

Vision

It is not just for the big guys!

Over the years it has been repeatedly pointed out that 'Management' is the act of '**achieving of results through people**.' And the two competencies that must be present are a) **Leadership** coupled with b) The strength of **administration** to establish stable work standards that can hold on to, & sustain, the continuous improvement gains. But what we really need to keep clear are the two competencies that provide true leadership... which is the ability to generate followers. One more time – these competencies are :

- 1) The **ability to vision** – *to see with crystal clarity a future desired state*, and
- 2) The **ability to communicate** it *in easily understood terms so it can become shared*.

Unfortunately, visioning in the minds of many technical folks has degenerated into a 'damn wordsmithing' waste of time. This is tragic as the true visioning process is critical to capturing all the minds around a table and getting them focused and aligned in one direction. Getting on the same page – humming the same tune, or, reading from the same hymn book is what it is all about. Successful Lean implementations demand it.

Here are some guidelines from that course for fashioning a simple vision for your team no matter what size it may be: Start the process with a brainstorm that leads to answering

- a) What is success for your customers?
- b) How can we contribute to their success?

Team brainstorm how the product or service you provide now will delight the customer & contribute to their success

Watch out for your technical folks focusing on the product or service and not the results they provide Review the team's list to come up with key points that capture what the team agrees it is creating for its customers & users

Formulate these points in a memorable way: a short sentence or a few bullets... **all stated in the simple words you all use** that expresses how you would answer a stranger who might ask... 'And what is the vision of your fine team?'

Test what you have created by asking the team whether they feel a commitment to it You don't need to rush – give folks time to think about it... And always remember "**Change does not take place by edicts on the wall... but by conversations between people every day.**" Alignment delivers quality, speed & less stress.

WASTE !!

"50% of the waste in your organisation is there because you live with it every day which makes it become invisible... Making it visible through a value stream map opens minds and creates opportunities."

CULTURE SPEED

"Leaders must personally become a role model of what they want the culture to become; set the "tone,"and stay on key."

Dr. Robert Hall ~ founder AME

Where Lean Thoughts can become Reality

"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

Reminder 1,061... *The Water Level and The Rocks...* Remember the Story?

Chatting with folks this week who are really keen about putting **Lean to work** where they live - brought out again Taiichi Ohno's (Toyota Production System) simple example of **how rocks begin to appear as you lower the water level in a river**. The water, of course is inventory, and the lower you drop your water/inventory the more you expose the rocks, which are the problems excess inventory hides. The idea is to drop the level so you can find & identify the problems and can fix & remove them one by one until your throughput rockets through your operations, allowing you to achieve 'high velocity' mfg. Remember the Basics? First of all, we must understand that all those ugly rocks **were already there** before the water level is lowered – **they are NOT caused by implementing lean**. Its like the old timer who sued the drug company because the new sinus spray caused his arm pits to smell - in reality, the drug enabled him to smell what was really there all along.

So - by lowering the water level (inventory) you expose rocks (problems) that were already there but were being hidden by the inventory. And by having a higher level of inventory there is **no priority** placed on reducing set up times – why would you? It is not 'urgent'. But as you lower the inventory the problem of set up time surfaces – **big time**. Therefore, instead of hitting the rock you must remove it. What then are the problems? Namely finding them in the first place so you can then fix them. And once done, lower the water more to eliminate more rocks

1) Not focussing on the right problem in the first place, & **2) Not having any sense of urgency** to solve them. If this is present, it will take a long time to solve them... especially since you still have your ten tonnes of coal to get out every day). **HOWEVER...** if you lower the inventory first, then we are forced to solve these problems immediately.

Ask yourself this question. Which do you prefer?

- 1) Find the problem, Or,
- 2) Fix the problem --- **and then**
- 3) Lower the inventory

OR... do I

- 1) begin by lowering the inventory, then,
- 2) identify the problems that emerge - and then –
- 3) fix them.

Does not the latter drive the right behaviour?

One thing folks find as problems come up: there is a tendency to react by adding inventory. Our job is to convince them to solve the problem another way

Otemon'ya Management

This statement was used by Shigeo Shingo, the world renowned manufacturing revolutionary and founder of the Toyota Production System.

In terms of quality, his major contribution was the development in the 1960s of Poke-Yoke and source inspection systems. These developed gradually as he realized that statistical quality control methods would not automatically reduce defects to zero.

The basic idea is to stop the process whenever a defect occurs, define the cause and prevent the recurring source of the defect.

Otemon'ya Management means a system in which plans and instructions are not determined clearly and fully. Immature plans and vague instructions are given out and the rest is left to those who implement them.

The term comes from a Japanese song which says ... "and let the rest take care of itself"

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Richard Kunst

President and CEO

Tel: 519 651 2341 E-mail: rkunst@kunstofsolutions.com

Web: www.kunstofsolutions.com