

Lean Thoughts

Inspired People

Robust Processes

Lean Operations

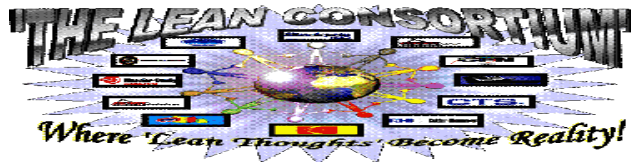
October 25, 2004

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 hijvrage@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

Finding Time When You're Overwhelmed

By Rita Emmett

"I have so much to do, I just can't do everything. I don't even know where to start." Sound familiar? Most people occasionally battle the habit of procrastination - putting off something you really want or need to do. And in spite of how terrific you are at setting goals, procrastination can sabotage your personal and professional life.

Have you ever said "I'll clean the garage when I have a whole Saturday free." or "I'll tackle that paper clutter on my desk when I have an uninterrupted chunk of time."? But we'll NEVER have a whole free Saturday or uninterrupted chunk of time, will we?

If you wait until you GET the time to do something, it will never happen. Nobody gives us time. We've got to MAKE time for those things you want and need to do.

Here are five steps to take the STING out of feeling overwhelmed, and together they form a simple yet powerful strategy to help you make time for what is important to you.

S - Select just one thing to do.

T - Time yourself. Check the clock, give yourself an hour and go for it.

I - Ignore everything else while the clock is ticking

N - No breaks until your hour is up.

G - Give yourself a reward when the hour is up.

When your hour is up and you give yourself that reward, you might find that what you've been putting off for months took you only 23 minutes to accomplish.

Or if it's a giant task, often the momentum is there and you want to continue. And you'll have discovered one of the secrets of blasting away the procrastination habit: you didn't put off the whole project, you simply put off getting started

Submitted via Bob Riehl from Kromet International

Lean Thoughts

Lean Assessments

Another discussion on the NWLean chat group was on "Lean Assessments". Mark responded with a word of caution and some advice.

"Assessments based on points focus your attention on the wrong thing. An interesting thing about them, observed by a friend of mine, is that (on a scale of 1-5) "everybody is a two." Another person I respect a great deal put it another way "*The more we learn the worse we get.*"

An assessment is no better than the person doing it. As the organization gets further and further into full understanding of what world-class management is really about (the THINKING, not the tools), the upper bar continuously rises. So—just about the time I think I am a "3" I get more insight into what "5" really means—and realize I am still not quite halfway there.

It is far better to assess the flows and take a good look at what is disrupting them. Those are the things you need to work on.

There have been a couple of comments and questions about the "seven flows" and "Why are there seven?" etc. They are from the teachings of Mr. Nakao, chairman of Shingijutsu. That being said, I find it useful to differentiate.

I always start by watching people work because their workflow is the most sensitive piece of the system. By looking at what things disrupt their routine, I find I can get a very good sense of what is going on in the operation. (This works in offices too, but there is a slightly different "eye" to develop.)

I can't say why Nakao-san broke the material flows into three (I didn't ask him), but I CAN say it is useful to treat them separately because here are different countermeasures.

Incoming materials—do people and processes have what they need, when they need it, where they need it, in fit-for-use condition? If they don't, you will see disruption to the using process.

Work-in-process—is there a smooth flow of material THROUGH the process? Does inventory accumulate? Are defects disrupting the flow? Is the amount of work-in-process steady, or does it fluctuate up and down for some reason?

Outgoing materials or finished goods—is there a steady, level, even pull from the customer process? Are the right things available to the customer at the right times? Are they pulling in large batches (driving the production process to build large batches) —or are they pulling level (so the batch size is driven by problems the producing process can solve).

Information—do people know what they need to, when they need to? Is there too much information? Is information delivered on a pull, JIT? Do people have a way to signal and get an immediate response to problems?

Equipment—does the hardware itself support, or disrupt flow? Or is the process accommodating the machinery? Can the equipment support one-by-one production, of any designated product, in any sequence? Is there continuous positive evidence that it is operating normally? That quality and operation-critical inputs such as air pressure are within normal limits? That feeds and speeds are normal?

Engineering—I may be wrong, but I usually explain this as the flow of improvements. Do they come continuously, in the form of problem solving of real problems, as they are encountered? Or are improvements done in big batches crammed into a week? Is there clear evidence of continuous problem solving? Nakao-san explains the "flow of engineering" as the "footprints of the engineer on the shop floor." It is, with a little reflection, a pretty good way to put it. Bottom line: Does anyone care, or is the shop left to fend for themselves once the outline of a process is put into place?

So—when I am "assessing" an area, I am really looking for positive evidence that problems are clearly distinguished from "normal" conditions, and there are means and mechanisms to respond immediately and begin solving them. In the end, it is this LEADERSHIP BEHAVIOR that distinguishes an operation that is just putting in the artifacts based on some checklist, and an operation that is really getting it done.