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# LEAN THOUGHTS

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## Have Better Meetings

Meetings are necessary tools - but not in the manner many are run. Let's recognize we're all to blame for ineffective meetings. Good meetings, like good time management, come from a clear model of how time should be spent, plus the self-discipline to make it so. Applied to a regular meeting format, these guidelines can gain more time for you, but you'll need to recruit some colleagues to really make them work.

It begins with a 'can-do, let's get results' mindset.

Begin with a positive win-win attitude. Start looking at time wasted as squandered human life... yours! Start thinking 'how can we make the process a win-win for everyone?' Begin by determining if you even need a meeting in the first place... and if so, ask yourself these 3 questions:

1. **What** do I want? (be selfish)
2. **Who's** involved in my getting what I want? (will limit the number of participants) and, finally,
3. **What** do they want ... This is a key question. If you don't know what they want, the meeting will be twice as long as it needs to be. If you don't know - get the facts and talk to people in advance. The more you know, the more bargaining chips you have to ensure a win-win solution.

### Key Points

- Ensure agenda states the purpose and provides a 'roadmap' with times shown for all items.
- Start on time with a direct restatement of the purpose, the time frame, & the agenda
- Don't begin the meeting until everyone agrees to the agenda & the time frame
- After each item - summarize! And only then fill in the 'meeting minutes form'
- Summarize at the end of the meeting, highlighting assignments & achievements
- Set agenda for next meeting... As you close the meeting, go once around the room for everyone's last words (no discussion) on the meeting & how to make the next one better. Everyone comments.
- Uses of **meeting minute forms** enable you to hand out the minutes on the way out. If it is not your meeting to chair - be proactive. Never hesitate to ask "are we on topic?" or, "let's hold that idea until our next meeting so we can complete this item."

Help the chair succeed - don't just sit there.

### LEAN CONSORTIUM MEMBERS:

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



*Where "Lean Thoughts" Become Reality*

### MICROSOFT PATENTS HUMAN SKIN AS A NETWORK MEDIUM

It seems like a joke, but it isn't. Microsoft has actually been awarded a patent to use the human body as a computer network. US Patent 6,754,472 issued to Microsoft in June 2004 is for a "method and apparatus for transmitting power and data using the human body".

Today many carry a variety of portable electronic gadgets, each with its own keypad, speaker, display, processor and power supply. The idea behind the patent is to get rid of some of these items. If these gadgets were networked, they could, for example, have just one keypad for all devices. And that keypad might even be the body, perhaps the wrist or arm.

The patent reads, "The physical resistance offered by the human body can be used in implementing a keypad or other input device, as well as estimating distances between devices and device locations. With the present invention, by varying the distance on the skin between the contacts corresponding to different keys, different signal values can be generated representing different inputs." So, you can type on your skin.

Microsoft also suggests using the body to generate power for the network. A "kinetic power converter" in a person's shoe, or wristwatch, could produce electricity in the same way that a self-winding watch extracts energy from normal movements.

People who want to use so-called personal area network (PAN) today have to link their mobile phones, pagers, PDAs and other gadgets using infra-red or radio signals like Bluetooth. Microsoft's patent points out that these have limitations - they typically use a lot of power and are prone to interference from others operating on similar frequencies. Also, people may be able to hack into them or listen in. Microsoft claims that its "intrabody network" doesn't suffer from these problems, and provides a secure transfer data between personal devices.

Actually, Microsoft is not the pioneer in this technology. The MIT Media Lab and IBM jointly developed the idea of using the human body as a personal network nearly a decade ago. The first prototype PAN was demonstrated at Comdex in 1996, showing how two people could transmit business-cards to each other via a handshake. But, little has been done since then, since most people seem satisfied with Bluetooth PANs.

### Don't Mess with Kids ... Some Straight Talk

**A little girl: was talking to her teacher about whales.**

**The teacher: said it was physically impossible for a whale to swallow a human because even though it was a very large mammal its throat was very small.**

**The little girl: stated that Jonah was swallowed by a whale.**

**Irritated, the teacher: reiterated that a whale could not swallow a human; it was physically impossible.**

**The little girl: said, "When I get to heaven I will ask Jonah".**

**The teacher: asked, "What if Jonah went to hell?"**

**The little girl: replied, "Then you ask him**

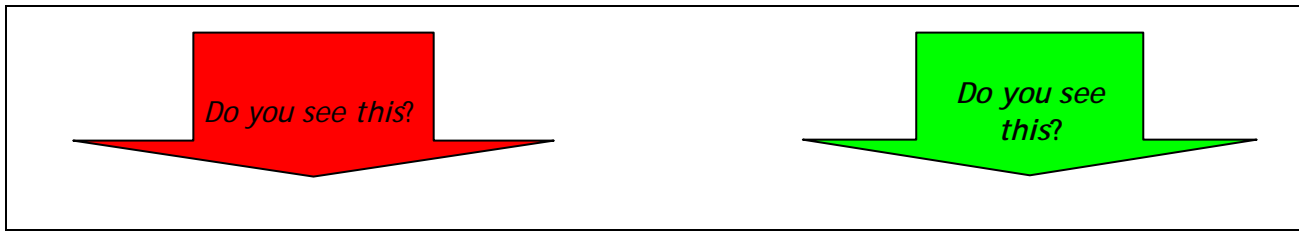
### Focus on Skills

The reason to focus on skills is very simple: It builds pride and commitment within the organization and helps to focus and energize the people. Competitive people, the kind of people it takes to build a world-class organization, want to know what their company is trying to excel at. Identifying that one thing the company is going to do better than anyone else in the world will focus and galvanize your workforce.

Harvard Business Review April 2002



# Lean Deployment Observation Sheet



TRADITION

OR

LEAN

## Visual Management

<ul style="list-style-type: none"> <li><input type="checkbox"/> No notification/information (and/on) boards</li> <li><input type="checkbox"/> No/little evidence of Lean metrics used</li> <li><input type="checkbox"/> Variation in work performance</li> <li><input type="checkbox"/> Standard procedures not being followed</li> <li><input type="checkbox"/> Dirty/cluttered, messy work area</li> <li><input type="checkbox"/> Messy bathrooms</li> <li><input type="checkbox"/> Materials piled everywhere</li> <li><input type="checkbox"/> Unmarked gauges &amp; tools</li> <li><input type="checkbox"/> No min/max levels at line side</li> <li><input type="checkbox"/> Empty shadow boards, tools, missing disorganized</li> <li><input type="checkbox"/> Oil dry on floor, pig socks used, overflowing drip pans, puddles of fluid on floor</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use notification/information (and/on) boards</li> <li><input type="checkbox"/> Demonstrate use of key Lean metrics</li> <li><input type="checkbox"/> Standardized Work forms prominently displayed/workers knowledgeable</li> <li><input type="checkbox"/> Workers do the job the same ways every time</li> <li><input type="checkbox"/> Sparkling, clean machines, tools, work areas and bathrooms</li> <li><input type="checkbox"/> Designated area for empty/full containers</li> <li><input type="checkbox"/> Marked gauges &amp; key equipment</li> <li><input type="checkbox"/> Min/Max levels clearly marked</li> <li><input type="checkbox"/> Shadow boards for tools that are used and maintained</li> <li><input type="checkbox"/> Shiny clean floor-painted</li> </ul>
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## Evidence of Teams

<ul style="list-style-type: none"> <li><input type="checkbox"/> No production data visible (or outdated)</li> <li><input type="checkbox"/> Lack of conference rooms for teams to use</li> <li><input type="checkbox"/> Suggestion campaign old, suggestion box not active, little implementation of suggestions accepted</li> <li><input type="checkbox"/> No problem solving involvement at operator level</li> <li><input type="checkbox"/> 8D done in Quality Department</li> <li><input type="checkbox"/> Team not actively involved in Standardized Work activity or work flow</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Available team meeting areas</li> <li><input type="checkbox"/> Team data prominently displayed</li> <li><input type="checkbox"/> Teams implemented many of their own suggestions</li> <li><input type="checkbox"/> Proof of problem solving activities many places in plant (Fishbone diagrams filled out and displayed, PDCA cycle being followed, 5 Why's)</li> <li><input type="checkbox"/> Aggressive Team Standardized Work input</li> </ul>
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## Changeover

<ul style="list-style-type: none"> <li><input type="checkbox"/> Usually done by one person</li> <li><input type="checkbox"/> No tracking of changeover time</li> <li><input type="checkbox"/> Most work done when machine is down</li> <li><input type="checkbox"/> Lack of standardized methods - no specific work task/procedures identified</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Changeover done by team</li> <li><input type="checkbox"/> Clear internal/external task identification</li> <li><input type="checkbox"/> Changeover chart tracks times, improvements, goals, ideas</li> <li><input type="checkbox"/> Use of changeover cart, visual organizations used, standard methods</li> </ul>
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## Pull Systems

- High level of inventory on lines & in plant receiving and shipping
- Materials waiting & stacked at lineside
- Delivery timing of materials unregulated
- Centralized schedules w/out Takt time
- Products "pushed" to the next area

- Low level of inventory on line & in plant
- Read Kanban system in use
- Material delivered frequently to line side
- Use of small supermarket areas
- Localized/Customer demand with Takt times

## Returnable Container/Dunnage

- Cardboard containers
- Wooden pallets
- Large number of parts / containers

- Re-usable containers (plastic, metal) recycled between Ford and Suppliers
- Small number of parts/containers

## Layout and Good Material Flow

- Insufficient, poorly spaced docks
- Cluttered staging areas
- Warehouse/storage poorly placed for continuous flow
- Designated scrap areas that are full
- Long conveyors, full of WIP

- Point of use shipping & receiving docks
- Visually clear and simple staging areas
- Well placed small market area
- Little scrap/use of mistake proofing
- Short conveyors, min/max levels marked

## Lean Process Flow

- Assembly running much fast than customer requirements Large buffers/production push product
- Large off-line repair bays

- Assembly tied to customer requirements
- Small buffers used sparingly to de-couple major processes
- Production pulled from prior operation

## Cell Design

- Inefficient assembly configurations
- Assembly long way from point of use
- Storage of completed materials (more than 1 day supply)

- U-shaped cells/no wasted motion
- Cells adjacent to point of use
- Sub-assembly and raw materials storage of four hours to support production

## Machine Stability

- Little visible evidence of preventive maintenance process
- Frequent breakdowns & no tracking
- No Overall Equipment Effectiveness data
- No study/analysis into major losses

- Maintenance schedule posted and carried out-employees involved
- Breakdowns fixed quickly and prevented
- OEE at 85% or better (posted and tracked by teams)

Tour **W**orkshop **C**onference  
 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></p> <p>Saturday 29  <a href="#">Kraft Oakville</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:Mike.Smith@Messier-dowty.on.ca">Mike.Smith@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>	