



February 13, 2006  
Volume 5, Issue 06

# LEAN THOUGHTS

*Richard Kunst*  
Tel: 519 590 9944  
E-mail: [Richard.Kunst@La-Z-Boy.com](mailto:Richard.Kunst@La-Z-Boy.com)

## The Toyota Way FIELDBOOK

Written by Jeffery K. Liker and David Meir

Make room on your bookshelf for this very practical hands on “users guide” of common sense. Jeffery and David have provided a very succinct and detailed, but not overbearing, insight to the fundamentals of the Toyota Production System. While many people are curious about the virtues of the Toyota Production System they immediately indicate that the principals cannot be applied within their operation because; “We are not Toyota”, “Our processes are unique”, etc. In this instance, the authors have selected many case studies from diverse manufacturing perspectives and show how the techniques can be applied successfully.

What I really liked about this book was how the authors blended the academic perspective with a truly practitioner’s guide towards a successful implementation. It has many excellent case studies and dialogue boxes alerting the reader to “excellent tips” and “potential traps”.

The book is organized around the “4P” Principals of the Toyota Production System (Philosophy, Process, People and Partners, Problem Solving)

An early pioneer or a seasoned practitioner will both feel comfortable using this book since the simple basics will not insult your intelligence and the advanced techniques are not too complicated to confuse you.

Embedded around the four TPS principals the book is divided into 6 chapters, each chapter supported by detailed sub-sections

- Learning from Toyota
- Why Does Your Company Exist
- Creating Lean Processes Throughout Your Enterprise
- Develop Exceptional People and Partners
- Root Cause Problem Solving for Continuous Learning
- Managing the Change

### LEAN CONSORTIUM MEMBERS:

- CFN Precision
- CGL
- CTS Canada
- EATON Cutler Hammer
- KRAFT
- LA-Z-BOY- Residential
- MESSIER-DOWTY
- MORRISON LAMOTHE
- NESTLE WATERS CANADA
- STACKPOLE



Where "Lean Thoughts" Become Reality

*Toyota Fieldbook Review Continued*

There were a couple of sections within the book that really resonated with me. 'Standardized Work", always a favorite topic of mine, is well defined within the book including templates and charts on how to develop standardized work within any process. Heijunka, or level loading, is very well explained. If you think it cannot be applied within your organization I am sure you will find a suitable case study in the FieldBook to assist you towards finding a successful implementation strategy. There is even a case study on how to apply Heijunkia in an engineered to order environment.

The chapter, "Developing Exceptional People and Partners" contains a wealth of practical knowledge on how to harness the collective genius of your people, and then expands on how to maximize your resources contained within your suppliers. This chapter alone is enough to assist anyone who is struggling to integrate the value of both Human Resource and Procurement departments in the quest for manufacturing excellence.

The list could go on for several more pages discussing thoughts and applications as it relates to technology, waste elimination, error proofing and the need for formal problem solving. The book

has a nice casual feel to it, similar to spending a day on the floor in Toyota with a Sensei. In some cases, the explanations are bridged to other prominent works from Lean Leaders and how they are linked into the Toyota Principals.

In conclusion, putting this book on your bookshelf would be a waste ... better yet create a shadow box and a label for it on your desk since I feel that you will find yourself referring to it often. It truly deserves the title of **FIELDBOOK**.

*Book Review completed by Richard Kunst for Target Magazine.*

### **People matter!**

*Employees* - Most of us have invested in our employees. But do we understand the investment? I had a good friend who was an HR professional explain it in a simple manner ... If a company purchases a ½ million dollar piece of equipment this is not accomplished quickly or without many meetings, project plans and insurances that the equipment will be kept in good order. However, we sometimes make a knee-jerk reaction in hiring employees ... but if an employee stays with the organization for 5 – 10 years we have also made a ½ million dollar investment. So treat each new hire like a million dollar investment.

The key to having satisfied employees is to communicate with them. Tell them the good news as well as the bad. Hold frequent and regular briefing sessions to ensure everybody gets the same message and in large facilities have a quarterly plant meeting where everybody attends and gets the same message.

Our employees are responsible for our success. When we embark on any major change in our business, such as introducing lean manufacturing, it must be accompanied by a culture change. It is of little use teaching people new tools for the new world, if we do not teach them how to behave in our new world.

Finally, nothing reflects more poorly about company culture than seeing locks on cabinets and tool boxes through-out the plant. We trust our employees to run million dollar pieces of equipment but yet we do not have a culture of trust in the organization



Tour Workshop Conference



Consortium Event Schedule

January	February	March	April	May	June
<p><b>T</b></p> <p>Wednesday 25  <a href="#">Eaton Electrical</a>,                      contact Joe Fisher,  <a href="mailto:JoeRFisher@eaton.com">JoeRFisher@eaton.com</a></p>	<p><b>T</b></p> <p>Wednesday 15,  <a href="#">CFN Precision</a>,                      contact Barry Wood,  <a href="mailto:bwood@cfn-inc.com">bwood@cfn-inc.com</a></p> <p><b>W</b></p> <p>Date &amp; location TBA                      Your own                      "STEP Diagnostic" to create Vision, Mission and Direction                      Contact Richard Kunst  <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a></p>	<p><b>T</b></p> <p>Wednesday 22,  <a href="#">Nestle Waters</a>,                      contact Mariela Castano  <a href="mailto:mcastano@perriergroup.com">mcastano@perriergroup.com</a></p>	<p><b>T</b></p> <p>Wednesday 19,  <a href="#">CTS Corp.</a>,                      contact Bob Garces,  <a href="mailto:Bob.Garces@ac.ctscorp.com">Bob.Garces@ac.ctscorp.com</a></p> <p><b>Consortium Shareshowcase</b>                      Saturday 22  <a href="#">CTS Corp.</a>                      Contact Cindy Grolleman  <a href="mailto:cindy.grolleman@stackpole.com">cindy.grolleman@stackpole.com</a></p>	<p><b>T</b></p> <p>Wednesday 17,  <a href="#">Stackpole CSD</a>,                      contact Don Barber  <a href="mailto:Don.Barber@stackpole.ca">Don.Barber@stackpole.ca</a></p> <p><b>W</b></p> <p>Date &amp; location TBA                      "Compartmentalize the Noise"                      * Daily Report-outs                      * Standard work for Leaders                      Contact Richard Kunst  <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a></p>	<p><b>T</b></p> <p>Wednesday 21,  <a href="#">Morrison LaMothe</a>,                      contact Tony Vita  <a href="mailto:tvita@morrisonlamthe.com">tvita@morrisonlamthe.com</a></p> <p><b>C</b></p> <p><b>AME Regional Conference</b>                      Mon 12 to Thurs 15                      K-W Ontario                      Contact <a href="http://www.ame.org">www.ame.org</a></p>
July	August	September	October	November	December
	<p><b>W</b></p> <p>Date &amp; location TBA                      "Establish Anchors"                      * VSWI ... Visual Work Instructions                      * TPM ... Total Productive Maintenance                      Contact Richard Kunst  <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a></p>	<p><b>T</b></p> <p>Wednesday 20,  <a href="#">Kraft Foods</a>,                      contact Hanif Jivraj  <a href="mailto:hjivraj@Kraft.com">hjivraj@Kraft.com</a></p>	<p><b>T</b></p> <p>Wednesday 11,  <a href="#">Stackpole PMC</a>,                      contact Cindy Grolleman  <a href="mailto:cindy.grolleman@stackpole.com">cindy.grolleman@stackpole.com</a></p> <p><b>C</b></p> <p><b>AME National Conference</b>                      Mon 16 to Friday 20                      Dallas, Texas                      Contact <a href="http://www.ame.org">www.ame.org</a></p>	<p><b>T</b></p> <p>Wednesday 15,  <a href="#">Messier-Dowty</a>,                      contact Richard Evans  <a href="mailto:Richard.Evans@Messier-dowty.on.ca">Richard.Evans@Messier-dowty.on.ca</a></p> <p><b>W</b></p> <p>Date &amp; location TBA                      Your own                      "Get Organized"                      * 5S+1                      Contact Richard Kunst  <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a></p>	