

# Lean Thoughts

Inspired People

Robust Processes

Lean Operations

## January 06, 2004

For all **Consortium** events – Contact Richard for more information.. For other events – contact directly

*Important Consortium Dates to add to your calendar*

The Consortium Benchmarking tour schedule has been reestablished. This is an excellent opportunity to have your folk's network with peers in other companies to share ideas. Remember the purpose of the benchmarking tours is to create vision and inspire your employees while accelerating your journey.

- Jan 15, Consortium Tour, **CGL Manufacturing** contact Dave Desker, [daved@cglmfg.com](mailto:daved@cglmfg.com)
- Jan 22, Consortium Tour, **CTS Corp.** contact Bob Garces., [Bob.Garces@ac.ctscorp.com](mailto:Bob.Garces@ac.ctscorp.com)
- Jan 23, Lean Communications Model, **CGL Manufacturing** contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- Jan 29, Consortium Tour, **Morrison Lamthe.** contact Tony Vita, [tvita@morrisonlamthe.com](mailto:tvita@morrisonlamthe.com)
- Feb 05, Consortium Tour, **Kromet International.** contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- Feb 12, Consortium Tour, **Kraft Foods,** contact Mariela Castano, [Mariela.castano@Kraft.com](mailto:Mariela.castano@Kraft.com)
- Feb 19, Consortium Tour, **Stackpole AGD,** contact Cindy Grolleman, [cindyg@stackpole.ca](mailto:cindyg@stackpole.ca)
- Feb 26, Consortium Tour, **Stackpole CSD,** contact Gerry Ward, [gerryw@stackpole.ca](mailto:gerryw@stackpole.ca)
- March 04, Consortium Tour, **Eaton Cutler-Hammer** contact Joe Fisher, [JoeRFisher@eaton.com](mailto:JoeRFisher@eaton.com)
- March 11, Consortium Tour, **Messier-Dowty.** contact Richard Evans, [Richard.Evans@Messier-Dowty.on.ca](mailto:Richard.Evans@Messier-Dowty.on.ca)
- March 18, Consortium Tour, **CGL Manufacturing** contact Dave Desker, [daved@cglmfg.com](mailto:daved@cglmfg.com)
- March 25, Consortium Tour, **CTS Corp.** contact Bob Garces., [Bob.Garces@ac.ctscorp.com](mailto:Bob.Garces@ac.ctscorp.com)
- Apr 01, Consortium Tour, **Morrison Lamthe.** contact Tony Vita, [tvita@morrisonlamthe.com](mailto:tvita@morrisonlamthe.com)
- Apr 08, Consortium Tour, **Kromet International.** contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- April 15, Consortium Tour, **Kraft Foods,** contact Mariela Castano, [Mariela.castano@Kraft.com](mailto:Mariela.castano@Kraft.com)

## Paperless, Paperless, Paperless

*Our computer-based society had definitely not delivered*

Just who was the first to predict the paperless office is difficult to say, notes New Scientist magazine, but many fingers point to George Pake, who ran the Xerox Palo Alto Research Centre in California back in 1975. Events have proved him wrong. In 2002, the world's offices used 43% more paper than they did in 1999, according to researchers at the University of California at Berkeley.

As we begin the year... let us remember...

1. Never test the depth of the water with both feet.
2. If you think nobody cares if you're alive, try missing a couple of car payments.
3. Before you criticize someone, you should walk a mile in their shoes. That way, when you criticize them you're a mile away and you have their shoes.
4. If at first you don't succeed, skydiving's not for you.
5. Give a man a fish and he will eat for a day. Teach him how to fish, and he'll sit in a boat and drink beer all day.
6. If you lend someone \$20 and never see that person again, it was probably worth it.
7. If you tell the truth, you don't have to remember anything.
8. Some days you are the dog; some days you are the fire hydrant.
9. Good judgment comes from bad experience, and a lot of that comes from bad judgment.
10. Generally speaking, you aren't learning much when your lips are moving.
11. Never, under any circumstances, take a sleeping pill and a laxative on the same night.
12. No matter what happens, somebody will find a way to take it too seriously....

*"The person who is too big for a small job is too small for a big job."*

*"People are known by the company they keep; companies are known by the people they keep."*

**If 2004 is to be different ...  
we must do different things**

As we prepare for the advent of the New Year – we are inundated with: 1) Concern for the impact of a higher CND dollar, 2) The expansion of multi-year contracts demanding yearly decreases, 3) The challenge of being the supplier of choice at the end of the day and, 4) The challenge of being able to compete and win in the global environment. The winners are learning organizations. It enables them to change and hold on to the gains that they make. The biggest problem facing global competitors is their internal inability to hold and build on the gains they make - and that's a Leadership issue!

**Winners change what they do –  
and do what they change.**

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***In preparation for this new and challenging year – let's look at one of the lessons that Ron Mascitelli taught engineers across Canada during his 'New Produce/ Process Design' workshop put on by HPS for the National Research Council. Ron's message was jarring and has made many reconsider that 'how we think determines how we act,' and if we are to truly change then some solid thought around how not to fall into his following trap can be inspiring. Ron's message begins as follows.***

"You start with a cage containing five monkeys. Inside the cage, hang a banana on a string and place a set of stairs under it. Before long, a monkey will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all other monkeys with cold water.

After a while, another monkey makes an attempt with the same result - all of the other monkeys are sprayed with cold water. Pretty soon, when another monkey tries to climb the stairs, the other monkeys will try to prevent it.

Now, put away the cold water. Remove one monkey from the cage and replace it with a new one. The new monkey sees the banana and wants to climb the stairs. To his surprise and horror, however, all of the other monkeys attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted.

Next, remove another of the original five monkeys and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm! Likewise, replace a third original monkey with a new one, then a fourth, then fifth.

Every time the newest monkey takes to the stairs, he is attacked. Most of the monkeys that are beating him have no idea why they were not permitted to climb the stairs or why they are participating in beating the newest monkey.

After replacing all the original monkeys, none of the remaining monkeys have ever been sprayed with cold water. Nevertheless, no monkey ever again approaches the stairs to try for the banana.

Why not? Because as far as they know that's the way it's always been done around here. And that, my friends, is how *company policy* begins." **Ron Mascitelli**

## International Excellence requires Local Competitiveness

*The following message was harvested from a dialogue that occurred on the NWLean and posted by Jeff Schueller. The last paragraph really tells the story ...*  
Richard

I think I'll just hop on my Yamaha (Japanese) and ride to the karaoke(Japanese) bar and eat sushi (Japanese). On the way there I'll listen to The Moody Blues (British) on my Blaupunkt (German) stereo. I ride by the airport and see a

Dash 8 (Canadian) commuter plane taking off, and a Brazilia (Brazilian) jet landing. My Motorola cell phone (American) rings, but I can't answer it while I'm riding. Over at the Port's Authority West Terminal is the Glasgow Maersk (British/Danish), a tanker ship, built by Hyundai (Korean) Heavy Industries. I get in a little drag race with a fellow in a Volvo C60 (Swiss), but quickly dispatch him. At work I recently finished reading Lean Thinking (British and American authors), doing kaizen (Japanese term) by having the typewriter encased in Plexiglas so it didn't get so dirty so quickly (TPM, an American acronym).

Our Takt rate (German word) was recently bumped up because of the ramp up in the ship production schedule. We are working at maintaining ISO-9000 (Published in Geneva, Switzerland) standards, and keeping our OSHA VPP STAR (an American Standard) safety program.

My point is that we shouldn't worry about what country the words or products came from. ***We should just make our shops and factories better and bury our competitors.***

## BOOK REVIEW

### [Reliability-Centered Maintenance: Gateway to World Class](#)

*by Anthony Smith and Glenn Hinchcliffe*

Reliability-Centered Maintenance provides valuable insights into current preventive maintenance practices and issues, while explaining how a transition from the current "preserve equipment" to "preserve function" mindset is the key ingredient in a maintenance optimization strategy. This book defines the four principal features of RCM and describes the nine essential steps to achieving a successful RCM program.

There is an easy to follow example illustrating the Classical RCM systems analysis process using the water treatment system for a swimming pool. As well as the use of software in the system analysis process, making a specific recommendation on a software product to use. Additionally, this new edition possesses an appendix devoted to discussing an economic model that has been used successfully to decide the most cost effective use of maintenance.

### A quote submitted by Don Cardy

*Creativity can solve almost any problem.  
The creative act, the defeat of habit by originality, overcomes everything.*