean event.

A third way to ensure event lean becomes genuine lean is to role-model the behavior. Managers are comfortable with their event lean roles -- they sponsor the event and show up on Friday to congratulate the team. Managers should not be allowed to stay in this false commitment pattern. They should be models of lean, visibly using its principles and practices to solve everyday problems, make everyday decisions, and contribute to tomorrow's performance. Setting this pattern at the management level creates the right example for everyone in the organization.

This article was excerpted from the new book, "[Hitchhiker's Guide to Lean](#)," by Jamie Flinchbaugh and Andy Carlino of the Lean Learning Center in Novi, Michigan. My thanks to the Society of Mfg. Engineers at [www.sme.org](http://www.sme.org). Check out their website and sign up for their excellent Lean Newsletter which is your for simply registering. Also – check out the extensive store of mfg. related goodies – all for Christmas giving!

## Some Things Sure Hit Home... Here's to all Grandparents out there

*As many of you know, Bev and I are now "Grandma Bev & Grandpa Dave" to Mackenzie Claire Stevens of Summerland (which is why I missed the Board Meeting last month). The following may lighten the day for any Weekly Update readers who have reached the 'Grandparent' black belt level. It is a compilation of responses from a class of 8-year olds that was relayed to us by our Tennessee connection.*

- When asked "Where did his grandma live?" The reply was: **"She lives at the airport, and when we want her we just go get her. Then when we're done having her visit, we take her back to the airport"**
- Grandparents are a lady and a man who have no little children of their own. They like other people's
- A grandfather is a man grandmother
- Grandparents don't have to do anything except be there when we come to see them. They are so old they shouldn't play hard or run. It is good if they drive us to the store and have lots of quarters for us
- When they take us for walks, they slow down past things like pretty leaves and caterpillars
- They show us and talk to us about the color of the flowers and also why we shouldn't step on "cracks"
- They don't say, "Hurry up"
- Usually grandmothers are fat, but not too fat to tie your shoes
- They wear glasses and funny underwear
- They can take their teeth and gums out
- Grandparents don't have to be smart
- They have to answer questions like, "why isn't God married?" and "How come dogs chase cats?"
- When they read to us, they don't skip. They don't mind if we ask for the same story over again
- Everybody should try to have a grandmother, especially if you don't have television, because they are the only grown ups who like to spend time with us
- They know we should have snack-time before bedtime and they say prayers with us every time, and kiss us even when we've acted bad

***And to all a good night....***