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.

### World Conference on Quality and Improvement Update

<table>
<thead>
<tr>
<th>Date</th>
<th>Session Title</th>
<th>Time</th>
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<tbody>
<tr>
<td>Monday, May 16, 2005</td>
<td><strong>NET03</strong> Lean Networking – WE ARE LOOKING FOR MODERATORS</td>
<td>11:00 am – 12:30 pm</td>
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<td></td>
<td><strong>M107</strong> Self-Directed Work Teams – The Power Beyond the Individual</td>
<td>1:45 – 3:00 pm</td>
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<td><strong>M111</strong> Leading and Deploying Sustainable Breakthroughs</td>
<td>1:45 – 3:00 pm</td>
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<td><strong>M203</strong> Lean Six Sigma in an Aluminum Mill</td>
<td>3:30 – 4:45 pm</td>
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<td><strong>M207</strong> Recognition and Rewards: Making a World of Difference</td>
<td>3:30 – 4:45 pm</td>
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<td><strong>M213</strong> Change Agent Secrets: How to Lead a Transformation</td>
<td>3:30 – 4:45 pm</td>
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<tr>
<td>Tuesday, May 17, 2005</td>
<td><strong>NET15</strong> Change Management: How to be a Change Agent Without Getting Slaughtered</td>
<td>12:15–1: 45 pm</td>
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<td><strong>T207</strong> People and Performance Excellence: How to Build a People-Friendly, High-Performance Culture</td>
<td>10:45–Noon</td>
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<td><strong>T213</strong> The Lean Journey at the Boeing Company</td>
<td>10:45–Noon</td>
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<td><strong>T214</strong> Hoshin Planning for Project Selection</td>
<td>10:45–Noon</td>
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<td></td>
<td><strong>T313</strong> Advanced Value Stream Mapping</td>
<td>3:30–4:45 pm</td>
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### April Highlights

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- **3** Lean Enterprise Discussion Board Is Now Officially Open

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cont. on p. 4
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.

From Your Editor

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. 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!
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

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—you 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.
Chair’s Message cont. from p.1

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.

We are still looking for volunteers for board positions for LEF. If you are interested, please contact our ASQ administrator, Linda Milanowski, at 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.

Best of luck! – Tony

Tony Manos, Chair, Lean Enterprise Forum

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
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Quality Assurance Manager
Smurfit Stone Container Corporation