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# LEAN THOUGHTS

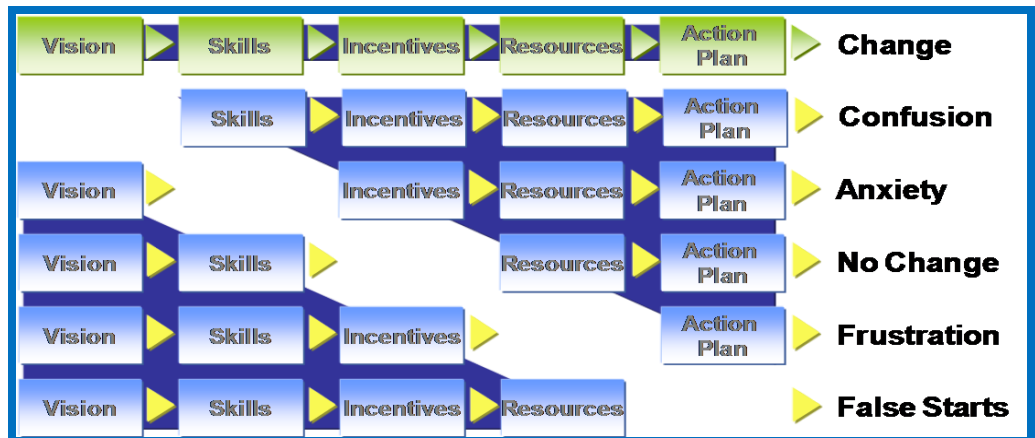
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## Managing Change

Making change happen successfully requires the ability to understand the big picture while implementing small incremental attributes of change. So how do we take the big picture and make it easily understood by everyone in the organization? Before an enterprise can embark on a journey of change, it needs to do a cultural inventory to insure that the enterprise will be able to embrace change successfully. There are some strategic key factors to consider when embarking on a journey of change. These are important factors but do not necessarily need to reside within your enterprise as long as you have identified a resource that you can readily access for help. If one of the factors is either missing or not understood then the resulting attitude could invade your enterprise. The following chart indicates the inevitable result when a single factor is missed.



Let's look at the factors in greater detail

**Vision** ... every individual and enterprise has a vision. In some cases it has never been articulated so that everyone understands what it is, but without a clear vision, it is impossible to predict the end result.

**Skills** ... do you have access to the skills required either internally or externally to insure that your vision will become reality.

**Incentives** ... so why are we changing? It could be survival or to be the best in class. You may be a local enterprise but you need to think globally since your competitor is just a mouse click away. Each participant must understand and embrace the reasons why change is needed.

**Resources** ... what resources are required to make sure that the vision will become a reality and where do we access them readily when needed?

**Action Plan** ... where do we start, when do we start and how are we going to get it done. This roadmap is critical to implementing change.

Now let us go to the next level of managing change ... they normally will revolve around one of the three following pillars;

### LEAN CONSORTIUM MEMBERS:

- ACE Bakery
- CGL
- CTS Canada
- EATON Cutler Hammer
- KRAFT
- LA-Z-BOY- Residential
- MESSIER-DOWTY
- MORRISON LAMOTHE
- ORENDA
- NESTLE WATERS CANADA
- STACKPOLE



Where “Lean Thoughts”  
Become Reality



### Inspired and Motivated People

Involved People deals with the socio-tech structure that creates the culture inside the Enterprise. The objective is to create an “*adult-to-adult*” relationship with the employees with a focus on Continuous Improvement. This means that the employees feel comfortable and involved in the business by having been provided the necessary tools to make effective decisions within their respective work areas. When everyone is involved and engaged, the requirement to seek approval or wait for direction is minimized. Roles of Team Members, Team Facilitators and Managers increase in the areas of providing coaching, mentoring and support instead of the traditional environment of command and control.

Empowerment cannot be assigned, but must be evolved into the organization over time. As the organization embraces increased responsibility through empowered decision making and problem solving, an expanded scope of responsibility can be granted to lower levels of the organization.

#### **Visible Attributes:**

- Teams
- Communication Programs
- Feed-Back Systems
- CI program
- Health & Safety program
- Formal Problem Solving Methodologies

### Robust Processes

Robust processes encompass the physical attributes associated with a process that will ensure consistent and predictable outputs. Beginning early in the Product or Service Realization Phase, the process is designed and evaluated for the ability to operate within specified tolerance(s).

#### **Visible Attributes:**

- New Product Launch Process
- Service or Promotional Design
- Error proofing of equipment, processes and systems
- Visual Controls
- Control of Defects
- Total Productive Maintenance

### Lean Operations

The procedural infrastructure of how our enterprise operates is contained within the category of Lean Operations. The reflection of the operating system shall be visible throughout the enterprise through the implementation of standardized methods. In order to insure that the optimum value add occurs through the process, employees are educated in being able to identify and eliminate the 9 wastes traditionally found in any process. Strategic tools on waste identification include Value Stream Mapping, Process Mapping and TOC while tactile tools such as SMED, Kanban and Standardized Work insure that waste once identified remains eliminated.

#### **Visible Attributes:**

- Value Stream Mapping
- Identification of the 9 Wastes
- 5S
- Material Flow Planning
- Capacity and Process Planning
- Production Planning and Schedules
- Pull Systems/Kanban
- Quick Changeover/SMED
- Process/Flow layout
- Standardized Work
- Theory of Constraints (TOC)

Once you have created and articulated your Vision, Mission and Roadmap, you can use simple tracking tools to confirm that you are progressing along your journey as planned.

### **LEAN ON ME**

*Contact me if you need coaching or facilitation help in the areas such as but not limited to; 5S, Value Stream Mapping, Set-up Reduction, Problem Solving or Policy Deployment and Consortium Development*



Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p><b>T</b></p> <p>Wednesday 24 <u>Eaton Electrical</u>, contact Joe Fisher, <a href="mailto:JoeRFisher@eaton.com">JoeRFisher@eaton.com</a></p> <p><b>W</b></p> <p>La-Z-Boy Corporate Monroe MI February 14 &amp; 15 <u>Enterprise Value Stream Mapping</u> How to use the VSM tools to map admin processes. Contact Richard Kunst for info. <a href="mailto:Richard.kunst@la-z-boy.com">Richard.kunst@la-z-boy.com</a> Register at <a href="http://www.ame.org">www.ame.org</a></p>	<p><b>T</b></p> <p>Wednesday 14, <u>CFN Precision</u>, contact Paul Kaulback, <a href="mailto:pkaulback@cfn-inc.com">pkaulback@cfn-inc.com</a></p>	<p><b>T</b></p> <p>Wednesday 21, <u>Nestle Waters</u>, contact Mariela Castano <a href="mailto:mcastano@perriergroup.com">mcastano@perriergroup.com</a></p>	<p><b>T</b></p> <p>Wednesday 18, <u>CTS Corp.</u>, contact Bob Garces, <a href="mailto:Bob.Garces@ac.ctscorp.com">Bob.Garces@ac.ctscorp.com</a></p> <p><b>C</b></p> <p>Lean Design &amp; Development Conference Wed 18 to Fri 20 Chicago Contact <a href="http://www.iirusa.com/lean">www.iirusa.com/lean</a></p>	<p><b>T</b></p> <p>Wednesday 16, <u>Stackpole CSD</u>, contact Don Barber <a href="mailto:Don.Barber@stackpole.ca">Don.Barber@stackpole.ca</a></p> <p>Consortium Shareshowcase</p> <p>Saturday 05 <u>CGL Guelph</u>, Contact Cindy Grolleman <a href="mailto:Grolleman@canada.com">Grolleman@canada.com</a> or Dave Deskur <a href="mailto:daved@cglmfg.com">daved@cglmfg.com</a></p>	<p><b>T</b></p> <p>Wednesday 20, <u>Morrison LaMothe</u>, contact Tony Vita <a href="mailto:tvita@morrisonlamthe.com">tvita@morrisonlamthe.com</a></p> <p><b>C</b></p> <p>AME Regional Conference Mon 18 to Thur 21 Edmonton, Alberta Contact <a href="http://www.measureupforsuccess.com">www.measureupforsuccess.com</a></p>
July	August	September	October	November	December
		<p><b>T</b></p> <p>Wednesday 26, <u>Kraft Foods</u>, contact Hanif Jivraj <a href="mailto:hjivraj@Kraft.com">hjivraj@Kraft.com</a></p>	<p><b>T</b></p> <p>Wednesday 10, <u>CGL Manufacturing</u> contact Dave Deskur <a href="mailto:daved@cglmfg.com">daved@cglmfg.com</a></p> <p><b>C</b></p> <p>AME National Conference Mon 29 to Friday Nov 2 Chicago Contact <a href="http://www.ame.org">www.ame.org</a></p>	<p><b>T</b></p> <p>Wednesday 14, <u>Messier-Dowty</u>, contact Mike Smith <a href="mailto:Mike.Smith@Messier-dowty.on.ca">Mike.Smith@Messier-dowty.on.ca</a></p>	<p><b>T</b></p> <p>Wednesday 12, <u>Orenda</u>, contact Brenda McIntosh <a href="mailto:brendamcintosh@orenda.com">brendamcintosh@orenda.com</a></p>