

Volume 14, Issue 18 ☐ April 30, 2007

Important 2007 Dates to add to your calendar...

- ☐ **May 7th, HPM SIG: Supervisors' Roundtable.** Host: Bird Packaging, Guelph
- ☐ **May 22nd, HPM Board Meeting.** Host: Rockwell Automation
- ☐ **Jun 11th, HPM Lean Practitioners' Exchange.** Mancor Industries, Oakville
- ☐ **Jun 18th, HPM Leveraging Tour** Host: Nexans, Fergus
- ☐ **June 18th-22nd, LEAN CDN Regional "MeasureUp for Success Conference".** Location: Edmonton. Call-4-presentations: www.measureupforsuccess.com
- ☐ **Sep 5th, GMT Meeting.** Host: Willow Manufacturing, Toronto
- ☐ **Sep 10th, Leveraging Tour** [New Member - TBA]
- ☐ **Sep 19th, HPM Board Meeting.** Host: Tempress
- ☐ **Oct 10th, HPM GMT Meeting.** Host: Rockwell Automation, Cambridge
- ☐ **Oct 15th, HPM Lean Practitioners' Exchange.** Host: COMDEV Space, Cambridge
- ☐ **Nov 12th, HPM SIG: Health & Safety.** Host: Velcro Canada, Brampton
- ☐ **Nov 21st, HPM Board Meeting.** Host: GE Multiin
- ☐ **Dec 5th, HPM Share Showcase.** Location: TBA
- ☐ **Dec 10th, HPM SIG: Supervisors' Roundtable.** Host: Hammond Manufacturing, Guelph
- ☐ **Dec 17th, Lean IT Roundtable.** Host: Gerrie Electric.

Are you the Learning Organization you'd like to be?

...Is the education level of your company where you want it?

In varying degrees, NA companies are feeling the need to raise the 'knowledge level' of their employees as it becomes clearer that they really are 'Knowledge Workers.' Our good friend, Mark Plowman, is Plant Manager at Lotek Wireless, and a founding member of the St. John's NFLD Consortium. Mark passed on this link to us after reading the TWI information from the Weekly Update over the last few weeks. He felt we'd be interested in seeing something they've been involved with lately: <http://www.towes.com/home.aspx>

"The program here is being sponsored by the College of the North Atlantic and CME - NL. I would view it perhaps as a precursor or complementary to TWI. It's still early stages for us but feedback so far has been

"If you know more at the end of the day than you knew at the beginning of the day... you've had a good day".

positive." From Mark's perspective, he feels that it sure helps to have an organization that values learning. Some may remember Peter Senge's book "**The Fifth Discipline**," where he makes the case for the 'Learning Organization' as he reminds us it is really only these organizations that can transform themselves in a hurry when they have to and make it sustainable.

(Mark can be reached at 709-726-3899 x226) www.lotek.com

New This Fall...

"Canadian Manufacturer of the Year" Award

Recognition from PLANT Magazine of the industry sector with the highest multiplication factor of all! A sector that generates \$3.05 of economic value for each \$1.00 of mfg output!

NEW - This October, **PLANT**, Canada's Industry Newspaper will recognize this year's best manufacturer with the **PLANT/Rogers Media Award for Canadian Manufacturer of the Year.**

According to Joe Terret, Editor of PLANT, "This is a new category of the Canadian Manufacturers and Exporters Canadian Innovation Awards. We are looking for the company that provides a happy, healthy work environment for its workers, demonstrates success through innovation and plays an active role in its community.

Or perhaps you have a success to celebrate in one of the following categories:

- New technology
- Productivity improvement
- New product design
- Market diversification
- The Canadian Innovative Business of the Year

Check out the CME website for details: www.cme-mec.ca. **The submission deadline is Aug. 3.**

Awards will be presented at the Atlantic Canada Best Practices Conference Oct. 22-24. You can reach Joe at joe.terrett@plant.rogers.com

Why We Can't Change Our Process?

Start with a cage containing five monkeys. Inside the cage, hang a banana on a string and place a set of stairs under it. Before long, a monkey will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the other monkeys with cold water.

After a while, another monkey makes an attempt with the same result, all the other monkeys are sprayed with cold water. Pretty soon, when another monkey tries to climb the stairs, the other monkeys will try to prevent it.

Now, put away the cold water. Remove one monkey from the cage and replace it with a new one. The new monkey sees the banana and wants to climb the stairs. To his surprise and horror, all of the other monkeys attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted.

Next, remove another of the original five monkeys and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm! Likewise, replace a third original monkey with a new one, then a fourth, then the fifth. Every time the newest monkey takes to the stairs, he is attacked. Most of the monkeys that are beating him have no idea why they were not permitted to climb the stairs or why they are participating in the beating of the newest monkey.

After replacing all the original monkeys, none of the remaining monkeys have ever been sprayed with cold water. Nevertheless, no monkey ever again approaches the stairs to try for the banana. Why not? Because as far as they know that's the way it's always been done around here.

And that, my friends, is how we have come to where we are in our companies.

[Thanks for this reminder go to Paul, our good friend at L-3 (And those who took the Lean Product & Process Development workshop with Ron Mascitelli will probably remember this one as well.)

What some of our Colleagues are up to... in SK & AB.

Mgmt Skills for Ops Leaders is HOT

Dave is wrapping up his latest series of **Lean Management Skills Courses** in SK, AB, & BC and will return Monday. This 4-Day course flies in the face of the pressures today to reduce course hours dramatically – and like many issues when they are investigated – there is a need for both.

This one became a necessity when Lean implementation began to slow and once the data was gathered. It was estimated that over 80% of our managers and operations leaders were appointed to managerial position – not because they were skilled in achieving results through people – but rather because they were doing something technical outstandingly well. Hence, the need for a course packed with nuts and bolts information, rules of thumb, and practical principles for achieving results through people seemed to make sense. This course is promoted in the West by another name as it has

"Leveraging learning for customer success"

Making World Class Make Sense

been dubbed the "**Achieving Results Through People**" course and in the east as "**Lean Management Skills – for operational leaders in Lean environments.**"

The Results?

Because so many managers were already in their positions – albeit without knowledge of the many skills they could use – they very quickly saw the benefit the course's content could give them. *"This has been the best course I have attended for hit-the-ground-running tools to go to work with today, next year and 10 years,"* according to Glenn, a senior Production Superintendent from Shaw Pipe.

By the time Dave adds the 62 folks from this last trip to Calgary, Edmonton, and Saskatoon - the course will have been delivered to over 600 ops leaders from all levels from across Canada. Additional dates are being scheduled into the summer.

The Target Market

The course is **not** intended to replace some of the excellent Front-Line Supervisory courses – Rather, it is aimed at Operations Leaders whose titles may range from Supervisor to President which was the range observed during this past month. ***If a training outline would be useful contact Gabriela at 519-893-6260.***

NEW: Developing an HPM Front Line Manager (FLM) Development Program

A proposed HPM Front Line Program.

Here are some of the benefits of developing and providing FLM training through HPM. The values of self-development are many as you see below. But a major issue is the need to involve those who want the training with those who are going to take the training. We waste millions by not having enough ownership for the accuracy of the content. But through involvement comes Ownership, and through Ownership comes commitment to excel. Check out the thinking from the last meeting. ***Here's what your associates felt an FLM program could look like:***

- Strengthens consortium
- Can provide a broader base for both office and shop or cross functional participants
- Helps to encourage completion that has been difficult to attain at the individual company level
- Removes 'flavour of the month' status as it is a full consortium training initiative

- Reduces the cost for individual companies
- The consortium model is incremental & long term
- Allows for a better definition of a training program
- Develops common language among consortium members
- Follows Train / Do training model
- Provides a high level of networking and support
Can provide HPM certificate program
- Provides a higher level of interaction and recognition based on the focus of top performing FLMs

FLM Training Modules

Hard Skill Development

- Problem solving
- Project Management
- Presentation skills in small groups
- Lean Tools
- General Business Skills (i.e. finance, accounting)
- Legislative Responsibilities
- Understanding of ISO or similar programs

Soft Skill Development

- Physiology
- Facilitation
- Consensus building
- Change Management
- Diversity
- Performance Management / Performance Evaluation
- Time Management
- Leadership / Management Styles

Key Elements

- **The FLM Training needs to be based on a learn and do philosophy**
- **Each participant will be required to develop and complete both a personal development as well as a business development improvement charter**
- **In addition to training there needs to be ongoing support and mentoring by a program facilitator**
- **Each module would be for one full day every four to six weeks. FLM's would be trained in groups of 12 to 16 participants**

The concept lends itself to Competency Based design which is in concert with TWI and Standardized Training.