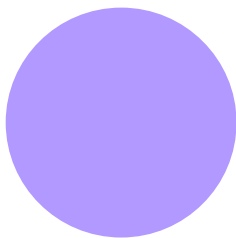
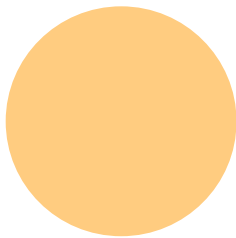
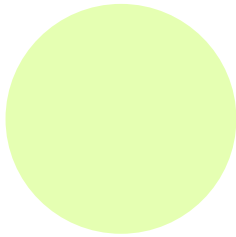




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# LEAN THOUGHTS

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## *Recruiting*

When it comes to a comparison between sales personnel and productivity, there's a guideline known as the 80-20 rule. It states that about 20 % of the sales force sells about 80 % of a company's business. In other words, a small percentage of the sales force brings in a major part of the business. Why should a small percentage of the sales force contribute to so much of the total sales? Couldn't a manager hire only people who fit the profile of the top producers? Managers have gained a bad reputation for hiring the wrong salespeople. It seems strange that sales managers who are so involved with decision-making on a daily basis would fall short in the personnel selection process.

1. **We hire in favor of our own image.** If the applicant finds a common denominator with the manager, this can sometimes become the main reason for getting hired. The hiring manager may feel that the applicant speaks the same language as he or she, that they share the same background or education. People who are like each other like each other.
2. **Do we have the right candidate for the job?** Many times in the anxiety to fill a position, hiring managers tend to forget that candidates must be the right fit for a job's qualifications. If the territory is made up of small accounts with limited growth potential and the candidate is overqualified, then it will probably make for a short-lived relationship since the applicant won't feel challenged. Conversely, if a candidate is new and inexperienced, a hiring manager can do more harm than good by giving that candidate a mature territory—that person will likely feel overwhelmed. No matter how good a candidate seems they must fit in with a job's requirements for both skills and experience.
3. **How we go about checking references.** Many times the reason that there are increases in new hires that don't work out is that managers don't do a thorough job of checking references. Companies are not allowed to bad-mouth an ex-employee regarding references--especially in writing. That's a given—the best way to check the references is to talk with buyers who have worked with the applicant. Remember we said talk, not write. Managers must be willing to go that extra step before they hire someone.
4. **Before finalizing the hiring process, managers should conduct a final wrap-up interview.** We recommend that a final interview be arranged before hiring. You may see the person in a different light. Also, it is always good to have another executive or one of your trusted salespeople sit in at the final interview to get a different perspective. This is a perfect opportunity to see if the candidate knows the job requirements. We have found many surprises as a result of final interviews.

### **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

Source: SBANC e-newsletter [www.sbaer.uca.edu](http://www.sbaer.uca.edu)

G. J. Sherman and S. S. Perlman. *The Real World Guide to Fashion Selling and Management.*



Where "Lean Thoughts" Become Reality



Every morning in Africa, a gazelle awakens.  
He has only one thought on his mind:  
To be able to run faster than the fastest lion.

If he cannot, he will be eaten

Every morning in Africa, a lion awakens.  
He has only one thought on his mind:  
To be able to run faster than the slowest gazelle.

If he cannot, he will die of hunger.

Whether you choose to be a gazelle or a lion  
is of no consequence.

It is enough to know that with the rising of the sun,  
one must run.

**And you must run faster than you did yesterday or you will die**

This is the race of life.

### Lean Quotations

**"Progress is impossible without the ability to admit mistakes." - Imai**

**"Where there is no Standard there can be no Kaizen" - Ohno**

**"We are what we repeatedly do. Excellence, then, is not an act, but habit." - Aristotle**

**"The most valuable of all talents is that of never using two words when one will do." - Thomas Jefferson**

**"We have to grasp not only the Know-How but also 'Know Why'", if we want to master the Toyota Production System" - Ohno**

**"Fall seven times. Stand up eight." - Old Japanese Proverb.**

**"If you see a snake, just kill it - don't appoint a committee on snakes."**

**"You have to manage a system. The system doesn't manage itself". - W. Edwards Deming**

from Dave Haire, editor of the Fluent Newsletter NL

### Baffling with Brilliance

A wealthy old lady decides to go on a safari in Africa, taking her faithful, aged poodle named Cuddles along for the company.

One day the poodle starts chasing butterflies and before long, Cuddles discovers that she's lost. Wandering about, she notices a leopard heading rapidly in her direction with the intention of having lunch. The old poodle thinks, "Oh, oh! I'm in deep doo-doo now!"

Noticing some bones on the ground close by, she immediately settles down to chew on the bones with her back to the approaching cat.

Just as the leopard is about to leap the old poodle exclaims loudly, "Boy, that was one delicious leopard! I wonder if there are any more around here?"

Hearing this, the young leopard halts his attack in mid-strike, a look of terror comes over him and he slinks away into the trees. "Whew!", says the leopard, "That was close! That old poodle nearly had me!"

Meanwhile, a monkey who had been watching the whole scene from a nearby tree, figures he can put this knowledge to good use and trade it for protection from the leopard. So off he goes, but the old poodle sees him heading after the leopard with great speed, and figures that something must be up. The monkey soon catches up with the leopard, spills the beans and strikes a deal for himself with the leopard.

The young leopard is furious at being made a fool of and says, "Here, monkey, hop on my back and see what's going to happen to that conniving canine!"

Now, the old poodle sees the leopard coming with the monkey on his back and thinks, "What am I going to do now?", but instead of running, the dog sits down with her back to her attackers, pretending she hasn't seen them yet, and just when they get close enough to hear, the old poodle says: "Where's that damn monkey? I sent him off an hour ago to bring me another leopard!"

Moral of this story..

Baffling and brilliance only come with age and experience!

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 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 Mike Smith  <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>	