

Lean Enterprise Division

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Chair's Message

Dear Lean Enterprise Division (LED) members,

I would like to wish a "Happy birthday to the LED!" It was back in November 2006 the Lean Enterprise Forum was formally recognized by ASQ as an official division, thus becoming the Lean Enterprise Division. With close to 6,000 members, the LED is the third largest division of ASQ. And, did you know that close to 2,000 of our LED members are members of the ASQ LED LinkedIn group? You can join the exclusive ASQ LED LinkedIn group at <http://www.linkedin.com/>.

Thank you to all of those who submitted presentation abstracts on lean methods, tools, and best practices to deliver at the 2011 ASQ Lean and Six Sigma Conference, held in Phoenix, AZ, February 28 – March 1, and the 2011 ASQ World Conference on Quality and Improvement, held in Pittsburgh, PA, May 16–18. The speaker selections have been made for these 2011 conferences and we are looking forward to both conferences being value added by allowing the attendee to gain new knowledge and make new connections. In 2012, we are also considering hosting a full-day or two half-day lean workshops preceding the 2012 Lean and Six Sigma Conference. If you are interested in providing such a workshop, please submit your proposal for a full-day or half-day workshop to our programs chair, David Behling, at dbehling@mlock.com.

We greatly appreciate our LED community contributing to the content of our newsletter. This year, to encourage participation, we held a drawing from member contributions of articles and book reviews to recognize those who contributed. Prizes included a registration to the ASQ World Conference on Quality and Improvement, a \$1,000 value, and a \$50 Amazon gift card. Congratulations to Mark Paulson, winner of a registration to the ASQ World Conference, and Greg Hildebrand, winner of the Amazon gift card!

We have heard your suggestion for webinars on lean tools, methods, and best practices. Please visit our website at <http://asq.org/le/> and review the webinar offerings, linked in the "Announcements" section of our website. If you have any webinars you would like to provide to benefit the LED community, please contact the LED education chair, Don Smith, at dsmith@netresultsgroup.com.

The Lean Enterprise Division is a global network of professionals helping individuals and organizations apply proven and leading-edge lean principles and practices to achieve dramatic results for personal and organizational success. We have been fortunate to grow our LED leadership team by including new faces and voices. You can review the list on the LED website at <http://www.asq.org/le/about/leadership-le.html>. I encourage you to contact any of us with your suggestions to increase the value of your LED membership.

Many of the LED leadership team will be attending the ASQ Lean and Six Sigma Conference in Phoenix, AZ, in February. Please join us for food and beverages, and meet with us and others in the LED community, at our open house, Monday, February 28, at 7:00 p.m. Please stop by our booth in the exhibit hall for the location of the open house. We hope to see you at the conference.

Come lean with us.

Kiami Rogers

Chair, Lean Enterprise Division

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Lean Bronze Certification Review Program

Member Price = \$590

Charlotte, NC, April 11–12, 2011

The Lean Bronze Certification Review Program is an opportunity to incorporate a solid foundation of training and validation of knowledge and experience for your lean journey.

Sponsored by the Society of Manufacturing Engineers (SME), Association for Manufacturing Engineers (AME), The Shingo Prize for Operational Excellence, and ASQ, lean certification standardizes practices within organizations, regardless of size or industry.

This focused two-day, instructor-led review session prepares candidates for the Lean Certification Bronze-level exam. A combination of concept presentations, practice exams, worksheet development and discussion, and group question review is highlighted. Topics covered in the exam are reviewed by authorized lean facilitators to help prepare you to take the Bronze-level Lean Certification exam.

Interactive groups review tactical lean principles to share ideas and solidify their knowledge about key lean concepts. In addition, you will gain a better understanding of the portfolio requirements for the bronze-level certification. The result is better prepared, more focused participants who know what they need to have to succeed at sitting for the exam.

Targeted at companies on lean journeys, and to lean champions and practitioners charged with facilitating those lean transformations, this event is appropriate whether you are preparing for a certification or are just looking to see how your knowledge stacks up to the certification's knowledge standard.

Review activities will include:

- Review of the body of knowledge
- Practice exercises
- Sample test questions
- Review of recommended reading materials
- Discussion about lean certification portfolio and mentoring requirements

Learning Objectives

Understand the structure and format of the bronze-level certification exam.

Learn how to conduct a solid review of the body of knowledge.

Understand the bronze-level portfolio requirements.

Complete practice exam questions that help illustrate what to expect on the exam.

Identify studying and test-taking strategies.

Review recommended readings and primary references.

Prerequisites

Study materials for the review include four books that are included in the Lean Bronze Certification package, only available directly at SME's bookstore. Attendees must purchase and read these materials prior to the review. You should have at least foundational lean knowledge and competency. The bronze-level exam is the starting point for obtaining certification and is a requirement for all levels of lean certification. Please bring your materials for use during this review course.

T³ Tools, Techniques, and Templates: Change Management

by Frank Murdock, Chair-Elect

T³ Time is a regular feature of the newsletter dedicated to provide quick overviews of some of the common tools, techniques, and templates used to help organizations on their lean journeys. One of the building blocks in laying the foundation for an organization's lean journey is change management—providing everyone with the information, knowledge, skills, and the motivation to hop on the “lean train” and not be left behind—communicate, educate, and motivate.

Communicate

In lean, as in many process improvement approaches, implementation is value delivered to the customer, to the organization, and ultimately delivered to the individual associate working in the process. Just like politics, all change is local—successful change only occurs when the individual decides that they are going to change—change the way they think, change their habits, change this skill-set, change their behavior. Several of the lean tools have change management built into them. For instance, the kaizen event, or rapid improvement event, uses a cross-functional team of people from each of the organizations participating in the processes selected within the value stream for improvement. They learn about lean, they see what is wrong with the current state (via spaghetti maps or value stream maps), and they come up with the ideas that lead to the future state design. That ownership by those who work in the process is very important. But it is not enough. Everyone working in the process does not typically participate in the kaizen event. So the team members need to be “thought leaders” or those in each part of the organization who are respected by their peers for what they know and what they have accomplished.

The individual who is going to decide to change must have the information they need well in advance. No one likes surprises and even if everyone is aware of the kaizen event going on, many times it is a mystery as to exactly what they are doing and what they have planned until there is a final report out to the executive team. Ongoing, planned communications are absolutely necessary. Many organizations involved in lean have daily 10-minute “stand-up meetings” or “tailgate meetings” where a 2-3 minute debrief by the kaizen team representative from that organization can provide updates and begin to create excitement for the changes that are about to occur. Creating that excitement involves understanding who the targets of change are and what's in it for them.

Educate

Just knowing where and when a change is about to happen is necessary, but it is not enough. Every individual expecting to participate in the change must have the knowledge and skills to perform their new responsibilities effectively. This is where another of the lean tools, standard work, using techniques like training within industry (TWI) should be ready and available during pilot implementation. Job instructions breakdowns (JIB) help the learner understand step-by-step how to perform the new tasks, what the key points to remember are, and why they are so important. In TWI repetition and practice are very important. The learner watches the instructor perform the task three times, the first time showing the steps, the second time explaining the key points while showing the steps, and the third time explaining the reasons for the key points. Then the learner performs the task three times, the first time showing the instructor steps, the second time explaining the key points to the instructor while showing the steps, and the third time explaining the reasons for the key points to the instructor. During this time the instructor is prepared to coach and correct the learner through the process. In the lean context, the instructor is usually the supervisor or the kaizen event team member from that organization.

Motivate

Strategically the executive champions need to determine right up front what they are going to do with the resources that will be freed up through the elimination of non-value-added work. Many organizations commit to growing the businesses in such cases, however, if the market just isn't there, that may not be a viable alternative. Usually there will be

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Note From the Editor



Now that 2011 is off and running, it's a good time to create and/or assess your quality road map for the year. Perhaps it is to attend a quality conference, take a training class, or become certified. Whatever your quality road map may be, just remember to be lean. Whether you apply the principles personally, professionally, or both, the end result will hopefully be worth it. Here's to a “lean” 2011.

Best regards,

Wendy Gomez

Book Review

Book: *Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor, and Lead*

Author: John Shook

Publisher: The Lean Enterprise Institute Inc.

According to John Shook, the reason lean transformations most often fail is because we have the wrong mental models. *Managing to Learn* corrects that situation, teaching the A3 management process simultaneously from theoretical and practical vantage points.

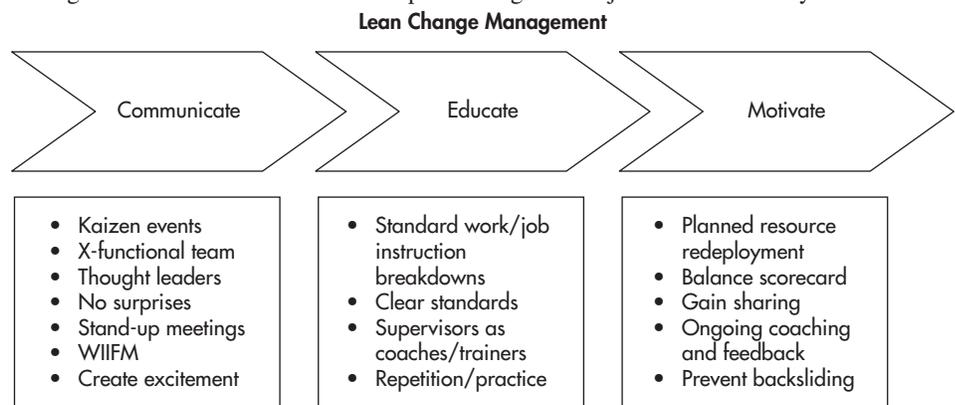
From the very start—in fact, from the very title—the book teaches the philosophy of A3 management. Many companies use the A3 report simply as an alternate report format, but this misses the point entirely. As the title of the book implies, A3 is about managing, with an emphasis on learning. The point is not the report itself or the size of paper it is written on. A3 management is an entire management philosophy, and is well explained in the book. It is one thing to say that A3 management is a means for continuous improvement and is at the heart of lean management and leadership. It is quite another to thoroughly illustrate those concepts. Yet, the book does illustrate them quite clearly by way of example.

After an introduction explaining the philosophy of A3 management, the book chronicles the case of a mid-level manager solving a company-wide problem while reporting to the plant manager. In this case, the mid-level manager is the deshi (student) or A3 author, and the plant manager is the sensei (mentor). The two roles are vital to the A3 process. As the book explains, the deshi's role is to solve the problem at hand, and the sensei manages the process by which the problem is solved. By putting the example in story form, Shook illustrates the differences between A3 (lean) management and traditional management. It is more than driving to the root cause of a problem. It also includes exploring the problem from all vantage points, which leads to developing the optimal solution for the company rather than optimizing one department. Beyond that, the learning that takes place, beginning with the A3 author, is extended to all the stakeholders of the problem and to the sensei in particular. All learn about the problem, the way it affects others within the company, and about the countermeasures (solutions) that are developed. The example

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T³ Tools, Techniques, and Templates cont. from p. 3

savings through reduction in overtime or elimination of temporary labor, but even there, when people get used to working a lot of overtime, that loss of regular income can hurt. To be able to motivate people to share their ideas and to go through the effort of making a significant change, even if it is for their own good, can be difficult. Many times this will require some kind of gain-sharing system so that if there is a potential loss of income for doing the right thing and eliminating waste, it results in increased compensation for individuals through sharing a portion of the increased profits that result. This gain-sharing system needs to be based on the key performance indicators identified to strategically drive wasteful practices out of the organization—usually using some balanced scorecard approach of safety, customer, profitability, and lead time or cycle time metrics. For many people who have never needed to understand business principles, this will require some additional education so that they understand the cause and effect relationship between eliminating waste, business profitability, and their compensation. It may also require a period of transition where extra labor is maintained while the improvements mature and result in real business results that everyone can experience. In addition, supervisors, as part of the lean TWI approach, also need to follow up and provide feedback coaching so that no backsliding into old habits occurs for those performing similar jobs in the new way.



Change management is a critical element of all process improvement efforts including lean transformations. Change is ultimately an individual decision, but with the right communication, education, and motivation, everyone in the organization works together toward the lean idea—perfection—with people working in processes to deliver waste-free value to our customers right when they need it.

Lean Management Overview

by Douglas C. Wood

What is lean and why would you do it?

First of all, lean is not an acronym for “less employees are needed.” To do lean in this way is the fastest way to do the proverbial crash and burn. Some firms have had large layoffs and implemented lean, but the lean implementation *followed* the layoffs, and was not the *cause* of the layoffs. These firms were in deep trouble, and their lean journey was the way to growth in employment, not more layoffs.

Lean is a means of making things a few at a time, without large batches. Getting this done means many things. It means less waste, faster change overs, a reliable system of materials and labor flow, standard work and team flexibility, production leveling, a more orderly workplace, flexible and reliable equipment, better customer and supplier relationships, engaged and creative employees secure in their work, managers skilled in coaching and guiding others, and so on. This describes both what lean is and why you would want to be lean.

To get to this ideal world from where we are now is a mighty leap, and will take many changes in our practices. Industry will get there, of that there is no doubt. Lean traces its roots back to the early 20th century, and the progress of the most successful industrial enterprises have followed a clear path. From Peter Drucker's *Concept of the Corporation* cont. on p. 5

Lean Management Overview cont. from p. 4

in 1946, to James Womack's *The Machine That Changed the World* in 1990, there is a clear arc of growth in process quality. Lean is but the latest step, and not a revolution, but spiraling back to the roots of what industry has been about all along. To keep to the path requires a seasoned and consistent vision by leaders.

To cover lean well, there are many subjects to learn. Even if your organization decides that some of the possible lean subjects are outside the designated scope, there is likely to be a great deal of training needed. In addition, any training needs to be delivered just before it is used, so that participants can use their new knowledge right away.

Good adult training uses exercises to help internalize the material. Lecture learning is limiting. Whether your training is delivered locally or via live Internet courses, each course should provide a chance for participants to practice what they are learning. Recorded or self-study courses are often limited in who they reach because many need live interaction to master new subjects, and a chance to ask questions is invaluable.

Here is a list of broad subject areas found in lean:

- Planning
- Five S
- Standard work
- Involvement
- Total productive maintenance
- Value stream mapping
- Human flow automation (Jidoka)
- Just-in-time

These subject areas do not stand alone. Each interweaves with the others, and implementation will need to consider that interrelatedness. For example, The Five S approach is needed before work standardization is started, and both will require a strong dose of employee involvement and team management to succeed. Value stream mapping relies on work standardization, and total productive maintenance is a needed precursor to just-in-time.

Planning is usually one of the starting subjects. Lean planning comprises some aspects not always used in practice. For example, the lean planning process is a continuous wheel, with modifications moving upstream from the production area (constraints, resource needs, issues raised by new findings, etc.) and new plans moving back downstream. Once-a-year planning is not useful here, as lean makes substantial changes on a regular basis, and substantial changes will require new plans.

Going along with this body of knowledge, breaking lean into interrelated courses is a good idea, so that participants can move smoothly from one subject to another. Having an overview for managers is also useful, so they can understand what is required in their oversight of the lean implementation. The key idea here is that the lean subjects are closely tied together. If you try to do lean and leave out any of the key parts, you will fail to gain full benefits. Indeed, you may fail to gain any benefits, and your cost, quality, and/or service may actually become worse than before.

Who gets involved?

Lest we think lean is only an operations issue, let us look at how lean helps individuals at different levels and from different support areas.

General managers are often troubled with the need to reduce cost and increase capacity, increase capability and agility, improve customer satisfaction, increase team motivation, improve product/service quality permanently, and reduce costly supplier issues. Lean helps with all of these. Some changes are indirect, such as team motivation. Most employees find engagement programs lacking if they feel the work is not going to make a difference. Lean is likely to require more work, but if employees can make a real difference, they are usually motivated enough to do the added effort.

Functional managers have a slightly different series of challenges. They need to make tactical improvements, eliminate bottlenecks in production, decrease work cycle time,

illustrates how the A3 process perpetuates the benefits of the countermeasures, promotes additional improvements, and also increases the problem solving skills of all involved, all of which is demonstrated in the book. This brings continuous improvement to a whole new level.

The majority of the book is written with two columns on each page. The left column tells the story from the deshi's point of view, and the right column tells it from the sensei's perspective. This unique format allows the reader to get inside the mind of both the deshi and the mentor, and understand the logic and the frustrations of each role. It also provides the setting by which Shook is able to provide practical advice and tips.

Perhaps the most immediate advice for novice A3 users is how to get started. Quite simply, and yet profoundly, the way to start is to put your (the deshi's) initials on the A3 report and add a title. This would naturally be preceded or followed by a discussion between the deshi and sensei regarding the scope and purpose of the project. It is not at all obvious how adding your initials to a report could be profound, but as the book explains, by putting your initials on the A3 report, you are accepting responsibility for solving the problem at hand. The concept of responsibility is huge in A3 management. The A3 process transforms discussions from who has the authority to do what, to what is the right thing to do. For anyone who has been frustrated with being given the responsibility to make something happen without being given the authority to make it happen, this transformation, and the A3 process that produces it, is exactly what is needed.

Because of the story format, the book is not dry or difficult to read like many texts on management theory. It is actually a quick read, and very enjoyable. My advice to anyone and everyone in companies attempting a lean transformation is to read *Managing to Learn* and apply the A3 management process. When you are in the middle of your first A3 project(s), read it again, several times. You will find that Shook, like Scott Adams and his Dilbert cartoon, seems to have a direct pipeline into your company. Various parts of the book will seem to be written precisely for you and the problems you are facing at any given time.

Greg Hildebrand, Lean/Six Sigma Consultant
Hildebrand Lean/Six Sigma

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What Are We Missing? How Can We Help You?

The new LED Discussion Board on the new ASQ software platform has been up and running since April 2010. In the six months prior to the changeover, we had 18 topics posted with 64 replies. In the six months since the changeover, we had only seven topics posted with 10 replies. This represents a significant decrease. We have, however, had more than 500 views of discussion board topics in the last six months, something we could not measure before.

This tells me that many of you have found the LED Discussion Board and are looking at the topics. But why are you not responding or posting your own questions? This leads to the questions: "What are we missing?" and "How can we help you?"

And: "Are discussion boards not as relevant anymore?"

I have posted the above on our Discussion Board where you can share your feedback. You can access the LED Discussion Board from our division website.

Remember, the Discussion Board is an easy way to ask your specific questions about lean that you may have, share your expertise, learn from your peers, and dialogue with other quality professionals participating in the Lean Enterprise Discussion Board.

Alan Mendelsohn
Discussion Board Moderator

Lean Management Overview cont. from p. 5

reduce rework, scrap, and service issues, reduce the loss of good employees, and to smooth the workflow. Again, lean done right will help with all these issues.

Quality managers may see lean as a challenge to their area. After all, individuals outside the quality area often use quality toolsets during lean implementation. Also, lean makes massive defects (and the need for sampling plans) less likely, since a key element of lean is having employees check their own work. The quality department needs to be the center of excellence of the various lean tools and approaches, so that their influence may actually expand with lean implementation.

Lean affects many support areas. For example, HR needs to understand the skill needs and conflicts that may arise from lean implementation so they can prepare for it. There is often dislocation when one area reduces its labor and other areas need added labor to handle rising or changing demand.

In conclusion

Your lean journey will be a custom one for you, but do not neglect to take into account the interrelatedness of lean. Doing lean a little bit at a time will make it much harder to implement, and may take away the personal engagement that your people will see as they make a real difference.

About the author

Doug Wood has worked for the Kellogg Company and Hallmark Cards as well as running a consulting practice. He has more than 32 years of experience in industrial engineering and quality. Wood is an ASQ CQE, CMQ/OE, and CSSBB. He holds a degree in industrial engineering from Western Michigan University. Wood can be reached at 913-669-4173.

Lean Handbook Creation

The ASQ Lean Enterprise Division is pleased to announce that it will be champion of a lean handbook from ASQ Press due out in 2011. This handbook will be based on the Lean Certification (SME/AME/Shingo Prize/ASQ Partnership) body of knowledge. The book will focus on the bronze certification level of comprehension.

"We are very pleased to be able to create this handbook. We hope that it becomes a real resource for those wanting to have a clear, basic understanding of lean," mentioned Tony Manos, co-editor. "We have many of the thought leaders in lean as contributing authors and hope people will find this of real value."

ASQ Quality Press strives to find handbooks that will have an impact for ASQ's members and this is no exception. "ASQ Quality Press is excited to be working with the LED in providing a handbook for ASQ members and the entire lean community that is suitable for studying for the lean certification (bronze) exam" said Matt Meinholz, acquisitions editor, ASQ Quality Press.

LED continues to look for ways to add value to its members and sponsoring this handbook shows its dedication to the promotion of lean. "The ASQ Lean Enterprise Division is excited to support the lean certification with a handbook of the body of knowledge. We know you will find this handbook a valuable resource for the lean practitioner and novice to be recognized as a certified lean professional," said Miami Rogers, LED chair.

If you have any comments or questions about the handbook, please feel free to contact Tony Manos at anthony.manos@proferoinc.com.

Interested in Lean Certification?

Ever wondered how to fill out an x-matrix or why the concept of "flow" is so important to lean thinkers?

These are some of the topics that will be addressed at the 2011 ASQ Lean and Six Sigma Conference, February 28-March 1, in Phoenix, AZ.

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Interested in Lean Certification? cont. from p. 6

I had the opportunity to hear the Halliburton lean success story at the recent AME Conference in Baltimore, MD. This is a presentation I'd recommend to all improvement practitioners and especially those in leadership positions. It's not a concurrent session; it is a *concurrent workshop*, so it is difficult to spot in the program.

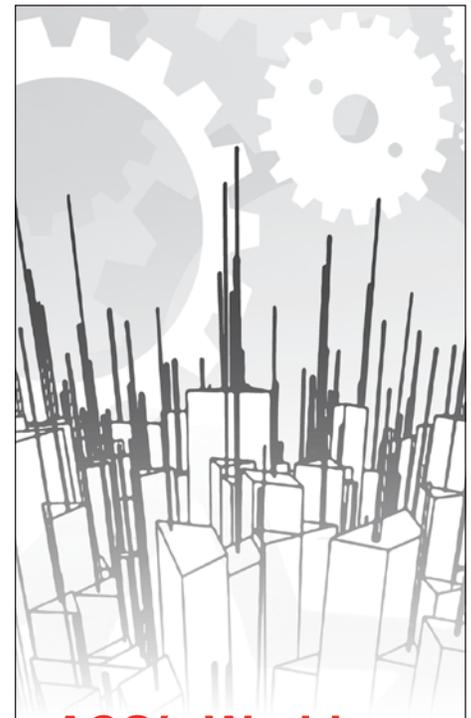
I've highlighted in the table below a variety of sessions and events that the leadership team of the Lean Enterprise Division will be offering this year.

I look forward to seeing you there!

Robert Damelio

Chair, BoK and Lean Certification Committee

	Event	Time	Learning Outcomes
Monday	A2: Personas Capture Voice of the Customer Insight Presenter: Frank Murdock	10:15 a.m. – 11:15 a.m.	What personas are and what they represent. How personas can add value to a voice of the customer system. How to write personas for customer segments. How to prioritize customers' wants and needs using a persona map for a given product or service.
	B3: How to Provide Value More Quickly to your Customers Presenter: Robert Damelio	11:30 a.m. – 12:30 p.m.	Recognize the components of a workflow system. Define the concept of "flow." Explain the concept of workflow design. Identify typical barriers to flow due to ineffective workflow design. Describe how barriers to flow relate to lead-time, cost, waste, and quality.
	D6: Hoshin Promotion – Demystifying the X-Matrix Presenter: Anthony Manos	3:30 p.m. – 4:30 p.m.	How to properly complete an X-matrix. The relationship between the main sections of an X-matrix. How an X-matrix fits in with Hoshin planning.
	Concurrent Workshop Workshop 2: Halliburton's Lean Success Story; Portfolio Writing Tips	2:00 p.m. – 4:30 p.m.	Hear Halliburton's lean success story, and how the Lean Certification alliance (SME/AME/Shingo Prize/ASQ Partnership) is enhancing the spread of continuous improvement throughout the organization. Learn the operating structure of the partnership and view a typical annual calendar. Share success stories, failures, and lessons learned. Learn more about Lean Certification (SME/AME/Shingo Prize/ASQ Partnership) and who makes it up. Apply ideas, best practices, and knowledge from others within your own organization. Learn what resources are available to help with portfolios, and where to find those resources.
Tuesday	E1: ASQ Lean Certification Café Dialogue Presenters: Miami Rogers and Frank Murdock	9:15 a.m. – 10:15 a.m.	Learn about the new ASQ Lean Certification. Share your perception of the opportunity and possible barrier to delivering excellence. Café dialogue format will provide a network of lean practitioners, other participants, as well as the ASQ Lean Enterprise leadership team that you can expand upon.
	Keynote Session and Close Adil Dalal - CEO Pinnacle Process Solutions International Keep it Simple Quality Progress, Sept. 2010	4:00 p.m. – 5:00 p.m.	The keynote talk will elaborate on these three ideas: Lean is about people, not techniques. Lean is a mindset, not a toolset. Lean is a journey, not a destination.



ASQ's World Conference on Quality and Improvement

May 16–18, 2011
Pittsburgh, PA

ASQ's World Conference on Quality and Improvement brings together members of the global community who are passionate about the future of quality. This event features learning opportunities in the following focus areas: building a quality culture, global, organizational excellence, quality basics, and risk management.

With more than 100 sessions available, the opportunities are endless.

Register today at <http://wcqi.asq.org>.





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Lean Certification Oversight Committee Attends AME Conference With ASQ Managing Director

The executive directors of AME, SME, and The Shingo Prize, as well as ASQ Managing Director Brian LeHouillier and other representatives, attended a very productive lean certification partnership meeting. Some notes from LeHouillier on the meeting are as follows:

- All alliance partners shared organizational directions.
- All alliance partners expressed sincere joy in ASQ's joining the alliance and had high interest in ASQ's strategic direction and opinions regarding the lean certification program and related activities.
- All alliance partners expressed interest in collaborating with ASQ and all interests extend beyond the certification program. These collaborations, including exhibiting at each other's conferences, are to be managed through separate agreements or MOUs.
- There is interest in new market expansion (beyond manufacturing and into healthcare) and enhanced marketing and communications. As part of open discussion, the idea of jointly publishing a lean journal emerged. All partners seemed to have interest and we discussed the possibility of co-publishing. No decisions were made, but we may hear more in the near future.



Brian LeHouillier (center) and the Lean Certification Oversight Committee comprising of Robert Damelio (left), Tony Manos (not shown), and Adil Dalal (right) attended the AME Conference in Baltimore, MD, November 16-18, 2010.

- I felt good about ASQ's involvement and the performance of our representatives. Kudos to Robert, Tony, and Adil.

LED got good exposure to approximately 2,500 lean professionals at the conference and made some good contacts. These contacts will be contributing to LED education and other efforts.