

How to THRIVE instead of *survive*

Increase profits and flexibility through collaboration and facilitated leadership.

When we created and began to articulate our vision of a Consortium back in 1982 about how to leverage our collective genius within our supply base many things were similar and many things were different. Similar, was the fact that our economy was in a state of recession. Different, is that the term "Lean" was just beginning to enter the North American vocabulary.

If we study the Dreyfus model of skill acquisition it can be easily understood how Consortiums can contribute to successful organizational development .

In the Dreyfus model there are 5 distinct stages of development;

- 1) **Novice** ... little or no experience. May have read a book or article. Unaware of guiding principals and desire to gain better understanding.
- 2) **Advanced Beginner** ... Begins to understand the concepts but still has difficulty implementing solutions. Continues to seek mentoring and advice.
- 3) **Competent** ... Has repeated experience doing the same thing but is unaware of the guiding principals. The mental tipping point of thinking you are an expert.
- 4) **Proficient** ... has at least 5 years in the field with some varied experience. Still rule bound. This is the opiate stage of illusion that you have finally got it.
- 5) **Expert** ... has at least 10 years dedicated years focusing on a field. Experience in the field is broad and deep. Aware of the important variables that can affect a program.

The first Consortium was developed around Leveraged Learning allowing members to accelerate their learning and ultimately the implementation of Enterprise Excellence across the Consortium and within the respective organizations. This model is still being supported globally. It is easy to attest that the original consortium concept was targeted at organizations that fell into the first 2 stages of the Dreyfus model, Novice and Advanced Beginner. [Sloan Management Review](#)

Our second Consortium model was an attempt to leverage Practitioners across organizations. It built upon the original model and started to recognize organizations that were in the Competent phase and by leveraging the competencies across organizations the consortium would benefit as a whole and independently but at an accelerated rate. In many cases this was accomplished.

However in both models the engagement of the organizations was through a passionate individual and seemed to only deliver significant change within the manufacturing or operations arena of the member organization.

After several years of research and observation we are Excited about our new Consortium model based on Collaborative Leadership and Facilitation. This model will build on the best Practices developed through earlier models and will provide enhanced value to members.

There are two models that can be applied to the establishment of a consortium 1) **supplier based** and tied to a common Customer or 2) a **collaborative group** of companies with a Common Passion for excellence to create a defining Strategic Differentiator.

Where Lean Thoughts can become Reality

The Consortium Model

	<p>Vision</p> <p>Setting Direction, being the beacon to avoid potential danger</p>	<p>Senior Leaders</p>
	<p>Lean Operations</p> <p>The connection between your business, your customers and your suppliers/partners</p>	<p>Change Agents</p>
	<p>Robust Processes</p> <p>The means to enable flexibility and agility while</p>	
	<p>Inspired and Motivated Employees</p> <p>The bedrock and Foundation For Sustainability</p>	<p>Team</p>

In many cases we have observed that the implementation of Lean Enterprise has been “an operations thing” ... the model now has a **leadership focus** that includes the engagement of all functional areas within the organization .

It all **starts with leadership** and we are proud to have access to the leadership traits of one of the best business practitioners in the world today. We have a trusted Alliance with the **Soderquist** Centre in Arkansas www.soderquist.org to provide this Leadership guidance and coaching.

The Soderquist Center is chaired by **Don Soderquist**. Don served **Wal-Mart** Stores for over 20 years, most recently as Senior Vice Chairman, continuing Sam Walton’s legacy, he became known as the keeper of culture. Don led the company as Chief Operating Officer during a period of exponential growth as Wal-Mart grew from largest retailer in the world to the largest company in the world employing over 1.4 million people. Under Don’s tenure Wal-Mart grew from 44 million in sales to 44 billion in sales within a 10 year period.

Vision to Reality takes both great leadership but also excellent facilitation. Today it is even more difficult for leaders to facilitate positive transition of progress. Many are struggling to understand the market and balancing finances. Here is where your consortium facilitator can help ... being a **seasoned practitioner** we will assist your organization through our facilitation to insure that your vision becomes reality with your projects and initiatives being implemented on time and delivering what was promised ... professionally and with sustainability.

We mentor, coach and guide your change agents and your teams. Movement towards excellence does not need to be a full frontal assault but can be accomplished through **incremental steps**. Leveraging proven tools within the consortium will accelerate your practitioners to become Proficient quickly.

We have also retained proven tools from prior models but with enhancements ...

Lean Thoughts

The Consortium Model

Some of the additional Activities and Benefits extended to consortium members include;

- **Bench-Marking tours** will be facilitated and audited to insure that attendees will be able to take away at least one idea that can be implemented back home with immediate positive results.
- **Annual Lean College** for the exchange of training tools, techniques and tools,
- **Consortium ShareShowcase** to acknowledge the efforts of your action teams.
- **Facilitated Scrums** for quick idea and information exchange to accelerate change.
- **Facilitated Blogs** ... through our secure server we will blossom and collapse blogs based on the moment of concern or activity.

As well as, access to seasoned practitioners ... we are bringing old friends and practitioners back together to enhance the value proposition. For example:

Magical Marty ... where ideas become innovative reality. Marty and his Kaizeneers work in a wonderfully well equipped **25,000 square foot Kaizen shop**. With access to Creform and Mini-Tech along with a wide array and inventory of plastics they are able to build a solution to any of your challenges. Marty is the founding Maintenance Manager at Toyota Cambridge and later ran their internal Kaizen Shop. **Toyota still seeks Marty's expertise for innovative challenges**. They have full Autocad and Solidworks capability. Innovation can span everything from Visual Factory, Flow racks, SMED assist carts, material conveyance carts to whatever your imagination creates. We can provide a complete solution ... each month we will showcase a Kaizen Solution you can use.

The Banana ... a chemical technologist by background ... he still loves those paint fumes. If you have a problem he can root cause the issue from 50 feet just with his nose. This is what made him still one of the most admired and **respected Quality Mangers from Toyota** even today. The Banana has significant skills in Total Productive Maintenance, Quality Systems, Standardized Work and on the side he can give you lessons on how to play the Bassoon.

You cannot go Lean without a design change touts our Mechanical Design Engineer Practitioner. If you want significant cost reduction and through-put improvements it must start with the design. How to **reduce part counts, simplify assembly** ... this guy knows the tricks and the techniques.

You have the technology and you have the business acumen, but it takes the engagement of your knowledge workers to really make it all harmonize and put you ahead of the pack. Yes today, resources are tight and the economy may look bleak. Joining a consortium is a quick way to add to your resources, struggle, learn and leverage from within a safe harbour of your peers.

Companies that join the consortium will **adopt and leverage excellence faster** and with greater sustainability and will emerge from the recession stronger and more profitable. *To consider joining contact us* to see if your organization fits the model and to find out more details and clarification.
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Other fun stuff Zoom in ('double-click' an area)and watch it focus. Then zoom some more... and wait for focus.

This picture was taken with a robotic camera and weighs in at 1,474 megapixel. (295 times the standard 5 megapixel camera). It was a Canon that pulled together over 200 individual shots. Each zoom in takes a second to focus ...and then you can see some amazing reactions.

<http://gigapan.org/viewGigapanFullscreen.php?auth=033ef14483ee899496648c2b4b06233c>

Lean Thoughts