



March 10, 2008  
Volume 7, Issue 11

# LEAN THOUGHTS

**Richard Kunst**

Tel: 519 841 0150

E-mail: [rkunst@kunstartofsolutions.com](mailto:rkunst@kunstartofsolutions.com) Web: [www.kunstartofsolutions.com](http://www.kunstartofsolutions.com)

## FUTURISTS & FUTURES FORECASTS (2008)

*Jim Pinto creates an irregular e-newsletter discussing technology trends. I really like his perspective on many things happening in the technology sector of our world. Not necessarily Lean oriented ... but still beneficial to the mind ... hope you enjoy this week's snippets from Jim's newsletter;*

These days, one of my primary avocations is future studies.

I'm a professional member of the World Future Society and the Association of Professional Futurists.

Each year since 1985, the editors of THE FUTURIST have selected the most thought-provoking ideas and forecasts appearing in the magazine. Here are the editors' top 10 forecasts from Outlook 2008:

1. The world will have a billion millionaires by 2025. Globalization and technological innovation are driving increased prosperity.
2. Wired-clothing: Technologies and tastes will revolutionize the fashion business.
3. The threat of another cold war with China, Russia, or both could replace terrorism as the chief US foreign-policy concern.
4. Counterfeiting of currency will proliferate, driving the move toward a cashless society.
5. The earth is on the verge of a significant extinction event, a biodiversity collapse 100 to 1,000 times greater than any previous extinction since the dawn of humanity.
6. Water will be in the twenty-first century what oil was in the twentieth century.
7. World population by 2050 may grow larger than previously expected, due in part to healthier, longer-living people.
8. The number of Africans imperiled by floods will grow 70-fold by 2080.
9. Rising prices for natural resources could lead to a full-scale rush to develop the Arctic.
10. More decisions will be made by nonhuman entities. Electronically enabled teams in networks, robots with artificial intelligence, and other non-carbon life-forms will make financial, health, educational, and even political decisions for us.

The Outlook 2008 report was released as part of the November-December 2007 issue of THE FUTURIST magazine.

Top 10 forecasts for 2008 and beyond:

<http://www.wfs.org/Nov-Dec%20Files/TOPTEN.htm>

Forbes - The Futurists:

<http://tinyurl.com/362wwu>

### LEAN CONSORTIUM MEMBERS:

- ACE Bakery
- 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



## TED - SHORT VIDEO TALKS BY SIGNIFICANT PEOPLE

Go visit TED to review some ideas worth spreading. 20-minute inspired video talks by some of the world's greatest thinkers.

Here are some of my own favorites:

Genomics pioneer Craig Venter talks about the millions of genes his team has discovered in their quest to map the ocean's hidden biodiversity. He has a vision for engineered species that can replace the petrochemical industry by creating clean energy.

Craig Venter: A voyage of DNA, genes and the sea:

<http://www.ted.com/index.php/talks/view/id/6>

Hod Lipson demonstrates a few of his cool little robots which have the ability to learn, "understand" themselves and self-replicate. An inquiry into the nature of how humans and living beings learn and evolve, and the very nature of consciousness.

Hod Lipson: Robots that are "self-aware":

<http://www.ted.com/talks/view/id/165>

Richard Branson talks about the ups and the downs of his career, from his multibillionaire success to his near-death experiences.

Richard Branson: Life at 30,000 feet:

<http://www.ted.com/index.php/talks/view/id/181>

Stephen Petranek lays out the challenges that face us in the drive to preserve the human race forever. Will we be wiped out by an asteroid? Eco-collapse? Pandemic disease?

Stephen Petranek: 10 Ways the World Could End:

<http://www.ted.com/talks/view/id/167>

TED Prize Winners:

<http://www.ted.com/themes/view/id/12>

## Business Growth Phases

All organizations go through five phases of growth. Each phase needs different management structures and strategies, and ends with a crisis that demands change. The subject has been well documented in the Harvard Business Review and elsewhere.

Here are the characteristics of the 5 growth phases:

1. Entrepreneurial: \$1M company, startup phase, 10-20 people. Informal communications, hard work with low pay. Usually ends with a leadership crisis.
2. Direction: \$ 10-50M, 100-300 people. Good organization with well-defined functional responsibilities. Usually ends with an autonomy crisis, and acquisition by a larger company.
3. Delegation & Functional Management: \$ 100M-\$300M, 1,000-3,000 employees, decentralized organization. Usually ends with a control crisis.
4. Coordination and monitoring: \$ 1B+, global span, 5,000-10,000 employees. Usually ends with an organization crisis.
5. Collaboration & Global organization: \$ 10B+, 25,000 employees. Usually ends by stalled-growth crisis, and lack of visionary leadership.

**Contact me if you need coaching or facilitation help in the areas such as but not limited to; 5S, Value Stream Mapping, Set-up Reduction, Problem Solving or Policy Deployment and Consortium Development**



**E-Feed-Back ...** I enjoyed your comments about coaching this week. This is the current big initiative at Toyota now (teaching executives how to coach managers to solve problems deeply = OJD). In my Toyota experience, one thing about coaching is constant: every TMC executive that visits our plant wears the hat of "coach" while he is here. They interact directly with managers and specialists, and are expected to offer comments and tips on each presentation, as well as summary observations about our operations for my team. Coaching centers around 2 things: solving problems with indisputable data and logic, and developing people. Since these guys were all developed under the same system, the coaching approach is aligned and highly consistent with Toyota Way values. Their commitment to OJD is unwavering, and this drives a great deal of hansei and kaizen at each facility. This is hard to compete with and I believe ultimately leads to the culture that others would like, but don't seem to understand how to achieve.

2008 Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 16  <a href="#">Eaton Electrical</a>,                      contact Joe Fisher,  <a href="mailto:JoeRFisher@eaton.com">JoeRFisher@eaton.com</a></p>	<p>T</p> <p>Wednesday 13,  <a href="#">ACE Bakery</a>,                      contact Cindy Grolleman,  <a href="mailto:cgrolleman@acebakery.com">cgrolleman@acebakery.com</a></p>	<p>T</p> <p>Wednesday 19,  <a href="#">Nestle Waters</a>,                      contact Mariela Castano  <a href="mailto:mcastano@perriergroup.com">mcastano@perriergroup.com</a></p>	<p>T</p> <p>Wednesday 16,  <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 05  <a href="#">Eaton Milton</a>.                      Contact Cindy Grolleman  <a href="mailto:cgrolleman@acebakery.com">cgrolleman@acebakery.com</a>                      or Joe Fisher  <a href="mailto:JoeRFisher@eaton.com">JoeRFisher@eaton.com</a></p>	<p>T</p> <p>Wednesday 14,  <a href="#">Stackpole CSD</a>,                      contact Don Barber  <a href="mailto:Don.Barber@stackpole.ca">Don.Barber@stackpole.ca</a></p>	<p>T</p> <p>Wednesday 18,  <a href="#">Morrison LaMothe</a>,                      contact Tony Vita  <a href="mailto:tvita@morrisonlamthe.com">tvita@morrisonlamthe.com</a></p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 24,  <a href="#">Kraft Foods</a>,                      contact Hanif Jivraj  <a href="mailto:hjivraj@Kraft.com">hjivraj@Kraft.com</a></p>	<p>T</p> <p>Wednesday 08,  <a href="#">CGL Manufacturing</a>                      contact Dave Deskur  <a href="mailto:daved@cglmfg.com">daved@cglmfg.com</a></p>	<p>T</p> <p>Wednesday 12,  <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>T</p> <p>Wednesday 10,  <a href="#">Orenda</a>,                      contact Brenda McIntosh  <a href="mailto:brendamcintosh@orenda.com">brendamcintosh@orenda.com</a></p>