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LEAN THOUGHTS

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Successful Change Formula

This past week I was invited to visit a company to discuss their Lean Enterprise Implementation strategy. I met with a very passionate engineer who is in charge of heading the implementation. Like any good engineer, he even had a formula to gauge his success of implementation. It was actually a good formula that he had learned from some great guru ... whose name currently escapes me. His formula is ...

Successful Change= $\frac{\text{Understanding} * \text{Current Reality} * \text{Vision} * \text{Transitional Plan}}{\text{Resistance to Change}}$

He stated that if an individual or the organization does not exceed 60% then his hopes of making a change happen is remote. He had calculated that his organization was less than 10%

As our discussion continued he revealed a text book perfect plan complete with PowerPoint Presentation, graphs and even a time phased Gant chart. Enough to impress anyone sitting in a Boardroom. Of course, the plan started with needing full commitment from the top or the program would fail. This is where his struggles began ... and I assume for many others on the journey.

His project plan showed the migration and evolution towards the "Perfect Process", the ideal solution gathered by ferocious reading of many books, articles and attending a multitude of conferences. Very impressive!

So here was my "Ah Ha" moment on why many organizations may potentially stall on their Lean Journey.

Lead teams in organizations want to see the master plan and the resulting benefits ... but when this is disclosed to the rank and file of the organization ... it just scares the heck out of them and immediately increases the resistance factor in the formula. So how does one move forward?

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Where "Lean Thoughts" Become Reality

My advice to the facilitator was to ditch the traditional plan and modify it into manageable "Sound Bites."

Let us begin with his concern about commitment from the top. He had been hired to lead the Lean Implementation and even had the word "Lean" in his title. It is obvious that someone high in the organization sees value in adopting Lean ... since they approved the head count. Now I appreciate that getting a head count does not necessarily endorse the development of the program within the organization.

I told him that although it is very important that he has a master plan that he understands do not communicate it completely until the organization is ready.

Robert "Doc" Hall speaks often about organizational "Culture Speed" and as change agents we need to know how to manage it.

My advice was to adjust the plan until you could calculate your 60% in the success change formula. This may scale back the endeavor significantly but it will be accomplished.

This took me back to an earlier time in my career when I presented a plan to my Sensei to dramatically reduce our enterprise inventory level by 10 hours. After my amazing PowerPoint Presentation, complete with graphs and a time phased Gant chart, the Sensei responded with one question. How was I going to reduce the inventory level by 5 minutes? I countered that he needed to understand the vision ... he responded that I needed to demonstrate the principals in the first 5 minute inventory reduction and that then the principals could be expanded based on my initial success. In hind-sight ... very sage advice.

So my advice to all Lean Practitioners, scale back your implementation strategy into modules that you can accomplish within the next 3, 6 or 12 months. Attempt very hard to be in control of your destiny and do not build a "story" in your plan that will allow you to justify failure, because you did not have commitment from the top.



.HOW TO STAY YOUNG

1. Throw out nonessential numbers.

This includes age, weight and height.
Let the doctors worry about them.
That is why you pay "them!"

2. Keep only cheerful friends.
The grouches pull you down.

3. Keep learning.

Learn more about the computer, crafts, gardening, whatever. Never let the brain idle. "An idle mind is the devil's workshop."
And the devil's name is Alzheimer's .

4. Enjoy the simple things.

5. Laugh often ... long and loud.

Laugh until you gasp for breath.

6. The tears happen.

Endure, grieve, and move on.
The only person who is with us our entire life, is ourselves. Be ALIVE while you are alive.

7. Surround yourself with what you love

whether it's .. family, pets, keepsakes, music, plants, hobbies, whatever. Your home is your refuge.

8. Cherish your health.

If it is good, preserve it.
If it is unstable, improve it.
If it is beyond what you can improve, get help.

9. Don't take guilt trips .

Take a trip to the mall ... even to the next county to a foreign country, but NOT to where the guilt is.

Consortium Event Schedule

Tour Workshop Conference



January	February	March	April	May	June
<p>T</p> <p>Wednesday 25 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 15, <u>CFN Precision</u>, contact Barry Wood, bwood@cfn-inc.com</p> <p>W</p> <p>Date & location TBA Your own "STEP Diagnostic" to create Vision, Mission and Direction Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 22, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 19, <u>CTS Corp.</u>, contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shakeshowcase Saturday 29 <u>Kraft Oakville</u>. Contact Cindy Grolleman cindy.grolleman@stackpole.com</p>	<p>T</p> <p>Wednesday 17, <u>Stackpole CSD</u>, contact Don Barber Don.Barber@stackpole.ca</p> <p>W</p> <p>Date & location TBA "Compartmentalize the Noise" * Daily Report-outs * Standard work for Leaders Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 21, <u>Morrison LaMothe</u>, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 12 to Thurs 15 K-W Ontario Contact www.ame.org</p>
July	August	September	October	November	December
	<p>W</p> <p>Date & location TBA "Establish Anchors" * VSWI ... Visual Work Instructions * TPM ... Total Productive Maintenance Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 20, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 11, <u>Stackpole PMC</u>, contact Cindy Grolleman cindy.grolleman@stackpole.com</p> <p>C</p> <p>AME National Conference Mon 16 to Friday 20 Dallas, Texas Contact www.ame.org</p>	<p>T</p> <p>Wednesday 15, <u>Messier-Dowty</u>, contact Richard Evans Richard.Evans@Messier-dowty.on.ca</p> <p>W</p> <p>Date & location TBA Your own "Get Organized" * 5S+1 Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	