

# Lean Enterprise Forum

**April Highlights**

- 2 We're Now the Lean Enterprise Forum
- 2 From Your Editor
- 3 Lean Enterprise Discussion Board Is Now Officially Open

## A Message From the Chair

by *Tony Manos*

### Changes Upon Changes

Believe it or not, spring is here. Where did the year go? It just seems like yesterday that we were putting in our application to the ASQ board to become an Interest Group. At the rollout of ASQ's new membership model, we changed from an Interest Group to a Forum. And most recently, AMF changed to LEF: Lean Enterprise Forum. See the article by George Alukal on p. 2 for the story behind the name change.



In spite of all these changes, or maybe because of them, the Lean Enterprise Forum also manages to be one of ASQ's fastest growing membership units. With more than 1000 members, we have proved that quality professionals care about lean. Since September we have taken many steps to improve our forum Web site but I have to admit we still have a way to go. Your help is needed.

### World Conference on Quality and Improvement Update

I am getting excited about the World Conference on Quality and Improvement this May in Seattle. You may have received your brochure in the mail by now. There are so many great sessions that I tried to put together a list of those related to lean.

By no means is this list all inclusive but it may give you some idea of which sessions you want to attend. If I missed any, please forward them to me and we will put them up on our Web site.

Monday, May 16, 2005		
NET03	Lean Networking – <b>WE ARE LOOKING FOR MODERATORS</b> Contact Randy Fisher at <a href="mailto:rfisher@smurfit.com">rfisher@smurfit.com</a>	11:00 am – 12:30 pm
M107	Self-Directed Work Teams – The Power Beyond the Individual	1:45 – 3:00 pm
M111	Leading and Deploying Sustainable Breakthroughs	1:45 – 3:00 pm
M203	Lean Six Sigma in an Aluminum Mill	3:30 – 4:45 pm
M207	Recognition and Rewards: Making a World of Difference	3:30 – 4:45 pm
M213	Change Agent Secrets: How to Lead a Transformation	3:30 – 4:45 pm
Tuesday, May 17, 2005		
NET15	Change Management: How to be a Change Agent Without Getting Slaughtered	12:15–1: 45 pm
T207	People and Performance Excellence: How to Build a People-Friendly, High-Performance Culture	10:45–Noon
T213	The Lean Journey at the Boeing Company	10:45–Noon
T214	Hoshin Planning for Project Selection	10:45–Noon
T313	Advanced Value Stream Mapping	3:30–4:45 pm
Wednesday, May 18, 2005		
W113	Introduction to Lean Workshop (Max. 100)	10:45 am – 1:30 pm
W215	Total Productive Maintenance and Reliability for Production Equipment	12:15 pm – 1:30 pm

**Lean Enterprise Forum Contacts:**

**Tony Manos, chair**  
Profero, Inc.  
[anthony.manos@proferoinc.com](mailto:anthony.manos@proferoinc.com)

**Randy Fisher, vice chair**  
Smurfit Stone Container Corp.  
[rfisher@smurfit.com](mailto:rfisher@smurfit.com)

**George Alukal, past chair**  
Chicago Manufacturing  
[galukal@cmcusa.org](mailto:galukal@cmcusa.org)

**Linda Milanowski, staff liaison**  
American Society for Quality  
[lmilanowski@asq.org](mailto:lmilanowski@asq.org)

## Available Now From the Lean Enterprise Forum Library

In this issue of Lean Enterprise Forum News are two abstracts from papers and articles that are available in the forum library area of the Lean Enterprise Forum Web site. Visit the library to find information to help you in your job. LEF will add documents regularly and we invite you to submit articles too.

Go to: [www.asq.org/le](http://www.asq.org/le) and enter Forum Library. The paper by Ron Bane is filed under the Lean heading. The Drew Lathin, Ron Mitchell article is filed under Change Management. The forum library is for members only; you will use your ASQ user name (this is your membership number) and password. If you experience trouble signing on, call ASQ at 800-248-1946.

## Leading Edge Quality Approaches in Non-Manufacturing Organizations

by Ron Bane

### Abstract

Six Sigma, lean manufacturing, Malcolm Baldrige, and similar improvement approaches are perhaps the most successful of the many waste reduction and profit increasing approaches in today's quality language. It is difficult to pick up a quality-related publication or attend a quality-related conference without being exposed to these approaches. However, most of these communications contain great manufacturing examples where significant costs, time, and waste targets have been achieved. For many non-manufacturing areas the applicability of these approaches may not be clear.

Organizations must look beyond the manufacturing-type labels at the underlying concepts. Through conferences, publications, and networking, non-manufacturing companies can learn how these underlying concepts can be successfully implemented in their organizations.

To read the article: **Go to [www.asq.org/le](http://www.asq.org/le), click Forum Library, click Lean.**

*cont. on p. 3*

# We're Now the Lean Enterprise Forum

by George Alukal, Founding (Past) Chair

Hello all members!

When we first applied to the American Society for Quality to start our group in November 2001, it was with the understanding that if there was demand by non-manufacturing professionals to join our group, ASQ would allow us to change the name to Lean Enterprise Forum. And this has happened. I received the formal notification from Gary Johnson, the chair-elect of ASQ's Division Affairs Council (DAC), in February that Danny Duhan, ASQ president, approved the name change of the Advanced Manufacturing Interest Group to Lean Enterprise Forum (LEF). Ron Atkinson (DAC chair) previously recommended that this change be approved.

As a preliminary step to making the change, we had sent a survey to our current members. The survey asked, among other things, whether we should change our name.

Let me quote a couple of the members who supported the name change:

- "I like the idea of changing to Lean. Originally we thought to stay away from Lean because it was SO manufacturing oriented. Over the last couple of years we have seen the concept migrate to both production AND service environments."
- "Lean operations are EXTREMELY important in business today. Companies NEED to reduce operational costs and process wastes to increase profits and revenues. They'll do this through the use of Lean Enterprise activities."

Not all members were so enthusiastic; the responses to the question were about 50/50 for and against. But, we are aware there is a growing acceptance in the service sector (e.g., in healthcare, financial services, governmental entities, logistics, etc.) of Lean Enterprise concepts and practices. The Lean Enterprise Forum wants to serve that interest. The current members will not be affected by the name change, since the reasons for founding the original interest group have not changed; the name change merely broadens the appeal to members in the service sector.

Now that the name change is official, LEF will put in place a communication plan to contact the members periodically. The Lean Enterprise Forum organizational chart is being developed, and various slots will be populated by member leaders. Those of you who have the time and the interest in serving, please contact me via e-mail at: [galukal@hotmail.com](mailto:galukal@hotmail.com).

## From Your Editor



Randy Fisher was one of those who provided information in the exhibit hall in Toronto at the 2004 Annual Quality Congress.

At last! The newly named "Lean Enterprise Forum" finally has its first newsletter. This would not be possible without the help, coordination, and persistence of our ASQ Community Care liaison, Linda Milanowski. Thanks, Linda, from all of us lean thinkers throughout the world.

We are looking for articles of interest to our members. If you've written a paper on anything lean or lean related, please e-mail it to me at [rfisher@smurfit.com](mailto:rfisher@smurfit.com). We are especially interested in book reviews. So...if you've recently read a book pertaining to lean, please write up a few paragraphs and send them to the e-mail address above. Your colleagues will appreciate your efforts.

Remember that we have an active Web site and are always looking for new ideas, case studies, or your thoughts concerning lean principles. We are all on a journey and any help to your fellow travelers will be invaluable!

*cont. on p. 4*

# Lean Enterprise Discussion Board Is Now Officially Open

Veteran members of the Advanced Manufacturing Interest Group will probably remember the listserv that Tim Knight ran for awhile to encourage networking among AMIG members. The listserv promoted a lively AMIG network that discussed issues, offered advice, and shared experiences.

The listserv is gone but in that spirit of encouraging professional networking, LEF would like to invite all our members to acquaint themselves with the Lean Enterprise Forum Discussion Board. We believe this feature on LEF's Web site has the potential to provide an even more useful communication tool for all of us.

## Here's how to link into the Discussion Board:

Go to [www.asq.org/le](http://www.asq.org/le)

- 1 On our Web site you can enter Discussion Boards through the link on the left-hand column, under the Tools heading.
- 2 Click on Lean Enterprise Discussion Board.
- 3 Sign on using your ASQ user name and password—your user name is your membership number. Call ASQ 800-248-1946 if you need help with your sign-on.
- 4 Review the directions and features on the front page of the Lean Enterprise Discussion Board; they will assist you in using this tool.
- 5 Sign up to watch the Lean Enterprise Discussion Board. The Watch feature, when used with the option to receive e-mails from this discussion board, keeps you in the loop for all discussion activity.
  - a. Click on Watch Discussion Board; it is right next to the binoculars icon.
  - b. Click on Watch Options and enter a check into E-mail Updates.

You are now set to receive an e-mail message every time an entry is made in the Lean Enterprise Discussion Board—participate and enjoy!

Below are some words of wisdom offered by Tim Knight in connection to the AMIG listserv—they still ring true for the Lean Enterprise Discussion Board:

*"The learning and knowledge that we have is, at the most, but little compared with that of which we are ignorant."* —Plato

This quote embodies a goal the AMIG listserv strives for: expanding our readers' knowledge of lean. Together, we can accomplish this goal by openly sharing our experiences, both good and bad, on our journeys to becoming lean.

With that journey in mind, past postings have included the organizational structures required for lean, specific tool usage such as value stream mapping, and the need for lean certification. But, the potential list of subjects is much larger. We all have much more to learn.

## Lean Manufacturing: Techniques, People and Culture

by Drew Lathin and Ron Mitchell  
Lean Enterprise Action Network, LLC,  
Ann Arbor, MI

Success has eluded many companies attempting to implement lean manufacturing because they focused on the manufacturing process (the technical system) and ignored the organizational factors (the social system) of the change management process. A sociotechnical approach is presented for evaluating and managing both factors necessary for successful implementation of lean manufacturing.

To read this article: **Go to [www.asq.org/le](http://www.asq.org/le), click Forum Library, click Change Management.**

---

The Lean Enterprise Forum Library invites your contributions to building this library. We can accept Word, Excel, or PDF documents, and PowerPoint presentations. Content-wise, we accept any presentations, articles, or research that will provide insights, lessons learned, or how-to information for Lean Enterprise members. You may send your contributions to [lmilanowski@asq.org](mailto:lmilanowski@asq.org).



600 N. Plankinton Ave.  
Milwaukee, WI 53201-3005  
t: 414-272-8575  
800-248-1946  
f: 414-272-1734  
www.asq.org

NON-PROFIT  
U.S. Postage  
PAID  
Milwaukee, WI  
Permit No. 5419

Lean Enterprise Forum | April Issue | Volume 3, Issue 1

### Chair's Message *cont. from p.1*



Last year's Lean Networking Session drew a large crowd. Get your ticket now to attend the World Conference and the Lean Networking Session Monday, May 16, 11:00 am - 12:30 pm.

interested, please contact our ASQ administrator, Linda Milanowski, at [lmilanowski@asq.org](mailto:lmilanowski@asq.org).

In order to make your membership a better value, please visit the Web site regularly and participate in the discussion board. We are always looking for lean content, so if you have a white paper or other information that might be helpful, please submit it to Randy Fisher, our newsletter editor, at [rfisher@smurfit.com](mailto:rfisher@smurfit.com).

Best of luck! – Tony  
*Tony Manos, Chair, Lean Enterprise Forum*

For more information on the World Conference on Quality and Improvement go to <http://wcqi.asq.org>.

### Odds and Ends

If you are interested in helping to create the body of knowledge (BoK) for a possible lean certification, please contact George Alukal at [galukal@hotmail.com](mailto:galukal@hotmail.com).

We are still looking for volunteers for board positions for LEF. If you are

### From Your Editor *cont. from p. 2*

Finally, I will be hosting a networking session at ASQ's World Conference in Seattle on May 16. During that session we will be trying to start a conversation around the world about lean principles. If you would be interested in helping me to spread the word about lean, or if you would like to meet other lean thinkers, please contact me.

Randy Fisher  
*Vice Chair, Lean Enterprise Forum  
Quality Assurance Manager  
Smurfit Stone Container Corporation*