

Lean Enterprise Division

April 2010 Highlights

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Chair's Message

Hello Lean,

Here we are coming into the spring season which means another Lean and Six Sigma Conference has just come to a close. In my message last March, I stated the 2009 conference was by far the best conference I have attended, but this year's event makes that statement false. This conference just gets better and better, and again there was an excellent attendance. I know I speak for the LED leadership team in stating what a sincere privilege it is for LED to team up with the Six Sigma Forum on this event. Thanks to Mark Olson, Jessica Miller, and the rest of the team at ASQ for another great year.



This year LED had the opportunity to debut our new booth, which if I do say so, was the cream of the crop in the exhibit hall. Numerous folks stopped by to meet and greet the LED team members on hand. It is always a pleasure to meet our LED members face to face. A special thanks to Chris Anderson, Chad Vincent, and Don Smith for making the booth a reality.

Now the big news!

One of the most common questions we receive from members, nonmembers, etc., is, "When will there be a Lean Certification?" I am happy to report, that at the conference, ASQ announced that we have joined the Lean Certification alliance of AME, SME, and The Shingo Prize to offer a Lean Certification. Current plans call for ASQ to offer the first exam at the 2010 World Conference on Quality and Improvement in St. Louis, MO, Sunday, May 23. Please keep checking the LED and ASQ Web sites for any additional information. We had numerous Lean Certification informational brochures at our booth that were depleted on the first day of the conference. Expect additional e-mail announcements from us as news and developments occur.

A special thanks to Robert Damelio, who put in countless hours over the past few years representing LED on this project.

As part of our new monthly member welcome calls, we ask what LED can provide that would add value to membership. The most common response is more articles and case studies. To provide this service, we need to receive as many articles and case studies as possible. Our goal is to create a library for all members to access. Our education team has developed a contest which should develop more interest from members, and get them involved in sharing their knowledge and experience by submitting articles and case studies for publication in the LED newsletter. Please see the contest information elsewhere in this issue.

Next up is the ASQ World Conference in St. Louis May 24–26, 2010. Of course LED will be there with a booth. Please stop by.

This is my last chair's message as June 30 ends my term as chair and LED will have the privilege of welcoming Kiami Rogers in as chair. You will also find her picture on the front page a bit nicer than mine (OK, a great deal nicer). LED will benefit greatly with her leadership.

I have been in volunteer positions with ASQ for 15 years, but working with LED is the highlight. The team I have the privilege and honor to work with is the greatest group of people I have ever worked with in my entire career. It is more than a team; I feel we are family. I am so grateful and appreciative to each and every member not only for their time, but for sharing their knowledge and expertise. These folks put in countless hours of their own time for LED, leave their families to attend planning meetings, take time out of

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Lean Enterprise
Division

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their work day to participate on conference calls, and for me, I am most appreciative of all of their support. It was just recently during a personal crisis that I really experienced the support of these folks and I thank each and every one of them.

I also want to thank all of the LED members who I spoke with during our new member calls, who have contacted me by e-mail, or just stopped by the booth to say hello. It has been a privilege to serve you all.

In closing, we at LED would like to send out a big congratulations to Alan Mendelssohn, LED's discussion board moderator who will be honored at the World Conference for reaching the status of ASQ Fellow. This is a great achievement and we are all very proud of Alan on his accomplishment.

As always, thanks for "leaning with us."

Sincerely,

Wayne Paupst

Chair, Lean Enterprise Division
waynepaupst@gmail.com

Pitting Under Yellow

by Chad E. Vincent, Treasurer

With each passing day, it seems like the numbers get a little worse. The stock market, unemployment rates, and layoffs all paint a grim picture of the current state of the nation and the hole we must climb out in the future. While everyone is looking for the end of the economic crisis, we in the quality profession are looking for ways to make the case for quality and how we can help businesses in these difficult times.

At the recent ASQ Lean and Six Sigma Conference, this topic came up in a unique way. Kirk Gould and I were discussing how lean can be utilized to help companies during the current economic turbulence. The topic shifted to auto racing and how the pit stop example is used to simulate a single minute exchange of dies (SMED) method of lean. Being a NASCAR fan and a typical engineer, I quickly dove into the technical discussion of the pit stop. As we continued to converse, we quickly realized that the pit stop is a much stronger metaphor for today's current economic state. Our organizations' leaders should change the way they think during an economic crisis not only to survive, but to come out ahead of the competition. Let's look at the philosophy behind the pit stop in auto racing.

There are two reasons for a pit stop in auto racing. The first is to fix something that is broken on the car. The second is to make improvements to the car to make it run faster and handle better. Now, during a race, there are only two times the pit crew is allowed to work on the car. The first is during a green flag when the race is at full speed. This is not the best time to bring the car in the pits at speeds that are 25 percent of the other cars on the track. The second time is during a caution, or yellow flag, where the speed of the cars on the track is almost the same as pit row. Drivers are not allowed to pass and improve their position and the only way to lose positions is coming to pit row while other cars stay on the track.

Why do NASCAR drivers like to the pit under the yellow flag? This is the best time. All cars are slowed down. Taking time and effort to improve operating capability during caution periods provides a definite competitive advantage. There is much less risk in taking a pit stop during a yellow than it is while everyone is running at peak speeds.

Kirk and I realized that we were currently in an economy under a yellow flag. The questions are, "What do we intend to do as a company during this caution? Is this a good time for us to pull in to the pits and get some fuel, replace tires, and make improvements??" The answer is, "Yes!" In fact, there is no better time than the present to utilize employees, not lay them off, by putting them to work making improvements that have been put off because we have been running too fast to make improvements. Employees have more free time and processes are not running at full capacity. The competition has slowed down and now is the time to make improvements. Will we treat these economic times as a yellow flag, or will we wait until the economy is back to moving at high speed? If we make improvements now, when we go back to green we will be better than the competition long-term.

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Pitting Under Yellow cont. from p. 2

Chad Vincent is principal engineer at Baxter Healthcare Corp. in Mountain Home, AR. He is the treasurer for the ASQ Lean Enterprise Division. He earned a bachelor's degree in engineering management, specializing in quality engineering, from Missouri University of Science and Technology in Rolla, MO. He is a Senior member of ASQ and is an ASQ Certified Quality Manager, Quality Engineer, Reliability Engineer, and Six Sigma Black Belt. He also serves as ASQ Region 13 deputy regional director. He is a judge for the Arkansas Governor's Quality Award and serves on the board of directors for the Leadership Arkansas Alumni as vice president. Vincent authored the *Quality Progress* article "Back in Circulation" addressing how lean can be utilized to increase an organization's social responsibility. He is currently an adviser to the SME Lean to Green Technical Committee and participant on the SME/Purdue Green Workforce Certification project.

Kirk Gould is a senior performance consultant in the Arizona Public Service Company, Center for Process Excellence in Phoenix, AZ. He received his bachelor's degree in mechanical engineering from Purdue University. He is the president of the Phoenix chapter of the Association of Business Process Management Professionals, the largest ABPMP chapter in the United States. He has written multiple articles for *BPTrends* and presented internationally for several BPM conferences. With more than 20 years of experience in multiple industries, Gould believes in the proven approach of people first, then process, then technology.

A Review: *Human Error Prevention*

by **Don Smith, Chairman, LED Education Committee**

Have you ever attended a training seminar where so much valuable information was presented in the workshop materials or verbalized by the workshop leader, that you were overwhelmed because you were unable to capture it all? Well in the field of human error prevention, consultant and author B.W. (Ben) Marguglio has developed a method to at least partially resolve this information capture problem.

Marguglio's approach to resolving the information capture problem was to create a new type of document that is more than just a "book." His unique document, *Human Error Prevention*, not only provides readers with the handout materials from his successful two-day workshop on human error prevention, but also a major portion of the information he verbalizes during the workshop. In addition to presenting the reader with considerably more information than a traditional book, this new format offers the added benefit of costing considerably less than attending a corresponding two-day seminar on human error prevention.

Because his unique document brings his entire workshop to his readers, Marguglio has coined a new word to describe what it is. He calls his unique document a Bookinar™. In fact, Marguglio has not only created and trademarked the term Bookinar™, he has also named his company BOOKINARS™ INC. (www.bookinars.biz).

Another significant aspect of Marguglio's *Human Error Prevention* Bookinar™ is the topic with which it deals. One of the major focus areas of the lean approach to process improvement is eliminating waste related to mistakes, or errors, in a process, and one of the primary sources of mistakes, or errors, in many processes can be directly linked to the humans involved with the processes. Therefore, "human error prevention" is a topic truly worthy of consideration, and should be of interest to all of us, because whatever we do in life, to some extent can be impacted by "human error."

Early in the Bookinar™, the author cautions us to approach it differently that we would the book it so closely resembles. Instead of reading the text as we would in a book, referring to the "slides" provided with the text, when they are referenced in the text, the author suggests that we look first at the "slides" provided in each section, and then to read the text that expands on the information provided in the "slides," as we would view presentation slides in a seminar and then listen to the additional information provided by the seminar leader.

Like the seminar it seeks to replace, the Bookinar™ begins with a series of general learning objectives, and to aid the student, provides a glossary of specialized terminology that will be used throughout the course material. Although the learning objectives are not structured in the traditional form, when they are initially presented, they do highlight the major

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Prize Winners

During this year's Lean and Six Sigma Conference in Phoenix, AZ, the Lean Enterprise Division presented 11 prizes to individuals whose names were randomly drawn from those who had visited our booth and entered the drawing. Here are the prize winners:

The winner of a copy of *Human Error Prevention*, by B.W. (Ben) Marguglio

(Book provided by the publisher, Bookinars™ Inc.)

Daryl Simpson with Sanofi Pasteur

Winners of copies of *The Lean Enterprise Memory Jogger for Service*, by Richard L. MacInnes

(Books provided by the publisher, GOAL/QPC)

Shawn L. Carner with Genentech

Mark Connell with NanoPore

James Geisler with Eagle Systems & Services Inc.

Lynn Hale with Northrop Grumman

David A. Harry with Northrop Grumman

Leonard Huskey with the U.S. Army Research Laboratory

Luisa V. de la Torre Mejia with Ascent Healthcare Solutions

Eboni McCray with Henkle Corporation

Kelly Stratdake with the U.S. Army Research Laboratory

David Wormald with The Mitre Corporation

Lean Enterprise World Conference Activities

The following are Lean Enterprise sponsored sessions at the World Conference on Quality and Improvement, May 24-26 in St. Louis, MO. For the full program and registration details, please visit <http://wcqi.asq.org/index.html>.

Monday, May 24, 2010
1:45 p.m. – 2:30 p.m.

Value Stream Mapping for Offices, Service, and Healthcare

Presenter: Anthony Manos
Level: Intermediate
Focus Area: New Applications of Proven Quality Tools

This session will give you the answers on how to use VSM for offices, service, and healthcare. This session is intended for those already familiar with value stream mapping, but who need help in applying it in non-manufacturing settings like customer service, purchasing, accounting, information technology, and healthcare.

Tuesday, May 25, 2010
9:15 a.m. – 10:00 a.m.

Lean Enterprise Division Networking Session

Presenters: Wayne Paupst and Robert Johnson
Level: Basic
Focus Area: Quality in a Global Economy

This “café style” networking session covers some of the hottest topics relating to the conference’s theme. Everyone gets to participate in discussing these issues. Participants provide the session’s content as they network and gain insight from each other.

Tuesday, May 25, 2010
4:15 p.m. – 5:00 p.m.

The New Face of Quality in Office and Service Environments

Presenter: Karen Martin
Level: Intermediate
Focus Area: New Applications of Proven Quality Tools

First pass yield has long served as the key quality metric for manufacturers

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Human Error Prevention cont. from p. 3

learning points that will be covered in the text, and are expanded into a more traditional format as we work our way through the document.

The Bookinar™ is crammed full of analytic techniques focused on human error prevention. Many of these techniques will be readily recognized by lean practitioners, while some may be unfamiliar to individuals with limited exposure to human performance analysis.

Unlike some seminars, which are built around a single case study, the Bookinar™ includes several real life case study examples to show how analysis techniques presented in the Bookinar™ can be applied.

As I reviewed the Bookinar™, and considered its unique format, I realized that there are a number of ways in which it could be used effectively to improve individuals’ knowledge in the area of human error prevention:

1. For those students whose preferred learning style is visual, they can readily learn the material by reading the Bookinar™, as intended.
2. For students whose preferred learning style is auditory, or a balanced combination of visual and auditory, a group of students can all read the Bookinar™, a chapter at a time, and then discuss the material in each chapter as a group.
3. Alternatively, a group of students, with mixed learning style preferences, can all read the Bookinar™, one chapter at a time, with each chapter assigned to a different student. The assigned student would then present a summary of the material to the group, and then lead a group discussion. If one wishes to use this group approach, the Bookinar™ material can also be licensed from the author, in PowerPoint format, to facilitate a group learning experience.

In addition to these approaches to group learning, Marguglio also offers the material presented in the Bookinar™ in public seminars, or by special arrangement at client locations.

In summary, the Bookinar™ format is different, and unique, and takes a little getting used to, but the content is worthwhile, and as we have seen, the Bookinar™ can support a variety of approaches to learning that content.

Lean Enterprise Discussion Board

by Alan Mendelsohn, Discussion Board Moderator

Do you want to learn more about lean? One easy way to ask your specific questions, share your expertise, learn from your peers, and dialogue with other quality professionals is by participating in the Lean Enterprise Discussion Board.

One recent discussion topic is titled “Interactive 90-minute management intro to lean in the office.” The dialogue that followed included responses from five different ASQ members and focused on the change management necessary to successfully implement lean. Key points of this discussion are summarized below.

- Can anyone direct me to a 90-minute interactive tool I might use to convince management that lean has a place in the job-shop printing industry? I’m getting the old “it won’t work because we’re special” argument.
- While you look for such a program, please keep the following in mind:
 - You are not implementing lean; you are helping an organization achieve higher efficiency and greater profitability.
 - You are not lowering body count, but increasing capacity to take on more work with [the] same personnel and more efficient sales and quoting, more efficient packing, shipping, delivery, billing, and collecting, and [maybe] more efficient equipment.

I suggest you get yourself a little background in change management before you try to introduce any new topic or technique into an organization.

We old timers who have had a little success in introducing new initiatives into organizations can tell you it is rare indeed when the tail wags the dog (*when*

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Lean Enterprise Discussion Board cont. from p. 4

staff-led initiatives convince bosses), unless the tail first convinces the dog that the entire exercise is its idea, not the tail's.

I'm a long-time practitioner of lean from back before our division was known as the Advanced Manufacturing Interest Group. Neither I, nor many of my colleagues in the management consulting business, put a lot of stock in easy buzzwords like lean, kaizen, or poke yoka if the folks in the organization aren't already eager to embrace terms like profitable, efficient, mistake-proof, collaboration, customer partner, etc. Getting both managers and staff to start thinking in the non-esoteric terms usually entails helping them understand what they are currently unhappy with and building from that.

Thus, unless your managers admit they are unhappy with current profits, with current gross sales, and with fighting small fires all the time, you are unlikely to find a receptive audience for any canned presentation on lean.

I agree. Change management is the place to begin. I also believe in avoiding all the cute Japanese words. Stick with plain English when creating your proposal to sell the initial project. Identify a few initial projects to demonstrate the value added through the application of lean tools and processes.

Do you wish to move the mountain a shovel of dirt at a time or just blow it up and see where it lands? I vote slow and purposeful to obtain support and the required resources.

- I also agree that change management is the best way to go; but also learn about your audience. Some members of management love the idea of learning new things like the Japanese words. Some executives like the idea that they can show other execs they know what muda is and how their company is dealing with it. Then there are those who say, "Let's get to the bottom line. What will it cost me and what will it give me?"

So know your audience, and make your presentation suit their personalities. I believe that the Sun Tzu approach of knowing your enemy is very appropriate to getting them on board for such a significant change of policy.

- I agree with the above posts. The Sun Tzu approach is very appropriate. I would like to supplement it to prevent possible confusion. Sun Tzu said, "Only knowing your enemy is insufficient and leaves you vulnerable." In a true Sun Tzu approach, we have to know our enemy and ourselves as well.

Also I agree with all responders that you should use only plain English words and do not have to use any of Japanese bumpkins' slangs such as muda, kaizen, kanban, 5-S, etc. All of them are common sense matters in any country for centuries, but such bumpkins believe that they invented such things and only they know how to deal with these things, and are using these jargons the wrong way, not knowing the correct meanings of these words in their own language. For example, "muda" is not "waste." "Waste" is the wrong translation for muda. "Muda" (correctly, "mda" or "mbda") means "being unnecessary, useless, wasteful, meaningless, and futile." It is really muda that they use such jargon because it just confuses their audience. I just would like to prevent you from being misguided by such muda people.

- You are going to have to create your own presentation. Break down lean and identify how lean principles and methodologies can be aligned to company goals, objectives, and policies. As stated before in so many words, it needs to be a top-down initiative. Talk dollars, and when possible, use shop floor examples/possibilities and the savings that might/could be.

You can access the discussion board by visiting <http://www.asq.org/discussionboards/forum.jspa?forumID=34>.

producing goods. But little attention has been paid to measuring quality in office and service environments—especially "in-process" quality, the incremental flaws that result in lost productivity, delayed delivery, and reduced work force morale. Participants will learn how to measure and improve quality in transactional, analytical, creative, and service processes, resulting in vastly improved efficiency as well.

Wednesday, May 26, 2010
8:00 a.m. – 9:00 a.m.

Lean to Green

Presenter: Chad Vincent
Level: Basic
Focus Area: Social Responsibility

This presentation will discuss the eight green wastes, key metrics that apply to those wastes, 10 focus areas to eliminate those wastes, and examples of what organizations are doing to become greener.


Wednesday, May 26, 2010
8:00 a.m. – 9:00 a.m.

Gaining Sponsors Using an Organization Relationship Map

Presenter: Frank Murdock
Level: Basic
Focus Area: Making the Case for Quality

Gaining the right sponsorship for any lean rapid improvement event or Six Sigma project has been shown to be critical for success—along with getting the right people on the team. An organization relationship map is a systematic way to identify who the stakeholders are for a given process improvement effort. It will also show who among the stakeholders should sponsor the project. This gets the right people and the right management support involved at the beginning of the project.

In addition to the above sessions, the Lean Enterprise Division invites you to attend its networking and social session for Lean Enterprise Division members, Sunday, May 23, 2010, 1:00 p.m. – 5:00 p.m. Details about the location will be sent by e-mail about a week before the conference. And, please visit the Lean Enterprise Division booth in the exhibit hall.



2010 ASQ World Conference on Quality and Improvement

**May 24–26, 2010
St. Louis, MO
America's Center**

The 64th annual World Conference on Quality and Improvement continues the tradition of bringing together quality professionals, products, and services at one venue. This year's conference program offers more than 100 educational sessions covering the latest topics in quality. ASQ's World Conference is the event of the year for providing answers to quality professionals from around the world. Check out the full program, speakers, and complete session descriptions for levels basic to advanced at wcqi.asq.org.

**One registration.
One location.
Four conferences.**

Register for the World Conference on Quality and Improvement and receive access to dozens more industry-specific educational sessions at the following three conferences: Institute for Software Excellence, Institute for Continual Quality Improvement, and Quality in Sustainability Conference.

**REGISTER
TODAY AT
wcqi.asq.org.**



Note From the Editor

I hope everyone who attended the Lean and Six Sigma Conference in March enjoyed it as much as I did. Just a reminder that this newsletter belongs to all LED members, and in an effort to give more value to our membership, we have some exciting offers:

Gain professional recognition and a chance to win a \$50 Amazon.com gift certificate! Submit a book review for possible publication in the LED newsletter!

Between now and December 31, 2010, LED members in good standing are invited to submit book reviews for possible publication in the LED newsletter. Subject to the restrictions provided below, the names of the authors of submitted book reviews that are deemed as qualified for publication will be entered into a random drawing, and the winning author will win a \$50 gift certificate for Amazon.com. Book reviews submitted for consideration should be submitted by e-mail to lededucation@windstream.net.

Restrictions

1. The authors of submitted book reviews must be current LED members.
2. Book reviews submitted by members of the LED leadership team, named on the LED organization chart, will not qualify for inclusion in the drawing.
3. If a submitted book review qualifies for publication, and has more than one author, only the first author listed will be entered in the drawing.
4. The author(s) must certify that the submitted book review is the original work of the author(s) and not previously published.
5. To qualify for publication, submitted reviews must be on lean-related books, and must not market or advertise any product or service offered by the author(s).

Book reviews should not exceed 1,000 words in length without prior authorization of the newsletter editor.

Gain professional recognition and a chance to win a free conference registration! Submit a qualifying article or case study for possible publication in the LED newsletter!

Between now and December 31, 2010, LED members in good standing are invited to submit articles or case studies for possible publication in the LED newsletter. Subject to the restrictions provided below, the names of the authors of submitted articles or case studies that are deemed as qualified for publication will be entered into a random drawing, and the winning author will win his or her choice of a free conference registration for the 2011 Lean and Six Sigma Conference or the 2011 ASQ World Conference on Quality and Improvement. Articles and case studies submitted for consideration should be submitted by e-mail to lededucation@windstream.net.

Restrictions

1. The authors of submitted articles must be current LED members.
2. Articles submitted by members of the LED leadership team, named on the LED organization chart, will not qualify for inclusion in the drawing.
3. If a submitted article qualifies for publication, and has more than one author, only the first author listed will be entered in the drawing.
4. To qualify for publication, submitted articles or case studies must be related to lean, and must not market or advertise any product or service offered by the author(s).
5. The author(s) must certify that the submitted article or case study is the original work of the author(s) and not previously published.
6. Controversial articles, more appropriate for the Lean Discussion Board, will not qualify for publication.

Articles and case studies should not exceed 1,000 words in length without prior authorization of the newsletter editor.



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Note From the Editor cont. from p. 6

In closing, I would like to thank Wayne Paupst for his tremendous job as the LED chair during the past two years. The division took great strides with Wayne at the helm.

We'll see you in St. Louis!

Wendy Gomez

wendy.gomez@danmer.com

Spring Into LiL

by Kam Gupta

In the last issue we read about how lean efforts stagnate even when they succeed for the first time. The same observation holds true when lean in life does not take hold for sustained periods. The answers might rest in the statements we hear about lean being counterintuitive. That means to do lean requires not just the intuition, but a lot of discipline. And as humans, most of us hate when someone says “thou shalt” or “you can’t.” The reflex reaction is “dare me” and then hesitant compliance with eyeing every opportunity to violate the rules.

That is the reason LiL is so difficult to implement and so easy to preach. I saw that happen. A friend of mine and I set out on some fitness goals last year. We worked out a plan, set targets, reviewed our present state, and visualized the future state of euphoria. We achieved our objectives as planned. We charted our success curves and we sustained them for a short period of time before complacency set in. We headed back to the “current” state of the past. When someone asked how I was using the LiL in my life, my first response was finding excuses or telling them how successfully I used it and how they could use it too. I am not disheartened, though. I am finding out it is not the results, but our state of being that determines how successful we will be. There are people who can turn around any situation the way they want and keep it that way. They have an incredible element of emotion—called passion. They have learned how to stay focused, for the rest of their life if need be, and sustain the results.

Mindy always goes to bed at 9:00 p.m. When someone asks her why, she answers, “I wake up fresh and am able to complete all my assignments on time, every time, without fail; zero-stress life,” her eyes glowing with confidence. Mindy had passion for living a stress-free life. She has not lost any friends because she does not party late hours. She is in excellent shape and in an excellent leadership position, viewed as a highly valuable asset to her company. Living her way allows her to not accumulate any muda, and to identify and get rid of any additional muda that distracts her from her streamlined approach. To us it might look a bit too mundane. Looking at my life, then, I realized I had allowed additional muda after achieving a lean state.

Where are you in your lean journey? Where is your passion? How can you create a lean state in the areas of your greatest passion? That could really be sustainable LiL. Please send any comments, examples, or stories on LiL my way at citkam@gmail.com. With LED you can always “lean on us.”



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.

6 x 9. Softcover. 2006

Item: H1284

Member Price: \$38.00

List/Forum/Division Price: \$64.00



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Please consider the environment.

Do you really need a paper copy of this newsletter? Please send a message to lmilanowski@asq.org with “Electronic Only” in the subject line.

Want to learn more about Lean Certification?

Do you know about the May 23 Bronze exam planned for the World Conference?

Would you like to volunteer or learn about volunteer opportunities related to Lean Certification?

Get the most current answers and information at <https://sites.google.com/site/certdeployment/>. This will take you to the prototype site we have up to try and better communicate what’s going on with the lean BoK and certification.