

Lean Thoughts

Inspired People

Robust Processes

Lean Operations

June 21, 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.

- June 19, Community Splash Open House, **Nestle Waters**, contact Mariela Castano, mcastano@perriergroup.com
- 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

- **Create Flow in a High Mix Low Volume Environment, Host; Messier-Dowty, Sept.01** contact Richard Evans, Richard.Evans@Messier-Dowty.on.ca
- **Formal Problem Solving, Basic, Six Sigma and Jidoka, Host: Morrison Lamothe Sept.08** contact Mike Richards mrichards@morrisonlamothe.com
- **Creating Cells and Flow Synchronization, Host Kraft, June 22** contact Hanif hjivrage@kraft.com

- **Preventative Maintenance and TPM, Host Stackpole AGD, July 22** contact Cindy Grolleman cindyg@stackpole.on.ca
- **Advance Part Quality Planning (APQP) or new part introduction Host, CFN Precision July 20,** contact Barry Wood bwood@cfn-inc.com
- **Set-up Reduction host Stackpole CSD Aug. 19** contact Don Barber Don.Barber@stackpole.ca
- **Creating the Visual Factory host, Eaton Cutler-Hammer, Sept 09** contact, Joe Fisher JoeRFisher@eaton.com
- **Effective Health & Safety host Alumabrite date TBA** contact Bob Krosue Bob.Krouse@alumabrite.com
- **5S+1 Implement, Enhance and Sustain host, Nestle Waters** contact Mariela Castano mcastano@perriergroup.com
- **First Time and Sustainable Quality host, CTS of Canada** contact Bob Garces Bob.Garces@ac.ctscorp.com
- **Hyjunkia & Creating the Lean Office host, Kodak of Canada** contact Joanne Heighway Joanne.Heighway@Kodak.com

Closed Mitts

Many companies, including Messier-Dowty use the "CLOSED MITTS" approach to recognizing waste. It stands for:

- "C"- Complexity
- "L"- Labor
- "O"- Over Production
- "S"- Space
- "E"- Energy
- "D"- Defects

- "M"- Materials
- "I"- Idle Materials
- "T"- Time
- "T"- Transportation
- "S"- Safety

Give your team member a digital or poleriod camera and let them go out to the area they're wanting to improve, and take a picture of each of the letters in CLOSED MITTS. Then come back into the room with all the other team members and discuss their examples with the group.

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Kaikaku

Recently on the NW Lean web-site the author of the book *Kaikaku*, Norman Bodek made the following posting ... perhaps even Nike was inspired by the Toyota Production System ... read on ...

I thank you for your comments. I am grateful for the amazing life I had traveling to Japan 59 times and meeting such great geniuses. In my new book *Kaikaku* The Power and Magic of Lean I filled it with all of the wonderful stories that came to me as I traveled with Ohno, Shingo and others. They were my great teachers and filled me with their powerful but very simple concepts.

As I read the postings each day at NW LEAN I see often people complicating lean. Lean is fundamentally empowering all workers to be partners in your continuous improvement efforts. You ask them to make their work easier and more interesting. You challenge them to grow every day on the job. You ask them to cut costs, to improve safety, to improve quality and reduce the time line to deliver superior products and services to their customers. And you listen, listen, listen and learn from them. Of course, we focus on the wastes but we allow everyone to participate.

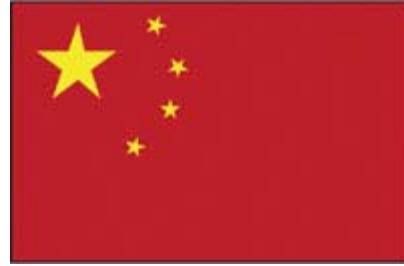
There are two barriers to advancing lean manufacturing; one is just living in the old paradigm where we don't ask workers to be involved in creative problem solving. "Keep your brains at home," was the subliminal sign over the factory's front door." And secondly is the incredible resistance to change, the "not invented here syndrome." Yes, you can "always," find reasons not to do something. Most people are experts in this. There are those that like to play the "devil's advocate," and end up doing nothing.

Ohno and Shingo both loved to say simply - "Do it!" And then leave you the challenge to figure it out for yourself. They rarely ever had a cookbook approach for you. In fact, Ohno would never let anything be written down on how to do lean. He wanted it to be a system that allowed for constant change. Sure, their disciples created the Kaizen Blitz, which became a million dollar product for them. While others have created Six Sigma another million dollar product. Somehow we just resist change until everyone is doing it then we jump on the bandwagon.

Bill Kluck, your lean master will post soon a chapter from my new book, *The Gemba Walk*. I hope you all enjoy it.

Best regards,

Norman Bodek



Quality Improvement Strides Forward in China

by Brad Stratton

Among the many insights of ASQ Honorary Member Armand V. Feigenbaum is this: "The belief that quality travels under some exclusive national passport, or has some unique geographical or cultural identity, is a myth." One more country where great efforts are under way today to prove Feigenbaum right is the People's Republic of China. Vast quality challenges face the country. The *Milwaukee Journal Sentinel* newspaper (United States) published detailed articles in late 2003 under the banner "Made in China: The New Industrial Revolution."⁽¹⁾ The stories describe China's manufacturing might, with one question surfacing frequently: Quantities are rising. Is quality?

Certainly quality is a high priority of the Chinese government. In a March article, the *People's Daily Online* (China) reported, "Quality is expected to become the most important factor for China's exports."⁽²⁾ Chinese officials, including Premier Wen Jiabao, expressed concern that unless quality levels continue to increase, the Chinese economy would not continue its recent stunning growth. How might this be accomplished? A better educated Chinese workforce would certainly be one major potential contributor. This is already happening, according to information available in "Science and Engineering Indicators 2002," a research publication of the National Science Board (United States).⁽³⁾ It shows how Chinese universities have been graduating great numbers of students with engineering and scientific degrees. With advanced educational backgrounds, an increasing number of Chinese workers are well prepared for quality specific training, such as that offered through organizations like the Plexus Corp. ASQ Member Jay Fang is a master trainer for Plexus, the sanctioned training provider for the International Automotive Oversight Bureau. Plexus is authorized by the International Automotive Task Force to develop and deploy the training and evaluation system for the automotive quality standard *ISO/TS 16949:2002 Certification Body Auditor Certification Training*.

Fang said it has been his experience that quality methods are being applied inconsistently from company to company in China. The opportunities, however, are immense. "I believe the only solution is genuine training that can deliver real customer requirements to the suppliers," Fang said.

As an example, he cited a January article on *Auto Tech Daily*.⁽⁴⁾ In 2003, General Motors' Chinese vendors had 23 problems per million parts. Its U.S. suppliers had 22 problems per million parts. "I think this is a very interesting phenomenon," said Fang. "Chinese suppliers can do as well as American suppliers."

References

1. "Made in China: The New Industrial Revolution," *Milwaukee Journal Sentinel*, December 2003, <http://www.jsonline.com/bym/china/>.