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# LEAN THOUGHTS

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## Orenda Aerospace Corporation

*“A learning, continuously improving, self-enhancing organization”*

***As we welcome Orenda into the Lean Consortium, Brenda McIntosh the Continuous Improvement Manager submits the following article about the company and the current journey. You can reach Brenda at [brendamcintosh@orenda.com](mailto:brendamcintosh@orenda.com) or by dialing (905) 673-3250 ext. 3346***

Orenda's lean journey began in 1996 on its 50<sup>th</sup> anniversary with a little knowledge and a lot of desire to improve.

It was difficult to pick one program or element of lean to start the transformation; however starting with something that would change the culture to a self-enhancing organization was priority number 1.

5S was chosen as that program and we have never looked back. Developing a training program based on other company's programs was the right move, it allowed us to see expected results, network for best practices, and get feedback in the form of helpful suggestions that we would have taken considerably longer to achieve on our own. 5S enabled us to put the place in order and demonstrate to all employees the value and benefit of working in a place that cared about appearance and orderliness. Momentum accelerated with this and eventually employees took it upon themselves to make improvements and keep it going.

The hidden benefit of 5S was that all of a sudden we saw the waste in every aspect of our operations. Inventory was obvious, skids of parts and tooling looked wrong, machine leaks were not tolerated and wandering to find things was a thing of the past. Employee reaction was positive. They were now able to apply their job skills without doing unnecessary work or waiting.

It sounds easy, however, we had to make a commitment to continuous improvement and we did this by ensuring that at least one hour a week per employee was spent on 5S implementation. Employees and management knew we were serious about our commitment.

Having reached and sustained a high level of 5S achievement we easily moved on to standardization of the processes and methods of operation. All skids were removed in favour of material handling carts designed for the optimal amount of inventory and enabled the workers to roll the product to the next workstation without a forklift. Toolbox elimination was next with shadowboxes introduced to standardize the tools required at each workstation and ensure they were available to all employees when needed.

Our path was enabled by networking with other like-minded companies to see what could be done and apply it to Orenda. Outside eyes viewing our program and progress provided us with feedback, and no matter how painful it was, we welcomed and implemented those suggestions to keep us moving forward.

At Orenda the journey has begun, commitment is real, and by working with a network of lean companies the journey continues.

### **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

### Visual Standard Work Instructions

I received several comments related to last week's article on the power and use of Visual Standard Work Instructions. Many readers reminded me the part of the power of VSWI, is for the training of new employees and transfer of team members to fill-in for those that are on vacation.

However the following e-mail from Paul at Stackpole really made me rethink the title of a VSWI.

**Richard,**

***Your newsletter reminded me about another interesting way of looking at SWI's. When I visited Formflo a couple of years ago as a Value Stream Manager I remarked on the title of their SWI's. They called them "Current Best Practice" documents. This title reinforces that they are living documents, and highlights the fact that they are always seeking a better way of doing things. As a result, they inspire people to update them and provide feedback. Amazing how a simple thing like a title can change the way a document is viewed by the user ( SWI seems cold by comparison). If I were able to do it all over again, I would adopt this change. Perhaps you should share this with your colleagues who are just getting started. It may result in a better Future State for them from a Culture standpoint.***

**Regards,**

**Paul Boyd  
Stackpole Limited**

### Slimming Operations

Last week, in the opening remarks I commented that Toyota is taking the power of their Toyota Production System (TPS) into their dealer network. Currently, they are implementing it through their Lexus Dealerships. Entitled "Lexus Benchmark Service" it carries all of the attributes of TPS

5S, Andon Systems, Quick Set-ups etc. It makes sense to apply Lean into the service aspects of our organizations ... a bad or poor experience in this sector can make you loose a customer forever. Read more about it in the February 06 issue of Automotive News ... <http://www.autonews.com/apps/pbcs.dll/article?AID=/20060206/SUB/60201030&SearchID=73236928883952>

### In search of the Lean retailer

In the same issue of Automotive News is an article fueled by comments by James Womack written by Lindsay Chappell. I am sure that Womack has been upsetting many of the executives in the traditional big 3 as he seems to be the number 1 Toyota Cheerleader ... but who can argue common sense.

Read the complete article ...

<http://www.autonews.com/apps/pbcs.dll/article?AID=/20060206/SUB/60131018&SearchID=73236929605963>

### Consortium ShareShowcase

Planning is underway in earnest, fueled by the enthusiasm and passion of Cindy Grolleman from Stackpole. The event will be hosted at Kraft Foods in Oakville on Saturday April 22, 2006. This is a great opportunity to acknowledge the accomplishments of your teams and to share, exchange and steal ideas that will allow your organization to move forward quickly.

### Consortium Benchmarking Tours

An informant advised me last week who attended the CFN Precision Benchmarking tour that it was one of the best tours he had ever attended. He could not praise the team at CFN enough for the great progress they had made since he toured the facility last year. Benchmarking tours of our fellow consortium members can be great motivators if you are beginning to feel a bit stale in your journey.



*A Picture inside Orenda*



Consortium Event Schedule

Tour   **W**orkshop   C**o**nference

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                      “<a href="#">STEP Diagnostic</a>”                      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                      “<a href="#">Compartmentalize the Noise</a>”                      * 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                      “<a href="#">Establish Anchors</a>”                      * 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                      “<a href="#">Get Organized</a>”                      * 5S+1                      Contact Richard Kunst  <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a></p>	