Chair’s Message

Hello Lean,

The summer months have quickly passed us by, schools are back in session, and the holiday season is rapidly approaching. We are also getting closer to the Lean Six Sigma Conference, March 2–3, 2009, in Phoenix, AZ.

A record number of presentations have been submitted for the 2009 conference and the program has been expanded from 32 presentations to 47. There will be 18 sessions focusing on lean, including the LED Networking Session. Many members of the LED leadership team will be presenting at the conference. For more information on the conference, visit www.asq.org/conferences/six-sigma/. Plan now to “come lean with us” in Phoenix.

In the last issue, I mentioned the planning session that was held in Milwaukee in April. During the meeting, specific focus areas were identified and have been included in the LED Business Plan. They are:

- Networking
- Communication
- Body of knowledge/certification
- Standard work
- Education/product offerings

I plan to touch on some of these areas in this and future messages. As we progress in these areas, we will be requiring assistance and looking for volunteers to work with us. If you have previously submitted your name to volunteer, or are interested in volunteering, please contact me and let me know what area interests you. We will contact volunteers for specific assignments or positions as they become available.

One form of communication that is available to all LED members is the Lean Enterprise Discussion Board. LED members can log on and post questions or requests for information, as well as share their lean experiences. This is a beneficial tool whether you are an expert in lean or just in the beginning stages of your lean journey. If you have not visited the discussion board, please log on and try it out.

Certification is another topic that always comes up in conversations with members. I can report that Robert Damelio, our chair for the body of knowledge/certification team, has been working closely with ASQ in pursuit of a certification. We will keep everyone informed of any new developments.

On behalf of everyone on the leadership team, thank you for your support of the division and please let us know what we can do to serve you better.

Happy holidays to everyone, and as always, “come lean with us.”

Wayne Paupst
Chair, Lean Enterprise Division
waynepaupst@gmail.com
Lean Certification in Three Levels

by Robert Damelio

If you’re one of the LED members who has asked about or volunteered to help with the creation of a lean body of knowledge (BoK), you’ll be pleased to know that this issue of the newsletter is for you. You’ll find the lean BoK that we jointly developed with the SHINGO Prize. Why work with SHINGO? Isn’t SHINGO focused primarily on manufacturing operations? We chose to jointly develop this BoK with the SHINGO Prize to strengthen the overall lean community and to speed up “time to market” for the resultant learning and certification-related offerings, which are two of the other top needs you’ve asked us to address. Two goals of our joint development work was to ensure that the BoK had an enterprise-wide focus and that it would apply equally well to diverse industries such as healthcare, financial, government, and service. We think we’ve achieved both goals.

I’m also pleased to share that the jointly produced BoK has been approved and adopted for use by the SHINGO Prize, SME, and AME Lean Certification alliance, and that it serves as the basis for the lean certification that the “alliance” offers.

A good way to help you make sense of the BoK document is to first review the SHINGO Prize Model, as this BoK is organized according to the same four dimensions as the Prize:

1. Cultural Enablers
2. Continuous Process Improvement
3. Consistent Lean Enterprise Culture
4. Business Results

You’ll see that we have articulated a list of principles, systems, and tools within each of the four dimensions shown in the BoK. It’s really the principles, systems, and tools that constitute the BoK. A BoK chart is posted on the Lean Enterprise Web site. Click “Library” in the left column and then “Certification”.

Visit the links below for lean certification resources from the SME Web site and for resources on the SHINGO Prize model and guidelines.

SHINGO Prize Model and Guidelines
http://www.shingoprize.org/AboutUs_MissionModel.cfm

SME/AME/SHINGO Prize Lean Certification Resources
http://www.sme.org/cgi-bin/ceert/html.pl?/cert/lean_certification.htm&&SME&

You’ll also see that there are three levels of certification offered by the alliance.

Here is a summation of each of the three levels:

<table>
<thead>
<tr>
<th>Certification Level</th>
<th>Description</th>
<th>Affect</th>
<th>Experience</th>
</tr>
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<tbody>
<tr>
<td>Bronze: Tactical Lean</td>
<td>Tactical lean is the deployment and application of lean principles, concepts, and methods locally, within a work group or value stream. This may be a workshop or project focused on the implementation of specific lean concepts or techniques.</td>
<td>Processes within a work group or value stream. Candidates are operating under the guidance of others. Much focus is on usage of lean tools.</td>
<td>4 years of experience 80 hours of training Solid understanding of lean principles and tools Ability for tactical implementation that drives improvements and shows results</td>
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Lean Certification in Three Levels cont. from p. 2

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Silver: Integrative Lean</td>
<td>Integrative lean is the integration of lean activities, coupled with organizational restructuring, necessary for transformation and sustainable lean operation of a complete value stream.</td>
<td>Value Stream: Value Stream is defined as any process that has a defined customer and supplier (including internal), material flow and information flow. The process should include multiple operations or tasks that require the use of several people, machines, or equipment.</td>
<td>6 years of experience (lean, industry, academic study) Experience as a lean project leader on value stream transformations. 160 hours of training (80 Bronze + 80 new) Moved into leadership roles Experience mentoring and/or coaching individuals or teams</td>
</tr>
<tr>
<td>Gold: Strategic Lean</td>
<td>Strategic lean is a lean transformation of a business or organization. This requires at least two business transformation projects that include two or more of the classic value streams of: 1. new product development 2. order through delivery 3. supply chain 4. administrative functions</td>
<td>Enterprise: A business or organization systematically working toward a common goal. This may be an entire company, a plant, a business unit, a satellite office, and may include external suppliers and customers.</td>
<td>Understanding of lean transformation across an entire enterprise 8 years of experience 200 hours of training (160 Silver + 40 new) Influence and authority over assets, processes, and people Lead ongoing business transformations to a lean model</td>
</tr>
</tbody>
</table>

I welcome your feedback, questions, and comments.

Robert Damelio is a consultant, author, and president of The Bottom Line Group, a management-consulting firm based in Dallas, TX. His areas of expertise are process improvement, process management, and change management, particularly as they apply to knowledge-intensive work in service, professional, administrative, and “non-manufacturing” processes. He is the author of The Basics of Process Mapping and is currently serving ASQ as the chair of the Lean Enterprise Division Body of Knowledge and Certification Committee. Damelio recently started a blog for anyone interested in improving knowledge work. Visit the Improving Knowledge Work Blog. Damelio can be reached at rwdamelio@gmail.com or 214-995-1960.

Sustaining the Culture of Lean Six Sigma

ASQ’s 2009 Lean Six Sigma Conference

March 2-3, 2009 • Phoenix, AZ

Early-bird rates are available through January 23, 2009! ASQ Member $995 Nonmember $1,210

Mark your calendars and join hundreds of lean and Six Sigma professionals at the 2009 Lean Six Sigma Conference. Enjoy sessions, speakers, and networking opportunities that focus on how organizations embrace, apply, sustain, and continuously leverage lean and Lean Six Sigma as a cultural priority throughout their organizations.

Keynote speakers include:
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• Jason Gerros, Depository Trust & Clearing Corporation (DTCC)
• Michael Stanleigh, Business Improvement Architects
• Larry Pike, Lockheed Martin Aeronautics

VISIT sixsigma.asq.org OR CALL 800-248-1946 TO REGISTER TODAY!
**The Toyota Way**

*by Jeffrey Liker*

*Review by David M. Rucker, president, Rucker & Associates*

Toyota’s lean production system started a global revolution in manufacturing and service business that many consider the next stage beyond Henry Ford’s mass production. *The Toyota Way* explains how the Toyota Production System evolved into a system of manufacturing excellence, and it describes companies in industries as diverse as healthcare, engineering, pharmaceuticals, and construction that are using Toyota’s methods to improve dramatically performance from the customer’s perspective.

But many companies that think they are lean—aren’t. The book explains how to get beyond the surface tools and techniques of lean by creating a lean culture of team-based learning and building on the foundation of business philosophy, business partners, and your own people. You’ll read about others who have improved the speed of business processes, improved product and service quality, and cut costs, no matter what type of business they have. *The Toyota Way* is an inspiring guide describing the steps necessary to emulate Toyota’s remarkable success.

The first third of the book is a great tale of Toyota’s product development process in the creation of the Prius. Liker’s perspective provides the reader the reasons some companies stand above the rest. There were few near-term benefits to take on the billion-dollar project; however, sometimes you must persevere just because it is the right thing to do.

**The Wisdom of Crowds**

*by James Surowiecki*

*Review by David M. Rucker, president, Rucker & Associates*

Kaizen methodology is fundamentally about knowing that the wisdom of many is better than the brilliance of one. This book reinforces what we all know is true . . . developing solutions for problems faced each day in our business life is a “team sport.” The best solutions and easier implementation comes when we do it together. The part about how scientists shared their data regarding SARS and how it operated led to solutions much faster. The learning point is that if we open the data to everyone, you’ll get a better solution than if you go it alone. Surowiecki continually emphasizes that the science of crowds suggests that you must deliver factual data, and then make sure they aren’t influenced through discussion. In order to find true cause, the team must be willing to focus on data . . . not conjecture and rumor. Finally: “The idea of the wisdom of the crowds is not that a group will always give you the right answer but that on average it will consistently come up with a better answer than any individual will provide.” (p235)

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**Mark your calendars for the 2009 Wisconsin Renewable Energy Summit**

**March 25 – 28, 2009**

**Locations:** Discovery World and Midwest Airlines Center, Milwaukee • Milwaukee Area Technical College’s ECAM facility, Oak Creek

**Summit theme:** Green Business—Unlimited Economic Opportunity

The “silver lining” of Wisconsin and the nation’s recent financial crisis is really a “green lining.” Businesses are making the historic transition from fossil fuels to renewable resources and energy efficiency—thereby reaping greater productivity and lower costs.

This momentous shift creates ever-brighter prospects for work force, manufacturing, and technological development, as well as innovative energy management and use. C&D Technologies, for example, is a Pennsylvania-based battery manufacturer with five plants across America, including one in Milwaukee. C&D Technologies looks to research, develop, and manufacture a new line of lithium-ion batteries at its Milwaukee facility, creating some 150 new jobs with typical annual wages between $47,650 and $56,400.

The sixth annual Wisconsin Renewable Energy Summit will showcase this and other new opportunities to turn green into gold March 25–28, 2009, at the Midwest Airlines Center in Milwaukee.

This year’s theme, *Green Business: Unlimited Economic Opportunity*, focuses on how the growth of renewable energy businesses—and existing businesses exploring this market shift—will generate new economic opportunities in Wisconsin. The 35,000-plus new positions expected in the next decade include manufacturers, installers, consultants, engineers, and associated professions.

The summit will convene more than 2,000 attendees from business, industry, and academia for tours, exhibits, and four days of plenary and parallel breakout sessions.

For program details and to register, visit [http://www.renewableenergysummit.org/](http://www.renewableenergysummit.org/).
**Lean in Life (LiL)**

*by Kam Gupta*

Lean in Life is growing. I am very encouraged to learn that lean is as much applicable in almost every area of life as it is in industry.

It is a matter of personal choice for David Behling, director of quality in New Berlin, WI. After he learned about lean, he realized he was already following many of its concepts in several aspects of his life. “I live in a fairly organized house and my family and I keep the excess items down by trading out ‘old items’ for new ones,” said Behling. His family’s cars now neatly fit in the garage and they only have vertical storage along the walls of their basement. After reading LiL in LED’s last issue, Behling realized that lean also means continuous improvement—the search of even more ‘muda.’ He realized he did not want to be trapped in his old habits. Now Behling searches for more places in his life where he can apply lean concepts, including how he and his family store items. Way to go!

Russell Schreiner, a contract administrator from Pensacola, FL, is new to ASQ and writes, “. . . Your article hit home with me.” Schreiner’s wife, having retired from a grocery store after 18 years of work, was fed up with grocery shopping. So Schreiner took the responsibility of grocery shopping for his family. “When she worked at the store, she would call at the end of the day and ask if we needed anything from the store. If we forgot something at that time, it would mean additional trips to the store.” A ‘muda’ indeed. Now that Schreiner is responsible for the grocery shopping, things have evolved—like the creation of a weekly menu. “Not a novel idea, but effective,” said Schreiner. What was more interesting was that they made a process map of the store—a spreadsheet that showed the grocery store by aisle. “That way we shop from one side of the store to the other [no walking back and forth]. If there are no items listed [for a certain aisle], we just don’t go down that aisle,” added Schreiner. Schreiner then worked on the refinement or standardization process. Now the list is pre-typed with the items they need every week. Using different colors, they are able to shop much more efficiently. Thanks for sharing your ideas of simple and efficient living with LiL!

Bring LiL to your life. Share your stories with others. Only by sharing do we grow our conviction and commitment in the lean process. Please feel free to write to me at citkam@gmail.com. Joy to all readers during this holiday season.

*Editor’s Note: David and Russ wrote good stories and I had a chance to speak with them personally. These are edited versions of their e-mails for efficient use of limited space and enhanced value.*

**Kam Gupta** is a Senior member of ASQ, regional director for Region 12, and an outgoing ASQ board member. He is president of Continuous Improvement Technology, Inc., located in the Chicago area. He is an executive coach/life coach and works in the area of leadership development using value-based empowerment and energy-driven leadership. Gupta is a Six Sigma Master Black Belt and ASQ CSSBB, CQE, and CQA. He provides lean implementation and training support in manufacturing and service environments. He also provides coaching to Six Sigma and lean champions and leaders in organizational settings. He is an active member of ASQ’s Lean Enterprise and Human Development & Leadership divisions.
Note From the Editor

Change. This word, familiar to quality, is a word we’ve seen a lot of the past few months. It is a small word that carries a great deal of meaning. Even the synonyms that come to mind carry weight—alter, vary, modify, switch, transform. One thing is also certain: We want change, but we also want it to be a good change, a change for the better. Whether it is on a grand scale or on an individual level, not only can we make changes, but we can improve. One of the changes the LED has discussed is the newsletter. Taking into consideration the environment, we would like to mail the paper version only to those who would prefer it that way. If you’d rather have the electronic version only, please send a message to lmilanowski@asq.org with “Electronic Only” in the subject line. As this year ends, let’s reflect on how lean we were in 2008 and how we’ll be even leaner in 2009.

Happy holidays!

Wendy Gomez
wendy.gomez@danmer.com