

Volume 17, Issue 09 □ March 01, 2010

- **Mar 3-4th, LEI Lean Transformation Summit**
Orlando, FL. COM DEV's Nabeel Mirza has volunteered as our ears & eyes. www.lean.org
- **FULL: Mar 10th, Mtg #1 Special Interest Group: Employee Engagement.** Host: Husky, Bolton
- **Mar 25th, HPM Board Meeting #2,** Host: Rockwell Automation
- **May 04th, 8:30-4:30.** CME Innovation Insights: **"Going Green – An intro to Green Mfg."** On-site/hands-on at Jay-Lor Fabricating Inc., Orton. Brett Wills, HPS Consortium facilitator to AB initiatives; US & Canada. For a full agenda & to register: www.tvp-ii.org

Have you ever heard of any Conference giving a 100% Guarantee?

Well, I have not until this year – and it is relevant to us as manufacturers. The **2010 AME International Lean Conference on November 15-19** in Baltimore is being largely put together by the same team that has done the last two conferences - which have been of very high value to companies coping with a recession unlike any we have seen to date. The take-aways had value!

The screening level has gone up another notch this year - to ensure those selected have a message of value that justifies the attendance in an uncertain post-recession year. For those who realize they must 'renew and refresh' what they do and how they do it, attending with an aggressive agenda could be the right strategy.

The advice given to attendees at the Toronto conference paid off as folks still keep telling the 2008 conference chair. It was simply this – just take a hard look at what you need to better compete or protect margins this year and next – and use that information when checking out what value you can take away from the program at www.ameconference.org and who should go to get the maximum amount. There is lots of time to prepare people – and to also really confirm the key things to go after.

It is over 60% complete with new confirmations going up regularly. Bob Kerr and Dave Hogg have been asked to coordinate a value-made-for-consortiums program and how to extract every ounce of value you can. The 100% guarantee was not extended lightly. It is a unique conference designed by Mfrs for Mfrs - so you can learn directly from Mfrs. It is "Your money back – 100%" if you feel it does not meet your expectations.

What's not to like?

Insights from our Olympic Eyes Onsite

"Olympic insights especially for Front Line Leaders... and also for the rest of us!"

While we have been glued to the spectacular scenery, the spectacle, the excitement, and the passion that has played out over the past two weeks at the Vancouver Olympics – Linda Cuthbert, the leader of our Consortium-developed Front Line Leaders training – has been our eyes and ears.

From her onsite perspective, she shares with us some of the insights we may have missed as she brings us messages from the dramatic performances we have watched.

The new – **12th intake of Front Line Leaders (FLL) program** – begins this Tuesday, March 2nd. It will contain some unique insights into leadership and achievement provided by a person who is recognized as a National Diving Champion. Here are some of her observations of the Vancouver Olympics – and the messages that can be taken from them.

"Sitting in a sea of red and white and singing the national anthem with 16,000 people at Canada Hockey Place following the women's gold medal game... Feeling the anguish of Joannie Rochette as she soldiers on just days after the death of her mother... Sharing the joy of Clara Hughes as she caps her stellar career with yet another Olympic medal..."

After soaking in the Olympic spirit for almost 2 weeks, I now prepare to return home.

And as I turn my mind to the new group of people starting the Front Line Leadership course, I offer some Olympic insights for those leaders in their daily pursuit of creating a lean environment and continuous improvement culture.

- ✓ The volunteers, security personnel, bus drivers and other front line people here in Vancouver have been fantastic. They have moved tens of thousands of people safely and efficiently and they did it in a way that made it fun for everyone. Their enthusiasm and commitment to their job have been infectious

and have left a lasting impression on the millions of people who visited.

It may be the executive leaders who determine the strategic vision and brand, but it is the people on the front lines who bring the brand to life. They set the tone and mood for employees and customers alike.

- ✓ “I believe” is the tag line created by the broadcast partner for these games, one that spectators and athletes embraced. Athletes have said that this belief was contagious, that the support of the spectators, and knowing that Canadians believe in them, has been a positive force in their performance.

For front line leaders, your deeply held beliefs about the people you lead and work with are also contagious and influence their performance outcomes. Medal performances can only be realized when those around them believe in their success.

- ✓ Joannie Rochette was able to block out the thoughts of her mother’s death to focus on performing her skating program. The women’s hockey team had to push aside the fierce pressure and focus on the play. Athletes have an intense ability to focus. They push aside a pressure while simultaneously using it to energize them. They have to be absolutely in the moment while simultaneously holding in the back of their minds the ultimate objective or the time they need to beat. This is what I call bi-focal vision.

In the FLL course, we address the need for front line leaders to have bi-focal vision - the need to focus on every step in the process while constantly ensuring they are aligned with the larger objectives. Olympic athletes are champions in doing this.

- ✓ Athletes visualize success. Just prior to hurtling their bodies down the mountain, you can see the skiers visualizing every turn. **Images are the language of the brain. High performing leaders are ones who not only visualize success themselves, but are able to clearly paint a picture of success and inspire those they lead. Athletes do this repeatedly and front line leaders are no**

different in the need to continually imagine and describe what success looks like.

- ✓ A recent evening I found myself at Cypress Mountain watching the women aerial skiers. What a spectacular event. I have a new appreciation for these athletes and their feats - how high they leap off those ramps, the number of twists and turns in the air, and how hard they hit the ground when they land. As fog descended on the venue I wondered how the athletes could still perform their jumps with such reduced visibility.

Front line leaders often have to act or make decisions with-out being able to see the full picture or without having all the information. It really comes down to practice, developing the habits and muscle memory to be able to perform in less than ideal circumstances.

- ✓ The athletes’ goals at these Olympics ranged from achieving a personal best to being the world’s best. Some of their goals may have been seen as unrealistic when they first set them but they use that goal to motivate themselves and drive their performance to higher levels.

Front line leaders also set goals with input from their teams and use these goals to focus on priorities and achieve results that otherwise may have been seen as unachievable.

- ✓ Every athlete has a coach who helps them set goals, guides their training program, and provides meaningful feedback. Also, coaches help them remove the barriers inhibiting performance – sometimes those barriers are external but more often coaches help their athletes remove the internal barriers - the thought processes, self talk, belief system, assumptions – in the athletes’ mind.

Front line leaders need to play this role with the people they lead – asking questions to stretch thinking, challenge assumptions, encourage possibility thinking. How often have we heard at these Olympics, athletes attribute their success to their coaches and all those who supported them?

And, of course, we've seen a lot at these Olympics about celebrating – celebrating goals, celebrating personal bests, celebrating team, and celebrating pride! **Celebrating brings people together. Celebrating inspires even greater achievements.**

"I had a chance to hang out with a cute girl instead of 19 other guys."

Scott Moir, Gold medal ice dancing winner's answer when asked why he chose figure skating instead of hockey as a career.

Last /Week's CLE Helps Indal

Last week's latest CLE (Consortium Learning Experience) brought value to Indal from other HPM Members who left taking value for their companies. This one was focused on a Set-Up Reduction issue to eliminate a pain and improve throughput.

Clarifying CLE's

The CLE's are member-initiated and can be at any level – provided they generate value along with a learning experience for all. All members have agreed to do one or more this year as the program will run to December 31st. The plan resulted from agreements reached by all members at the Strategic Planning Session in St. Jacobs in December.

Last week **Indal Curtiss-Wright's Steve Magirias**, was the host for the latest CLE. It was to improve a welding fixture which would solve an annoying process problem and speed throughput.

Every Member has committed to do at least one with some preparing for multiples already. Each CLE is defined by the host company to help solve a problem or improve a process. They are open to all other HPM or AfEE member companies who wish to send their practitioners along to learn from each other.

The CLE Objective

Steve welcomed participants from **Hammond Manufacturing, Mancor Industries, and Hilroy** to the company, with HPS's Bob Kerr facilitating the one-day process.

The objective was clear to everyone that their job was to provide a solution to the existing welding fixture process that would deliver by the end of the day:

1. A process with a reduced cycle time, and,
2. An overall process that would be simpler and more comfortable to use

(Continued on Page 4)

NEW: Coming April 7th
Timely skill-building training to transform confrontation and conflict situations

"Skills to Channel Confrontational Energy into Positive Results"

*This 2-Day course will be held
At Rockwell Automation on
April 7th and 28th*

Outcomes:

- Improved listening to learn, resolve, and empower
- Reduced leader/ manager strain, stress, tension
- Improved unit, department, team productivity
- Enhanced respect, accountability, trust
- Constructive conflict that leads to win-win resolutions and sustainable outcomes
- Improved relationships and communication

Learning Outcomes

- Recognize ct ingredients & manifestations of conflict
- Understand the 4 types of conflict behaviours
- Know the importance and benefits of developing conflict competency
- Address the three dimensions of resolution
- Apply active listening skills to diffuse hostility and prevent escalation
- Adapt your default conflict management style
- Assess assumptions, perceptions and expectations In conflict situations
- Identify the root problem to address
- Keep your own emotions in check
- Ask questions to challenge effectively
- Use the DIALOG tool to hold difficult conversations that hold people accountable
- Recover from a conflict situation to restore Relationship

Register by contacting gbernardo@hpsinc.ca

(CLE Continued from page 1)

The full team did a walk-about to examine the process and its environment.

With Bob Kerr's style there is always a lot of sharing that takes place as the impromptu team gets underway. Once the initial discussion was completed the brainstorming session produced possible improvements for Indal to consider.

They included:

- Shadow boards/Cabinet with dedicated tools
- Dedicated colour coded horses
- Move valves from column to fixture

- Investigate roller tables/horses to store and load to fixture
- Weld lifting lugs while on roller table
- Maintain filler wire in area
- Consider two-person set up
- Make work instructions more visible (on shadow board)
- Develop standard work instructions
- Investigate hydraulic/pneumatic clamping
- Investigate laser to align weld edge
- Provide permanent air at fixture
- Eliminate scale removal (Purchasing and Milling)

Curtiss Wright							
Set-Up Time Breakdown Sheet							
Machine/Area: C-Section Welding				25-Feb-10			
Activity # Number	Clock Time	Elapsed Time	Activity	Internal Time	External Time	Move from Internal to External	Time Eliminated
1							
2	0:05:15	0:05:15	Looking for horses to place c-sections on	315			315
3	0:05:53	0:00:44	Returning lift truck to its home	44			44
4	0:09:36	0:03:37	Place c-sections on horses to prep for weld	217			
5	0:12:29	0:02:53	Looking for air line	173			173
6	0:13:00	0:00:31	Prep c-sections for setup	31			31
7	0:16:39	0:03:33	Remove mill scale	219			219
8	0:21:29	0:04:50	Looking for filler metal to weld lifting lugs	230			260
9	0:22:57	0:01:28	Set up welding machine to weld lifting lug	88			
10	0:24:05	0:01:08	Close off area with welding screens	68			
11	0:26:39	0:02:34	Weld lifting lugs on c-sections	154			
12	0:28:41	0:02:02	Looking for grinding shield	122			102
13	0:31:59	0:03:18	Prep copper purge bar	198			
14	0:33:11	0:01:12	Turn on purge gas	72			72
15	0:34:11	0:01:00	Looking for crane	60			
16	0:38:01	0:03:50	Load first c-section onto fixture	230			
17	0:42:37	0:04:36	Clamp down first c-section by hand	276			276
18	0:44:35	0:01:58	Looking for air gun	118			118
19	0:50:41	0:06:06	Clamp down first c-section using air gun	366			366
20	0:51:44	0:01:03	Shutoff purge gas	63			63
21	0:55:12	0:03:28	Load second c-section onto fixture	208			
22	1:03:49	0:08:37	Clamp down second c-section by hand	517			517
23	1:09:31	0:05:42	Clamp down second c-section with air gun	342			342
24	1:13:45	0:04:14	Looking for runoff tabs	254			224
25	1:16:45	0:03:00	Tack on runoff tabs	180			
26	1:18:28	0:01:43	Adjust c-sections to achieve 2mm gap	103			103
27	1:37:58	0:19:30	Tack c-sections together & adjust gap	1170			396
28	1:40:18	0:02:20	Cut lifting lugs off	140			140
29	1:44:29	0:04:11	Explaining welding process specs	251			251
30	1:45:48	0:01:19	Looking for welding wire	79			79
31	1:43:45	0:03:57	Load welding wire onto seam tracker	237			
32	1:51:18	0:01:33	Setup welding gas	93			
33	1:52:34	0:01:16	Looking for side cutters	76			46
34	1:57:33	0:04:59	Install welding wire	259			
35	2:00:38	0:03:05	Looking for tape	185			185
36	2:01:37	0:00:53	Tape up purge holes	53			
37	2:02:15	0:00:38	Turn on purge gas	38			
38	2:03:50	0:01:35	Ensure clamps don't interfere with welding torch	95			
39							
40							
41							
30							
Totals (Secs.)				4888			8888
(Mins.)				123.17			81.03
							81.03

Set Up Reduction Team - Action Plan

Company:	Curtiss Wright
Machine/Area:	C-Section Welding
Date:	Feb. 25, 2010
Activity:	
Action #1	Implement tool shadow boards in the appropriate locations around the c-section seam tracker (include location of welding wire clearly marked and welding procedures). Purchase additional air guns.
Responsibility:	George Rowe
Completion Date:	March 17, 2010
Activity:	
Action #2	Relocate air and gas valves from column to fixture and provide permanent air at fixture.
Responsibility:	Jim Mansfield
Completion Date:	March 24, 2010
Activity:	
Action #3	Investigate the proper handling device for c-sections (i.e. lift tables, horses, roller table, etc.).
Responsibility:	Jim Mansfield
Completion Date:	March 24, 2010
Activity:	
Action #4	Develop standard work for c-section process.
Responsibility:	Roy Christie
Completion Date:	April 6, 2010

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The Setup Time Breakdown Sheet was then completed as shown in the sample to the left.

With its completion came a discussion on HOW the changes would take place, and WHO would ensure that they were completed. For that purpose the Set Up Reduction Team Action Plan was then worked out with actions, descriptions, dates and accountabilities identified.

The process is available to all members. Although you may have something similar, a big benefit can be getting the help to do it when your own team may be busy – and it provides the 'outside eyes' dimension which is of high value.

This CLE reduced a 123 minute cycle to 42 – a reduction of 66%. In your plant – would this help?

Important Dates for Leaders in 2010

- ❑ **April 19-21st, 2010. Industry Week's Top 10 Best Plants Conference.** Cleveland Ohio. Visit: <http://www.iwbestplants.com/register/>
- ❑ **May 11-12th, 2010. Training Within Industry Summit.** Check out. www.twisummit.com
- ❑ **Nov. 15-19th. 2010 AME International Lean Conference.** Baltimore. Take the HPS/AME Lean Assessment at www.ameconference.org/



THE LEAN/GREEN CORNER

Green Conversations
with Brett Wills
bwills@hpsinc.ca

Green Marketing 101

Hello Everyone,

This week's green conversation looks at ways to communicate green accomplishments.

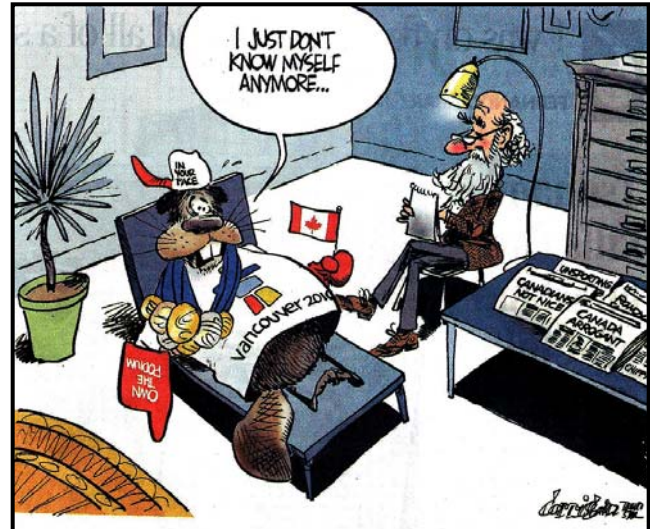
For those who have been following the weekly green conversation, it will come as no surprise that there is a strong business case for going green. One of the main points to the business case is the ability to retain and strengthen market share.

More and more customers are voting with their dollar by supporting organizations committed to improving environmental impact. While customers will not sacrifice quality, lead time or price, **they are increasingly choosing the greener option.** The trick is to ensure customers are aware of the company's green efforts.

Green marketing programs are a great way to get the word out. However, **marketers beware.** Done incorrectly, green marketing can actually backfire and result in a negative response. This results when companies over-embellish their green accomplishments or the green attributes of their product or service.

In the green circle, this is known widely as "**Greenwashing**" and must be avoided at all times.

[CONTINUED ON PAGE 2]



Well, the Olympics will be over this afternoon and either the US or Canada will be happy with the results of the last gold medal to be given out... hockey, I think they said...☺

At any rate, Canadian fans have been saying all week that they were glad to give our US colleagues a great 'feel-good' moment with the 5-3 win earlier in the week – but today is the real game. We shall see how that turns out.

As for the rest of us, this week has been most peculiar. We heard repeated stories of folks breaking out in song - night and day - on the BC Sky Train... and just about everywhere else. People cheering & singing in the midst of torrents of rain - seems the National Anthem is winning the 'most played' award.

The US is having a field day harvesting medals and well deserved...Even the Canadians got into the act and set the record for Gold medals won by a host nation... and their 14th, if they prevail at the hockey rink this afternoon, will be tops for Gold period.

Mysteries of all sorts abound – protestors enjoyed smashing some windows and spitting on police but do not seem to have been seen again all week. What is really strange, is the never-before-seen passion, singing, cheering, strange clothing, and much more in a CURLING RINK. Not to mention girls with beer and cigars – seems winning a Gold in hockey alters folks.

On the truly sobering side, our hearts go out to the young man who lost his life on the luge practice run. This tragic event reminds us all of the risk and danger these unique people endure to be the best for themselves and their countries. It also reminds us of what can be done when there is a will. The stories of commitment, dedication, and sacrifice are almost endless. There is much to learn from Vanoc 2010. Seize the day everyone – and damn the weather.

[GREEN ~ CONTINUED FROM PAGE 2]

The best advice for avoiding greenwashing is to have a good understanding of the company's position along the green journey and to clearly communicate this position.

Trying to fool customers into thinking otherwise may have short-term gains but it will inevitably result in serious backlash.

Customers will lose faith in future green claims and the ability to realize the marketing benefits of a green transformation will be lost. Further to this, customers begin to question other claims made by the company, leading to further backlash.

However, this does not mean that companies should refrain from communicating green efforts to customers. Simply avoid greenwashing and follow the **golden rule of green marketing: be open, honest and transparent.**

With this in mind, here are a few tips for marketing green:

- ✓ Add a green section to the company website that includes any environmental vision statement or policies, lists green accomplishments, and explains future goals.
- ✓ Put green accomplishments or attributes on product packaging.
- ✓ Send e-mails to customers communicating green efforts and the results along with how it will reduce their own footprint.
- ✓ Use social networks such as Facebook and Twitter to get the word out as progress is being made.
- ✓ Advertise in Green spaces such as Green blogs, magazines, and events.
- ✓ Become a green resource. Provide green tips, tricks and facts to customers via website, social networks, product packaging and at community events.
- ✓ Give back by donating to green charities, supporting green causes, and programs.
- ✓ Hold public earth day events that include things like park and waterfront cleanups, tree planting and so on.
- ✓ Encourage and support employees to volunteer their time to green and social causes.

To fully realize the business benefits to going green, customers, stakeholders and suppliers alike need to understand what a company is doing to reduce their carbon footprint. An effective green marketing program will help to make this happen.

For more information, contact
Brett Wills at bwills@hpsinc.ca

Perceiving vs. Judging

The February 8th HP Newsletter shared some personality traits including Extraverts vs. Introverts, Sensing vs. Intuition, and Thinking vs. Feeling.

These are a continuation and relate to Perceiving vs. Judging. Some good food for thought – especially if you put them all together. These will be of interest to leaders and in particular Front Line Leaders.

Perceiving types are motivated into activity by the changes in a situation. Judging types are motivated into activity by their decisions resulting from the changes in a situation. The most common differences between Perceiving and Judging types are shown below:

Perceiving types

- *act impulsively following the situation*
- *can start many things at once without finishing them properly*
- *prefer to have freedom from obligations*
- *are curious and like a fresh look at things*
- *work productivity depends on their mood*
- *often act without any preparation*

Judging types

- *do not like to leave unanswered questions*
- *plan work ahead and tend to finish it*
- *do not like to change their decisions*
- *have relatively stable workability*
- *easily follow rules and discipline*

Saskatchewan Government to Employ LEAN

Our hats go off to Saskatchewan – and their leader Premier Brad Wall who declared this week that he will cap health spending growth – and still reduce wait times. How does he plan to do this? By deploying lean led by his deputy Dan Florizone.