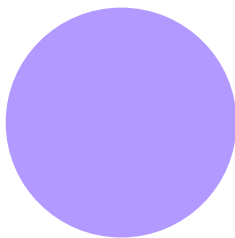
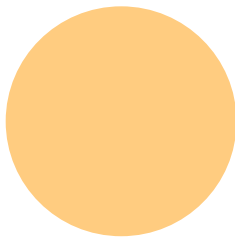
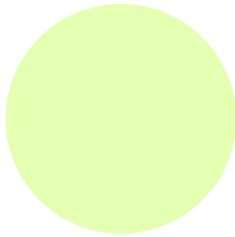




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# LEAN THOUGHTS

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## LEAN CONSORTIUM MEMBERS:

- CFN Precision
- CGL
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- KRAFT
- LA-Z-BOY- Residential
- MESSIER-DOWTY
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- ORENDA
- NESTLE WATERS CANADA
- STACKPOLE

## Reminder 1,061...

### *The Water Level and The Rocks... Remember the Story?*

Chatting with folks this week who are really keen about putting **Lean to work** where they live - brought out again Taiichi Ohno's (Toyota Production System) simple example of **how rocks begin to appear as you lower the water level in a river**. The water, of course is inventory, and the lower you drop your water/inventory the more you expose the rocks, which are the problems excess inventory hides. The idea is to drop the level so you can find & identify the problems and can fix & remove them one by one until your throughput rockets through your operations, allowing you to achieve 'high velocity' mfg. Remember the Basics? First of all, we must understand that all those ugly rocks were already there before the water level is lowered – **they are NOT caused by implementing lean**. Its like the old timer who sued the drug company because the new sinus spray caused his arm pits to smell - in reality, the drug enabled him to smell what was really there all along.

So - by lowering the water level (inventory) you expose rocks (problems) that were already there but were being hidden by the inventory. And by having a higher level of inventory there is **no priority** placed on reducing set up times – why would you? It is not 'urgent'. But as you lower the inventory the problem of set up time surfaces – **big time**. Therefore, instead of hitting the rock you must remove it. What then are the problems? Namely finding them in the first place so you can then fix them. And once done, lower the water more to eliminate more rocks ...

- 1) **Not focussing on the right problem** in the first place, &
- 2) **Not having any sense of urgency** to solve them. If this is present, it will take a long time to solve them... especially since you still have your ten tonnes of coal to get out every day). **HOWEVER...** if you lower the inventory first, then we are forced to solve these problems immediately.

**Ask yourself this question.** Which do you prefer?

- 1) Find the problem, Or,
- 2) Fix the problem --- **and then**
- 3) Lower the inventory

**OR...** do I ~

- 1) begin by lowering the inventory, then,
- 2) identify the problems that emerge - and then –
- 3) fix them.

Does not the latter drive the right behaviour'?

One thing folks find as problems come up: there is a tendency to react by adding inventory. Our job is to convince them to solve the problem another way



Where "Lean Thoughts" Become Reality

### Vision – it's not just for the big folks

Over the years it has been repeatedly pointed out that 'Management' is the act of **'achieving of results through people.'** And the two competencies that must be present are a) **Leadership** coupled with b) **Administration**. The strength of **administration** to establish stable work standards that can hold on to, & sustain, the continuous improvement gains. But what we really need to keep clear are the two competencies that provide true leadership... which is the ability to generate followers. One more time – these competencies are 1) **The ability to vision** – *to see with crystal clarity a future desired state*, and 2) **the ability to communicate** *it in easily understood terms so it can become shared.*

Unfortunately, visioning in the minds of many technical folks has degenerated into a 'damn wordsmithing' waste of time. This is tragic as the true visioning process is critical to capturing all the minds around a table and getting them focused and aligned in one direction. Getting on the same page – humming the same tune, or, reading from the same hymn book is what it is all about. Successful Lean implementations demand it.

Here are some guidelines from that course for fashioning a simple vision for your team no matter what size it may be:

Start the process with a brainstorm that leads to answering a) What is success for your customers? b) How can we contribute to their success?

Team brainstorm how the product or service you provide now will delight the customer & contribute to their success

Watch out for your technical folks focusing on the product or service and not the results they provide

Review the team's list to come up with key points that capture what the team agrees it is creating for its customers & users

Formulate these points in a memorable way: a short sentence or a few bullets... **all stated in the simple words you all use** that expresses how you would answer a stranger who might ask... 'And what is the vision of your fine team?'

Test what you have created by asking the team whether they feel a commitment to it. You don't need to rush – give folks time to think about it... And always remember **"Change does not take place by edicts on the wall... but by conversations between people every day."** Alignment delivers quality, speed & less stress.



### WASTE REMOVAL ...

#### Everyone's contribution towards competitiveness

**How good at 'wasteology' are you? Thanks to the Innovation Insights... and a welcome contribution from our good friends at Boeing... here is something of practical value to any company (of any size) interested in enhancing their competitiveness anywhere.** In a global environment, the price of a product or service is far more than just a price... it's a target for anyone who thinks they can take you out by delivering a similar product faster, cheaper and at a lesser price.

But who is it –really – who pays for all the waste you tolerate? **It's your customer who pays.** In crystal clear terms, the selling price must contain all you need to pay for materials, bonuses for staff, profit... and, to cover all the wastes you willingly tolerate. As competitiveness heightens... so does the urgency of extracting waste from every corner of the enterprise – from the president's office, sales, engineering, finance... to the shop floor.

Winners know that some 50-70% of the wastes in their organizations are invisible to those who work there every day. And to help find the waste, 'wasteologists' classify it to better see 'the kinds of waste that hurt you most.' The '7 deadly wastes of the Toyota Production System(TPS) are best known, but not every one makes Toyotas. Canon identifies 6 wastes, Boeing, 10, and Lockheed Martin 8, including the TPS's 7 - plus "The waste of human potential.' To simplify finding the wastes in Boeing, they use a phrase made up of the first letters of the key wastes. You will notice that Boeing identifies 10 wastes, **CLOSEDMITTS** (tell me the names for a prize)

#### Here is how it works

**1) Review all the wastes - identify them at the top of this page.** Talking about it is where it all begins since everyone needs to have the same perspective. How can you run a railroad if everyone has a different view of what time is? When getting started – don't talk about it in a classroom... go to the 'Gemba,' or where the rubber hits the road, and have a preliminary look-see. The more folks know what is going on - and why you are looking for waste – the less suspicion that something's 'afoot'. The whole point of 'Lean' is to drive waste out of your enterprise.

#### 2) Apply the following Process for Factory Tours

##### a) Each team appoints:

- > one note taker or scribe and - > one photographer
- > one spokesperson (for the 'debrief' below in #4)

##### b) Identify wastes and take photographs

- Scribe: Document notes for every photograph including > Process name > Where in the process
- > Why significant > What effect does it have?

c) Teams report back to training room and organize the photos within the **Close Mitts** categories

##### d) Prepare to debrief what you saw... and the significance of the wastes identified

**3) Develop a worksheet you can customize to your heart's content in order to make it fit what you're doing. If you don't have 10 wastes... then get creative... pick yours.**

**4) Create your action Plan ... use the famous Nike phrase ... just do it !**

Consortium Event Schedule

Tour Workshop Conference



January	February	March	April	May	June
<p><b>T</b></p> <p>Wednesday 25 <u>Eaton Electrical</u>, contact Joe Fisher, <a href="mailto:JoeRFisher@eaton.com">JoeRFisher@eaton.com</a></p>	<p><b>T</b></p> <p>Wednesday 15, <u>CFN Precision</u>, 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, <u>Nestle Waters</u>, contact Mariela Castano <a href="mailto:mcastano@perriergroup.com">mcastano@perriergroup.com</a></p>	<p><b>T</b></p> <p>Wednesday 19, <u>CTS Corp.</u>, contact Bob Garces, <a href="mailto:Bob.Garces@ac.ctscorp.com">Bob.Garces@ac.ctscorp.com</a></p> <p><b>Consortium Shareshowcase</b> Saturday 29 <u>Kraft Oakville</u>. Contact Cindy Grolleman <a href="mailto:cindy.grolleman@stackpole.com">cindy.grolleman@stackpole.com</a></p>	<p><b>T</b></p> <p>Wednesday 17, <u>Stackpole CSD</u>, 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, <u>Morrison LaMothe</u>, 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, <u>Kraft Foods</u>, contact Hanif Jivraj <a href="mailto:hjivraj@Kraft.com">hjivraj@Kraft.com</a></p>	<p><b>T</b></p> <p>Wednesday 11, <u>Stackpole PMC</u>, 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, <u>Messier-Dowty</u>, 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>	