

From: info@leanovations.com
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To: info@leanovations.com, fshamburg@leanovations.com

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Leanovations, LLC Lean Newsletter January 2010 Issue

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Here We Grow Again!! Thank You!!

Leanovations once again enjoyed another year of significant growth in 2009 as we continued to increase our capacity and broaden our capabilities to provide Lean Leadership training and services throughout the United States and internationally, from the supply chain right through to the customer.

In support of our growing list of companies and markets, Leanovations is proud to announce the opening of a new office annex in Milan, Italy on January 4th, to support the European opportunities. Managing the Milan, Italy office will be Osvaldo Mascarello, V.P. of European Operations. Osvaldo has over 30 years of manufacturing experience, which included 20 years as an Engineering Manager, with 3 different multinational companies, 10 years Lean Production Process Manager, with plants in Italy and Poland, and 4 years experience in Global Engineering and Complexity Analysis focused in Asian Supply Chain evaluation and validation.



We want to take this opportunity to thank all of our "Lean Partners" for an excellent year in 2009, and to wish you all a prosperous and healthy New Year.

To learn more about Leanovations or about our Italian office please visit our website at www.leanovations.com

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Growing Profitably - May Mean Hiring a Sensei

If your company's New Years Resolution is to grow profitably in 2010, then adopting Lean is on your "To Do List". For many companies that are considering embarking on a Lean transformation, the journey begins with a call to a consultant group to find a Sensei (teacher or coach in Japanese). Most successful Lean transformations begin with the guidance of a Sensei, to demonstrate Lean techniques, and to help identify cultural and leadership styles requiring modification, necessary to create positive change.



The basic principles of Lean - are about simplification, but the journey is very complex. When it comes to putting Lean principles into practice, even the most well-intentioned companies can run up against some roadblocks. By hiring a consultant you get a third-party set of eyes, to look at your current practices provide feedback and introduce new Lean concepts, which allow you to become successful in your Lean journey. Hiring the right consultant brings more to the table than simply helping organizations conduct Kaizen (Japanese word for continuous improvement) events or create value-stream maps. The right Sensei will develop a partnership with the company and help management and leadership signal a new cultural change, where the employees will be valued, engaged and empowered to make positive change within the company. Through structured Kaizen team events, the employees assist the company in eliminating waste to create new capacities and skills to grow profitably.

This is where Leanovations excels. We help companies define and formulate a new sense of urgency or purpose for being, through the development of a Strategic Plan. We assist them in deploying the plan through Kaizen Team events with engaged and empowered employees. Leanovations prides itself on having empathy for the situation that executives are in, and the issues and concerns that are coming at them. We do not believe in the "one-size-fits-all" approach for implementing Lean strategies. We develop a deep understanding of the business conditions, the organization, the culture, and the motivations. We understand all of that, and modify our approach accordingly, developing a "Lean Partnership" with the Management Team to implement a strategy that's right for their organizational needs and culture.

In the Japanese tradition of apprenticeship, Leanovations teaches leaders of a company to take an active role in learning and practicing Lean principles and sharing that knowledge with others in the company, through their own

internal Kaizen Team events. We teach companies how to fish not to just provide the fish. We are teachers who expect our students to graduate and build their own Lean training and culture, so that our services are no longer required. Leanovations believes it's important for us to engage and empower our clients (Lean Partners) to put their own Lean strategies into practice rather than to use us as a crutch. We do not allow our "Lean Partners" to see their Lean transformation as a Leanovations program, instead we strongly encourage them to develop their own "Lean Brand" and promote that with the very first steps of their Lean Journey.

If you are interested in learning more about Leanovations and how we may be able to assist your company in 2010, please visit our website at www.leanovations.com or e-mail us at info@leanovations.com

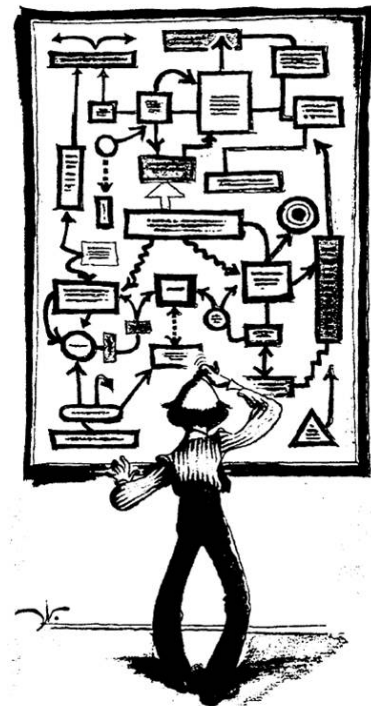
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Begin the New Year by Developing a Strategic Plan to Create Long Term Success

It is important to identify critical business issues facing an organization and select objectives and goals to overcome those issues. Developing a Strategic Deployment Plan with 3-5 year breakthrough objectives, at the beginning of a new year is the best way for a company to obtain desired results and ensure that all employees understand the long-range direction. It is a way to create linkage throughout the organization to make the vision a reality. Extensive cooperation within and between departments and process owners are vital to establishing success of the overall Strategic Plan.

The second aspect of a Strategic Plan is to develop fundamental process measures, called Key Performance Indicators (KPIs). KPIs must be monitored to assure the continuous improvement of the organization's key business processes. In essence, ensuring everyone is heading in the correct direction and with a sense of control.

To implement the Strategic Plan, a company must develop detailed Annual Improvement Plans (AIPs), with significant breakthrough objectives at all levels of the organization. AIPs




provide guidance and linkage as well as drive the implementation plans. Assigning clear responsibilities for each item in the AIP implementation plan is how to ensure real change occurs. Significant breakthrough objectives usually require cooperation between a cross-departmental and cross-functional Kaizen team, focused on continuous improvement utilizing the Plan-Do-Check-Act (PDCA) process.

For each strategy, use the PDCA process to measure the progress against the goal set at the beginning of the year. Periodic reviews need to be initiated by the process owner at the lowest level, and the information/results are presented and reviewed with the Leadership team to develop actions for success.

Using the PDCA cycle in Strategy Planning ensures that:

- Plans are developed more systematically.
- Progress on plans is carefully monitored.
- Changes to plans are made where necessary.
- Breakthrough objectives are attained.
- Organizational learning occurs at all levels.
- The planning process itself is standardized and continuously improved.

If you are interested in learning how Leanovations can assist your organization with developing and implementing a Strategic Plan please e-mail us at info@leanovations.com.

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A Lean, Green Look at Business

2010 is a New Year, with a NEW way to look at running your company. Being eco-aware does not just mean doing your part to save the planet; it also means being able to convert Lean and Green activities and results into real business benefits and opportunities.

Far from being a passing fad, corporate and social responsibility (CSR) to become environmentally friendly is making a real connection with customers who are increasingly looking to find the greenest processes, products and services available. This means being able to meet customer expectations without creating Environmental Waste.

Companies such as Toyota and GE are at the forefront applying Lean and Green manufacturing and will become a focus for 2010. Environmental waste is just as bad as any other waste that creates an inefficient production process. Lean manufacturing activities are renowned for being focused on

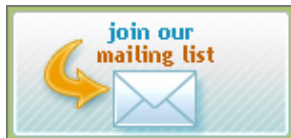


increasing production efficiency, but environmental wastes, such as excess energy and water use, and the costs involved with them need to become a bigger component of Lean. If cost-reduction opportunities from environmental wastes are overlooked, then the true costs of production are not really being accounted for, which is not Lean.

Lean manufacturing is about companies embracing change to reduce waste in how they produce a product or service. It engages and empowers employees to develop and implement ideas and requires a culture continuous improvement. Making this change is cultural, and necessary for any company to survive, but it is incredibly difficult. Companies that adopt "Lean and Green Manufacturing" are embracing the environment at the same time embracing change itself, and starting down a path towards more efficient processes, less waste of all kinds, and empowered innovative employees. Going Green can be a tremendous motivator for Lean, and going Lean will become much easier if you connect it to going Green.

Here is an 8 Step Guide for going Lean and Green.

1. Know what Lean and Green really means. It is a process where in you start using more eco-friendly processes and products that help reduce or eliminate the 7 Wastes in Manufacturing plus Environmental waste.
2. Identify, assess and manage risks to employees, customers, suppliers, contractors, visitors and the environment.
3. Conduct operations in compliance with all relevant legislation & other requirements as a minimum condition.
4. Consult and communicate regularly with employees about Lean Environmental Health & Safety (LEH&S) issues, improvements and about individual responsibilities.
5. Develop improvement strategies and Key Performance Indicators (KPIs) on a continual basis, with appropriate targets, which aim to eliminate unsafe conditions, reduce non-value wastes and prevent environmental pollution.
6. Prepare and provide the necessary resources and investment in time to meet the targets.
7. Develop procedures, work instructions, and training material to assist the workforce to develop:
 - o Safer place to work,
 - o Work Systems to reduce non-value steps
 - o Processes that eliminate environmental pollution
8. Continually conduct a Plan-Do-Check-Act (PDCA) review on performance and reassess the goals.



If you are interested in learning more about Leanovations and how we may be able to assist your company in 2010, please visit our website at www.leanovations.com or e-mail us at info@leanovations.com.





**Mark Your
Calendars for the
Upcoming
Leanovations
Workshops**

UPCOMING LEANOVATIONS EVENTS

Go to www.leanovations.com to register for a workshop or to learn more information on workshops by Fred Shamburg, President Leanovations, a National Shingo Prize Examiner and other members of the Leanovations team.

- **February 16th, 2010 (Tuesday) - 1 Day Lean Enterprise Basics Training** - This workshop is designed for those just starting on their Lean Journey and for individuals who have an interest in learning more about the basic tools to successfully lead a Lean Kaizen Event. The famous "Nerf Ball Factory" Simulation will be conducted at this workshop.
- **March 5th, 2010 (Friday) 2010 - 1 Day Advanced Lean Tools (VSM, A-3 and 3P)** - This workshop is designed for Lean Leaders who want to develop additional skills to facilitate internal workshops focused on Value Stream Mapping (factory and office), utilizing the A-3 Form as part of the Plan-Do-Check-Act (PDCA) Process, and how to apply the 3-P Process to create new growth through sales innovations.
- **June 22nd - 25th, 2010 Lean Leadership Certification** - This Leanovations Lean Leaders Certification program is for professionals leading Lean initiatives for their organizations, who want to equip themselves with the skills necessary to be an effective change agent and Lean implementer. The 4-Day program consists of hands-on, simulation-based exercises that present Lean concepts, principles, tools and techniques. All four days of the class will be at clients of Leanovations and companies recognized as Lean Leaders in Connecticut. Many graduates of this certification program become recognized and awarded an internal Lean Leader Certification by Connecticut's Center for Advanced Technology.

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