

Lean Thoughts

Inspired People

Robust Processes

Lean Operations

July 19, 2004

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

Important Consortium Dates to add to your calendar

The **Team Time** schedule has been established for the coming year. Team Time will start at 1:00pm at the host company. This will allow for folks to work with peers in the host site to collaborate, facilitate and implement ideas to advance the implementation of manufacturing excellence. *Participants should be prepared to work on the shop floor and come equipped with proper PPE.* The host site will advise 1 week in advance Team Time Projects. Part of the Team Time activity will include a plant tour.

- July 08, Team Time, **Eaton Cutler-Hammer** contact Joe Fisher, JoeRFisher@eaton.com
- August 12, Team Time, **Messier-Dowty**. contact Richard Evans, Richard.Evans@Messier-Dowty.on.ca
- September 09, Team Time, **CGL Manufacturing** contact Dave Desker, daved@cglmfg.com
- September 25, Consortium ShareShowcase, **Eaton Cutler-Hammer** contact Joe Fisher, JoeRFisher@eaton.com
- October 14, Team Time, **CTS Corp.** contact Bob Garces, Bob.Garces@ac.ctscorp.com
- October 18-22, AME Annual Conference, **Cincinnati**. contact www.ame.org for details
- November 06, Consortium ShareShowcase, **Eaton Cutler-Hammer** contact Joe Fisher, JoeRFisher@eaton.com
- November 11, Team Time, **Morrison Lamthe**. contact Tony Vita, tvita@morrisonlamthe.com
- December 09, Team Time, **Inscape**. contact Joe Cyr, jcyr@inscapesolutions.com
- January 06, Team Time, **Alumabrite Inc.**, contact Richard Kunst, Richard.Kunst@Kromet.com
- February 10, Team Time, **Kromet International**. contact Richard Kunst, Richard.Kunst@Kromet.com



Consortium Practitioner Circles

- o **Preventative Maintenance and TPM, Host Stackpole AGD, July 29** contact Cindy Grolleman cindyg@stackpole.on.ca
- o **Set-up Reduction host Stackpole CSD Aug. 25** contact Don Barber Don.Barber@stackpole.ca
- o **Create Flow in a High Mix Low Volume Environment, Host; Messier-Dowty, Sept.01** contact Richard Evans, Richard.Evans@Messier-Dowty.on.ca
- o **Formal Problem Solving, Basic, Six Sigma and Jidoka, Host: Morrison Lamothe Sept.08** contact Mike Richards mrichards@morrisonlamothe.com
- o **Creating Cells and Flow Synchronization, Host Kraft, TBA** contact Hanif hijvrage@kraft.com
- o **Advance Part Quality Planning (APQP) or new part introduction Host, CFN Precision Sept. 20**, contact Barry Wood bwood@cfn-inc.com
- o **Creating the Visual Factory host, Eaton Cutler-Hammer, Sept 09** contact, Joe Fisher JoeRFisher@eaton.com
- o **Effective Health & Safety host Alumabrite date TBA** contact Bob Krosue Bob.Krouse@alumabrite.com
- o **5S+1 Implement, Enhance and Sustain host, Nestle Waters** contact Mariela Castano mcastano@perriergroup.com
- o **First Time and Sustainable Quality host, CTS of Canada** contact Bob Garces Bob.Garces@ac.ctscorp.com
- o **Hyjunkia & Creating the Lean Office host, Kodak of Canada** contact Joanne Heighway Joanne.Heighway@Kodak.com

Engaging Your Workforce

Here are some ideas to help your organization begin to engage workers as the foundation of lean manufacturing:

1. How employees feel about their work and their relation to work is as important as any benefits that come with lean manufacturing. Recognize the power of engaging everyone in the improvement process.
2. Team members alone cannot make the improvements necessary to reduce waste and improve quality. They need the support and participation from the leaders of the support functions to address quality, material, etc. Always start by educating leadership on the company's expectations.
3. Your current work environment is largely the result of company history and previous and current leader's attitudes and approaches to involving people in the business. We recommend the change model outlined in

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John Kotter's Leading Change¹ as an approach to the change process.

4. A good tactic is to keep team members focused on improving THEIR OWN operations by removing waste, establishing standards and improving communication. This approach helps reduce the normal frustration levels associated with improvement activities. Yes, upstream processes such as design, planning and program management can create the waste seen in operations, but begin by improving where the value is added.

5. Structural Support. A common misreading of lean manufacturing implementation lies in the organizational support needed for continuous improvement and shop-floor teams and team members. For example, teams that participate and solve their own problems are a hallmark of competitive operations. These teams need support to succeed. What's needed? Tradesmen to occasionally attend a meeting and solve a technical piece of a problem, a trainer to teach the team leader how to conduct an effective meeting, a supervisor who encourages the team to tackle a problem and authorizes pizza for a lunch problem solving meeting, and on and on.

Practitioner's Circles Updates

Continuous Improvement Templates have been burned onto a CD and distributed to all member companies please contact your Steering Committee Member to access

Set-Up Reduction being hosted by Stackpole Carrier Systems Division in Stratford has been moved to August 25. During this session beginning at 1:00pm the group will be able to meet with engineering and the tool designers on effective design of tooling for set-up reduction followed by a session with the actual set-up individuals on the shop floor to review and assess rapid set-up tools in place.

APQP Advanced Part Quality Planning. This session was supposed to run this week at CFN. CFN has asked that we move the date to September 25th. By then they will run a live project through the process and capable of discussing lessons learned.

Discipline is the bridge between goals and accomplishments

You Know You Are Living in 2004 When...

1. You accidentally enter your password on the microwave.
 2. You haven't played solitaire with real cards in years.
 3. You have a list of 15 phone numbers to reach your family of 3.
 4. You e-mail the person who works at the desk next to you.
 5. Your reason for not staying in touch with friends is that they don't have e-mail addresses.
 6. When you go home after a long day at work you still answer the phone in a business manner.
 7. When you make phone calls from home, you accidentally dial "0" to get an outside line.
 8. You've sat at the same desk for four years and worked for three different companies.
 10. You learn about your redundancy on the 11 o'clock news.
 11. Your boss doesn't have the ability to do your job.
 12. Contractors outnumber permanent staff and are more likely to get long-service awards.
- AND..
13. You read this entire list, and kept nodding and smiling.
 14. As you read this list, you think about forwarding it to your "friends."
 15. You got this e-mail from a friend that never talks to you anymore, except to send you jokes from the net.
 16. You are too busy to notice there was no #9.
 17. You actually scrolled back up to check that there wasn't a #9.

CONFIDENCE, LIKE ART, NEVER COMES FROM HAVING ALL THE ANSWERS; IT COMES FROM BEING OPEN TO ALL THE QUESTIONS

Earl Gray Stevens