

Lean Enterprise Division

March 2007 Highlights

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Lean Enterprise Division Contacts

Bob Johnson, chair

Tyco Fire and Building Products & Programs
jobbymjohnson@yahoo.com

Wayne Paupst, chair-elect

waynepaupst@gmail.com

David Behling, programs

Velvac, Inc.
dbehling@velvac.com

Tony Manos, past chair

Profero, Inc.
anthony.manos@proferoinc.com

George Alukal, BoK chair

Chicago Manufacturing
galukal@cmcusa.org

Wendy Gomez, newsletter editor & secretary

Danmer, Inc.
wendy.gomez@danmer.com

Ginger Rockey-Johnson, discussion board moderator & treasurer

Sun Micro Stamping Technologies
grockey-johnson@sunmicrostamping.com

Linda Milanowski, staff liaison

American Society for Quality
lmilanowski@asq.org

Chair's Message

Dear Lean Enterprise Division members,

The long journey from the concept of having an ASQ focus group interested in Lean principles to Advanced Manufacturing Interest Group, to Lean Enterprise Forum, to finally the Lean Enterprise Division is now a reality. Thanks to all who helped us achieve this milestone to become the first new ASQ division in many years and in making us, in this short time in our journey, one of the 10 largest.

However, as one journey ends the next begins. We want to become the premier place members look to for all things Lean. The following are updates on our work to provide you value for your continued membership:

1. We are still diligently working toward an ASQ certification in Lean. This is a large task with many components. Our application is being considered by the Certification Board. They have come back to us with additional questions; we have answered these questions and the matter is being reviewed. Upon approval by the Certification Board, the application goes to the ASQ board of directors for final approval. Then we get to the hard work of the marketing study, developing the body of knowledge, and writing the questions to be used in certification tests. This is a long journey but it is worth the time needed to do it right.
2. There are many ways for you meet the LED leaders and fellow members during the upcoming ASQ World Conference for Quality and Improvement in Orlando, FL (April 30-May 2, 2007). First, attend the annual Lean Division Business Meeting on Sunday afternoon (April 29, 2007) and add your insights and ideas to our strategic planning session. Second, attend the sessions sponsored by LED and the networking session on Wednesday (May 2, 2007). Third, come by the LED exhibit booth and visit, but better yet give a bit of your time to work at the booth and help promote the division.
3. We are investigating the possibility of partnering with another division to have a Lean conference—in conjunction or parallel with them. We hope to have this firmed up by the business meeting in Orlando.
4. Lean Enterprise Division has three sessions at the ASQ World Conference as well as a Lean Networking Session. See the conference Web site for specifics on the LED-sponsored sessions as well as other Lean-related sessions: www.wcqi.asq.org
5. We want to provide support to local ASQ sections interested in developing Lean networking groups. We are interested in any insights from sections that have a Lean networking group, and we'd like to hear from sections that might be interested in starting a Lean networking group.
6. Help us add to the Lean Enterprise Web site (www.asq.org/le) to make it the portal for information about Lean. We could use your knowledge. Send us white papers and case studies about your journey in implementing Lean by going to the Lean Enterprise Web site and clicking on Submit an Article, found along the left column. In addition, we have a very active discussion board where you can present a topic you want to discuss, or where you can lend your expertise and insight to other members.



Lean Enterprise
Division

ASQ Lean Certification Update

Report From George Alukal

The ASQ Certification Board has approved our application for the first step toward a Lean certification examination. The first task is a marketing survey. The ASQ Certification Offerings Workgroup will put together a list of ASQ members (including everybody belonging to the Lean Enterprise Division) for an e-mail survey to determine market need. After the survey, the Certification Board will decide whether to take the next step to conduct a job analysis. Either LED or the ASQ board (or a combination of the two) will fund this activity. We already have the support of directors on the ASQ board who are aware of the importance of, and market demand for, a Lean certification through ASQ.

LED members wishing to help with the Lean Body of Knowledge for the Lean certification examination, please keep in mind that this is a fairly long process. The BoK that was put up on our Web site with input from the Lean Enterprise Forum members in 2005-06 will be finalized in the next couple of phases. LED members will have a chance to volunteer and participate in the finalization of the BoK.

At this time I'd like to express my thanks to all the LED members who already have volunteered to help, and ask for your patience as we move forward. As soon as we are ready for your help and input, we will announce a call for volunteers who have the time and expertise in Lean to take us through the next steps.

Chair's Message cont. from p. 1

We are planning a survey; I know some of your thoughts already—not another survey! Yes, but not just any survey; this is a survey to help guide the division in meeting your needs and adding value for you, the member. This is your chance to let us know what we can do better to make this the best division in ASQ. Feel free to contact me if you can help in any way or if you have any questions.

Jobby Johnson

MBA, CSSBB, CMQ/OE, PMP
Chair, Lean Enterprise Division

Face of Lean Profile

Name:

Kiami Rogers

Contact:

krogers_ASQ@verizon.net

Education:

MS-EMIS, BS-EE

Current job:

Worldwide Sameness Leader at Texas Instruments

Most recent experience with Lean:

5S

Favorite Lean experience(s):

Value Stream Mapping

What is your advice to practitioners who have just begun to try to implement Lean?

Lean is a journey toward perfection. The value of lean must be defined by the customer. Because of this, the complexity and implementation of value-added lean activities varies. Starting lean is relatively easy compared to sustaining lean. Top management commitment and communication is key to not stray from the path to perfection.

Other interests/hobbies:

Arts and crafts, outdoor activities.

Favorite quote:

“He uses statistics as a drunken man uses lampposts . . . for support rather than illumination.”

—Andrew Lang (1844-1912)



Lean Enterprise Division Networking Session

Robert Johnson
Chair, Lean Enterprise Division

Summary

Please join us for the Lean Enterprise Division networking session that replaces the previous lean networking lunch. We will hold an hourlong “café style” networking session covering some of the hottest topics in lean and in relationship to the theme of the conference. Everyone gets to participate in discussing these issues. The content of these sessions is provided by you as you network and gain insight from each other.

Introduction

If you are not familiar with the café networking process, it consists of three 15-minute sessions in which the participants rotate between three different topics (one for each session). Each table has an assigned table host who remains at the table and welcomes the participants, and after the first session recaps the high points from the previous session(s). Each participant adds his or her own insights and experience to each of the topics. Participants are encouraged to take notes on Post-it Notes to take with them from session to session, and while at each table to be creative in writing, drawing pictures, or providing anything else they care to on the butcher paper covering the table.

Topics To Be Covered

We will cover several topics pertinent to the theme of the conference and areas of interest to the division. The first topic to be covered is Value Stream Mapping (System Thinking), the second topic is Getting Organizational Culture Change (Change Management), and the third topic is Value Added vs. Cost Savings (Customer Value).

In Value Stream Mapping: We will discuss our lessons learned and best practices of how to keep the VSM from “silo mentality” and stay system focused, avoiding suboptimizing to the overall detriment of the whole system.

In Getting Organizational Culture Change (Change Management): We will discuss how you have or would get the organization’s culture to change and how to get everyone involved in making the organization lean.

In Value Added vs. Cost Savings (Customer Value): We will discuss how we get lean focused on adding value to the process and for the customer, as opposed to some companies that have used it for cost savings to the detriment of quality and the customer.

Conclusion

After the three sessions and each participant has added his or her unique insights and perceptiveness to the topic, the table host will conduct a brief summary of the highlights for the table. These conversations will be recorded in written form and then posted to the Lean Enterprise Division Web site (www.asq.org/le). Each participant or person interested in lean is encouraged to go to our Web site to review the insights from the overall session. We will also encourage participants to exchange cards for further networking with lean professionals. Please join us Wednesday morning (May 2, 2007) 8:00 a.m., for session W02 for a fantastic time of networking.

From the Lean Enterprise Discussion Board

Would you like to learn the opinions of other Lean Enterprise members on the pros and cons of Lean and Six Sigma methodologies and how they work (or don’t work) toward overall quality improvement? If you would, we have a discussion to engage you.

Would you like to share a great story or article? The Lean Enterprise Discussion Board is the place.

Do you have a problem that might be resolved with some input from your fellow Lean Enterprise members? Post your question on the Lean Enterprise Discussion Board.

The following are some topics posted on the discussion board during the last few months:

- Using Lean to Reinforce Organizational Silos
- Improve Decision Making With Lean/Lean Sigma
- Lean Transformation Summit 2007
- Article About Lean at Toyota
- Corporate Value Stream Mapping
- Lean (and Six Sigma) Free e-Book

To contribute to the discussions above, or to start your own discussion, you can enter the discussion board through your “My ASQ” page on www.asq.org or by going directly to the Lean Enterprise Web site www.asq.org/le and clicking on Discussion Board along the left column.

Either path requires that you log on using your ASQ membership number. The discussion board is open to all ASQ members. If you don’t know your password, there is a help link or you may call ASQ at 800-248-1946 for help.

Please Note: If you click the Remember Me box before logging on, you won’t have to sign on each time.

Have Fun!

The Lean Enterprise Division “Goes to Disney World” (well, at least Orlando)!

Continued from last issue—more details . . .

We hope to meet many LED members at the ASQ World Conference on Quality and Improvement in Orlando, April 30-May 2. There is a wide selection of sessions and tutorials on the topic of Lean. Also, as mentioned in the Chair’s Message, members are encouraged to attend the Lean Enterprise Division Business Meeting on Sunday, April 29, at the Rosen Centre, 1:00-3:30 p.m. At that meeting, you will meet Lean Enterprise Division officers and committee chairs, and participate in a planning session for the 2007-08 membership year. If you are an LED member registered for the conference, you’ll receive an invitation to that planning session shortly.

The complete ASQ World Conference program can be found on the Web site: <http://wcqi.asq.org>. Here are just a few of the sessions and tutorials that we recommend.

Lean 101—Half-Day Tutorial

Presented by Bill Cardin
Cardin Quality Training Associates
Sunday, April 29, 12:30 - 4:30 p.m.

This introduction to basic Lean principles will be an effective primer for those exploring Lean for the first time. The session will define most of the common terms used in Lean operations like Lean tools, 5S, Takt Time, plant layout, standardized work, batch size reduction, quality at the source, line balancing, TPM, Push vs. Pull, Kanban, and Poka Yoke. It will also include a factory simulation that demonstrates the four stages of development beginning with traditional and ending with Lean.

Lean Sigma Business Simulation—Full-Day Tutorial

Presented by Robert Burke and Ron Randen
Value Innovation Partners, Ltd.
Sunday, April 29, 8:00 a.m. – 4:00 p.m.

This workshop demonstrates how to use Lean/Six Sigma/World Class Basics to deliver world-class goals in a safe, fun atmosphere. See how a company can go from a traditional business approach where customer satisfaction is desired to implementing Lean concepts where customer satisfaction is exceeded. The most fun you can have learning...by far.

Value Stream Mapping—Session T02

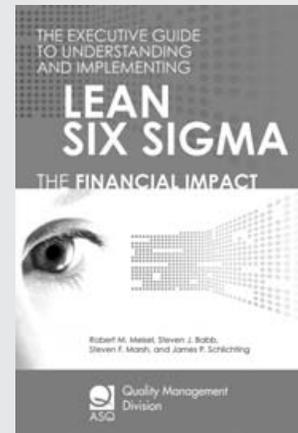
Presented by Anthony Manos
Profero Inc.
Tuesday, May 1, 9:15 - 10:00 a.m.

Learn to “See the Flow” or, more important, where there is no flow. Gain knowledge of the four-step process for creating value stream maps that will help propel your organization into the Lean revolution.

Participants will learn:

- The VSM four-step process including:
 - Determining a product family
 - Drawing a current state map
 - Drawing a future state map
 - Creating a plan to get to the future state
- The eight wastes of Lean
- The building blocks of Lean
- Eight questions for the shop floor
- Ten questions for support or office functions

From ASQ’s Quality Press



The Executive Guide to Understanding and Implementing Lean Six Sigma
Robert M. Meisel, Steven J. Babb,
Steven F. Marsh, and James P. Schlichting

This work is part of the ASQ Quality Management Division’s “The Economics of Quality” book series, a collection of nontechnology-driven innovation that applies to all markets and organizations. It is intended to provide a fundamental introduction to the concepts of Lean enterprise and Six Sigma to executives, personnel new to quality, or organizations interested in introductory information on quality and process improvement. It is intended to be a helpful guide on implementing and optimizing an integrated Lean Six Sigma approach focused on realizing return value and bottom-line impact.

Available Now!

104 pages. ISBN 978-0-87389-711-2.
6 x 9. Softcover. 2007

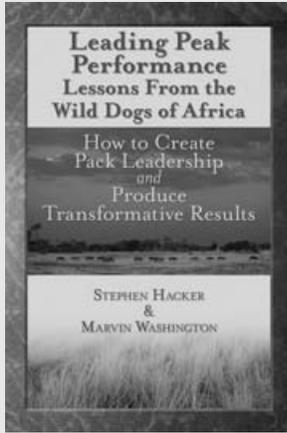
Item: H1303

Member Price: \$16.00

List/Forum/Division Price: \$28.00

cont. on p. 5

From ASQ's Quality Press



Leading Peak Performance: Lessons From the Wild Dogs of Africa Stephen Hacker and Marvin Washington

African wild dogs get their target 80% of the time, whereas the lion and cheetah are successful less than 50% of the time. This book translates the success of those wild dogs into actions and behaviors that can make you a more productive leader. The authors developed their analogy during trips to game preserves in Botswana and South Africa over a seven-year period while working on a large-scale change effort with the public sector of the country of Botswana. This book takes the traits, characteristics, and behaviors of the animals that are most successful in survival and translates them to human groups. If you are a leader of a team, inside or outside of the workplace, this book will provide leadership insights and offer tangible methods of improving your team's effectiveness.

Available in April!

200 pages. ISBN 978-0-87389-708-2.
6 x 9. Softcover. 2007

Item: H1302

Member Price: \$18.00

List/Forum/Division Price: \$30.00

Lean Enterprise Division "Goes to Disney World" cont. from p. 4

Kaizen Events for Office, Service, and Knowledge Processes—Session T22

Presented by Mike Osterling
Osterling Consulting
and Karen Martin
Karen Martin & Associates
Tuesday, May 1, 11:30 a.m.-12:15 p.m.

Kaizen events are a proven method to realize rapid and dramatic improvements, but executing events to improve office, knowledge worker, service, and transactional processes present many new challenges. Attend and learn how to prepare, execute, and succeed in your white-collar kaizen strategy.

Learning outcomes:

- Learn why kaizen events in administrative environments need to be managed differently from those in manufacturing environments
- Through a case study see what key activities are required to prepare for an administrative kaizen event
- Get pointers on how to improve your team's ability to assure gains are sustained

We will once again have our

Lean Networking Session—W02

Wednesday May 2, 8:00 - 9:00 a.m. Please see the full article description on p. 3

ASQ Webinars—a Learning Option

Lean Enterprise: Batch Size Reduction and SMED

This webinar explains four of the Lean "building blocks." Reducing the batch size results in less inventory and overproduction, as well as favorably impacting the other Lean wastes. Quick changeover (or single minute exchange dies) is an essential and integral part of the Lean enterprise. Autonomation will ensure that only good product or information is passed on to the next process. Also discussed in this webinar is the role of the quality professional in Lean, and how Lean fits in with total quality management and other systems such as ISO 9001:2000 and ISO/TS 16949:2002.

Lean Enterprise: 5S and Related Lean Tools

This webinar explains some of the basic interlinked building blocks of a Lean enterprise. Understanding and implementing these Lean tools fosters discipline, improves morale, simplifies processes, and enhances quality, safety, and ergonomics. Full implementation helps an organization reduce or eliminate the various wastes ("muda") of Lean, resulting in cost- and cycle-time reduction.

Lean Enterprise: The Higher Level Building Blocks of Lean

This webinar explains four of the important Lean Building Blocks. Flow and work cells will be described along with concepts such as line-balancing and working to "takt" time. Inventory reduction using supermarkets and kanbans will be discussed. This webinar will also present the benefits of just-in-time (JIT) in the supply chain, and total productive maintenance (TPM) and its advantages for any Lean enterprise.

For the details on the above ASQ webinars and to see other Lean webinar offerings, go to www.asq.org and click on Training & Certification (in blue type along the left column), then click on Training, Topics, Lean.



600 N. Plankinton Ave.
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Note From the Editor

Another year has gone by and the World Conference is quickly approaching yet again. I often wondered where “Lean” would be 5 or 10 years down the line. That is one of the things I love about quality.

You can always try to improve upon it. Sometimes you’ll hit a home run and sometimes it may just be a pop fly; nonetheless it’s exciting to see changes rather than staying in one place. As always, it is all of you who drive the changes. It’s always a pleasure to interact with you and get your feedback. This newsletter can definitely be improved upon to bring you information that is pertinent to the knowledge that you wish to acquire, but that can only be done with your help. Please feel free to send in your comments and/or suggestions.

Best regards,

Wendy Gomez

Wendy.gomez@danmer.com



To Submit an Article:

Lean Enterprise Division News, a publication of ASQ’s Lean Enterprise Division, is distributed three times each year. Readers are encouraged to submit articles for consideration to Wendy Gomez at wendy.gomez@danmer.com. The next deadline is July 1 for the August issue.

Information regarding change of address should be sent to ASQ at: asq@asq.org.