

Volume 14, Issue 37 **September 10, 2007***Important 2007 Dates to add to your calendar...*

- Sep 6th, 9:30-12:30. GMT Meeting.** Host: Willow Manufacturing, Toronto. Safety Shoes/Glasses Req'd
- Sep 7th, 9-11:00 am, Front Line Managers' Planning Meeting.** Conference Call.
- Sep 10th, 12:30-4:30PM HPM/AfEE Joint Health Safety SIG** Host: Mancor, Speers Rd facility, Oakville.
- Sept 17th, 9-12:00pm. 5S SIG.** Host: Willow Mfg. Register with the HPM Office. 519-893-6260. No safety shoes or glasses required.
- Sep 18th, 10:30-12:00. HPM Board Meeting.** Host: Tempress
- Oct 10th, 9-12pm. HPM GMT Meeting.** Host: Rockwell Automation, Cambridge
- Oct 15th, 9-12pm. HPM Lean Practitioners' Exchange.** Host: COMDEV Space, Cambridge
- Oct 24, 8-4:30, HPM/AfEE ~ Canada/Australia Exchange meeting.** Host: Mazak Technology Centre in Cambridge. 'Leading Culture Exchange'
- Oct 29-Nov 2nd, AME International Lean Conference Chicago** Contact: www.ame.org
- Nov 1st, HPM Mgr Training Initiative** Begins
- Nov 12th, 12:30-4:30. HPM SIG: Health & Safety.** Host: Velcro Canada, Brampton
- Nov 21st, 10:30-4:30 HPM Board Meeting.** Host: GE Multilin
- Dec 5th, 9-5:00 HPM Share Showcase.** Location: TBA
- Dec 10th, 9-12:00 HPM Supervisors' SIG.** Host: Hammond Manufacturing, Guelph
- Dec 17th, 9-12:00. Lean IT Roundtable.** Host: Gerrie

HPM Board confirms openings For 2 new HPM members

Here is a great way to begin the fall – to think about a supplier, customer, or organization who would seek value in the exchange of knowledge, ideas, and practical know-how while entering into a two way exchange that is dedicated to making their company stronger!

The consideration for membership is all done in confidence, it is an equal and open two-way investigation of the mutual value that the candidate and HPM will gain. If it is not your cup of tea hands will be shaken and best wishes given. If it is of interest, **contact Scott Smith at ssmith@hpsinc.ca** for an opening discussion or, for an "Interest in membership" Guideline.

Got a favorite high-impact article?

If so, send a copy along for the September 17th issue. This is an invitation to *share a message that has had an impact on you and your thinking*. It is not... a scheme to reduce your editor's workload. :0)) Send to dhogg@rogers.com

Any Lessons to be Learned Here for Manufacturers?

It's September – do you know where your summer went? Here are some points to ponder as we prepare for the fall which leads to a new year.

In a competitive world – one that's getting more competitive every day – it's the culture in a country that plays a huge role in determining the ultimate competitiveness of their manufacturing sector. Over the last decade we have begun to realize that **competition is no longer "Company VS Company" as many thought it was back in '60's – Rather it is now really "Infrastructure VS Infrastructure"**.

Reports just issued, confirm that once again Canadian competitiveness is drifting in the wrong direction. And it is doing it at a time when our Asian competitors are gaining increased strength as they increase the implementation of Lean Thinking while 80% of North Americans are still debating it and/or avoiding it. And we should add – that it is also at a time when some military folks are increasing their rate of adoption more rapidly than the manufacturing sector.

If it is true that "**When change meets culture – culture wins every time**", perhaps a close look at what our media radiates might provide some clues for what we might start thinking about in preparation for the massive competition to come. While manufacturing generates \$3.05 of economic value for every manufacturing dollar generated, you would never realize that by the amount of respect accorded manufacturing by the media. It is almost as if the process of bringing together of people, products and technology to generate needed revenues for social programs – and even help fund the CBC – is unrecognized as worthy of notice.

We don't have to look far to find cultural clues indicating a change might be necessary. Here is an

"Leveraging learning for customer success"

Making World Class Make Sense

interesting one taken from Andrew Cohen's brand new book The Unfinished Canadian. He writes:

"At the 2006 Winter Olympics in Turin, the Canadian women's hockey team did not lose a game. They did not defeat their opponents; they destroyed them. They beat Italy 16-0, Russia 12-0, Sweden 8-1. When they dispatched Finland by a score of 6-0, it seemed like a squeaker.

But instead of bringing a chorus of congratulations from home, their string of triumphs brought hissing and hand wringing.

Don Cherry, whose redneck ramblings on Hockey Night in Canada enjoy a large following, accused the team of "running up the score".

"It is not the Canadian way." Father Raymond J. de Souza, a columnist with the National Post, said it was "unsporting" to win by humiliating margins and proposed abolishing women's hockey because other countries could not compete with teams like Canada's.

Success had made the critics uncomfortable, suggesting that the **only thing worse than losing in Canada is winning**. Rather than taking pride in excellence, you see, Canadians should feel shame. Winning - or winning this big simply isn't the Canadian Way."

There are companies right across this country who are aggressively competing and winning. For most though, it is not easy to do it alone. We need to encourage the infrastructure to appreciate the role they play in enabling North America to compete and win in the global marketplace. Or not.

Let's take pride in our wins **and share the knowledge and the achievement without reservation**. The attraction it draws will help others to be motivated to improve – but we all should understand that achievement begets more achievement. The more you acquire the more you will gain. There are companies right now who are preparing to present some of their best practices at the International Lean Conference in Toronto in 2008. Their reason is to push themselves as fast as they can – and to share their learning with others in order to get back the perspectives of others to make their best practice even better.

Time to take pride – to be great – as we aspire to the highest peak – and that is to acquire the capacity to help

others learn (ie. Teach)... and as that begins to happen what the leaders, so taught, will teach you will be priceless.

Make every leader in your company a trainer (with pride) - and you are on the right track. Especially if the ability to sustain the gains you make is critical.

GMT Meeting Up Beat About Involvement

Manager Training Initiative
Targets Nov. 1st Launch

Last Thursday's GMT(General Management Team) meeting generated good traction toward the **launch of the Manager Development Training initiative** which has been under development. Current plans are to initiate the program on Nov. 1st, 2007.

To bring the development phase to a conclusion, HPM Members will meet at Labelad to interview the top 3-4 candidate companies. The decision would come very shortly thereafter.

Current Participation Reflects Value

Members indicated that there is good participation within the Consortium as events continue to be well attended with appreciation expressed for the value delivered. The roster of events appears

about the right level to support member workloads.

Highlights from this discussion included:

- **5S Special Interest Group (SIG):** This initiative is in the formative stage with a schedule identifying host sites to be determined at the first meeting which is set for Willow Mfg. on September 17th from 9- Noon. Possible next sites include Rockwell in November and Labelad in December
- **The Supervisor SIG** has been agreed to in principle by the GMT and continues to take shape. The location indicated is Hammond Manufacturing in Guelph on December 10th from 9 to Noon. More information to come.

Share Showcase Planning



In the preparation for the 2,500 attendee Conference in Toronto coming in 2008, the exposure to a cross section of companies, military thinking, and service industries confirms dissatisfaction with current leadership training that does not emphasize: 1) An all pervasive **culture of Lean** (whether you use the name or not.) 2) **Leaders as trainers**, 3) Some inclusion of the **'Servant leader'** notion 4) **Workplace culture** that retains employees as the next decade is a seller's labor market 5) **Org. Learning** with direct leader involvement at all levels applying coaching & facilitation skills.

The current plan is for the Share Showcase to follow the highly successful format of last year and the David Bauer Rec. Centre in Waterloo. The Details are under discussion lead by Bob and Scott. Discussion around a positive – 'Best of...' acknowledgement or award is planned with the development underway.

Diagnostic Update

Since HPM's conception, measurement and benchmarking have been touchstones with the first '5-Steps to World Class' documenting impressive growth and improvement of HPM companies.

The current round of diagnostics are all be completed with the final one to be carried out with Nexans Fergus. They results are to be reviewed at the next HPM meeting with a discussion to probe the right selection of the characteristics of the top 5.

The concept of the "Improvement Charter" has gained strength as it makes clear what a team, consortium or company has committed to. It is planned to introduce improvement charters at a coming board meeting in order to support overall diagnostic improvements in member companies. The process is being fleshed out with the current concept calling for members to be contacted prior to board meeting to complete charters. A sample "Charter Form" is being prepared now similar to the ones already used by the existing SIGs.

The HPM Scorecard

The HPM Scorecard format all members are familiar with remain the same. It will also be used to complement all diagnostic and charter activities

The Practitioner Exchange program has had difficulty in the past gaining wide acceptance. In many cases people were ready and willing to participate but never got the request. Current thinking is to make it part of the process (an outstanding Lean concept) that would be designed to support the designated diagnostic categories. The results would be circulated to develop a list of practitioners in each company that matched the categories. As this evolves the opportunity for more SIG's would be only a small step.

Planning for the next board meeting at Tempress on September 18th

Special **'Deep Dive into Leadership'** is scheduled for the next meeting with Canadian Olympic diver Linda Cuthbert delivering the Learning Portion of our Board Meeting. Having heard her before, your editor can confirm value coming toward Board Members with her session entitled "Leadership from the Diving Board." Great topics for members who have on many occasions have taken some very deep plunges.

With the completion of the diagnostics, Scott will be presenting the outcomes of everyone's efforts. In addition, the timing will be appropriate for a clear summary of the HPM Managerial Development training. Key elements of the meeting will include:

- ✓ A member company that is a leader in management support will share their perspective
- ✓ Scott will present diagnostic findings
- ✓ An update will be provided on the Manager's training initiative and upcoming events.

Next GMT Meeting - Oct 10th at Rockwell. As always the GMT meetings are open to all HPM members, simply let Scott Smith know at ssmith@hpsinc.ca

Quick Snap Shot of the HPM Board Meeting

When: Tuesday Sept. 18th, 2007, 10:00am to 4:30pm at Tempress Ltd

Host: Bill McLean & Team Tempress

Meeting Objectives

1. Education – Guest speaker Linda Cuthbert – Olympic Diving Champion... "Leadership from the Diving Board"
2. Leveraging – Tempress' Lean Improvement Plan
3. Leveraging – Member Diagnostic Results
4. Planning – Front Line Manager's Development Program, Future Events