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LEAN THOUGHTS

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The Art of Sustaining Lean Performance

You implemented lean, the results were spectacular, and the metrics indicated success. But now, six months later, the enthusiasm has subsided, performance is falling back to old levels, and the program is no longer considered a prime initiative. What happened? **Perhaps you implemented shallow lean — quick results without the sustaining glue.**

Shallow lean is:

- ❶ Implementing business and manufacturing improvements using lean techniques without understanding the dynamics of your markets, customers, and business culture.
- ❶ Jumping into disconnected lean projects using a few key people but without senior leadership or an overall road map.
- ❶ Done without creating customer value propositions, business infrastructure, lean maturity planning, or changing your cultural values to sustain performance.
- ❶ The deployment of short-term results at the price of long-term cultural transformation.

So what is that sustaining glue?

Systemic lean builds a receptive culture and values and an infrastructure that senior management deems a leadership priority. It is making the personal commitment and creating the long-term vision to transform business culture to adopt lean performance characteristics. **This is an all encompassing, all-employees-involved process.** Shortcuts are not allowed; new performance must be defined and communicated to everyone. Results relating to waste reduction, customer value, and cycle-time reduction are translated into workforce goals and objectives. Everyone understands and is involved. It takes more time, more resources, and more patience than shallow lean, but it will last and the "do it right or do it over" attitude certainly applies.

A company must also practice enterprise lean to make the business and manufacturing processes, from order processing to shipping, free of inefficiencies, waste, and unnecessary time — all while providing customers with the highest possible values. Waste is the use of time, efforts, and resources that does not provide value to your customers or your company. Elements of waste include: excessive administration, customer myopia, overproduction, use of resources to cover up problems, extra inventory, transportation, and excessive use of indirect staff. **Waste can comprise more than 30% of an operating budget.**

Waste is described in the eyes and understanding of the customer. Study current and future wants and needs of customers to ensure that your business processes,

LEAN CONSORTIUM MEMBERS:

- ACE Bakery
- Alumicor
- CGL
- CTS Canada
- EATON Cutler Hammer
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- MESSIER-DOWTY
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- ORENDA
- NESTLE WATERS CANADA



**Where “Lean Thoughts”
Become Reality**

products, and services, with their associated value, meet your customers' ever-changing requirements. Products and processes today may not meet solutions in the future. Know and change your capabilities to gain and sustain customer loyalty. This transformation to customer value is a prerequisite for sustaining lean performance.

Senior management must lead the charge with a strong vision, long-range implementation plans, and unwavering commitment. Sustaining vision is amplified and transformed into operational values. Applied lean values support customer values and, if successfully practiced, cause positive change in the business culture. This journey is not fast or easy, but it is the proven path to sustaining lean performance. Is it worth the effort? Yes, it can add 30% to your bottom line and can mean staying in the game for your stakeholders.

Source: Richard Artes, APICS e-newsletter, www.apics.org

All I ever needed to know about Lean, I learned in Kindergarten

(with apologies to Robert Fulghum)

Most of what I really need to know about Lean, and what to do, and how to be Lean, I learned in kindergarten. Continuous Process Improvement (CPI) was not at the top of the graduate school mountain, but there in the sand box at nursery school.

These are the things I learned. Share everything, including your knowledge and expertise. Play fair. Don't hit people. Put things back where you found them. Clean up your own mess. Everything should have its own place. Don't take things that aren't yours. Say you are sorry when you hurt somebody. Wash your hands before you eat. Flush. Sort. Straighten. Scrub. Standardize. Insure Safety. Sustain. Warm cookies and cold milk are good for you. Live a balanced life. Learn some and think some and draw some and paint and sing and dance and play and work everyday.

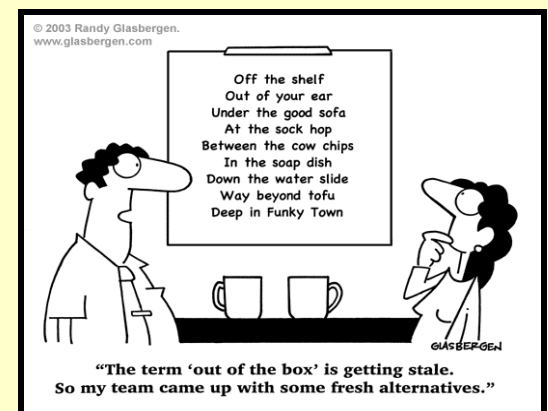
Take a nap every afternoon. When you go out in the world, watch for traffic, hold hands, and stick together. Be aware of wonder. Remember the little seed in the plastic cup? The roots go down and the plant goes up and nobody really knows how or why. We are like that.

And then remember that book about Learning to See and the first Lean word you learned, the biggest word of all: LOOK! Everything you need to know is there somewhere. The Golden Rule and love and basic sanitation, ecology, politics, and Lean living.

Think of what a better world it would be if we all, the whole world, had cookies and milk about 3 o'clock every afternoon, discussed what we'd learned about Lean, and then lay down with our blankets for a nap. Or we had a basic policy in our nation and other nations to always put things back where we found them and clean up our own messes. And it is still true, no matter how old you are, when you go out in the world, it is best to hold hands, stick together, and be Lean.

- adapted

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



The best design is the simplest one that works.

Albert Einstein

2008 Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 16 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 13, <u>ACE Bakery</u>, contact Cindy Grolleman, cgrolleman@cebakery.com</p>	<p>T</p> <p>Wednesday 19, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p>	<p>C</p> <p>Consortium Shareshowcase</p> <p>Saturday 05 <u>Eaton Milton</u>. Contact Cindy Grolleman cgrolleman@cebakery.com or Joe Fisher JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 14, <u>Alumicor</u>, contact Barry Wood barry@Alumicor.com</p>	<p>T</p> <p>Wednesday 18, <u>Morrison LaMothe</u>, contact Tony Vita tvita@morrisonlamthe.com</p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 24, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 16, <u>CTS Corp.</u>, contact Navneet Mann, navneet.mann@ac.ctscorp.com</p>	<p>T</p> <p>Wednesday 12, <u>Messier-Dowty</u>, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 10, <u>Orenda</u>, contact Brenda McIntosh brendamcintosh@orenda.com</p>