

Lean Thoughts

Inspired People

Robust Processes

Lean Operations

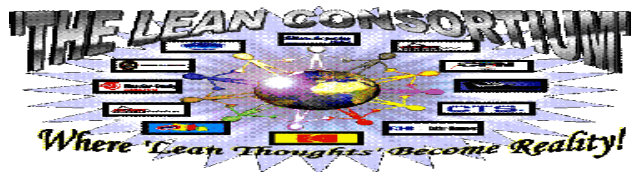
November 08, 2004

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.

- Reschedule Due, 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 11, Team Time, Morrison Lamthe.** contact Tony Vita, tvita@morrisonlamthe.com
- November 17, Director's Meeting, CTS Corporation.** contact Richard Kunst, Richard.Kunst@Kromet.com
- January 06, Team Time, Alumabrite Inc.,** contact Richard Kunst, Bob.Krouse@Alumabrite.com
- February 10, Team Time, Kromet International.** contact Richard Kunst, Richard.Kunst@Kromet.com



Consortium Practitioner Circles

- o **Creating Cells and Flow Synchronization, Host Kraft, TBA** contact Hanif hivvage@kraft.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 **Advance Part Quality Planning (APQP) or new part introduction Host, Kromet International ,** contact Richard Kunst Richard.Kunst@Kromet.com

It's Your Ship

Kind people are always encouraging others to advance their personal learning by suggesting good books to read. Such was the case recently while I was visiting La-Z-Boy in Monroe. Eric had casually mentioned the book to me on a prior engagement but this time followed up with a personal donation of the book.

Much has been discussed about leadership, the need, how to, and the effects. This book written by Captain D. Abrashoff details how his leadership style transformed his military ship from the bottom rank in the US Navy to a high performer. The nice approach of this particular book is the tools exposed by a practitioner.

I have envied the military for their strict discipline towards standardized work and meticulous attention to workplace organization (5S+1). I was surprised to realize that close to 70% of enlisted folks actually come from very dysfunctional backgrounds ... which would make the transition even more difficult.

The book will walk you through the following processes ...

- Take Command
- Lead by Example
- Listen Aggressively
- Communicate Purpose and Meaning
- Create a Climate of Trust
- Look for Results, Not Salutes
- Take Calculated Risks
- Go Beyond Standard Procedure
- Build Up Your People
- Generate Unity
- Improve Your People's Quality of Life

The book is wonderful and is an easy read on those cold and rainy days of autumn. You can order this book through Gail Grimaldi at ocapt@iaw.on.ca

Many thanks to Eric at La-Z-Boy for forcing a copy of this book into my hands last week .. it will become a cherished part of my collection ... Richard

Why Product Development is Always an Exciting Activity...



"And that concludes our product demonstration."

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Sharpen Your Axe

Alli McWhirter sent me the following analogy. It may seem funny ... but is actually surprising just how alive this issue is within our workplace. Look at the constant struggles to disconnect a machine in order to perform your regular PM. Next time you have a struggle show them this article ..

[A friend sent me this and it made me think of how we sometimes have to review the basics of what we are trying to achieve. For instance, I recently had to go over the basic idea of "red tagging" with a couple of people. Regards Alli](#)

Once upon a time, there was a very strong Woodcutter. He asked for a job from a timber merchant and he got it. The pay was really good and so were the work conditions. For that reason the Woodcutter was determined to do his best.

His boss gave him an axe and showed him the area where he was supposed to work.

The first day, the woodcutter brought down 18 trees. The Boss was very much impressed and said, "Congratulations keep it up!"

Very motivated by the words of the boss, the woodcutter tried harder the next day, but he only could bring down 15 trees. The third day he tried even harder, but he only could bring down 10 trees. Day after day he was bringing down less and less trees.

"I must be losing my strength", the woodcutter thought to himself. He went to the boss and apologized, saying that he could not understand what was going on.

"When was the last time you sharpened your Axe?" the boss asked.

"Sharpen? I had no time to sharpen my Axe. I have been very busy trying to cut trees.

The moral of the story:

If we don't take time to sharpen the axe, we will become dull and lose our Effectiveness.

Mizusumashi

Recently the dialogue on the NWLean chat board has been about the topic of Water Spiders in Manufacturing. Here is what one of the participants had to say about it.

Water-Spider (Mizusumashi in Japanese)
- A person who manages all the logistical work of bringing components, raw materials, etc. in small quantities to work stations to minimize work-in-process inventories. This allows machines to be placed closer together, and spares the operator from having to interrupt his/her cycle time, thus minimizing transportation muda (waste). Water spiders usually are experienced workers. They know where needed parts or raw materials are stored, and serve several workstations. Also they relieve the operators for short breaks (pee, smoke!) Usually they are like Jack of all and master of all!

Thanks ,

Srinivas, Ranga
Lean Six Sigma Black Belt
Lockheed Martin

Some quotable quotes ...

"Where there is no STANDARD, there can be no KAIZEN (improvements)"
Taiichi Ohno

"We use Statistics as a drunk man uses a lamp post; for support rather than for illumination" –
W E Gladstone

"six sigma is like an arrow it goes directly to a target, whereas Lean is like waging all out war" –
John Shook

"Children are living messages to a time we shall not see... it is imperative that we make them as connected as possible."
Gus Whalen, CEO Featherbone Corporation