

Lean Enterprise Forum

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Chair's Message

March 2006

ASQ's World Conference on Quality and Improvement is just around the corner. In this issue of the newsletter you will see many things related to the conference to help you better prepare and get the maximum use of your time and enjoyment. There are many exciting events, speakers, and topics related to lean. The Lean Enterprise Forum is sponsoring three presentations including "The Lean Journey at ProMedica Labs" and "Developing a Lean Manufacturing Operational Assessment That Reveals Hidden Waste." Also, like in previous years, we are sponsoring a networking lunch. Take advantage of the local tours and any of the training classes that are held at the conference. Our annual business meeting will be held on Sunday; you're cordially invited to attend.



I highly encourage you to attend the conference to learn, network, and have fun. And if you need more reasons – it is in the hometown of ASQ's headquarters and it's ASQ's 60th anniversary. Stop by the Lean Enterprise booth and say hello.

One quick note, the Lean Enterprise Forum continues to be one of the fastest growing sectors of ASQ with over 3,000 members. Many quality professionals are appreciating the concepts of lean and how it can improve quality. Keep an eye out in the future for the Lean Body of Knowledge which may lead to a Lean certification.

I hope to see you at the World Conference on Quality and Improvement in Milwaukee this May!

Tony Manos
Chair
Lean Enterprise Forum

You are invited . . .

LEF members who are attending ASQ's World Conference for Quality and Improvement in Milwaukee are invited to join Lean Enterprise Forum leaders during our annual business meeting/ planning session to be held April 30, 1:00 to 5:00 p.m. in the Hyatt Hotel in downtown Milwaukee. You will meet the Lean Enterprise Forum leaders, help plan new activities, and, if interested, become an active committee member.

If attending our Sunday afternoon meeting doesn't fit your plans, you can still meet LEF members, learn about our plans, and volunteer for activities at our booth in the Midwest Airlines Center. We hope to see you there!

For all ASQ World Conference activities, please visit <http://wcqi.asq.org/>



Lean Enterprise
Forum

Lean Enterprise Forum Recommends...

Lean Enterprise members will find a lot of sessions to attend at the ASQ World Conference in Milwaukee. In addition to the sessions listed below, there's a Lean Enterprise preconference course and a course on Kaizen on Monday. Go to the ASQ World Conference Web site for full details: <http://wcqi.asq.org/>

Monday, May 1–10:00 A.M.–Noon
The Lean Journey at ProMedica Labs (M104)

Presented by Randa Awada and Mark Sattler

Tuesday, May 2–9:15 A.M.–10:30 A.M.
Lean Kaizen (T106)

Presented by George Alukal and Anthony Manos

Tuesday, May 2–11:00 A.M.–12:15 P.M.
Developing a Lean Manufacturing Operational Assessment That Reveals Hidden Waste (T206)

Presented by Michael Wader and Adrian Elfe

Tuesday, May 2–12:30 P.M.–1:45 P.M.
Lean Networking Session (NET09)

There were also two other presentations in regard to Lean that were not submitted through the LEF, but may be of interest.

Monday, May 1–12:15 P.M.–1:30 P.M.
Lean Enterprise in Healthcare — Value Stream Mapping: A Blueprint for Identifying Waste and Creating Flow (NET06)

Presented by Karen Martin and Mike Osterling

Monday, May 1–1:45 P.M.–3:00 P.M.
Lean Sigma: Application for Fleet Management (M206)

Presented by John Vandenbenden

Developing a Lean Manufacturing Operational Assessment That Reveals Hidden Waste

by *Mike Wader and Adrian Elfe*

Abstract

In today's global marketplace it's important that each company have a method or technique to identify the hidden waste that exists within all processes. These hidden wastes are costing valuable operational dollars. They are living within our processes, right in front of our eyes. Unfortunately most organizations do not have a systematic method to numerically measure their operational performance. When organizations identify those problem areas that are robbing them of valuable resources they struggle to select the improvement tools needed to rid them of these wastes.

Many organizations are learning and using Lean Manufacturing techniques to simplify their processes and lower their operational costs. But which tools should you use to improve which problems? Most companies chose a combination of value stream mapping, 5S, JIT, and visual controls to improve their processes. It would be helpful to have an assessment tool to measure these processes before and after the improvements have been made. Without a systematic approach to scoring the wastes that currently exist, it will be hard to measure the improvements that are made. Each improvement should be measured in dollars or the local currency to have the largest influence with senior managers to support this effort. Quality professionals can use the Seven Basic Quality Tools to chart the progress and identify positive trends once the improvements are under way.

If these assessments and the subsequent improvements are to be applied to a multinational or geographically separated organization, they should be standardized across all business units. Different measurements in different business units will lead to mass misunderstanding and confusion. Use the same personnel to perform the assessment in all locations to get balanced scoring and factual comparisons. This also allows for best practices to be identified and shared among the different business units.

Learn how to start building a simple, measurable Lean Assessment tool that relates directly to Lean Manufacturing improvement techniques. Your assessment should be grounded in quality assessment standards like the Baldrige Award or other national or state level awards that provide a guide or structure for numerical measurement. It should be easy to use for your continuous improvement (CI) teams or quality professionals. The actual scores are not as important as: 1. the functionality or repeatability of use, 2. the direct tie to specific improvement tools to be used for improvement, and 3. the ease of understanding by managers at all levels of the hidden wastes that exist within your processes today.

Start building your own Lean Assessment tool today and you will reveal the hidden waste, identify Lean Manufacturing tools to be used for improvement, and start lowering your overall operational costs. This can be the first step to establishing your organization's own personalized Lean Production System that is customized to meet your organization's specific needs. We have helped organizations around the world use this methodology and it works in all cultures and all industries. A well-developed Lean Assessment will help gain or maintain your organization's global competitiveness by identifying and removing the hidden wastes.

Presenters

Michael T. Wader

Mike Wader is the president of LeanPlus, www.leanplus.com, with offices in the USA, India, Russia, and Malaysia. He has more than 25 years of hands-on experience in implementing Lean principles plus 10 years of teaching and consulting experience. He is an ASQ Certified Quality Manager and Certified Quality Auditor who has personally conducted Lean Manufacturing operational assessments in the electronics, aviation, mini steel mill, pharmaceutical, motorcycle manufacturing, heavy equipment manufacturing,

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Face of Lean Profile

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Education:

Bachelor of Science Industrial Engineering, Penn State University
U.S. Navy Engineering Officer
Six Sigma Black Belt
Certified Lean Manager – The Ohio State University
Accomplished speaker and transformational trainer

Current job:

President of Laurel Consulting Group, Inc.
Consulting, training, and coaching organization founded in 1998. We specialize in organizational/personal development, and implementation of Lean/Six Sigma concepts that produce bottom-line results!

Most recent experience with Lean:

Implementation of Lean and quality improvement principles in small to midsize companies, international training and consulting for multinational organizations, as well as major not-for-profit organizations in managed healthcare.

Favorite Lean experience(s):

I actually have two. The first occurred early on (early '90s before it was actually called "Lean") when I was just-in-time implementation leader in a multinational organization, working with a major JIT implementation consulting firm. After a number of false starts, finally figuring out that the Lean/JIT implementation is NOT about tools. It is about integrating the tools into your organizational strategy. How many of you can relate to that? Once we established clear alignment and linkage, our Lean efforts (and results!) skyrocketed!

The second occurred when I was leading a multinational company on the development of the global strategy and had the opportunity to train and coach internationally. This experience has helped me to understand the value of embracing diversity in situations where language and cultural differences play a major role.

As a Lean implementation practitioner/coach, what would you say are the 4 keys to a successful Lean implementation?

1. Ensure that your Lean implementation is aligned with the strategic plan of the organization. If there is no alignment, it is doomed to failure as "just another program."
2. Ensure that the leaders of the implementation are fully committed to embracing the process with *passion*!
3. Ensure that the proper feedback systems are in place from the beginning. Always be able to answer . . . "How are we doing in terms of bottom-line results?"
4. Communicate, Communicate, and Communicate!
This communication has to be throughout the organization in multiple forms. This is one of the most crucial aspects of a Lean conversion. Everyone needs to understand what they are doing and why.



Lean Enterprise Discussion Board

Kaizen, Yokoten, Takt Time, Lean Six Sigma . . . we have been sharing it all. The Lean Discussion Board has been all abuzz with professionals just like you and me, sharing ideas, exchanging, and debating topics. We have had some great discussions in the first quarter of 2006. From those who are just starting their Lean journey, to the very experienced facilitators — it is an incredible opportunity to learn in today's fast-paced world.

New topics such as TRIZ and Hoshin Planning are under way, while we are actively looking forward to sharing best practices in kanban. Basic Lean principles are always reviewed and discussed, adding fresh perspectives to some reliable tools! It has been an exciting start to the year, and we at the Lean Discussion Board welcome you all to participate in this dynamic networking opportunity!

Lean Moderator

Ginger Rockey-Johnson
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5S for Service Organizations and Offices: A Lean Look at Improvements

by Debashis Sarkar

5S is a simple and immensely practical approach to quality improvement which, when implemented effectively, can transform the fabric of a company. Traditionally used in manufacturing companies for little more than housekeeping, its latent power has yet to be leveraged by service companies. Author Debashis Sarkar has pioneered a blueprint for 5S implementation that can take service organizations to greater heights. The principles can also be applied to offices, education institutes, and hospitals, as well as manufacturing companies that wish to realize the full potential of 5S.

This hands-on book is based on the author's experience in catalyzing an enterprisewide 5S implementation in India's largest private sector bank, spread across more than 700 locations not only in India but also in places such as Canada, Singapore, Dubai, and London. This change initiative affected more than 15,000 people and had the involvement of employees across all levels of the organization. This book is based on all that the author applied and learned during this massive rollout.

5S can be converted to a management practice when implemented as a change initiative involving the organization at all levels, from the CEO to the process associate. Implementation requires an all-encompassing workplace system comprising structure, people, processes, practices, and infrastructure. Such a holistic implementation moves 5S away from being just another methodology and to an intervention that can change the hearts and minds of the employees, irrespective of the state of maturity of the organization in improvements.

144 pages. 7 x 10. Softcover. 2006.
ISBN 0-87389-677-7

Item: H1271

Member Price: \$27.00

List/Forum/Division Price: \$45.00

Faces of Lean Profile cont. from p. 3

What is your advice to practitioners trying to implement Lean or to take their continuous improvement process to the next level?

1. Ensure you have management commitment.
2. Be willing to invest in the deployment of training enterprisewide.
3. Have a common understanding of the baseline for improvement.
4. Be willing to address the "social contract" . . . How will people's jobs be affected at all levels?
5. Make a long-term commitment to the Lean journey. (Becoming a Lean organization is very different from "doing Lean.")
6. Be open to candid discussions at all levels of the organization.

Other interests/hobbies:

Avid scuba diver and fisherman. I enjoy health and fitness activities and enriching our community via volunteer events. I also enjoy international travel which enhances my respect and appreciation of diversity. I also enjoy personal developmental training. I believe we should all be constant learners.

Favorite quote:

"Success is never an accident. It's the result of passion, sincere intention, effort, and ACTION."

Free Event for ASQ World Conference Attendees: Eighth Annual Altshuler Institute for TRIZ Studies International Conference

At this event there will be TRIZ basic, advanced, and quality-related training available for free for those who attend wearing an ASQ World Conference badge. The tutorials are held all day on Sunday, April 30. The conference is being sponsored by ASQ. Below is the TRIZ conference information.

Date: April 30 & May 1-2, 2006

Location: Milwaukee, WI

Designated Hotel: Holiday Inn - Milwaukee City Centre, 611 W. Wisconsin Ave., Milwaukee, WI 53203, Tel: 414-273-2950; Fax: 414-727-1575. For discounted reservations provide the code: AIT block. Rate is \$109/night.

TRIZCON 2006 will be the largest international TRIZ conference in the world. It will be held in Milwaukee, WI, on April 30 and May 1-2, 2006. It will be held in conjunction with the 60th anniversary of ASQ. This annual event brings together the largest international group of TRIZ experts with end-users. The first day of the conference is dedicated to tutorials. Beginners and advanced topics will be presented in two tracks. The next two days will feature more than 20 papers and case studies presented on TRIZ and related applications. The keynote speakers for this event will be Bill Brown, director of the Eli Whitney Museum, and Tatiana Sidorchuk, a well-known children's TRIZ educator.

For the past several years at TRIZCON, we have had pre- and post-conference training sessions provided by several prominent TRIZ instructors. It has been well-received and we anticipate having this additional training opportunity for participants at TRIZCON 2006.

The Theory of Inventive Problem Solving (TRIZ) is a collage of concepts and tools that have captured the imagination of many top 500 companies in the United States and abroad.

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Note From the Editor

We decided to dedicate this issue to the World Conference. I hope that all of you can attend and that you stop by the Lean Enterprise booth to say, "Hello." There are several Lean presentations at the conference; hopefully you will be able to attend one or more. We've published the abstract for Mike Wader and Adrian Elfe's presentation, "Developing a Lean Manufacturing Operational Assessment That Reveals Hidden Waste." It begins on p. 2. I am also very pleased to present our first profile for our Faces of Lean column; thank you Walt Laurel for your participation. If you are interested in participating in future issues please send me your name. It is very exciting to hear that our membership is really growing. If there is some topic of interest that you would like to explore please do not hesitate to ask. I always enjoy hearing from our readers!

Best regards,

Wendy Gomez



Developing a Lean Manufacturing Operational Assessment That Reveals Hidden Waste cont. from p. 2

warehousing, consumer products, and automotive industries. He is frequently requested as a speaker at quality conferences in the United States and has presented training seminars in Taiwan, Korea, India, Indonesia, Kenya, Malaysia, Thailand, and Sri Lanka. Wader has implemented Lean Manufacturing techniques in various types of manufacturing, warehousing, and servicing organizations of 150 to 3500 employees. His impact as a trainer and the catalyst for action has consistently produced substantial cost savings results during Kaizen events and Rapid Improvement processes. He is an active member of the Quality Management Division. He can be contacted at LeanPlus, 719-330-7220.

Adrian Elfe

Adrian Elfe is vice president of Quality Assurance and Regulatory Affairs for the Spectranetics Corporation, a medical device manufacturer. He is responsible for quality systems development, implementation, and regulatory compliance. Elfe has over 30 years' experience in the medical device industry and has experience in domestic and foreign regulatory compliance, microbiological QA, new product development, product introduction, and manufacturing facilities integration and relocation. He is a Certified Quality Manager and a Regulatory Affairs Certified Professional. Elfe also serves as a senior consultant assisting organizations in meeting their validation, auditing, documentation, regulatory compliance, process improvement, and quality system needs. He is recognized by ASQ as an instructor for the Certified Quality Manager examination refresher course. He is a Fellow member of ASQ and an active member of the Quality Management Division. Contact him at ade@leanplus.com.

Hot Off the Quality Press

Lean Kaizen: A Simplified Approach to Process Improvements

by George Alukal and Anthony Manos

To compete successfully in today's economy, organizations need to be as good as or better than their global competitors. This goes not only for quality, but also for costs and cycle times (lead time, processing time, delivery time, set-up time, response time, etc.). Lean addresses these needs in its emphasis on teamwork, continuous training and learning, produce to demand ("pull"), mass customization and batch size reduction, cellular flow, quick changeover, and total productive maintenance.

Originally applied in manufacturing settings, lean has now migrated to non-shop floor activities: in business support functions, such as sales, customer service, accounting, human resources, engineering, purchasing; within manufacturing firms; and also in purely service areas like finance, government, and healthcare.

The intended audience for this book is any quality or operational professional who wants to start their lean journey or enhance their career opportunities. After introducing the concepts of lean and kaizen, various building blocks of a lean enterprise are described. After reading this book, any reader will have a foundation of what is understood today as "lean." All the examples of kaizens presented in the book are from the authors' experience associated with real lean transformations. In addition, the forms, figures, and checklists included as part of this book and also on the accompanying CD-ROM can be customized and used in the readers' own lean journey when they perform kaizens.

Approximately 200 pages. 6 x 9. Softcover. 2006.
ISBN 0-87389-689-0

Available in late April!

Item: H1284

Member Price: \$33.00

List/Forum/Division Price: \$55.00



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Eighth Annual Altshuller Institute for TRIZ Studies International Conference cont. from p. 4

The use of TRIZ in science and engineering circles to solve manufacturing problems and create new products has been vigorously gaining ground since its introduction to the United States just a few years ago. Companies such as BAE Systems, Brunswick-LifeFitness, Procter & Gamble, Ford, Boeing, Philips Semiconductor, LG Electronics, Samsung, and many others have used TRIZ concepts to systematically solve complex technical problems. The use of TRIZ has been expanding into other areas. In addition to the traditional areas of application, TRIZ has been used successfully in biomedical research, medicine, computer programming, business management, etc. We anticipate that with a broader audience TRIZ will find many more practical uses.

This conference is an opportunity for new/experienced people to get an in-depth introduction to TRIZ and to meet with an international group of trainers and end-users. Even though the agenda is packed with training opportunities, there is ample time for one-on-one discussion between attendees. On Sunday, there will be a two-track tutorial that will meet the needs of newcomers and an advanced track for experienced users. On Monday and Tuesday, there will be more than 20 presentations on a wide variety of case studies, new developments/applications, and implementation strategies.

Event History: TRIZCON 2006 is the eighth annual conference promoted by the Altshuller Institute for TRIZ Studies, Inc. Our past conferences were held in Detroit, Boston, Los Angeles, St. Louis, Philadelphia, Seattle, and back to Detroit in 2005. We expect that attendance for TRIZCON 2006 will exceed 150 participants.

Exhibitor Information: A common area will be made available for all providers to display brochures, business cards, etc. For exhibitors requiring dedicated space and services, contact the AI executive director with your requirements at 508-799-6601 or e-mail at ai@triz.org.

Attendee Information: Attendees for TRIZCON 2006 will come from all corners of the world. Innovation and creativity are at the heart of commerce and progress. Every country in the world has an interest in developing new products and technology. As a result, there is a tremendous amount of interest in looking at and evaluating tools and methodologies that will facilitate and expedite progress. Attendees include students, managers, engineers, R&D, teachers from high school and college professors, inventors, TRIZ trainers, and a host of other people who are interested in learning how to solve all types of problems quickly and effectively.

FOR MORE INFORMATION CONTACT: ai@triz.org or **The Altshuller Institute for TRIZ Studies** Voice: 508-799-6601