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Leanovations, LLC Lean Newsletter July 2011 Issue

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PDCA the Key to a Kaizen Team Event Success and developing a Lean learning Culture:

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Kaizen (Japanese word for continuous improvement) Team events are focused and structured improvement opportunities, using a dedicated cross-functional team to improve the culture in targeted work areas, with specific goals, in an accelerated timeframe. They most often are conducted in a five day workshop setting, although they may be somewhat shorter or longer in duration. Kaizen events led by Leanovations follows a structured process and encourage human creativity over spending money, with a goal of substantially improving the performance of the team members, culture, work area, process and/or product.

Organizations that embrace Kaizen from the top leadership to the lowest level in the organization are able to sustain improved levels of performance. This leads to the creation of a culture of Lean learning, looking at problems as "opportunities" for continuous improvement.



The Kaizen event framework Leanovations follows helps organizations identify strengths and opportunities for improvement with events focused on the Voice of the Customer, Voice of the Business, Voice of the Process or the Voice of the Employee (VOC, VOB, VOP or VOE) and to develop an enterprise wide Kaizen program as a whole that supports the Strategic Plan for the long term goals.

The Kaizen event framework is organized around four elements of Plan, Do, Check, Act (PDCA). The **4 PDCA** categories are:

PLAN

Establish the objectives and processes necessary to deliver results in accordance with the expected output. By making the expected output the focus, it differs from other techniques in that the process accuracy and the need for standard work to meet specifications is also part of the improvement.

DO

Implement the new processes, often in small incremental steps. Develop Key Performance Indicators (KPI) to measure your success.

CHECK

Measure the new processes and compare the results against the KPI expected results to understand performance against the Plan.

ACT

Analyze the outcome of the Check process and take action to insure the Plan stays on target. Determine what countermeasures to be taken that will deliver improvement.

In addition to the four elements, full organizational and management support of the Kaizen event as a whole is required, and this is where most organizations will fail or succeed. If the organization does not fully embrace, support and personally get involved



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in Kaizen events, the positive momentum an organization will experience in the first 6-12 months of conducting Kaizen events will begin to sour and results will decline and not be sustained. Top management must "go see" the results and ensure the whole organization is ready and able to support the team during the kaizen event.

At Leanovations we tell companies it will take about 9 months for a Lean Kaizen Culture to start to click. It really depends on how well management supports the team building process of Kaizen events developing a culture of Lean learning that looks at problems as "opportunities" for continuous improvement. If you are interested in learning more on how Leanovations may assist your organization to enjoy profitable growth, please contact us at info@leanovations.com.

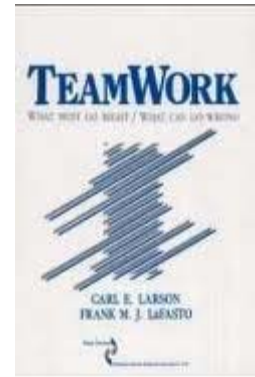
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What is Teamwork?

Recently, Fred Shamburg President of Leanovations was asked to be the Guest Speaker at a Corporations Team Day Event where they celebrated Teamwork along with a celebration of our Country's Independence Day (4th of July).

Research on the topic of teamwork turned up the **book "Teamwork"**, written by **Larson and LaFasto in their book they described** eight characteristics of effective teams. Although these eight were not use directly in the discussions with the employees during the Team Day celebration, we felt they were excellent and wanted to share them in our July newsletter.



1. **The team must have a clear goal.** Avoid fuzzy, motherhood statements. Team goals should call for a specific performance objective, expressed so concisely that everyone knows when the objective has been met.
2. **The team must have a results-driven structure.** The team should be allowed to operate in a manner that produces results. It is often best to allow the team to develop the structure.
3. **The team must have competent team members.** In the education setting this can be taken to mean that the problem given to the team should be one that the members can tackle given their level of knowledge.
4. **The team must have unified commitment.** This doesn't mean that team members must agree on everything. It means that all individuals must be directing their efforts towards the goal. If an individual's efforts are going purely towards personal goals, then the team will confront this and resolve the problem.
5. **The team must have a collaborative climate.** It is a climate of trust produced by honest, open, consistent and respectful behavior. With this climate teams perform well...without it, they fail.
6. **The team must have high standards that are understood by all.** Team members must know what is expected of them individually and collectively. Vague statements such as "positive attitude" and "demonstrated effort" are not good enough.
7. **The team must receive external support and encouragement.** Encouragement and praise works just as well in motivating teams as it does with individuals.
8. **The team must have principled leadership.** Teams usually need someone to lead the effort. Team members must know that the team leader has the position because they have good leadership skills and are working for the good of the



team. The team members will be less supportive if they feel that the team leader is putting him/her above the team, achieving personal recognition or otherwise benefiting from the position.

At Leanovations we believe teamwork, should be the central focus of a Kaizen team event, and we believe that with great teamwork, comes a culture of Lean learning on how to see and reduce wastes, which in the end will provide sustainable results any organization aspires to enjoy.

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Two Years after the Economist Declared the Recession Over, Now What?

It has been two years since the economists said the Great Recession ended, the recovery has been the weakest and most lopsided of any since the 1930s. How gloomy are Americans? A USA Today/Gallup poll found that 55 percent think the recession continues, even if the experts say it's been over for two years. That includes the 29 percent who say it feels more like a depression.

Two years after the economist announced the recession ended, too many Americans are struggling with job insecurity, too much debt and pay raises that haven't kept up with prices at the grocery store and gas station. Hard times have made Americans more dependent than ever on social programs, almost 45 million Americans are on food stamps, another record.

Workers' wages normally makes up about 64% of an economy, which usually stays stable in any economy (during bust or boom years), but right now only 57.5% of worker wages that is driving the economy, which is an all-time low. Unemployment has never been so high - over 9 percent - this long after any recession since World War II. At the same point after the previous three recessions, unemployment averaged just 6.8 percent.



The jobs that are being created pay less than the ones that vanished in the recession because we are moving from a country that produces products (through manufacturing) to a service oriented society. Higher-paying jobs in the private manufacturing sector made up 40 percent of the jobs lost during this last recession.

Laid-off manufacturing workers are largely switching into lower-paying jobs in the service industry. Where they once made an average of \$51,000 annually, they now average \$16,000 to \$33,000 in service industries. If America does not manufacture and sell goods, and other countries do, then our U.S. money simply leaves the country to purchase those goods from foreign countries. The U.S. now imports twice as much as it exports. This has resulted in a trade deficit that has ballooned to an unprecedented amount of over \$1 Trillion in just the last year. Unfortunately, this trend shows no signs of abating.

The best way out of the recession is to create manufacturing jobs. Manufacturing as a share of the economy continues to plummet. In 1965, manufacturing accounted for 53 percent of the U.S. economy. By 1988 it only accounted for 39 percent, and today it accounts for less than 10 percent. Creating high-paying manufacturing jobs is the foundation to develop a robust and growing economy that reduces its dependence on government social programs/entitlements. After all, it was the great industrial revolution that created America's Middle Class and it is this group that is being hurt the most by the dwindling manufacturing jobs in the United States. Every time an American manufacturer closes their doors the Middle Class American dreams continue to fade along with our economy.

During the Late 1800's and early 1900's, the U.S. had a hunger to compete, and with less government intervention, it allowed for an innovative society and along with the efficiencies the industrial revolution brought with mass manufacturing, the steel, chemical, petroleum refining, and electrical industries emerged which allowed for the



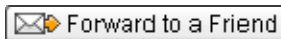
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twentieth century boom of the automotive industries, establishing the United States as a technological leader. This marked a major turning point in U.S. history; where almost every aspect of daily life was influenced in some way. Most notably, average income and population began to exhibit unprecedented sustained growth.

At Leanovations we believe the best way to drive the economy out of the recession is by becoming an innovative and productive society again, where we innovate, produce and sell our products to other countries. We work with manufacturing companies to implement Lean and Innovations to eliminate wastes in their business, and to grow their business profitably through new innovative products, processes and service offerings, providing a competitive advantage.

Over 80% of the companies we have a "partnership for success" with have enjoyed over 40% growth in the last 2 years. If you are interested in learning more on how Leanovations may assist your organization to enjoy profitable growth, please contact us at info@leanovations.com.



Leanovations Adds an Additional Lean Leadership Certification Class - October 11th - 14th, 2011 And Three Classes for 2012

Leanovations Lean Leadership Certification (LLC) Program scheduled for June 14th - 17th, 2011 sold out early, so we had many companies requested we add a 3rd LLC class for 2011. After reviewing our schedules and calendars we are happy to announce we will indeed add a third Lean Leadership Certification class October 11-14 2011.

We will be offering three classes in 2012 (Jan. 10-13, May 21-24, and Oct. 9-12), since the last 10 classes have sold out very early, stopping many who wanted to participate from attending.

The recently graduated June 2011 LLC class (seen above) had 33 participants from 13 different companies, with one individual traveling from Ireland and another from Italy to participate, along with 7 States represented, (Kansas, Arizona, Michigan, California, Missouri, and Wisconsin) to join those from Connecticut.



Lean Leadership Certification programs are offered through a variety of ways, many in sterile University classrooms with NO "real world" interaction or tours of facilities or some are offered over a long period of time taking over 3-4 months to complete. Leanovations conducts our Lean Leadership Certification program in 4 consecutive days, is hands on and very interactive workshop, where we tour a different Lean factory each day providing "real world" experiences. The participants hear from top management about their Lean journey, tour the facilities and then more importantly hear from the workers about how the Lean transformation has affected them in a positive way.

Leanovations has graduated close to 300 individuals through the LLC since 2007 and we look forward to adding about 100 new graduates from this October LLC through the three 2012 LLC classes. Leanovations also offers individual companies opportunities to run their own Lean Leadership Certification Program at their facility, while still enjoying the opportunity to tour other World Class Lean Facilities during the week

Leanovations Lean Leadership program is recognized by Connecticut's Center for Advanced Technologies, Inc, (CCAT), and many graduates have been recognized by the State as an "Internal Lean Expert" after graduating and working with Leanovations on Kaizen Team events. To learn more about the Lean Leadership Certification Program please visit our website at www.leanovations.com.

If you are interested in attending the class in October (11 - 14) or one in 2012 please send an e-mail to info@leanovations.com or visit our website at www.leanovations.com to enroll. We expect this class to fill up early also, so do not wait to enroll.



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