



In This Issue: -New Workshop with Air Force Research Lab- Manufacturing Roundtable-New Webinar Series-Update on Toyota Recalls

A lot of new and exciting things happening at Lean Concepts this summer. In May, John Veatch, President of Lean Concepts, Inc led a workshop at the University of Dayton's Center for Competitive Change. The topic was "De-Mystifying the Tools: An Overview of Lean, Six Sigma, ISO, and Theory of Constraints" and John covered all of the process improvement tools explaining the benefits and opportunities to use each one. Also in May, John was asked to speak at the quarterly Manufacturers Roundtable hosted by Barnes-Dennig, Cincinnati's fifth largest Accounting Firm. At the Barnes-Dennig event, John was joined by Mr. Michael Pitcher, President of Operations Excellence as they discussed the practical applications of Lean, Six Sigma, and Theory of Constraints with executives from over 30 companies in the Greater Cincinnati/ Northern Kentucky region. John's follow-up article for the Barnes-Dennig newsletter can be seen on page 2.

In June, Lean Concepts, Inc was pleased to be asked by the Air Force Research Lab at Wright-Patterson Air Force Base to present a Value Stream Mapping Workshop. Recognizing that the classroom learning is better when coupled with actual "hands-on" training in the real world, we were asked to hold the workshop at several different venues. First, there was the traditional classroom training where the 25 participants learned the basic tools of Value Stream Mapping, some of the jargon, and how to prepare a current state and future state map. Day 2 and 3 we split into teams and with the help of 2 of our current partners, [Hydro Systems Company](#) and [Epcor Foundry](#), the teams visited the respective facilities and conducted actual on site, real world, data gathering and value stream mapping exercise. Day 4 was spent reviewing and finalizing the future state maps and detailing actionable items for the companies to attack. On behalf of the entire Lean Concepts, Inc organization, we would like to thank Hydro Systems Company and Epcor Foundry for allowing us to use their facilities for this training



Barnes-Dennig Workshop



AFRL Value Stream Mapping



AFRL Value Stream Mapping

Are You Lean?



BARNES DENNIG
Accounting • Tax • Business Insight

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Lean Concepts Inc.

Find a Better Way

What does it mean to support a Lean enterprise? Does it mean you send someone to a training course? Does it mean you demand we get LEAN tomorrow? Does it mean you hire a consultant to teach your employees how to get lean?

I think it is none of these simple answers. You do not *get* LEAN. You cannot be leaned out. You cannot buy LEAN, and it definitely cannot happen overnight. LEAN is Continuous Improvement, a different way of managing your operation – one that at some point will not be comfortable or popular. Before you travel down the path of continuous improvement, you should ask yourself and your team the following question: Are you comfortable being uncomfortable? Change is a scary thought and at best is uncomfortable.

Easier Said Than Done

Over the past few months I have had the pleasure of visiting many companies throughout the US and talking with some really good people who have no idea what is happening in their organization. I have met with senior-level executives who could not tell you the very basics of the Toyota Production System but will tell you how LEAN they are. One gentleman told me they do really good 3S but that 5S was just too difficult and it made his managers uncomfortable.

During one visit, a senior-level executive told me he was unhappy with the progress his organization was making on their lean journey and wanted my advice on which person he should terminate first. When I asked what his Key Performance Indicators were, he told me, "On Time Delivery, Safety, Customer Returns, and the most important was the 5S audits." We then took a walk on the shop floor to look at the visual management tool that was proudly posted for all team members to see. Every chart on the Visual Board was at least nine months out of date, and the team member who showed us the tool had an arm in a sling. I thought for a minute and asked the executive if he should look at his support of his so-called "Lean Program." (FYI, *lean* is not a program; a program has a start and a finish, and you will never be finished with your lean journey).

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If you really commit your organization to a continuous improvement journey toward enterprise excellence, you need to realize that you will never be finished improving!

Lean is About the People

As one executive said, "Let people learn about Lean, and constantly be willing to listen." When was the last time you talked with a Department (I mean *really* talked with them) to find out what issues they faced? When was the last time you stopped and just watched your operation? When was the last time you asked the question, "Why do we do this?" When was the last time you rewarded the "almost right" and then took the time to teach? There are seven types of waste; how many can you identify?

Lean is a way of life. If you, as the leader, are not ready to truly support, understand and teach every minute of every day, then I suggest you not only accept less-than-desirable results, you get used to them.

Recently, as all of us have heard over and over from the “mainstream media” Toyota has had some complaints about cars that prompted massive recalls of some models. That of course prompted an attack on Toyota’s culture and the basis for the Toyota Production System. It seems as though the number one auto manufacturer was an easy target. While not completely blameless and still with some problems, research done by the U. S. Department of Transportation indicates the fault may not be entirely with Toyota as reported by the Wall Street Journal on Tuesday. An excerpt appears below, followed by a link to the entire story.

The U.S. Department of Transportation has analyzed dozens of data recorders from Toyota Motor Corp. vehicles involved in accidents blamed on sudden acceleration and found that at the time of the crashes, throttles were wide open and the brakes were not engaged, people familiar with the findings said.

The results suggest that some drivers who said their Toyota and Lexus vehicles surged out of control were mistakenly flooring the accelerator when they intended to jam on the brakes. But the findings don’t exonerate Toyota from two known issues blamed for sudden acceleration in its vehicles: sticky accelerator pedals and floor mats that can trap accelerator pedals to the floor.

The findings by the National Highway Traffic Safety Administration involve a sample of reports in which a driver of a Toyota vehicle said the brakes were depressed but failed to stop the car from accelerating and ultimately crashing.

http://online.wsj.com/article/SB10001424052748703834604575364871534435744.html?mod=djemTEW_t

We have some exciting new workshops coming in the fall with our partners at Vincennes University in Jasper, IN, the University of Dayton, and some others. Watch our website and future newsletters for details. Also, we now have available some 1 hour webinars that you can attend from the comfort of your own computer. The first one is scheduled for Monday, July 26 at 1:30 on the topic of A3 Reports. Visit our website to register!

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