

LEAN PROGRESS

Ideas for helping your company transition to lean effective and rapidly.

LEAN LEARNING CENTER

ISSUE 5
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Case Study: Applying Lean at RSR

RSR, a leading lean recycling company has applied lean principles to drive substantial improvements.

With recycling as the core service that your business offers, it might be assumed that waste is already being eliminated. But, making the best use of discarded resources doesn't mean you are making the most efficient use of your own resources, as RSR Corporation has discovered.

Headquartered in Dallas, RSR Corporation operates recycling facilities in Los Angeles, Indianapolis, and Middletown, New York. The company's business is built upon the recycling of batteries...everything from the lead components to the polypropylene plastic battery cases, even the battery acids. From the old batteries, the company produces pure lead and lead alloys, which are interchangeable with primary lead. The recycled plastic is provided for reuse to plastic compounders and fabricators, and the acid is used in the production of sodium sulfate for use in the pulp and paper industry, as well as in common laundry detergents.

RSR's growth is dependent upon the growth of the battery industry, which is very incremental . . . only about 1 percent per year. So, the company knew that the only way to improve profitability was to improve its cost structure.

Bob Finn, RSR president and CEO, recognized from the get-go that to make the kind of changes necessary for improving processes was going to involve a top-to-bottom transformation of the company culture . . . a venture that was not for the weak of heart. The key was to finding out where and how to start such a large change.

Finn and his group had been researching various companies that they thought could assist on their new endeavor. They were familiar with lean manufacturing and had spoken with a number of lean consultants when they decided upon the Lean Learning Center. The Center believes that lean -- at its most basic level -- is defined as "a shared way of thinking". It's philosophy is based upon the idea that lean tools are largely ineffective unless they are supported by the proper foundation

of lean guiding principles and rules to help an organization understand how things work together and why.

As Finn says, "We found this group to be more straightforward, to be more hands-on, and they weren't what I call 'latch-on consultants'. Their goal was to get us to a level of lean training and performance where we would become self-sufficient. Plus," he added, "they did not push us."

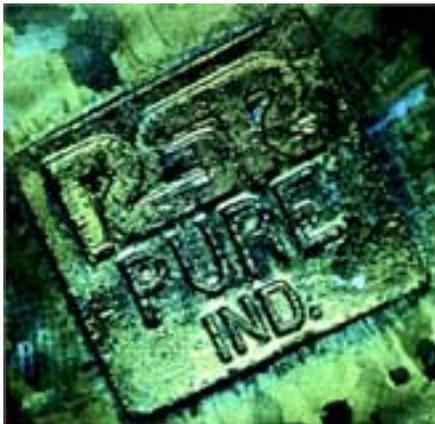


Starting with the negative

To get started on the program, Finn did something quite out of the ordinary. Rather than assemble a team that he knew was behind the company's new venture, he selected the people he considered the most negatively opposed to working with consultant companies. This group was made up of five high level vice presidents representing a combination of responsibilities -- facility, MIS, purchasing, etc. As Finn



**“WE HAVE TO GET
BETTER, WE ARE
BASICALLY IN A
FIGHT FOR OUR LIVES
AGAINST THIRD
WORLD COUNTRIES ”
—BOB FINN, RSR
PRESIDENT AND CEO**



RSR Case Study *Continued*

commented, “They were all leadership types, but just didn’t hold consultants in high regard. We had worked with consultants in the past and they viewed this as just another flavor of the month.”

This group was sent to the 5-day Lean Experience program at the Lean Learning Center in Novi, Mich. where they learned the rules, tools and philosophy of lean manufacturing systems. Here they experienced lean from basic concepts to hands-on applications, working with the traditional tools of lean manufacturing such as standardization, waste elimination and process redesign.

The Center’s methods of teaching represent a distinct departure from the norm. “Adults do not learn best by listening to a series of lectures,” says Andy Carlino, Lean Learning Center partner and co-founder. “Adults learn through their own discovery, through experience combined with the right questions and through interaction with other adults.”

Part of the experience involves an airplane simulation exercise. On day two of the session, students were arranged into groups and told to assemble as many planes as they could. During the allotted time, most teams managed to build only one airplane. At the end of the week -- after learning lean methods, tools, and applications -- groups assembled anywhere from nine to 12 planes.

After this group of RSR employees attended the Lean Experience, they all came back with a positive attitude saying, “You know, if we adopt this and do it right, this just might get us to where we need to go.”

Getting started at the facilities

But, just how do you adopt it and do it right? The next step was to figure out how to spread a program of this magnitude throughout the entire enterprise.

With the first group showing such a positive response to the Lean Experience, the company started to methodically send managerial level personnel to the class. To date, 100 RSR personnel have attended classes at the Center to get basics in lean training.

At the same time, a committee was assembled at the corporate office to develop a set of ideal state goals and to develop the program, which has come to be known as the RSR Journey To Excellence (JTE). “The ideal state goals are targets that we wanted to measure and drive toward,” says Finn. “It is called our Guidance Document. From this, we then added accountability to each goal and developed a comprehensive PDCA (plan-do-check-act) process.”

Each plant was then assigned to take these ideal state goals and adapt them to their particular environment. At each plant there is a core lean team with a vice president and plant manager in charge of implementing

the program. Additionally there is a person assigned to become the Lean Master. This assigned Lean Master or teacher is the generator of the analysis and he reports directly to the vice president at the respective locations. Every employee is now required to go through Lean Manufacturing Training classes taught by the Lean Masters.

To help RSR in its transformation, the Lean Learning Center pitched in on the on-site training by bringing its Lean Experience airplane simulation exercise to the plants. This allowed every employee to benefit from this hands-on exercise, which clearly illustrates the importance of lean thinking and tools. Additionally, the Center helped RSR start Lean Learning Laboratories in selected areas, beginning with the Battery Recycling department at the Indianapolis facility. To get this going, each employee -- whether salary or hourly -- had to help write and take photos of all the job function activities that occur in this department. These are then posted and analyzed in the “lab.”

The labs consist of a combination of orientation meetings, on-site training, and post-training application and reflection. Module training is provided by a Lean Learning Center coach and subject areas include Scoreboards, Seven Wastes, Five S’s, Standardized Work, Product Process Mapping, Problem Solving, Visual Management, Set-up Reduction and Pull Systems. Then, the people from the

RSR Case Study *Continued*

lab areas take the knowledge that they have gained and train everyone else. For example, Five S (sift, sweep, sort, sanitize, sustain) would be taught in the Lab. Everyone who was trained would then fan out to the plant floor and begin teaching some of the skills they acquired.

“Lean Learning Labs provide an excellent way for people to learn lean in bite-size chunks,” comments Carlino. “And, they also represent a great opportunity for using visual tools such as ‘Lean Learning Lab’ banners and documents, which clearly illustrate what each department is trying to accomplish.”

Keeping people inspired

To encourage all the employees to remain committed to the company vision, RSR also runs a program called “What Does Good Look Like.” They take people on field trips to plants that have excellent lean programs, such as the Toyota plant in Georgetown, Kentucky. “We’ve taken about 35 percent of our workforce on plant visits to date, but our goal is 100 percent,” says Finn. “We find that people who can see these facilities, experience what we’ve come to call ‘awakenings?’”

“Additionally,” adds Finn, “RSR has monthly/and or quarterly JTE Reviews. This is where we discuss issues and bottlenecks that are keeping us from reaching our ideal state.” Communication is key. RSR publishes a monthly newsletter called the RSR Jour-

ney to Excellence, which shares recent successes and current endeavors throughout the organization.

“Lean transformation starts with a change in the way everyone thinks about what they do, how they do it and why it matters,” says Jamie Flinchbaugh of the Lean Learning Center. “RSR understood this concept right from the start, which is critical to the program. And, using a systematic approach of implementation will help them sustain these results.”

Finn says the majority of his highly-tenured staff know what RSR is trying to accomplish. But, he admits “We’ve had to make some tough choices and even let a few people go who were not committed to the company’s direction. What you have to do is remove any negativism – you can’t have people out there dropping bombs or poisoning the environment. You have to get people involved . . . such as in a kaizen event so that they can actually experience a success and see what is happening.”

Employee buy-in is pretty high. Since starting this program, Finn says the company implements about 65 percent of employee suggestions that are made.

The results are rolling in

Viewing the lean transformation of RSR as a continual journey, Finn insists they are just infants in this process, but the results would say more.

The Battery Recycling department, which was the

site of the first Lean Learning Lab, developed a way to use recycled water on its rotating sieve or trommel, reducing cost by \$4,000 per month.

The Water Quality Department, which has four pressure filters designed to remove suspended solids from the clarifiers, has experimented with different sand filter mediums to discover potential ways of reducing cost. After a well-documented study, the department was granted permission in 2003 to switch to alternative materials as a filter, saving the company \$8,784 to date. As of May 2005, the Indianapolis facility had documented \$220,000 in total savings for the year.

A major initiative has been started to develop a totally paperless office. This is a huge job, so as in other lean programs within the company, it is being rolled out methodically starting with the purchasing department. All the pre-printed formats at the plants and at corporate have been converted to laser generated forms. Additionally, a paperless purchase order process was analyzed where it was realized that the old “paper” PO process cost \$42 per transaction; the new paperless way, \$12. Based upon annual volume, this could result in a savings of \$850,000.

Beyond profitability to survival

“We have to get better,” says Finn. “We are basically in a fight for our lives against third world coun-



RESULTS AT RSR:

-NEW PROCESS TO USE RECYCLED WATER, \$4000/ MONTH

-\$220,000 YTD SAVINGS AT INDIANAPOLIS FACILITY

-PAPERLESS TRANSACTIONS, \$850,000 IN ANNUAL SAVINGS





RSR Case Study *Continued*

tries. And clearly, the growth rate in this industry is not very high. We have cases where we know that the Chinese ship products to people not more than 50 miles away from our plant cheaper than we can do it. This is about job preservation.

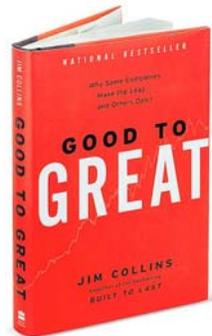
“What people need to understand about implementing and sustaining a lean transformation program like this is that it does not happen overnight. It takes perseverance and a bit of courage. Take that first step and if things go bad, then learn from it. The mistake

is to look behind you and say I can just turn around and run back down that hill and everything will be just like it was. Eventually the market will turn on you or the business will not survive because you’re just not heading to a higher level.”

Great Non-Lean Books

The following reviews capturing some key lessons from books that are not specifically from the lean genre. We feel these books offer important insights that can help you with your lean transformation.

“GOOD IS THE ENEMY OF GREAT”



Good To Great
By Jim Collins

excellent or great. The findings and conclusions in this book are not simply based on the experiences or opinions of the author. The “Good to Great” team spent 5 years and countless hours researching 1435 good companies gathering empirical evidence and volumes of data to uncover how good companies become great producing great and sustained results while others remain only good or even slide backwards.

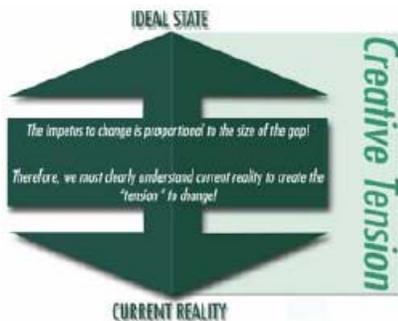
istics of the good-to-great companies.

Jim Collins exposes the pragmatic down-to-earth processes and characteristics that kept each company, its’ leaders, and its’ people on track for the long haul. You will both enjoy and relate to the analogies of the Flywheel Effect or the Hedgehog Concept, or even the seemingly simple but brutally honest requirement-- “right people on the bus, wrong people off the bus, right people in the right seats”. Considering this is a book forged from endless research and data collection, it is a surprisingly easy read that will leave the reader with at least one profound concept embedded in their thinking.

The book compares 11 pairs of companies. Each pair is in the same industry with the same resources and with the same opportunities to go from good to great. Wells Fargo versus Bank of America or Philip Morris versus RJ Reynolds. The key question of the book is what did the good-to-great companies share in common that distinguish them from the comparison company. What distinguishes Kroger from A&P or Walgreen’s from Eckerd’s. The book focuses on some of the myths of change in an organization but more importantly focuses on the core charac-

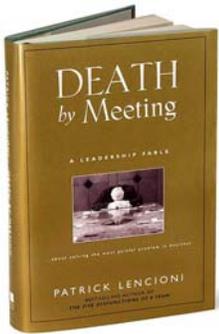
An in-depth look at what common traits the dominant companies possess

It’s often difficult for an author to follow-up one blockbuster business book with another but Jim Collins has succeeded. Following on the heels of “Built to Last”, Jim has again struck a cord in our business consciousness with “Good to Great”. Collins and his team explore what goes into a company’s transformation from mediocre or good to



GREAT COMPANIES EMBRACE CURRENT REALITY TO CREATE TENSION FOR CHANGE

Non-Lean Book Reviews *Continued*



Death by Meeting By Patrick Lencioni

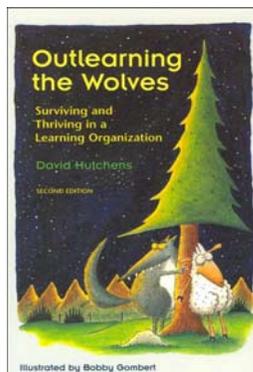
A Leadership Fable about Solving the Most Painful Problem in Business

While the creativity and storytelling in most business novels is generally an insult to the word ‘novel,’ Patrick Lencioni’s work in *Death by Meeting* provides a very pleasant surprise. It is easy to read and you sense the emotions and issues that real people deal with every day. The heart of this book focuses on turning the dragging, lifeless and even painful experience of “the business meeting” into a dynamic essential element of the nervous system of any company.

The first premise of *Death by Meeting* is the conflict is not to be avoiding in meetings but encouraged. Different than personal conflict, idea and position conflict is what is needed to make tough decisions and take the company forward. The second major premise is that we can not have multi-purpose meetings. We should have some meetings for information and others for decision making, each with a different style and

cadence. Lencioni specifically suggests four types of meetings. The 5-minute Daily Check-in, the 45-90 minute Weekly Tactical, the 2-4 hour Monthly or Ad Hoc Strategy and the 1-2 day Quarterly Off-site Review.

Few if any proposed meeting structures come closer to what you would expect to see in a truly lean company. A lean company has (a) tremendous focus on the task at hand, (b) a disdain for waste such as that demonstrated when meetings lack purpose and structure and (c) a respect for the benefit of structure and standardization, such as proposed by the rhythm these meetings have. We highly suggest taking a look at this book, and then a more serious look at your own meeting structure.



Outlearning the Wolves By David Hutchens

How to create a Learning Organization, as taught by a visionary flock of sheep

Outlearning the Wolves teaches the underpinnings of a Learning Organization in a fun, short fairly tale format.

The book tells of a flock of sheep that learned to defend itself from Wolves by inculcating learning practices. The sheep had for many years accepted their fate on the food chain as wolves would come in to their pen and snatch sheep after sheep. Eventually, one visionary sheep challenged the assumption that sheep are nothing more than meals for wolves and that they can in fact learn to prevent the wolves from attacking.

Like many visionaries, challenging mental models proves to be difficult. Eventually thought, some more sheep begin to embrace the vision. This small group of first movers begins by understanding the nature of wolf attacks and the possible means by which the wolves are getting into their fenced area. They discover that the wolves are getting under the fence by wading through a creek.

The number of believers now grows and ideas on how to prevent the wolves from getting under the fence abound. The sheep implement some of these ideas which results in no additional wolf attacks.



**“CONFLICT IS NOT
TO BE AVOIDED IN
MEETINGS BUT
ENCOURAGED.”**



**DON'T JUST READ A BOOK—ORGANIZE
A GROUP TO DISCUSS IT AND APPLY
ITS LESSONS**

Non-Lean Book Reviews Continued



“SMALL
BEGINNINGS CAN
TURN INTO MASSIVE
WAVES OF
CHANGE.”



LEAN IS ABOUT MORE THAN
BUILDING TOOLS LIKE A
STACK OF BLOCKS

As with any competition, the wolves learn to adapt and find new ways into the pen, but the flock is now a full fledged learning organization that blunt any new strategies by the wolves.

Some of the key principles of a learning organization are taught in this tale. First, no learning can take place without a compelling vision being put forth. Next, in order to achieve that vision, new practices and techniques must be adopted. These new means can only be invented if an organization is willing to question current beliefs and assumptions. The sheep had to get past their assumptions that they powerless vis-a-vis the wolves.

Once an organization is willing to try new approaches, the quality of thought for those ideas is critical. How organizations solicit input and test new ideas is important in this process.

Outlearning the Wolves is a great book for a team or department to reflect on their learning abilities. It's a quick and fun book that provides many thought provoking perspectives.

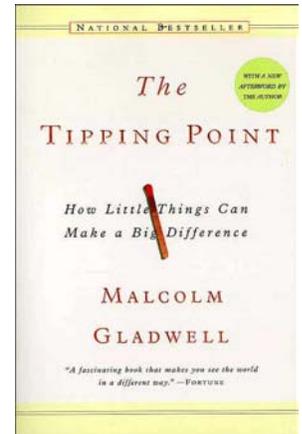
The Tipping Point By Malcolm Gladwell

How Little Things Can Make a Big Difference

While this *The New Yorker* writer has captured in *The Tipping Point* a history of everything from fashion trends to social diseases, to the lean mindset, he provides an explanation of the social elements of change management. While lean changes how the company works, thinks, acts and solves problems, it is the kind of change that must be embedded in the social makeup of the company, from person to person. Gladwell examines how small beginnings turn into massive waves of change, which lessons can apply very well to helping craft a lean transformation plan.

The first element is the Law of the Few. Most massive change takes place through a small subset of people. The Connectors of those people who know everybody and everybody knows. They become a major conduit of information and ultimately change. Find your Connectors, and make sure they are plugged into your lean transformation. The Salesmen are those who convince others, and their daily pitch will win people over. The Mavens are the experts, whose expertise lends credibility to the message.

The second element is the Stickiness Factor. Your mes-



sage must have meaning and grab people. Getting people to change behavior because “the competitive landscape requires us to achieve new core competencies in an integrated enterprise-wide change” will not get many people behind you. The third element is The Power of Context helps you understand the broad underlying factors of your change.

A warning: think about your lean change BEFORE and DURING this book, because if you try to apply it to your lean change AFTER, you will struggle much more than you have to.

Have a book you like, or would like to learn more about? Please let us know. If it fits, we would be happy to review it in a future issue of Lean Progress. Just email us your suggestion at info@leanlearningcenter.com.

Lean Tool Box Reference Guide

Applying the right lean tool at the right time for a given problem follows directly from mastery of the lean principles. This section provides a quick refresher on Visual Management and its connection to the lean principles.

Visual Management

Proper Uses of Tool:

-To provide status at a glance enabling quick and simple detection of abnormal operating conditions

-To provide visual aids to help employees performing tasks complete them more quickly and in a more standardized approach

Description of Tool – How-to:

Visual management is the application of any visual aid or device that promotes safer, more efficient, and less wasteful processes. The goal in using visual management is to create “status at a glance”, in other words, an operating environment

where normal vs. abnormal operating conditions can be detected easily and rapidly. Visual management also helps create a standardized work environment by providing instructions, directions, reminders, etc. on how the work is to be done.

There are limitless possibilities in applying visual management. In fact, every company is certain to have some visual management devices already in place. From signs, to painted aisles, to dial indicators on equipment, these basic applications of visual management exist in every operating or administrative environment. The key is to find creative ways to apply visual management to reduce waste in activities, connections, and flows.

Some common visual management techniques include:

- Color Coding
- Pictures/Graphics
- Kanban Cards
- Colored Lines
- Signage
- Labeling
- Control Boards
- Area Information Boards
- Gauges, Dials, etc.

- Checklists

The following graphic depicts a simple example of the use of visual management.

Like error-proofing, visual management can be applied in so many areas that the use of the tool is only limited by the creativity of employees. From the office to the factory floor, consider using visual management when problem solving, conducting waste walks, performing 5S audits, or generating improvements in Kaizens. To stretch your thinking on how to apply visual management, think about applications at airports, stores, and libraries. Each of these environments relies on excellent visual management techniques.

Variations on the Tool

Visual management techniques can be used in so many ways in a limitless number of opportunities creating a significant variation in the actual application. Some synonyms for visual management would include visual factory and visual workplace.



USE OF SCOREBOARDS AND OTHER VISUAL DISPLAYS OF METRICS CAN BE AN EFFECTIVE MEANS TO COMMUNICATE AND REINFORCE KEY BUSINESS PRIORITIES



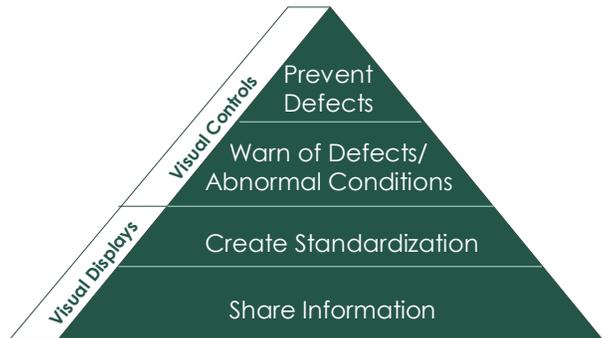
LOOK FOR MORE TOOL BOX REFERENCE GUIDES IN UPCOMING ISSUES



Visual Management Continued

How Tool Relates to Rules and Principles

Visual management is a direct application of **Rule #1: Structure every activity**. Good visual management techniques create a structured work environment where normal operating conditions have been predefined and abnormal conditions can be quickly diagnosed. Put another way, visual management makes it very clear whether an activity is producing the results that were intended and conforming to the standards that have been set.



THERE ARE DIFFERENT LEVELS OF VISUAL MANAGEMENT. NOT EVERYTHING WILL BE ACHIEVED AT THE TOP LEVEL, BUT PROGRESS SHOULD EVOLVE IN THAT DIRECTION.

“NORMAL OPERATING CONDITIONS HAVE BEEN PREDEFINED AND ABNORMAL CONDITIONS CAN BE QUICKLY DIAGNOSED.”

The principle of **Establishing High Agreement of Both What and How** is applied through visual management. Using any of the visual management techniques discussed is a key component in creating a standardized work environment. Think of a simple example like using tape lines to indicate where tools should be stored. The tools should be stored in the same location, all the time every time. Any discrepancy against this standard can then be examined for corrective action.

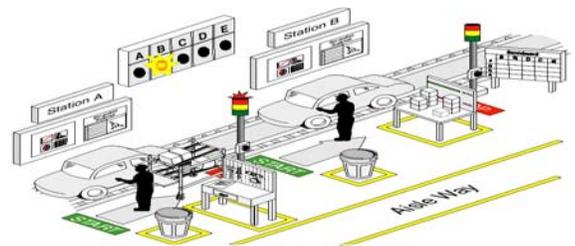
Level	Prevent Locking Keys in Car
Share Information	Include reminder to remove keys from ignition in owners manual
Create Standardization	Put sticker in window that asks "Do you have your keys?"
Warn of Defects	Bell is rung if car is turned off and keys are still in the ignition
Prevent Defects	Door will not close if keys are still in the ignition

THE FOUR DIFFERENT LEVELS CAN SOLVE THE SAME PROBLEM, BUT AT DIFFERENT LEVELS OF IMPACT AS WELL AS DIFFERENT REQUIREMENTS FOR IMPLEMENTATION.



IF LEAN TOOLS ARE NOT CONNECTED TO THE PRINCIPLES, THEY WILL NOT LAST.

This example also shows how visual management also applies the principle of **Systematic Waste Elimination**. Wasted motion and waiting are eliminated because those looking for tools to perform a task know exactly where to find them. Visual management also cuts waste of correction as problems are prevented or quickly detected.



THERE IS NO LIMIT TO HOW FAR YOU CAN TAKE VISUAL MANAGEMENT. YOUR OWN IMAGINATION IS THE ONLY BARRIER.

New! Lean Learning Center Alumni Forum

November 30-December 2, 2005

Lean Learning Center

This unique event is designed to bring together executives and leaders of companies who are on a lean transformation. Through this exclusive 3-day event you will gain:

- . Insights from others who lead lean
- . Solutions to some of your most challenging problems
- . Best practices which you can apply for results today
- . Leadership lessons that will help you accelerate your efforts

Program Highlights:

Lessons Learned

The Lean Learning Center's Roadmap for Lean Transformation has helped many companies more effectively execute their own journeys through the complex terrain of change. During this activity, you will look back into your own experiences in mixed groups of company representatives and create a living history of successes, barriers and lessons learned to date. The 5 Phases of the Roadmap will provide a common template to capture these lessons and share them. These lessons will be used to explore your own plans moving forward for greater success.

Dennis Pawley

Few individuals have generated more significant lean transformation than Dennis Pawley, who led Chrysler's 90,000 person manufacturing organization through a major change utilizing the Chrysler Operating System. Since Chrysler, Dennis has continued to help companies of all sizes with the leadership required for change. As a founding partner of the Lean Learning Center, Dennis will discuss with you the challenges of leadership during lean transformation. You will hear his thoughts and gain his input.

The Candy Factory

When people work through the Airplane Factory simulation in the Lean Experience, there is a very strong connection to the learning of Lean Rules and Principles and most importantly, their successful application in a real process environment. Enjoy those light bulbs and epiphanies through the Airplane Factory's cousin, The Candy Factory. The Candy Factory has all the complexity, enjoyment and deep lessons that you can reexperience and gain useful new insights having had more practice, knowledge and skill applying lean in your own organization.

During this 3-day Alumni Forum you will:

- Be able to share your successes and barriers and get feedback from other Lean Leaders through structured presentations and feedback
- Explore the lessons learned from the collective experience of many companies and their Roadmaps
- Discuss with the inspirational Dennis Pawley, retired EVP of Manufacturing and Labor Relations from DaimlerChrysler, issues of Lean Leadership
- Re-experience the powerful lessons of the Airplane Game through a new exercise, The Candy Factory, and relate those lessons to your own journeys



**EXPLORE YOUR
ORGANIZATION'S
LEAN
TRANSFORMATION
WITH FELLOW LEAN
LEARNING CENTER
ALUMS**



**DENNIS PAWLEY, FOUNDING
PARTNER OF LEAN LEARN-
ING CENTER**

Alumni Forum Continued



Benchmarking Successes and Barriers

Every company experiences some success, some problems and some chances to innovate. In this activity, you will get to share your biggest success, largest remaining barrier for progress and some innovation unique to your journey that others may benefit from. Each company participating will present through a structured process their stories in these categories. As audience members, you will gain applicable ideas and knowledge. As presenters, you will receive structured feedback and suggestions on your journey from each fellow participant. This is an accelerated benchmarking tour.

Barrier Busting Case Studies

A few real case studies of significant but common barriers in the lean transformation journey will be shared. These will be explored by teams and recommendations made on ways to bust through these barriers. Barriers chosen will be generally universal in appeal but based on the details of real-life stories for deep engagement with the program. You will participate both in the generation of ideas and the sharing of them. If your company is chosen for one of the case studies, you will gain direct ideas of how to continue moving forward.

When and Where

The 1st Annual Lean Learning Center Alumni Forum will be held during 3 days from November 30—December 2, 2005. The location will be at the

Lean Learning Center in Novi, Michigan.

Cost and Participation

The cost of this program is \$1,765 per person. Up to four people maximum per company are permitted to attend. This will ensure a diversity of companies and lots of participant-to-participant engagement of learning and sharing. Registration is done on a first-come, first-serve basis so please register early.

Registration

Please go to www.leanlearningcenter.com/registration.htm to register online for this program or call 248.478.1480.

“ITS IMPORTANT TO
KNOW WHERE YOU
ARE, BUT JUST AS
IMPORTANT IS TO
KNOW WHERE YOU
ARE GOING”



A NEW SIMULATION FOR
THE ALUMNI CONFERENCE-
THE CANDY FACTORY



New Program! Tactics of Lean Innovation

Tactics of lean Innovation

Arlington, TX

(near Dallas)

November 14, 2005

Downers Grove, IL

(near Chicago)

November 15, 2005

Learn critical success factors to leverage—and sustain—your lean activities and assure the adoption of your lean initiative throughout your organization.

Learn to define, explore, and establish guidelines for your lean transformation regardless of where you are on your lean journey—just starting or at it for years—and prepare you for a successful *and sustainable* application in your organization. We will focus on the tactics you can bring back to your organization to effectively implement lean regardless of the tools you may be using. You will learn what works and the pitfalls to avoid from real life experiences, case studies, and applications from many different companies.

Program Content:

1. We will explore **lean's five principles** and the **coordinated set of tools** and techniques required for a successful lean implementation. Lean is more than a simple set of tools, and not all tools are appropriate for all organizations. Lean's five principles, however, are universal. Principles determine behavior, and behavior determines results. We'll identify the tools you'll need to support lean's five principles. We'll also examine the Toyota Production System and see how principles drive the four elements of its successful operating system—and how it can drive yours.
2. We will focus on the **tactics of lean innovation**. The ten tactics that savvy marketers employ for product rollouts can help you introduce and gain acceptance of your lean initiative throughout your organization. You'll discover how a combination of tactic pairs, such as clear message and compatible fit, can make all the difference.
3. You'll learn how to **leverage the basics of lean** to gain a maximum return on your investment. We will examine specific techniques, such as Lean Learning Laboratories, Lean Demonstration Projects, and Management Learning Laboratories, that you will be able to use to significantly leverage the effectiveness of Five S's, visual management, pull systems, and other basic lean tools. We'll also take a look at concepts, such as communication rooms, afteraction reviews, and A3s, that you can incorporate into the day-to-day management of your short-term and long-term performance objectives.
4. We will explore **lean roadmaps**. There are many criteria you'll need to consider before designing your lean roadmap (and you will need a roadmap), including: business conditions, culture, baggage, and resources. By examining your current state and other factors, you can chart the course that will best work for your organization.



LESS THAN 37% OF

LEAN

**IMPROVEMENTS AND
TRAINING PRODUCES**

**MEANINGFUL AND
MEASURABLE**

**RESULTS. LEARN TO
THE BEAT THE ODDS**

FOR YOUR

ORGANIZATION.

Four easy ways to register today



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**For more visit
www.leanlearningcenter.com**

The Lean Learning Center was founded in 2001 by manufacturing and consulting industry veterans Andy Carlino, Jamie Flinchbaugh and Dennis Pawley to address the gaps and barriers that are holding back companies from successful lean transformation. In addition to the advanced curriculum, the Center has developed a learning environment designed specifically for adult learning, utilizing techniques that include discovery simulations, case studies, personal planning and journaling. Together, with affiliate Achievement Dynamics, founded by Andy Carlino in 1991, the companies offer a complete array of lean transformation services.

Website and Product Reviews

Lean Blog: kanban.blogspot.com

Blogging, or weblogs, have become popular in many different forums, from documenting your personal life to a formal outreach by politicians. Most blogs take on the format of simply sharing information about a subject of interest with others who share a similar interest. While there may be others, there is only one lean blog that we are aware of: kanban.blogspot.com. The host is Mark Graban is a lean practitioner who wants to share ideas and articles with others. While there are ads placed on the website, Mark is not selling anything himself, in the spirit of true blogging. There are articles on Toyota, manufacturing in general, lean healthcare and so on. Commentary is used to highlight key points and focus attention, but is kept to a minimum. This blog is quite active and if you visit it regularly you will be sure to find fresh information. If you know of other lean blogs out there, please let us know.

Lean Innovations

At leaninnovations.ca you will find products to help you with your five S and visual management efforts. While we are always partial to homegrown solutions, sometimes a solution “off the shelf” works best. Lean Innovations has been developing tools that may be common to many companies. Their catalogues or website might be a handy tool to have available during a kaizen workshop or five S implementation.



Lean Screensaver

Of course, you can always visit www.leanlearningcenter.com for new ideas. If you haven't seen our free lean screensaver yet, you can download it on our website from the *Articles on Lean* page. This will provide you with a reminder of the lean rules and principles, helping to reinforce these vital concepts.