

# Lean Enterprise Division

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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. This conference keeps on getting better and better! This was the second highest attendance (415 people) for the past 11 years. 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 and ASQ staff on this event.

It is always a pleasure to meet our current and potential LED members face-to-face. Numerous folks stopped by to meet and greet the LED team members on hand, not only at our booth but also at our open house, hosted in Adil Dalal's (LED certification chair) presidential suite. There was an increased interest in learning more about the Lean Certification (SME/AME/Shingo Prize/ASQ Partnership). Over the past year ASQ has been offering this certification in alliance with SME, AME, and The Shingo Prize. And just like last year, we could not keep enough of a supply of the Lean Certification brochures on hand. In addition, our café dialogue session, with the Lean Certification as the discussion topic, had its highest attendance (21 people).

Mark your calendars! We plan to be at the 2012 ASQ Lean and Six Sigma Conference in Phoenix, AZ, February 27–28, and again host a café dialogue, with the discussion topic of the Lean Certification. In addition, we would like to host a full-day workshop or two half-day lean workshops preceding the 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 David Behling, programs chair, at [dbehling@mlock.com](mailto:dbehling@mlock.com).

Congratulations to our 2010 raffle winners: Greg Hildebrand, winner of the \$50 Amazon gift card, and Mark Paulson, winner of a registration to this year's ASQ World Conference on Quality and Improvement! We encourage our LED community to contribute to our educational programs and our newsletters. You can be a winner in our next raffle! Please e-mail your article, case studies, and book reviews directly to Don Smith, education chair, at [dsmith@netresultsgroup.com](mailto:dsmith@netresultsgroup.com).

We hope you are planning to attend this year's ASQ World Conference in Pittsburgh, PA, May 16–18. The opening reception is Sunday evening, May 15. Come meet us at our booth, receive your free t-shirt, and find out the location of our hospitality suite.

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 our current leadership team on the LED website at <http://www.asq.org/le/about/leadership-le.html>. If you are interested in volunteering to help this team increase member value, please contact me directly.

*Keep on "leaning" with us,*

**Kiami Rogers**

Lean Enterprise Division Chair



## Lean Enterprise Division Contacts

### Kiami Rogers, chair

Maxim Integrated Products  
krogers\_asq@verizon.net

### Frank K. Murdock, chair-elect

Plymouth Tube Company  
fmurdock@plymouth.com

### Robert M. Johnson, past chair

Tyco Fire Suppression & Bldg. Prod.  
jobbymjohanson@yahoo.com

### David Behling, programs

Master Lock Company  
dbehling@mlock.com

### Tammy Lynn Miller, secretary

Plexus  
tammy.miller@plexus.com

### Chad E. Vincent, treasurer

Baxter Healthcare  
chad\_vincent@baxter.com

### Wendy Gomez, newsletter editor

Danmer Inc.  
wendy.gomez@danmer.com

### Alan Mendelssohn, discussion board

Resources Global Professionals  
asmquality@aol.com

### Don Smith, education

Net Results Inc.  
dislinks@windstream.net

### Adil Dalal, BoK & certification

Pinnacle Process Solutions Intl.  
adil@pinnacleprocess.com

### Linda Milanowski, staff liaison

ASQ  
lmilanowski@asq.org

## T<sup>3</sup> Time: Kaizen Events

by Frank Murdock, Chair-Elect

T<sup>3</sup> Time is a newsletter feature that provides short summaries of lean tools, techniques, and templates. This month we introduce the kaizen event sometimes also known as a rapid improvement event (RIE). The purpose of the kaizen event is to very quickly and dramatically improve a key area in the organization. Typically this means eliminating waste or unsafe acts and improving quality or business results—and doing it within a matter of a few days. The ingredients include careful planning, top-level leadership, gaining participation from several different functions in the organization, and execution with full-time, dedicated focus. A typical agenda for a kaizen event is shown in the table below.

### Outline of a Kaizen Event

1. Introductions/purpose – Leadership’s message or challenge
2. Background – Problem statement/goal – Success criteria
3. Scope – What is in and what is not
4. Time frame (e.g., three days)
5. Training, including plan, do, study, act
6. Current state – Going to the source (gemba)
7. Future state – Envisioning the possible
8. Implementation/results
9. Debrief/lessons learned – With leadership
10. Follow-up plan (e.g., 30-day review)

What makes a kaizen event different from other improvement events is its short duration—three to five days—and the emphasis on taking action instead of coming up with to-do lists and plans. It is full-time with everyone co-located in a team room.

Steps 1-6 would typically be done on day 1, which starts with the top leadership of the organization saying, in their own words, why this event is so important and what they expect. It also includes getting out of the team room and into the areas where the work is being done, which might include talking to customers (going to the source or gemba).

Day 2 might just focus on continuing to understand the current state (step 6), but by day 3 the team would be focused on the future state and starting aspects of implementation (steps 7 and 8). Implementation means actually getting back out into the work areas and trying out some things. This may mean moving equipment around to create a better work flow; it typically includes some attempts to break the typical batching of work and elimination of queues.

By day 4 improvement results should be clear and the team is ready to report to the leadership what was accomplished, including an ongoing commitment from the leadership for follow-up—usually within 30 days to check on how well the gains have been sustained.

Kaizen events need to be change accelerators. They can take the culture of an organization from a “can’t be done—they will never go for that” attitude to a “let’s get together and do it now” approach. They need careful planning and up-front preparation, including a charter and problem analysis with the right focus—typically at a high leverage point as identified by a value stream analysis. Kaizen events require active leadership commitment (not just support), and strong facilitation that drives the agenda every day. They also generate continuous improvement momentum so that the success breeds success.

There are a number of excellent sources for learning more about kaizen events and how to run them including *The Lean Enterprise Memory Jogger™ for Service* and a free iPhone kaizen application from Karen Martin and Mike Osterling (from iTunes).

# Lean in Life

by Kam Gupta

## Why lean succeeds . . .

Since I started writing about the topic of lean in life (LiL) a couple of years ago, I have seen lean practices catapult along and across all industry sectors. I have shared some examples of personal lean and the challenges in sustaining the gains through lean.

Most companies and leaders still struggle in seeing their lean efforts grow continually. As we discussed in the past, lean activities are counterintuitive—they require new habits, which must be learned, remembered, and practiced at all times consciously. As lean becomes a proven and more pervasive phenomenon, more companies are finding success in their lean initiatives just by doing that. Effectiveness of any lean initiative can be measured by a combination of different factors, namely: primary reason for lean; expected outcomes; the big picture view of a lean-based culture; leadership succession and constancy of purpose; understanding of lean and buy-in at the operational/executive level; inner belief about lean from a personal perspective; ability to walk the talk; and communication and preparedness to move forward.

Upon further review of sustained lean practices, I found that key leadership personnel demonstrated the following main characteristics:

- They were unequivocally sold on the lean concepts and were convinced that lean was a highly beneficial approach to their business success, compatibility, and reputation.
- They were personally involved and engaged in lean initiatives from the start, or shortly thereafter.
- They appeared more enthusiastic about lean than some of the people in their organization.
- They were committed to making lean a knowledge-based approach.
- Their goal was to support anyone who was committed to implementing lean in their areas of influence.
- They worked on making lean a sustainable phenomenon through multiple channels of communication, knowledge, and leadership transformation.
- They were available.

One of the side effects that I noticed was that they were less stressed about the work, workers, or their own lives.

That certainly qualifies as LiL.

What do you think? Share your experiences and insights that strengthen the lean efforts and successes from a personal perspective.

## Quality Café Feedback at the Lean and Six Sigma Conference

**Pointe Hilton Tapatio Cliffs Resort, Phoenix, AZ**

March 1, 2011

The Lean Enterprise Division networking session is an hour-long café style session covering some of the hottest topics in relationship to the conference theme of “Delivering Excellence.” Everyone gets to participate in discussing these issues. The content of this session is provided by the participants as they network and gain insight from each other.

This café style networking consists of two 15-minute sessions in which the participants rotate between different topics (one for each session). Each table has an assigned table host that 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 their own insights and



*cont. on p. 4*

## Lean Bronze Review Course and Exam Preparation Tips

### Lean Certification Classroom Review Sessions—What’s in It for You?

As you consider “going for gold,” you need to evaluate the best way to get there. The Lean Certification (SME/AME/Shingo Prize/ASQ Partnership) path begins with bronze certification, and it has been proven that one of the best ways to bronze certification is to attend one of the Lean Certification classroom review sessions. This class provides attendees with these four very clear benefits:

1. A full understanding of the foundation of the Lean Certification program, the requirements for the three levels—bronze, silver, and gold—and providing clarity as to what it takes to achieve each level.
2. An understanding of the tools and what it take to pass the bronze exam.
3. Step-by-step directions of the requirements for a completed portfolio and an understanding of how to submit an excellent portfolio for review.
4. The opportunity to attend a seminar with like-minded lean professionals who are on the same path and who are willing to share their experience as you position yourself to complete the certification process.

The two-day classroom review session helps the student understand the body of knowledge; practice exams and exercises are given to the participants; and an excellent foundation is provided to complete the full certification program. Classroom review sessions are offered throughout the year across the country. To find out more, go to the Lean Certification website at [www.sme.org/leancert](http://www.sme.org/leancert). For a list of the classroom review programs, click the appropriate link in the box on the right of the Web page.

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**Anthony J. (Tony) Praza, LBC**  
AME North Central Vice President

## Ask an Expert

The Lean Enterprise Division is here to help. If you have any questions regarding lean, just ask. We have access to some of the best minds in lean. These subject matter experts have been practicing lean concepts for many years, have a lot to share, and are willing to field your questions. Some of these SMEs are contributing authors to ASQ's forthcoming lean handbook.

Are you looking for best practices in 5S? Do you want someone to recommend a DVD or book? Do you have questions about setting up a kanban and supermarket? Go ahead and ask. We all have questions related to lean—now we can get the answers.

If you have a question or you are interested in becoming an SME for the division, please contact Tony Manos at [anthony.manos@proferoinc.com](mailto:anthony.manos@proferoinc.com).

## Join us at the World Conference on Quality and Improvement in Pittsburgh, PA, May 15–18!

Join us for our business meeting Sunday afternoon. Come by our booth in the exhibit hall, pick up your Lean Enterprise Division T-shirt, participate in the joint booth bingo, and enter our drawing for one of the \$50 gift certificates to the ASQ store or one of five copies of GOAL/QPC's lean memory jogger books. Finally, stop by our hospitality suite!

## Quality Café Feedback cont. from p. 3

experience to each of the topics. Participants are encouraged to exchange business cards and to take notes in each session.

One of the ways LED is delivering excellence is supporting the recently released ASQ Lean Certification (SME/AME/Shingo Prize/ASQ Partnership). This session opened with a short overview of the certification. In an effort to better understand the participants' feedback about the certification, two different questions were asked in the café dialogue.

### Question 1: What is the value-added aspect to my career of achieving Lean Certification?

The majority of the responses centered around the need for standardization, application to non-manufacturing areas, and enhancing one's career. The lean subject matter experts of ASQ, AME, SME, and The Shingo Prize have published the standardized accepted norm for certification. In addition, several people commented about the applicability of lean to non-manufacturing environments such as the office, service, IT, and laboratories. Of course, there was mention of career aspect and potential impact as well. Just by preparing for the Lean Certification, new information is learned both in preparing for the exam and the portfolio submission. There were also a couple of suggestions that both lean and Six Sigma certifications should be pursued even though most companies are not ready for Six Sigma. This question led to the suggestion that ASQ partner with universities to get students certified. Finally, there was a suggestion that ASQ offer a business-level lean certification, similar to Baldrige.

### Question 2: What are the major differences between Lean Certification and Six Sigma Certification?

Interestingly, there was a comparison of the Lean Certification to the ASQ Six Sigma Black Belt certification. In particular, the Lean Certification is comparable to the Master Black Belt certification. There is the perception the Black Belt certification contains the entire lean body of knowledge, when, in fact, it does not. It really depends on the company's vision which certification should be priority. In the end, it could be that both certifications are important.

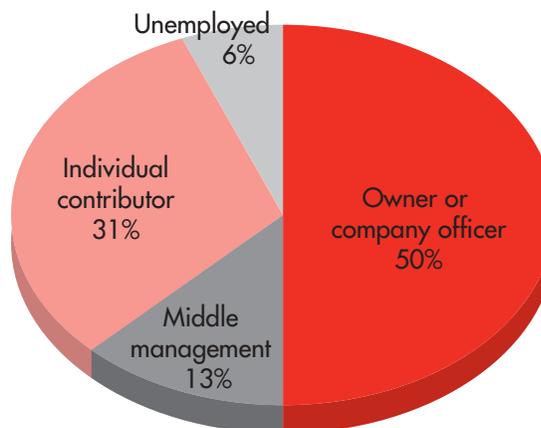
## Lean Enterprise Division Announces Results and 4 Randomly Drawn Winners of Voice of Customer Surveys

The Lean Enterprise Division recently concluded voice of the customer surveys to help the division understand what quality professionals throughout the world are seeking from their LED membership. The selected sample population included members who had not renewed their LED membership.

The division concluded two successful runs of the survey: February 1–15 and February 16–28.

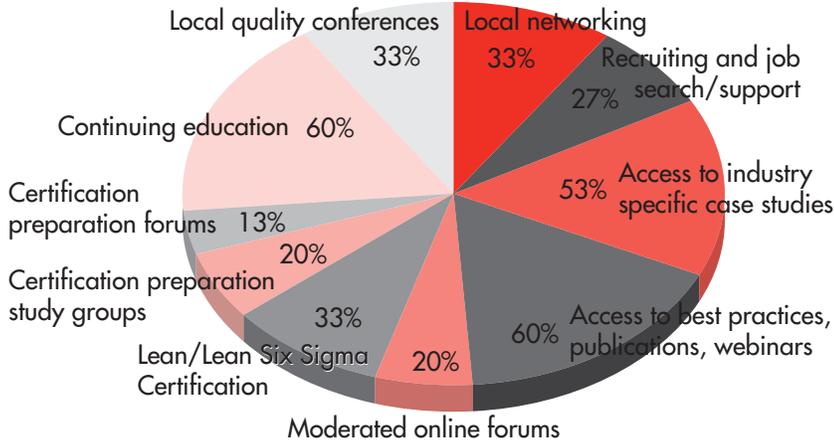
### Here are some interesting findings:

#### 1. Profile of the respondents to the survey

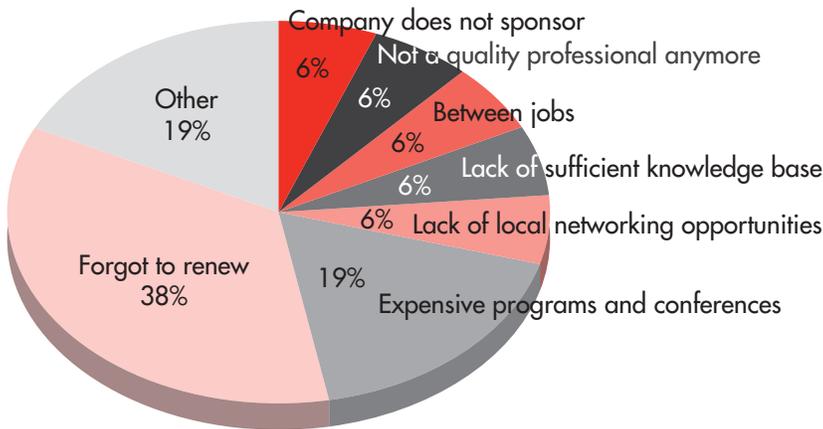


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## 2. Activities and events of interest to quality professionals



## 3. Why have they not renewed their LED membership?



Thank you to all of you who responded to the survey. To appreciate the efforts of the respondents, we had announced a token prize for two randomly drawn winners from each survey run.

### The following are the winners:

#### 1<sup>st</sup> Run

1. Yuk Kau Chan
2. Mathan Jincilin

#### 2<sup>nd</sup> Run

1. Sarah Namara
2. Lonney Vogt

Please contact Madhavi Chodankar by sending an e-mail to [asqledvocchair@yahoo.com](mailto:asqledvocchair@yahoo.com) for further details to collect your gift certificate.

You do not have to wait for another voice of the customer survey to tell us how satisfied or dissatisfied you are with your LED membership or what the division can do to improve your experience. Shoot us an e-mail at [asqledvocchair@yahoo.com](mailto:asqledvocchair@yahoo.com) with your suggestions and grievances and tell us how we can make a difference.

## ASQ Lean Enterprise Division Earns Top Honors

by *Kiami Rogers, Chair*

Congratulations to the 2009-10 Lean Enterprise Division leadership team!

LED has earned the 2009-10 Quality Management Process Total Quality Award, one of the highest honors a division can earn in the Society. Only 13 of 22 ASQ divisions earned this award for the 2009-10 year.

LED will be honored at ASQ's 65th World Conference on Quality and Improvement May 14, 2011, in Pittsburgh, PA. Members of the ASQ board of directors will present the award to the division.

The Quality Management Process (QMP) Total Quality Award is awarded to divisions that have proven their commitment and ability to serving local ASQ members and the community. QMP is a management model and planning tool that assists the LED in its planning and implementation of programs and services that will meet the needs of current and future ASQ members. The model is based on the plan, do, check, act cycle of continuous improvement and has proved to aid LED in delivering superior value to its members.

To earn the Total Quality Award, the division must meet certain criteria that include creating a business plan and budget, then meeting 75 percent of the goals set forth in its business plan.





## 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>.



## Lean Enterprise Class at the World Conference on Quality and Improvement

ASQ's two-day lean enterprise class will be offered the weekend before the World Conference on Quality and Improvement in Pittsburgh, PA, May 14–15, 2011.

Lean enterprise projects cut through all levels of an organization. Any employee will benefit. In today's business environment, where global competition and constant price reduction demands from customers impact heavily on management decisions, lean enterprise concepts have helped companies to remain competitive, innovative, and profitable. Lean implementation results in enhanced cost and cycle-time reduction, customer satisfaction, and standardized high quality. This two-day course will focus on lean methods that can be used to minimize all forms of waste and maximize value for the customer.

### Learning Objectives

- Understand the difference between traditional “push” and the lean “pull” systems.
- Identify the typical wastes of lean and how those wastes reduce an organization's profits, competitive edge, and customer satisfaction.
- Recognize how lean directly addresses the elimination/reduction of operating costs, cycle time, and non-value-added activities.
- Make better use of employees' time and brainpower in a team environment.
- Develop a plan for starting a lean journey in your organization.

### Pittsburgh, PA (3865)

May 14–15, 2011

Member Price: \$1,195

List Price: \$1,295

### More Information

- CEUs: 1.40
- ASQ RUs: 1.40
- Provider: ASQ
- Course ID: LEAN
- Course Length: 14 hours

## Webinars, Webinars, Webinars

*by Don Smith, Education Committee Chair*

Have you visited the Lean Enterprise Division website lately? If you have, you may have noticed that links to lean-related webinars and webcasts are beginning to show up. If you haven't noticed, or haven't visited the website lately, I suggest you visit the website at <http://www.asq.org/le> and take a look around! LED has been gathering and creating lean-related webinars and webcasts to help you increase your knowledge and understanding of lean topics.

We have already collected webinars and webcasts from the ASQ Government and Automotive divisions, our own division, and from Smarter Solutions—and we are working to provide additional offerings. Currently, Tony Manos, LED's Healthcare Division liaison, is developing a “Lean in Healthcare” webinar, which we expect to offer jointly to members of the LED, Healthcare Division, and Service Quality Division in mid-April (an announcement will be forthcoming).

In addition to the webinars and webcasts currently available through the LED website, or already under development, we are continuing to pursue the development of additional lean-related webinar offerings for our membership. We already have a commitment from Richard Sheridan, president and CEO of Menlo Innovations in Ann Arbor, MI, to do two webinars for us. He was very well received as a keynote speaker at the recent Lean and Six Sigma Conference in Phoenix, AZ, and was recently featured in a cover story in *Forbes* magazine.

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*Webinars, Webinars, Webinars cont. from p. 6*

The company he co-founded, Menlo Innovations, was also recently featured in *The Wall Street Journal* and will soon be featured in an *INC* magazine article.

We also have verbal commitments for additional webinars from Tony Manos, Karen Martin, lean consultant and co-author of *Kaizen Event Planner: Achieving Rapid Improvements in Office, Service, and Technical Environments*, and Rich MacInnes, author of *The Lean Enterprise Memory Jogger* and *The Lean Enterprise Memory Jogger for Service*, published by GOAL/QPC, as well as the soon to be released *Lean Enterprise Memory Jogger for Healthcare*, also being published by GOAL/QPC.

Stay tuned and get involved, things are starting to get exciting in LED!

If you have any webinars you would like to provide, either real-time or prerecorded, to benefit the LED community, please contact me at [dsmith@netresultsgroup.com](mailto:dsmith@netresultsgroup.com).

## Calling All Contributors for the LED Newsletter!

*by Kiami Rogers, Chair*

### Submit a book review for possible publication in the LED newsletter!

Subject to the restrictions below, the names of the authors of 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 card for Amazon.com. Book reviews should be submitted by e-mail to [lededucation@windstream.net](mailto:lededucation@windstream.net).

#### Restrictions

1. The authors of submitted book reviews must be current LED members.
2. 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.
3. The author(s) must certify that the submitted book review is the original work of the author(s) and not previously published.
4. 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.

### Submit a qualifying article or case study for possible publication in the LED newsletter!

Subject to the restrictions below, the names of the authors of articles or case studies that are deemed as qualified for publication will be entered into a random drawing, and the winning author may choose a free conference registration for the 2012 Lean and Six Sigma Conference or the 2012 ASQ World Conference on Quality and Improvement. Articles and case studies should be submitted by e-mail to [lededucation@windstream.net](mailto:lededucation@windstream.net).

#### Restrictions

1. The authors of submitted articles or case studies must be current LED members.
2. If a submitted article or case study qualifies for publication, and has more than one author, only the first author listed will be entered in the drawing.
3. 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).
4. The author(s) must certify that the submitted article or case study is the original work of the author(s) and not previously published.
5. Controversial articles or case studies, more appropriate for the lean discussion board, will not qualify for publication.
6. Articles and case studies should not exceed 1,000 words in length without prior authorization of the newsletter editor.

## Note From the Editor



To all who attended the Lean and Six Sigma Conference, I hope you had an experience filled with learning. The World Conference on Quality and Improvement is now quickly approaching and looks to be another exciting and information-packed conference. If you can't make it to the conference, you can always visit us online at <http://asq.org/le/index.html> and see what is new. We would love to print more book reviews! If you've read a book on lean that you think would benefit our members, please submit a book review and share your opinion.

Best regards,  
**Wendy Gomez**



600 N. Plankinton Ave.  
Milwaukee, WI 53203-2914

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## 5S Benchmarking Survey

### How do you measure up?

Be part of the largest, most comprehensive 5S benchmarking survey ever!

Do you want to see how your 5S program stacks up against others? Now is your chance. The ASQ Lean Enterprise Division is co-sponsoring a survey to measure your 5S performance. By participating in this benchmarking study, you will help set the standard and be able to gauge your progress alongside other 5S implementers.

The survey will be available online starting May 1. We hope you'll decide to participate. For your efforts you will receive an exclusive 5S benchmarking report that is customized for you.



### Please consider the environment.

Do you really need a paper copy of this newsletter? Please send a message to [lmilanowski@asq.org](mailto:lmilanowski@asq.org) with "Electronic Only" in the subject line.